



BUILDING BETTER FUTURES

CORPORATE STRATEGY 2021-24

**WE ARE
CARING**

We're genuine people who care

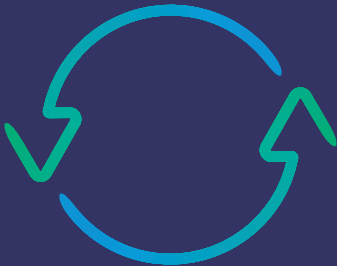
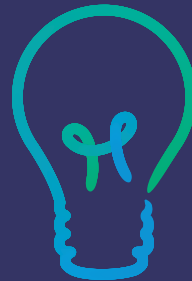


**WE ARE
DRIVEN**

We do whatever it takes to get it right

**WE ARE
SMART**

We challenge ourselves to improve every day



**WE ARE
INCLUSIVE**

We ensure that every voice is heard

WHAT'S INSIDE...

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OUR FUNDAMENTAL BELIEF IS NOTHING MORE IMPORTANT THAN THE ROOF OVER YOUR HEAD

We want this to be a country where everyone is able to exercise their right to a safe, sustainable and affordable home. This has been our belief since we formed in 1966. That same belief continues today. But in a world which is becoming more divided and where the poorest in society are always at the sharp end of any economic crisis there's more we should do. The climate crisis is worsening, economic and social polarisation is increasing and the coronavirus pandemic is throwing economies into further turmoil. The pandemic is exposing deep-rooted inequalities that trap people in poverty. As an organisation which exists to build better futures, we have to adapt to meet the changing demand and needs of our customers.

But as we evolve, we will not lose sight of our core belief. Home has never been more important. And so we will relentlessly drive our main ambition - to deliver top quality homes and services through consistent, reliable service delivery. We will continue to ensure we balance investment in developing new homes while ensuring current homes are of good quality and meet high standards of comfort and efficiency. Our customer centric culture will continue to be driven by our values and behaviours that shape our decisions and actions at every level. All this will be supported by

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continuous investment in digitisation of services; embracing fresh, flexible and accessible ways of delivering to bring about significant benefits and opportunities to our customers.

We believe that given resources and power, people can solve their own problems; so we will support self-reliance, not dependency. To have the biggest impact, we'll focus on areas where we believe we can make the biggest difference.

That means working in partnership with local communities and organisations, truly valuing their skills and expertise to develop and support activities that accelerate change for the individual and community. But we won't chase an idea or movement if we can't contribute to it wholesomely, or if others have the skills and resource to do it better. And we will be agile and adaptable, because if 2020 has taught us nothing else, it's that our ability to constantly respond to the changing needs of our customers is what's critical in future-proofing and advancing our service.

At Accent, we care. We keep pushing for a radically better world, for better futures where all people have the power, equal life opportunities and respect they need to thrive, not just survive, from a home they can call their own.

² ACCENT AT A GLANCE

Correct as of 19/03/2021

OUR PEOPLE:

Customers:

41,107

Colleagues:

451

STOCK PROFILE:

Homes:

20,414

General Needs Homes:

15,704

CUSTOMER VOICE:

Survey responses:

25,125*

Customer consultations
in the last year:

9

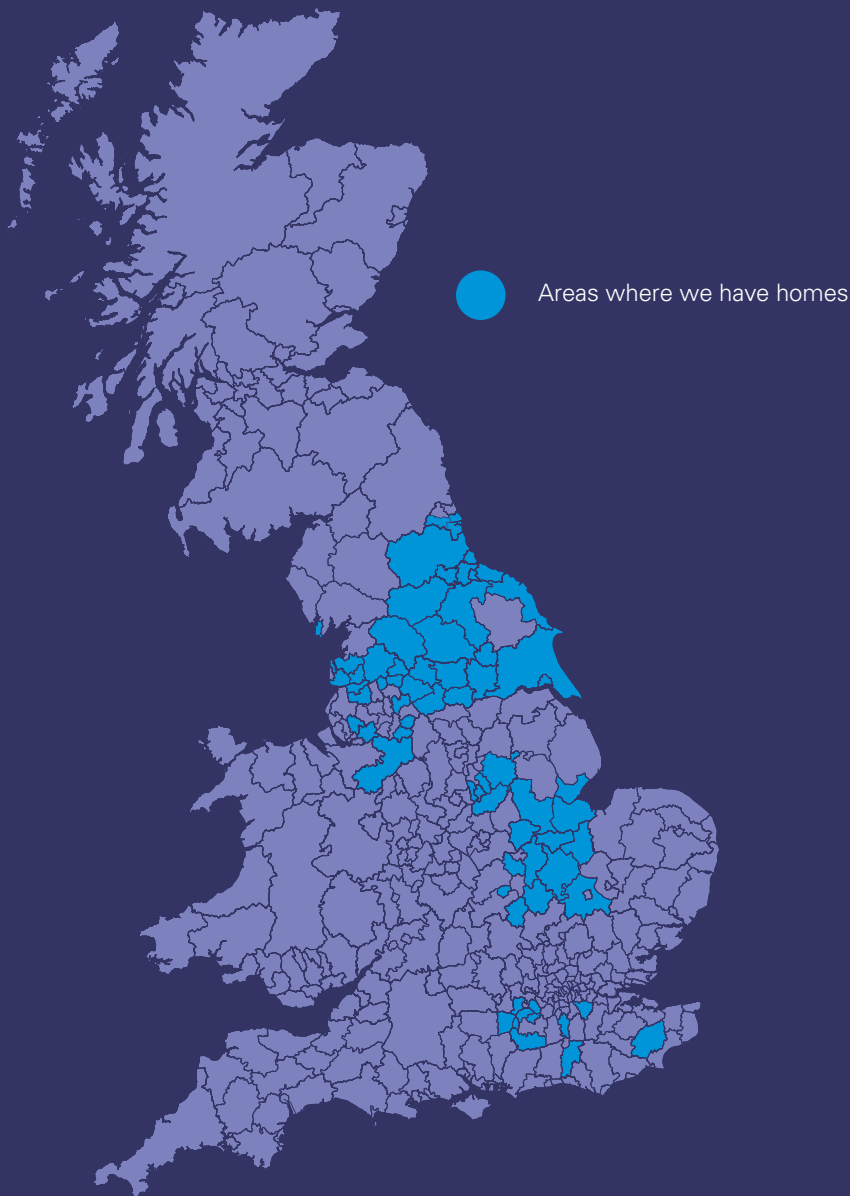
Leasehold, shared ownership,
freehold, market rent, temporary
and staff accommodation:

2,846

Housing for older people:

1,864

* Figure includes 22,591 responses to Rant & Rave surveys and 2,535 responses to non-routine surveys between 1st January 2020 and 31st December 2020





DEVELOPING OUR STRATEGY

Accent Group's new 3-year Corporate Strategy is the result of our largest consultation exercise to date, reflecting the voices of over 2000 people.

881

Existing customers engaged through online surveys.

114

Colleagues joined our summer conference to debate and explore new ideas.

1000

Potential customers reached through external research enabling us to better understand our future operating landscape.



STRATEGY CONTEXT



With You for Your Journey,
our corporate strategy to 2021,
produced huge achievements
for us and our customers.

Over the last three years we were able to grow our financial and organisational capacity, strengthen our governance, improve all areas of our customer safety, intensify our customers' voice which helped to reshape our new service model and we have begun to build an organisational culture of empowerment and accountability with employees focused on delivering excellent customer outcomes. Significantly, we have also brought in new skills and greater capacity to deliver our development and growth ambitions, including the creation of a new team and the launch of Homemade, a new Accent brand for homeownership and sales marketing.

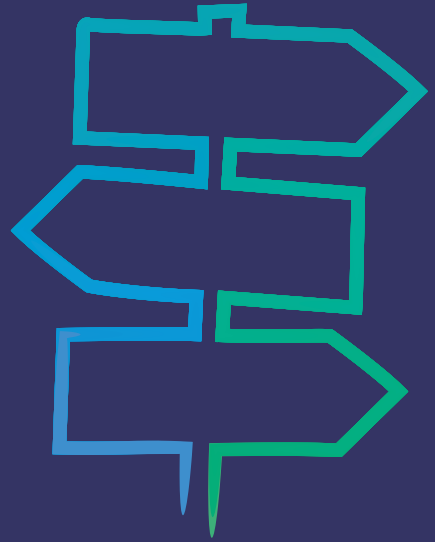
Our new strategy, Building Better Futures, will serve as a continuation of With You for Your Journey, delivering an evolution not revolution of existing commitments to make sure we're delivering exceptional services and responding to the needs of customers.

But in a world which has changed significantly over the last twelve months, our objectives must also seek to respond to and seize the opportunities powerful external trends are having on our sector and customers.

Our role will be questioned like never before, not only politically but also through the eye of our customers.

The teachings from Grenfell and the recent white paper places a far greater emphasis on consumer regulation, the management and resolution of resident complaints, building safety and expectations for the overall quality of our homes. We will continue to embrace our focus on customers and drive greater engagement whilst building on work already done. This is a priority. Not just because of regulatory and legislative requirements, but because it is the right thing to do.

OUR THREE PRIORITIES



We have three key priorities for the future of our homes, our services and our organisation. Successfully delivering our objectives will ensure that we meet the aspirations of our vision by enabling our customers to build better futures.

1

Quality Homes,
Sustainable
Communities

2

Personal
Customer
Experience

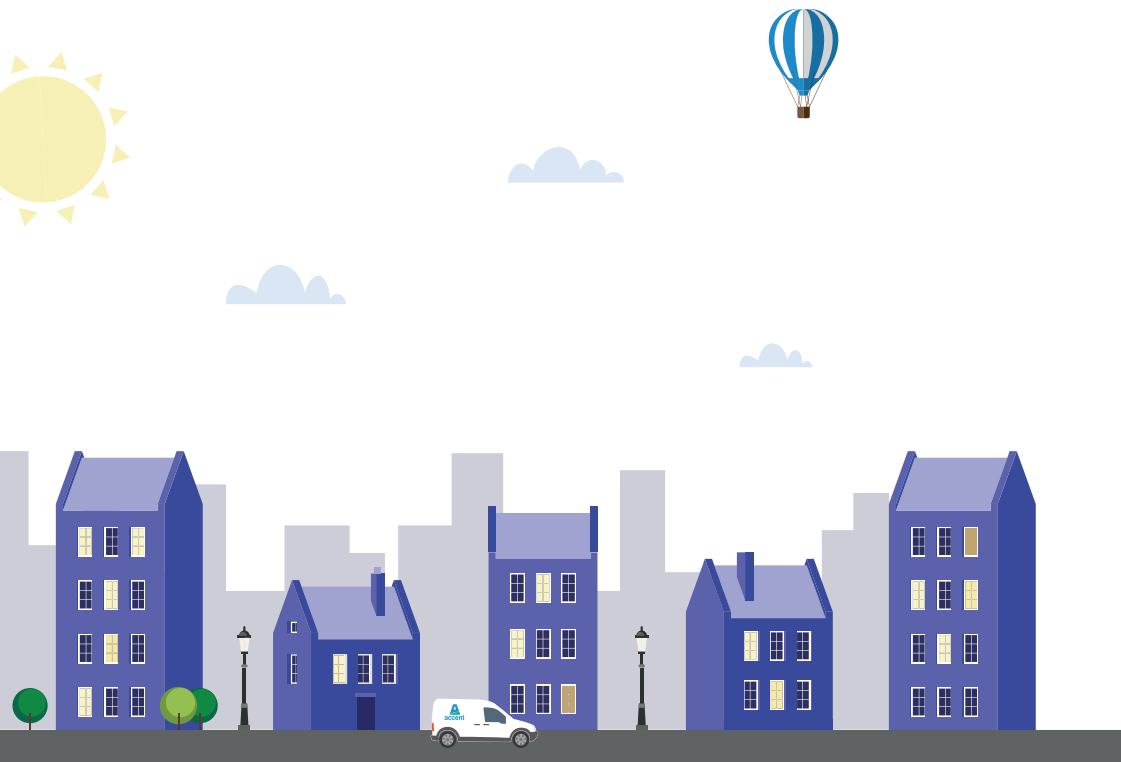
3

Inspirational
Workplace

QUALITY HOMES, SUSTAINABLE COMMUNITIES

We're in business to provide housing and services which make progression and independence possible. People want little more from us than the basics; a safe and secure home with dependable services, in a community which provides equal opportunities and self-reliance.





4 QUALITY HOMES, SUSTAINABLE COMMUNITIES

We will be a housing provider for the many not the few, with a range of affordable rented and low cost home ownership properties that are accessible to everyone, with new developments focused in areas of short supply.

Our enhanced quality standard for all homes will challenge our underperforming properties, and we'll take ethical action to invest in or dispose of any not suitable for the future or those which don't promote community cohesiveness and opportunities for better living.

By responding to the Environmental, Social and Governance agenda and targets for decarbonisation, we will strengthen our environmental and financial sustainability to maintain quality homes that are affordable to access and run.

We're realistic that this will take time – but we're committed to delivering a significant step-change on the road to becoming carbon neutral.

3-YEAR OBJECTIVES

We will diversify our offer, and deliver a range of new homes which meet the needs of customers across different markets, throughout their housing journey.

- Provide homes on the open market for those starting out on their home ownership journey
- We'll be an ethical private landlord providing new homes at market rent where a greater security of tenure is offered
- Maintain our focus on homes for affordable rent and shared ownership, developing at least 1500 affordable rented and low-cost home ownership homes by 2024

Work towards providing carbon neutral, energy efficient homes.

- Combat the increasing levels of fuel poverty preventing people living comfortably and affordably in their homes
- Be environmentally responsible and contribute to the government targets on decarbonisation

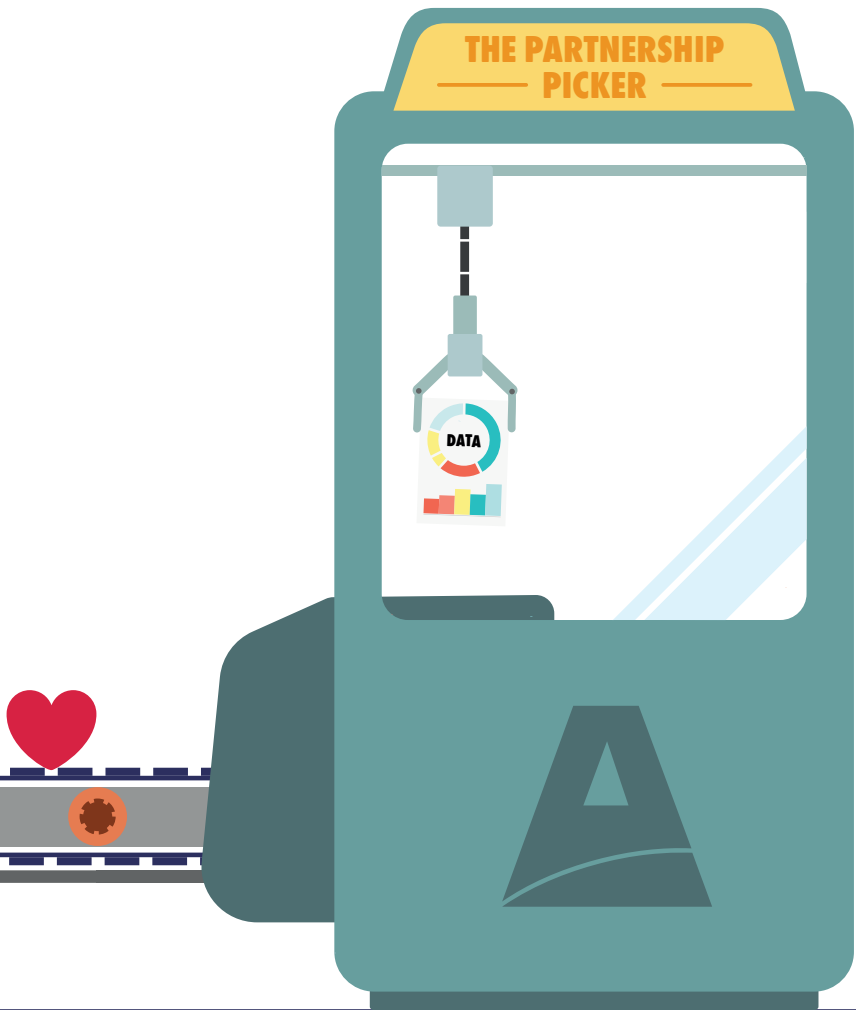
We will drive up the quality of all our homes.

- Decisive action to deal with homes which are not sustainable, including replacing them with new homes
- Enhancing the quality standard for all our homes, whether they are new build or already being provided to customers

PERSONAL CUSTOMER EXPERIENCE

Over the last 12 months, we've learnt just how important having a safe and secure roof over our head really is.





PERSONAL CUSTOMER EXPERIENCE

Our customer centric culture will drive the co-creation of our services with customers as one Accent team, amplify our customers' voice at grass-roots level and our insight work will drive a deeper level of understanding about customers' aspirations and needs.

Customers need greater access to us, stronger relationships will be built and community partnerships will afford positive opportunities in the areas we work.

We'll continue to build on the growth and appetite of our digital engagement through the pandemic, strengthen our

online capabilities and look for opportunities in our Contact Centre to build new ways of engaging. As we meet the expectations for a high quality online experience, we'll support our customers' to combat digital inequality and show the opportunities being connected online brings.

But, above anything else, we will act on what we already know. And so we will make it our priority to ensure our repairs and maintenance service meets the high service standards and consistently reliable service delivery our customers have the right to expect.

3-YEAR OBJECTIVES

Deliver a reliable and quality repairs and maintenance service

- Flexible contractor delivery based on local needs
- Involving customers in influencing and monitoring key contracts
- Make it easier to report repairs with digital solutions
- Effective contract management framework

We will build engaging and personal online experiences

- Meeting increasing expectations for high quality online contact options
- Working to support our customers to become digitally enabled
- Responding to real time feedback

Services will be built around our customers' needs and aspirations

- Amplify the customers' voice to meaningfully influence local service delivery
- Using insight and analytics to ensure that we have a deep understanding of what's wanted now and needed in the future
- Broadening our offer by building strong delivery partnerships
- Focussing on the individual customer relationship with Accent

6

INSPIRATIONAL WORKPLACE

We will build an organisational culture which delivers meaningful colleague engagement and rewards high performance. Colleagues will be empowered to deliver great customer outcomes, working with delivery partners where that can offer the most value.





INSPIRATIONAL WORKPLACE

Our colleagues will be able to work flexibly, from anywhere, complementing our customers' desire for services that work around their lives. Work space will support innovation, collaboration and social interaction.

We will transform and simplify how we work. This will include increased investment in digital technology to enable efficient customer transactions and collaboration with colleagues. Business process redesign coupled with Robotic Process

Automation will be widely deployed to create further efficiencies by completing bulk manual processing tasks, reducing administrative time.

We will celebrate diversity and reap the benefits from being an inclusive and representative employer, understanding of experiences of individuals and communities, and using their personal and work experience to shape our future.

3-YEAR OBJECTIVES

We will build a culture which delivers performance excellence

- Engaging & empowering colleagues to drive great customer outcomes
- Rewarding high levels of performance

We will transform and simplify how we work

- Enabling efficient transactions and collaborative working with digital solutions
- Deploying Robotic Process Automation to create organisational efficiencies and simplistic processes
- Building our network of external partners to deliver for our customers

We will transition to new ways of working

- Complementing our customers' desire for services that work around their lives
- Work space will support innovation, collaboration and social interaction

We will embed diversity and inclusion in everything we do

- Reaping the benefits from being an inclusive and representative employer
- Understanding the experiences of individuals and communities
- Ensuring we create work experience, training and apprenticeship opportunities in our communities

⁷ **MANAGING OUR PERFORMANCE**

1

QUALITY HOMES, SUSTAINABLE COMMUNITIES

1200 Additional New
Homes Delivered

2

PERSONAL CUSTOMER EXPERIENCE

UKCSI Service Mark
Accreditation of 85+

3

INSPIRATIONAL WORKPLACE

Best Companies Index
– 3 Star Accreditation

Talent Inclusion & Diversity
Evaluation - TIDE Silver Award



**BUILDING
BETTER
FUTURES**

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