



# Accent

## **Recruitment Pack** *Non-Executive Director*







# Table of Contents

2

*About us*

8

*Role profile*

13

*How to apply*



# About US

We are *Team Accent*. We were formed in *1966* and have grown in the time since to now serve over *41,000* customers across the *north, east and south* of the country.

**We are driven by the fundamental belief that helping to solve the housing crisis will provide people with stability, a foundation for better living and contribute to the nation's wider objectives for local and national growth.**

We are clear on the impact we can make across our areas of operation and motivated by our values, strong vision and core purpose of providing top quality homes and services for our customers. We know that we have a large part to play in helping to overcome the difficulties that households on lower incomes face, and it is incumbent on us to deliver our core services to the best standard possible so that all of our customers feel that it is 'good to be home'.

At Accent we care, we are inclusive, smart and driven and we work in partnership with others to ensure our customers and communities are heard and supported to grow and thrive. Our customers' voice drives our decision making and our colleagues are invested in to deliver the best outcomes, ensuring that together, we create moments that matter.

## Our Strategy

Since 2018, we have undergone a series of transformative shifts. Firmly rooted in our social purpose, we pledged to enhance the quality of homes and services through four pivotal commitments:

- a substantial increase in new home construction,
- greater investment in existing properties and service delivery,
- a focus on personalised service experiences,
- the creation of a culture positioning Accent as an employer and partner of choice.

Through extensive changes to our funding and governance arrangements, our leadership structures and delivery models, our previous corporate strategy navigated a period of substantial transformation, laying strong foundations and future proofing Accent against a backdrop of ongoing economic turbulence.

Now, having reached the end of 'Building Better Futures 2021-24' we stand at a critical juncture, fortified by the successful implementation of these changes and a renewed focus on our core mission.

Our new corporate strategy, 'Building on Strong Foundations', covers the period 2024-2027, and is a continuation strategy to grow from these solid foundations and ensure all our improvements have a positive impact on our customers' satisfaction and the lives they live.

## Building on Strong Foundations 2024-27 has four key pillars:

1.

### **Creating quality *homes for the future***

Our asset management strategy sets out the foundation stones for preparing Accent to be both environmentally and financially sustainable in the long term, building and maintaining good quality assets that will provide larger numbers of better-quality homes for our customers that are loved and affordable to access and run.

2.

### **Driving excellence *through customer -influenced services***

We want our services to meet the needs and the expectations of our customers and believe the best way to achieve that is to involve them as much as possible. We want to promote a more customer-led approach to improving services, based on feedback, co-design, and a deep understanding of customer needs. We will do this through authentic engagement - listening, understanding, and acting responsively to the needs, aspirations and challenges of our customers.

3.

### **Investing *for success***


We will build an environment where everyone is valued, respected and appreciated for who they are and what they bring. We will create 'moments that matter' for our internal and external customers and colleagues every day.

4.

### **Contributing to *lasting change***

Our national footprint provides us with an authoritative and unique perspective to talk to and evidence the fallout of the housing crisis.

As an organisation with a strong commitment to continued growth, we will work with our stakeholders to achieve better outcomes for our customers by adding our voice to sector-wide lobbying activity. We will align with the key messages of our sector whilst presenting our own insight and expertise, utilising our customers' lived experience to support our calls for long term, lasting change.



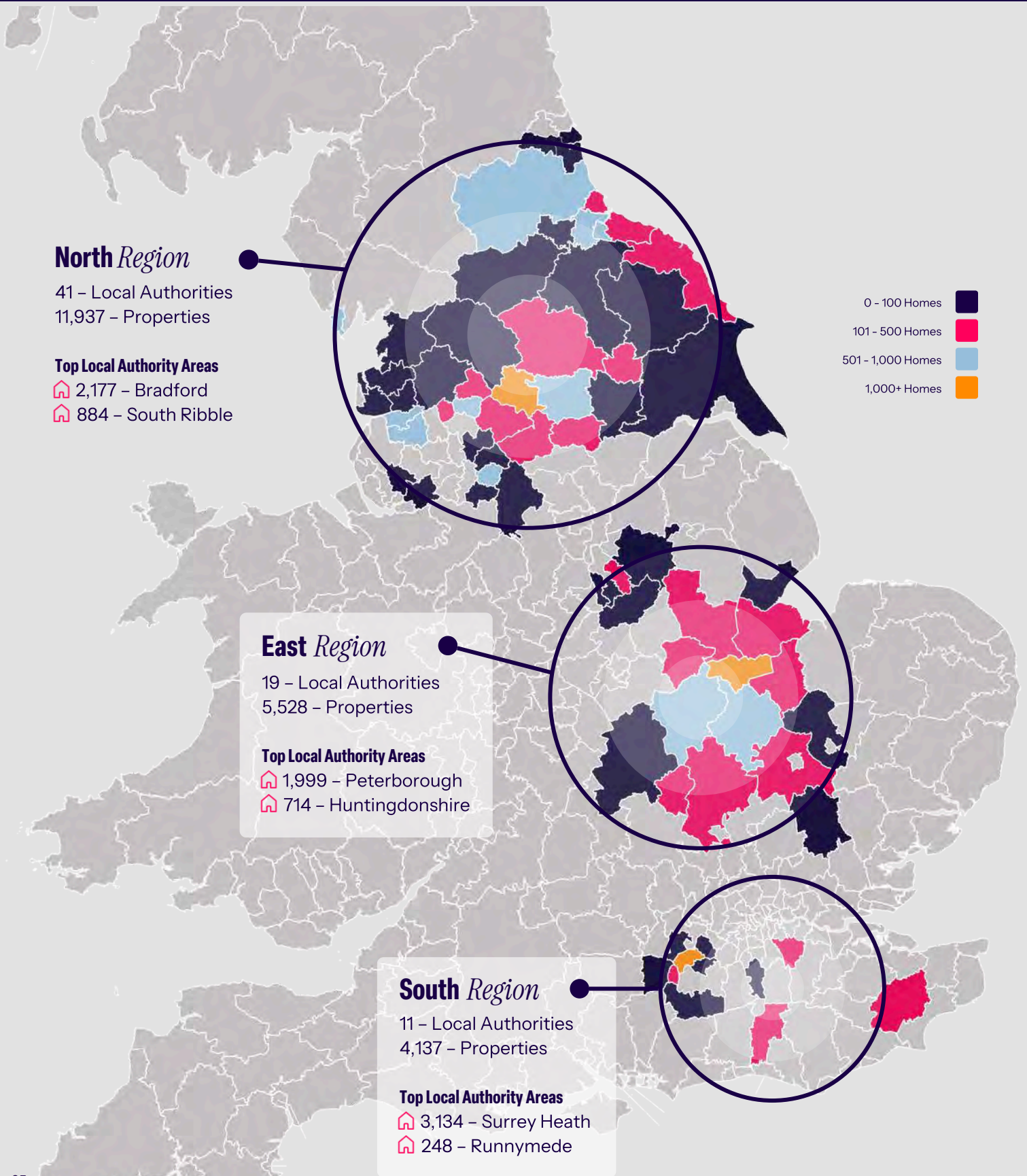
▶ **Emma Raven,**  
*Camberley customer*

I cannot over emphasise what welcome news this corporate strategy is. As a customer for many years, I am feeling *excited, positive* and *optimistic* about the future. Hearing that there is an intention for Accent to reach out to, *involve* and *collaborate* with customers cannot have come at a better time.

It cannot be ignored that for many families the struggle is real, battling with daily challenges, managing day to day and overcoming hurdles is something many of us have had to get to grips with. Knowing that moving forward, Accent will be hearing voices, taking the time to truly understand issues and personalising their responses can and will alleviate some of that strain. Now I know, there will be listening ears looking at customers with understanding eyes offering proactive, positive and helpful solutions.

Exciting times ahead. Promoting an ethos of new relationships coupled with a strategy to build confidence, inclusion and collaboration whilst cementing communities, at a time when it is truly needed can only be a positive step towards achieving a brighter future for all.

# OUR AREAS OF OPERATION



# Built on *Strong Foundations*

**Over 21k homes**  
*in management*

**V1 G1**

**94% of homes**  
*let at social rent*

**82% of homes at**  
*EPC C or above*

**Homes England**  
*Strategic Partner*

**S&P reaffirmed**  
**rating of**  
*A stable (July 2024)*

**Newly launched**  
*Customer*  
*Engagement Strategy*

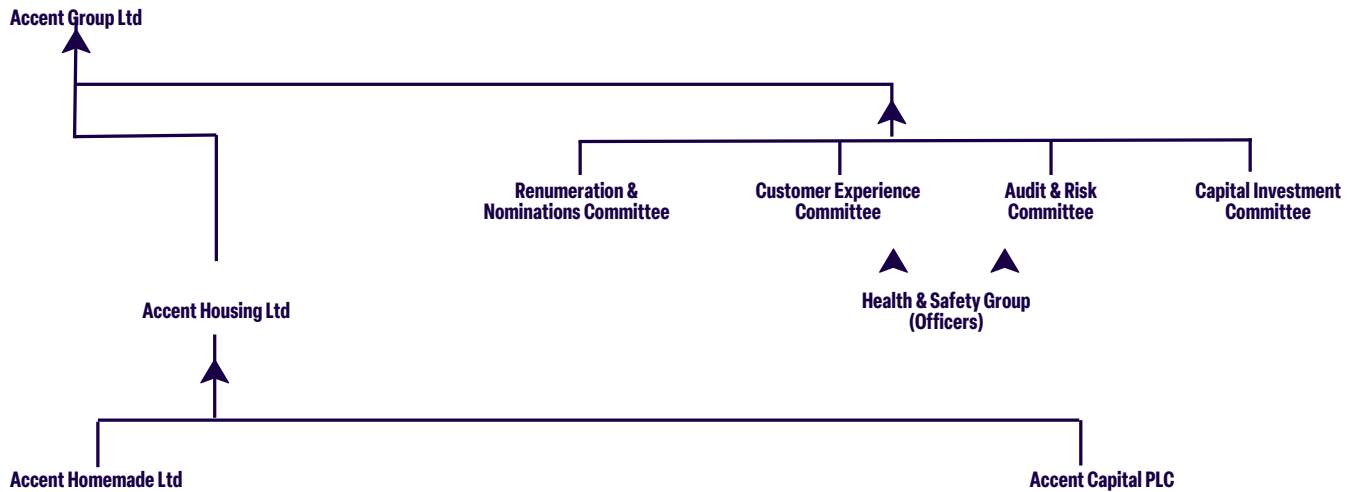
**Newly launched**  
*People Strategy*

**Founders of the More than**  
**Homes campaign -**  
*seeking to raise £1m for*  
*Trussell Trust*

**Homes across 71**  
*local authorities*



# Organisational Structure



## Executive Directors

|  |  |   |   |   |
|--|--|---|---|---|
| <b>Nick Apetroaie</b><br><i>Chief Executive Officer</i><br><i>(in post from 1 Nov)</i> | <b>Julie Wittich</b><br><i>Chief Operating Officer</i> | <b>Kirsty Spark</b><br><i>Executive Director of Finance and Business Services</i> | <b>James Anderson</b><br><i>Chief Information Officer</i> | <b>Sarah Ireland</b><br><i>Executive Director of Strategy and Growth</i><br><i>(Interim CEO until 31 Oct)</i> |
|--|--|---|---|---|

## Board Members

Tom Miskell - Chair  
 Archana Makol - Senior Independent Director  
 Ade Adebayo - Non-Executive Director  
 Stephen Pearson - Non-Executive Director  
 Helen Jaggard - Non-Executive Director  
 Nici Audhlam-Gardiner - Non-Executive Director  
 Ilona Blue - Non-Executive Director  
 Akshay Shah - Non-Executive Director  
 David Williams - Non-Executive Director

# Role *Profile*

Accent

|                        |                        |
|------------------------|------------------------|
| <b>Job title:</b>      | Non-Executive Director |
| <b>Accountable to:</b> | Chair of Board         |

## *Role Purpose*

To add value to Accent Group by contributing experience, expertise and insight to determine strategy, direction and control in the interests of our customers and the wider community. Provide strong leadership and performance management of Accent.

## *Key Accountabilities*

The Board has ultimate responsibility for the governance of Accent Group. The central role of the Board and its committees is to determine strategic direction and to establish and oversee control of risk management frameworks that will ensure that Accent achieves its aims and objectives complying with relevant legal and regulatory requirements. All non-executives share responsibility for Group decisions and should act only in the interests of Accent Group and not on behalf of any constituency or interest group. Non-executives should put the interests of the organisation before their own interests.

The board regularly reviews and capably manages its own performance and effectiveness and ensures that it understand and complies with all legal and regulatory obligations.

## **Strategic Leadership and Direction**

Provide focused strategic leadership and direction to the work of the organisation.

Provide clear focus around customer centric services.

Set and demonstrate a positive culture.

Promote good governance and ensure Accent comply with all legal and statutory obligations.

Provide strong leadership and allyship on all equality, diversity and inclusion matters.

Define the vision and values of the Group and ensure that these are realised and upheld.

Define the direction of the business.

Ensure clear accountabilities and communication within the Group.

Contribute to the creation of a positive culture within the Board and its committees which fosters constructive challenge to assumptions about the business.

Review Board composition, performance and succession plans regularly.

Appoint (and, if necessary, remove) the Chair.

Establish strong and positive working relationships between Board and Committee members, the Chief Executive and senior colleagues.



# Key Accountabilities

## Strategic Development

Set the key strategic objectives and determine the strategic aims and outcomes required.

Drive the development of the business plan, providing constructive challenge and contributions and ensuring the effectiveness of the plan.

Approve an annual budget and long-term business plan that supports the achievement of the corporate plan.

Ensure that all assets are managed efficiently and effectively, that social housing assets are safeguarded, and capacity is properly utilised, so as to maintain long term viability and sustainability of the association and its homes.

Review and evaluate current and future external opportunities.

## Conduct of Board Business

Ensure that decisions taken by the Board are in the best interests of the organisation and its customers and promote the highest quality standards and effective service integration.

Work in accordance with the organisation's Code of Conduct and the National Housing Federation Code of Governance.

Participate in reviews of Board performance, both individual and collective, attending training when required, participating in opportunities for learning and development, and keeping up to date with sector matters.

Diligently prepare for and attend Board meetings, actively contributing to discussions and decision making.

In the event of unavoidable absence from a meeting, provide comments and questions in advance on the relevant papers to the meeting Chair.

## Risk Management

Oversee a framework for the identification, management and review of risks, including agreeing risk capacity and appetite.

Contribute to the review and evaluation of strategic risks in both the external and internal environments and receive regular reports on these and on crystallising and emerging risks.

Ensure that a positive culture of managing opportunities, threats and uncertainties is embedded throughout the organisation.

Determine policies and decisions on all matters that might create a significant financial or other risk to the organisation, or which raise material matters of principle.



# Key Accountabilities

## Internal Controls Framework

Establish and oversee a framework of delegation and systems of internal controls, including a schedule of matters specifically reserved for the Board's decision.

Obtain systematic information that provides assurance on the effectiveness of internal controls.

## Performance Monitoring

Regularly review and monitor performance in relation to plans, budgets, controls and decisions.

Obtain and consider performance information in relation to customer and stakeholder feedback and benchmark against comparable organisations and activities.

## Probity and Integrity

Approve each year's audited Financial Statements prior to publication.

Obtain assurance that Accent Group's affairs are conducted lawfully and in accordance with generally accepted and specific standards of reporting and performance, including Accent Group's chosen "appropriate code" of governance and probity policies.

Ensure Accent Group complies with all relevant legal and regulatory requirements.

## Transparency and Openness

Regularly review Accent Group arrangements, taking account of good practice developments.

Establish Accent Group policy for communicating with, and involving, customers about its work and performance.

## Ambassadorial Role

Promote Accent at key events and other meetings, and establish constructive, high quality relationships, with key current and potential partners and stakeholders, both internal and external, in line with a Board-agreed relationship management policy as required.

Monitor, safeguard and enhance Accent's reputation.





## *Key Accountabilities*

### **Executive and Management Arrangements**

Appoint (and, if necessary, dismiss) the Chief Executive and other executives and approve their salary, benefits and terms of employment.

Ensure there are appropriate policies and systems to recruit, develop, retain and remunerate staff.



## Time commitment

- Board meets 6 times per year with a mixture of in person meetings (Peterborough and Bradford) and hybrid meetings.
- Committees meet approximately 6 times a year in addition to the main Board. Board NEDs will usually sit on at least one Committee.
- Where required, additional meetings may be held to support the organisation with its business. Strategy days are held twice per year for all NEDs.
- The annual commitment for a Board Member is likely to be around 15 days.
- Board and Committee meetings are usually held during the working day.
- We also ask all our Board Members to anticipate needing some time to keep up to date with what is going on within Accent and the wider housing sector and we will provide some information to support this. The time commitment may feel more intensive during the initial induction period, and there will also be preparation time required for meetings.

## Current Board Meeting Schedule

Wednesday 12 February 2024 Board meeting

Wednesday 26 March 2025 Strategy Day with Board meeting

Wednesday 21 May 2025 Board meeting

Wednesday 23 July 2025 Board meeting

Wednesday 24 September 2025 Strategy Day with Board meeting

Wednesday 19 November 2025 Board meeting

Wednesday 11 February 2026 Board meeting

## Remuneration

- Board member - £9,200 per annum
- Reasonable expenses are reimbursed, and training opportunities are provided.

## Tenure

- All appointments have a term of office in line with the National Housing Federation Code of Governance, 2020. This is subject to satisfactory performance which is evaluated through an annual non-executive appraisal process.

## Insurance

- Director and Officer insurance cover is in place.



# How to *Apply*



This recruitment is being managed by our partners Neemar Search.

For further information, a discussion or to apply for this role, please contact:

Eliot Jeffries [eliotjeffries@neemarsearch.com](mailto:eliotjeffries@neemarsearch.com)  
Tom Neely [tomneely@neemarsearch.com](mailto:tomneely@neemarsearch.com)  
07985 791149

Closing date: 18 November 2024

Interview date: 13 December in Bradford



**Accent**