

Accent Group Limited

National Customer Group Meeting



AGENDA

Date/Time: Tuesday 10th March 2026, 12:00pm to 14:00pm
 Venue: Virtual, MS Teams

ITEM			TIME	DURATION	LEAD
1.	Welcome and Apologies	Information	12:00	5	Chair
2.	Update on Actions	Discussion	12:05	10	Chair
3.	Customer Experience Committee Update	Information	12:15	10	Chair
4.	Deep Dive into Accent Colleague Complaints	Discussion	12:25	20	John Place
5.	BREAK		12:45	10	All
6.	Repairs and Maintenance Update	Information	12:55	20	Peter Hall
7.	Share TSM Action Plan	Discussion	13:15	20	Rob Bloom
8.	Focus for Next Quarter	Discussion and Decision	13:35	20	Chair
9.	Any other Business	Discussion	13:55	5	Chair

PAPER UPDATES	PAGES	PURPOSE	LEAD
1. Accent Colleagues Complaints Data	2 to 6	To support agenda item 4	John Place
2. TSM Action Plan	7 to 11	To support agenda item 7	Rob Bloom
3. Corporate KPI Snapshot Report – January	12 to 16	To support agenda item 8	Stephen Love
4. Competency and Conduct Standard	17 to 19	Request for feedback	Gwen Jefferson
5. Development Update – Focus on the North	20 to 25	Information sharing	Cherise Berridge

PAPER UPDATE 1 - Accent Colleagues Complaints Data

REPORT	
Meeting Date:	10 March 2026
Report Title:	Accent Colleague Complaints
Author(s):	John Place, Director of Customer Relations
For Decision/Approval <input type="checkbox"/> Review and Recommend <input type="checkbox"/> Debate <input type="checkbox"/> Assurance <input type="checkbox"/> Information <input checked="" type="checkbox"/>	
EXECUTIVE SUMMARY <p>This analysis is based on customer comments from the free-text option in our transactional surveys. The comments analysed were free-text responses across all our transactional surveys, covering the period from 1 April 2025 to 3 February 2026. The comments show that customers who express dissatisfaction with colleagues most commonly describe:</p> <ul style="list-style-type: none">• Poor follow-up• Failure to attend appointments• Lack of ownership• Difficulties accessing or speaking directly to responsible members of staff. <p>The feedback suggests systemic communication and accountability issues, rather than isolated individual behaviour.</p> <p>Customers frequently feel ignored, passed between colleagues, or left to chase repeatedly, which leads to frustration and a perception of unprofessional service.</p> THEMES OF DISSATISFACTION Theme 1: Delays and Lack of Follow-Up <p>Customers report long delays in resolving issues, repeated chasing, and promised callbacks that never happen.</p> <p>Common reasons mentioned</p> <ul style="list-style-type: none">• Issues ongoing for weeks or months• Being told someone will call back, but no follow-up occurs• Complaints raised with no response <p>Examples:</p> <ul style="list-style-type: none">• “I have been chasing up the same issue for 4 months and always get told someone will	

- call me. No one ever has.”
- “Was cut off and still waiting for a return call.”
- “Because my housing officer hasn’t rang me yet”
- “I told Amar this was my 3rd phone call to accent regarding the same issue.”
- “It took 2 weeks to fix, in which time we had no light in kitchen, no shower and a lot of
- stress, complaint made and no call from accent housing officer regarding complaint in
- a week!”

Theme 2: Failure to Attend / No-Shows

Customers express frustration when colleagues or contractors do not attend scheduled appointments, often without warning.

Common reasons mentioned

- No one turning up at the agreed time
- No phone call or explanation for non-attendance
- Repeated missed appointments

Examples:

- “They never turned up / You're contractors are horrendous”
- “No one turned up”
- “No show on the time given no phone call lucky I was in”
- “I phoned as CHS didn't arrive at my property today”

Theme 3: Lack of Ownership or Responsibility

Customers feel colleagues do not take responsibility for resolving issues and instead pass problems on or avoid direct contact.

Common reasons mentioned

- Housing officers being unavailable
- Feeling “passed around” between teams
- No clear point of accountability

Examples:

- “Problems never rectified- housing officers never available to talk direct - hide behind
- call centres”
- “Because he should of known the HOUSING OFFICER FOR MY SCHEME he didn't”
- “I don't really understand why he didn't transfer us who could deal with the problem
- professionally and competently.”
- “Problem with Accent Nene: A few months ago, we reported a leak... nothing has been
- resolved.”

Theme 4: Poor Communication or Information

Customers describe unclear, incorrect, or inconsistent information from colleagues,

leading to confusion and loss of confidence.

Common reasons mentioned

- Staff not knowing how to resolve the issue
- Being given instructions that do not work
- Not being transferred to someone more knowledgeable

Examples:

- “Z didn't know how to fix the problem so asked a colleague, came back to relay the
- instructions which didn't fix the problem.”
- “I was told it would be sorted but nothing happened.”
- “We phoned to ask about our boiler and apparently no one had any record of the issue.”

Theme 5: Perceived Lack of Professionalism or Competence

Some customers explicitly question colleagues' professionalism, knowledge, or honesty.

Common reasons mentioned

- Feeling staff lacked knowledge
- Disputes over inaccurate statements made by colleagues

Examples:

- “Complete lie as I told the person I was speaking to, both phones were beside me.”
- “Absolute joke!”
- “I shouldn't have to keep explaining the same thing over and over.”

COMPARISON: COLLEAGUE RELATED VS CONTRACTOR RELATED DISSATISFACTION

Customer dissatisfaction falls into two distinct but related categories:

- Colleague-related dissatisfaction is primarily about communication, ownership, and access to staff. Customers feel ignored, passed around, or left to chase issues without resolution.
- Contractor-related dissatisfaction is more operational and tangible, focusing on missed appointments, poor-quality repairs, and repeat visits. While contractors are often blamed for the immediate failure, customers frequently hold colleagues accountable for oversight, coordination, and follow-up. As a result, dissatisfaction with contractors often escalates into dissatisfaction with colleagues.

Colleague-Related Dissatisfaction

Nature of Dissatisfaction

- Process-driven and relationship-based
- Focuses on how customers are treated, rather than a single service failure

Key Characteristics

- Ongoing frustration rather than one-off incidents
- Strong sense of being unheard or unsupported
- Perception of systemic issues, not individual mistakes

Main Drivers

- Delays and lack of follow-up
- Difficulty speaking directly to housing officers
- No clear ownership of issues
- Poor or unclear communication
- Inconsistent or incorrect information

Customers feel:

- Ignored or deprioritised
- Forced to repeatedly chase
- That responsibility is avoided or hidden behind processes

Examples

- "I have been chasing up the same issue for 4 months and always get told someone will
- call me. No one ever has."
- "Problems never rectified- housing officers never available to talk direct - hide behind
- call centres"

Contractor-Related Dissatisfaction

Nature of Dissatisfaction

- Task-focused and event-driven
- Related to service delivery failures

Key Characteristics

- Often linked to specific appointments or repairs
- More immediate and practical impacts on daily living
- Strong emotional reaction when services fail without explanation

Main Drivers

- Missed appointments or no-shows
- No communication about delays or cancellations
- Repairs not completed or completed poorly
- Repeat visits required for the same issue

Customers feel:

- Let down by unreliability
- Disrespected when no explanation is given
- That time has been wasted

Examples

- “No show on the time given no phone call lucky I was in”
- “Didn't even fix the issue, changed a washer then left.”
- “No phone call to say they weren't coming”
- “No explanation given”
- “Left without saying what was done”

SUMMARY

Contractor dissatisfaction is often the trigger, but colleague dissatisfaction is the amplifier.

When contractor issues are not proactively managed, explained or followed up by colleagues, customer frustration shifts from a service failure to a relationship failure, increasing the likelihood of complaints and damaging trust.

- Contractor dissatisfaction is immediate and situational, arising from missed visits or poor-quality repairs.
- Colleague dissatisfaction is cumulative and systemic, building as customers chase updates, wait for responses and feel ignored.

When contractor failures are not followed up or owned by colleagues, customer frustration escalates rapidly into formal complaints and negative sentiment.

PAPER UPDATE 2 – TSM Action Plan

REPORT	
Meeting Date:	10 March 2026
Report Title:	TSM Action Plan
Author(s):	Robert Bloom, Director of Housing Services
For Decision/Approval <input type="checkbox"/> Review and Recommend <input type="checkbox"/> Debate <input type="checkbox"/> Assurance <input type="checkbox"/> Information <input checked="" type="checkbox"/>	
<p>EXECUTIVE SUMMARY</p> <p>This paper updates the National Customer Group with regards to Accent’s Tenant Satisfaction Measures 2025/26 (TSM) action plan, developed following three annual TSM surveys. While results have improved year on year across all measures, further progress is required to strengthen customer experience and improve Accent’s relative performance.</p> <p>An action plan has been developed to address feedback from customers (tenants and shared owners) and to drive service improvements across the organisation. The plan will be subject to ongoing review and oversight by the Senior Leadership Team, with a focus on accountability, impact, and communication. Customer engagement will continue through the National Customer Group, with the action plan due to be discussed in March 2026 with regular updates shared thereafter.</p> <p>The National Customer Group are asked to provide feedback on the action plan and associated actions.</p> <p>BACKGROUND</p> <p>This paper provides an update on the implementation and ongoing actions with regards to Accents Tenant Satisfaction Measures (TSM’s) action plan.</p> <p>Accent have undertaken three annual TSM surveys to date with the most recent survey closing in November 2025.</p> <p>Our TSM Action plan will provide information to customers with regards to what actions, initiative and/or projects Accent have, or plan to, carry out, in order to positively impact services following feedback received directly from customers via TSM surveys.</p> <p>TSM RESULTS</p> <p>The 2025 Accent TSM’s combined results are shown below.</p>	

OVERALL COMBINED	2023/24	2024/25	2025/26	Movement
Response rate	34.2%	42.9%	46.6%	>3.7%
TP01 Taking everything into account, how satisfied or dissatisfied are you with the service provided by Accent	60.9%	62.7%	66.6%	>3.9%
TP02 How satisfied or dissatisfied are you with the overall repairs service from Accent over the last 12 months	61.8%	65.0%	68.0%	>3.0%
TP03 How satisfied or dissatisfied are you with the time taken to complete your most recent repair after you reported it?	57.6%	62.3%	65.0%	>2.7%
TP04 How satisfied or dissatisfied are you that Accent provides a home that is well maintained?	60.5%	65.4%	68.0%	>2.6%
TP05 Thinking about the condition of the property or building you live in, how satisfied or dissatisfied are you that Accent provides a home that is safe	67.1%	70.7%	73.0%	>2.3%
TP06 How satisfied or dissatisfied are you that Accent listens to your views and acts upon them	50.4%	53.6%	56.8%	>3.2%
TP07 How satisfied or dissatisfied are you that Accent keeps you informed about things that matter to you	59.6%	61.5%	63.2%	>1.7%
TP08 To what extent do you agree or disagree with the following "Accent treats me fairly and with respect"	63.3%	66.4%	68.9%	>2.5%
TP09 How satisfied or dissatisfied are you with Accent's approach to complaints handling	24.9%	28.0%	31.9%	>3.9%
TP10 How satisfied or dissatisfied are you that Accent keeps these communal areas clean and well maintained	55.7%	56.7%	60.1%	>3.4%
TP11 How satisfied or dissatisfied are you that Accent makes a positive contribution to your neighbourhood	48.1%	51.8%	55.0%	>3.2%
TP12 How satisfied or dissatisfied are you with Accent's approach to handling anti-social behaviour?	50.0%	54.1%	55.5%	>1.4%
Would you recommend Accent as a Landlord?		76.8%	78.9%	>2.1%
How well does your Accent home meet your current needs?		58.6%	60.2%	>1.6%

Results have positively increased year on year for all questions (combined), whilst this is positive, further improvement is required in order to better serve our customers and position Accent in the higher quartiles with regards to customer perception of their landlord.

The largest improvements are linked to overall satisfaction (TPO1) and Accents approach to complaint handling (TPO9). Scores that saw the lowest levels of improvement were related to keeping customers informed (TPO7) and our approach to tackling ASB (TP12).

ACTION PLAN

A draft action plan is provided at appendix one for the National Customer Group to view. The TSM surveys provides results from our tenants and shared owners both separately and combined. Almost all actions listed on the plan are intended to improve services for all Accent customers.

The plan will be adapted once initiatives are complete, have not had the desired or expected impact or, should customer feedback highlight new or changing areas that require focus.

The Senior Leadership Team continue to discuss the action plan regarding accountability for actions, areas of focus following future results, communication (internally and externally), and the analysis of whether the desired outcomes are on track to be achieved. This will result in a robust ongoing oversight of the plan.

All colleagues impact on the services we deliver and customers perception of Accent as a landlord. Therefore, it is important that all colleagues are aware of the plan, progress being made and any changes to it. We discussed the action plan with the Wider Leadership Group in January.

CUSTOMER ENGAGEMENT

It is important to understand whether our analysis of Accent's TSM results has resulted in meaningful and appropriate planned action that mirrors both customers' expectations and our perception of what areas require focus. It is equally important to understand if completed actions have had a positive impact on service areas.

Whilst the action plan will continually be reviewed and amended, we would like to understand the National Customer Groups thoughts on the initial plan. Going forward, the quarterly TSM results along with any updates to the action plan will be shared regularly with the National Customer Group.

NEXT STEPS

Feedback was sought from the Executive Team in January. The draft action plan was presented to the Customer Experience Committee at the February meeting.

The action plan will be discussed with the National Customer Group in March.

Senior Leadership team continue to discuss the action plan including how we ensure it will become a regularly discussed, reviewed and measured.

RECOMMENDATIONS

The National Customer Group are asked to feedback on the proposed action plan and associated actions and activity.

Appendices attached:	TSM Action Plan 2025/26 (draft)
-----------------------------	---------------------------------

TSM Action Plan 2025/26		Accent						
		This action will help with improving:						
Action	Deadline	Repairs Service	Treating Customers Fairly & With Respect	Estate Services	Complaints	Listening & Acting on Customers Views	Communication	ASB
In order to provide clearer information about repairs, and keep you updated on progress, we will introduce 'last mile tracking' so you can see when contractors are due to arrive at your home.	Complete	✓			✓			
We will explore how we can improve our system links with our contractors so appointments and updates are tracked in real time, making it easier for you to know what's happening with your repair.	June 2026	✓			✓			
We'll invite customers to be involved when we select and review our repairs contractors, so your voice helps shape the service you receive.	March 2026	✓	✓	✓		✓		
We'll strengthen how we work with our contractors, using clear performance measures to make sure repairs are done well and on time.	March 2026	✓		✓				
We'll introduce a new Customer Inclusion Policy to make sure we adapt our services when needed and, train our colleagues to provide the right support for different customer circumstances.	March 2026		✓			✓		

		This action will help with improving:						
Action	Deadline	Repairs Service	Treating Customers Fairly & With Respect	Estate Services	Complaints	Listening & Acting on Customers Views	Communication	ASB
We'll carry out a project to improve the customer information we hold, so we have a clearer picture of our customers' needs and can tailor our services more effectively.	January 2028		✓		✓	✓		
We will scope a customer Interactions project so that we can improve the way we interact with customers-through a variety of channels. Requirements will co-designed with customers.	December 2026	✓	✓			✓		
We will develop a Communication Strategy.	Complete		✓			✓	✓	
We'll introduce a new case management system so we can track issues more effectively, meaning you won't have to repeat yourself and we can resolve matters more quickly.	January 2026				✓	✓		
We'll embed a new customer engagement framework so you have more opportunities to shape our services and share your views on what matters most.	Complete		✓			✓		
We'll carry out a full review of our service charges to make sure they are transparent and easy to understand.	January 2028			✓	✓			
We'll trial cleaning schedules and their essential information being displayed on noticeboards within communal areas.	June 2026			✓		✓		

		This action will help with improving:						
Action	Deadline	Repairs Service	Treating Customers Fairly & With Respect	Estate Services	Complaints	Listening & Acting on Customers Views	Communication	ASB
We'll provide simple reporting routes for communal cleanliness / damage.	June 2026			✓				
We'll strengthen how we review contractor performance, using clear measures to make sure cleaning and maintenance visits happen as expected.	Complete	✓		✓				
We'll relaunch Community Action Plans to focus on the improvements that matter most in your community.	April 2026		✓	✓		✓		
We will review how we collect feedback following how we have handled Anti-Social Behaviour.	June 2026					✓		✓
If you give us a low satisfaction score, we'll call you back to understand what happened and how we can put it right.	Complete		✓			✓		
We'll publish regular 'You said, we did' updates so you can see how we've learned from complaints and improved our services.	July 2026		✓			✓		
We'll use new monitoring tools and dashboards to spot issues earlier and make sure complaints are handled properly and on time.	Complete				✓			

		This action will help with improving:						
Action	Deadline	Repairs Service	Treating Customers Fairly & With Respect	Estate Services	Complaints	Listening & Acting on Customers Views	Communication	ASB
We'll provide extra training for staff so every complaint is dealt with fairly, consistently, and with care.	Complete		✓		✓	✓		
We will tailor our newsletter to audiences based on the tenure of their home.	Complete		✓			✓		
Create customer handbooks.	July 2026		✓			✓		

PAPER UPDATE 3 – Performance Report

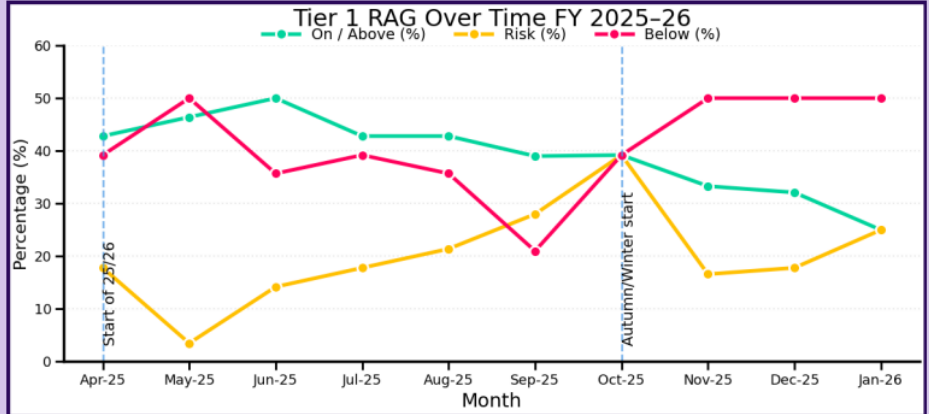
REPORT	
Meeting Date:	10 March 2026
Report Title:	Corporate KPI Snapshot Report – January
Author(s):	Stephen Love, Customer Insight Manager
For Decision/Approval <input type="checkbox"/> Review and Recommend <input type="checkbox"/> Debate <input type="checkbox"/> Assurance <input type="checkbox"/> Information <input checked="" type="checkbox"/>	
<p>Executive Summary:</p> <p>Accent's corporate key performance indicator (KPI) report provides a consistent methodology for collecting and reporting data on organisational performance across critical areas.</p> <p>The Senior leadership team (SLT) and the Executive Team receive a KPI summary report detailing progress towards Tier One strategic targets and a performance scorecard spanning all three tiers.</p> <p>On 31 January 2026 5 tier one indicators were at or above target, 7 were at risk and 14 were below target.</p> <p>One KPI has moved into Red:</p> <ul style="list-style-type: none"> • Prop. working days lost to sickness ab (Green to Red) <p>Two KPI's have moved from Red or Green into Amber:</p> <ul style="list-style-type: none"> • Yr1 Leavers as a % Leavers (Red to amber) • Stage 1 complaints resp. in timescales (Green to Amber) <p>No KPI's have moved into Green.</p> <p>Of the 14 KPIs currently rated red, focus should be directed towards 3 where meaningful improvement is achievable within the remaining months of the year.</p> <p>The following three measures remain within operational control and offer realistic prospects for improvement:</p> <ul style="list-style-type: none"> • Shared ownership void time • Proportion of homes with stock condition data less than 5 years old • Homes that do not meet the decent homes standard (RP01) <p>This summary report offers a snapshot of KPI performance through to the end of January 2026 and provides areas of focus and actions for improvement.</p>	
Appendices attached:	Appendix 1: Corporate KPI Snapshot Report

RAG Rating



Total measurable KPI -24		
Current Performance		
R	A	G
12	6	6
50.0%	25.0%	25.0%

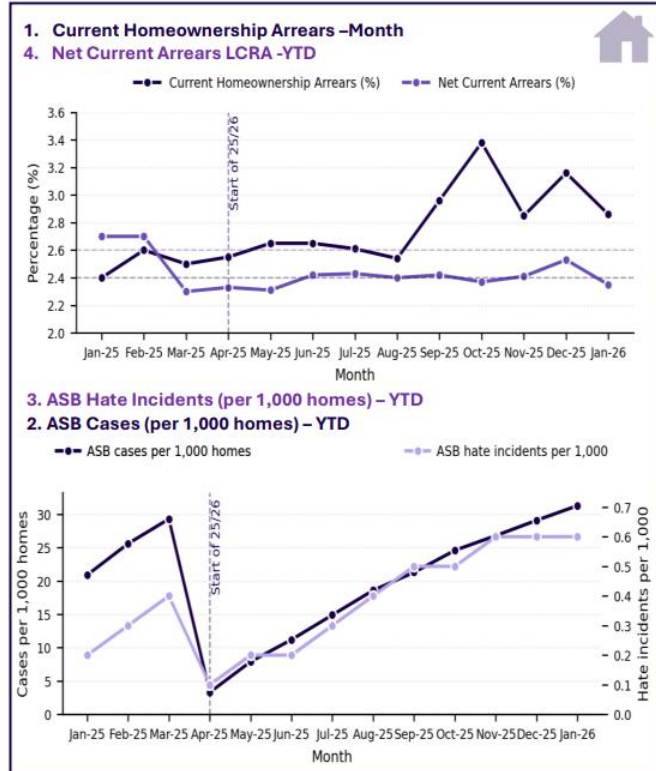
Year end -Forecasting	
R	G
16	8
66.6%	33.3%



Movement:

Below	1 KPI moved into Red: <input type="checkbox"/> Prop. working days lost to sickness ab (Green to Red)
Risk	2 KPIs moved from Red or Green into Amber: <input type="checkbox"/> Yr1 Leavers as a % Leavers (Red to amber) <input type="checkbox"/> Stage 1 complaints resp. in timescales (Green to Amber)
ON/ABOVE	0 KPIs moved into Green.

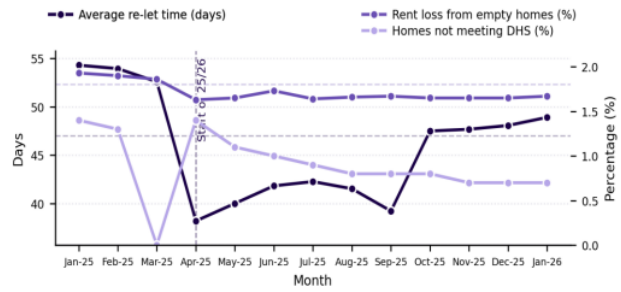
Housing Services



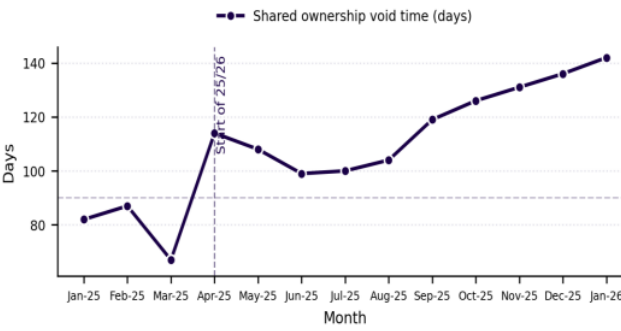
No. of Metrics	On / Above	Risk	Below
4	1 25%	0 0%	3 75%

- 1. Current Homeownership Arrears - Month** Target 2.4% **2.9%**
 - Forecast: Feb: 3.0%, Mar 26: 3.1%
 - Current state: -0.3pt Decr. on Dec, +0.5pt over target, +0.2pt over sector Avg. +0.5pt Incr. on Jan 24. The 2.9% figure equates to £203.4k dept, a decrease from Dec's figure of 3.2% ,£223.4k. Jan's figure includes Bromley arrears, which total £94.1k (46.2% of the total debt).
 - Go to Green: Excluding Bromley would reduce the figure to 1.58% (£109.2k). The Executive team is currently requesting no escalation of debt recovery takes place for Bromley customers.
- 2. ASB Cases (per 1,000 homes) - YTD** Target 20 **31.3**
 - Forecast: Feb: 33.7%, Mar 26: 36.2%
 - Current state: +2.2 Incr. on Dec, +11.3 over target but -12.7 under sector Avg. A +10.4 Incr. on Jan 24. YTD monthly Avg. is 64.2 cases. May saw most new cases (89) Nov lowest (43) slight Incr. in Dec (46). Dec 46 new cases reflective of winter patterns in the sector, however this is an Incr. to Dec 24, likely to improved recording & Mgmt. via REACT. Most new Dec cases are in North East (16 / 34.8%).
 - Go to Green: Whilst Housemark definition allows benchmarking, it's not providing a clear picture of ASB at Accent. Dir. of Housing Services discussing with Head of Data how to report ASB from 1 April 26.
- 3. ASB Hate Incidents (per 1,000 homes) - YTD** Target 0.2 **0.6**
 - Forecast: Feb: 0.6%, Mar 26: 0.7%
 - Current state: No Incr. on Dec, +0.4 over target but -0.3 under sector Avg. +0.4 Incr. compared to Jan 24. No new ASB cases involving Hate Crime in Dec resulting in 0.55 cases per 1,000 properties to date, against the target of 0.2. The current monthly average is 1.2 cases per month, still having Aug with the highest reporting cases (3) and Oct and Dec the lowest reported (0).
 - Go to Green: Not achievable as stated the figure will increase MoM resetting in April 26.
- 4. Net Current Arrears LCRA - YTD** Target 2.6% **2.4%**
 - Forecast: Feb: 2.4%, Mar 26: 2.4%
 - Current state: -0.1pt Decr. on Dec, -0.2pt under target threshold and -0.4pt under sector Avg. -0.3pt Decr. when compared to Jan 24.

- 1. Homes not meeting DHS
- 4. Rent Loss from empty homes
- 3. Average Re-let times (void time) days



2. Shared Ownership void time



No. of Metrics	On / Above	Risk	Below
4	1 25%	1 25%	2 50%

1. Homes not meeting DHS - Month

Target 0.0% **0.7%**

- Forecast: Feb: 0.6%, Mar 26: 0.6%
- Current state: No Change on Dec, +0.7%pt over target and +0.7%pt above sector Avg. However, a -0.7%pt Decr. when compared to Jan 24.
- Go to Green: No. of failing assets fallen to 124, 130 attributes overall. Regional teams are confirming delivery of works and attributes being updated to reflect surveyors' opinion on remaining lifecycles. Data cleansing ongoing following Stock Condition Surveys - could see number Decr. further by Feb end.

2. Shared Ownership void time - Month

Target 90 **142**

- Forecast: Feb: 148, Mar 26: 154
- Current state: +6 days Incr. from Dec. +52 days over target & +60 day Incr. when compared to Jan 24.
- Go to Green: Long term voids reduced to 4 properties. Whilst still accruing data working towards end of the year, figure is slightly skewed due to significant proportion of off-plan sales now not build complete until new FY, reducing ability to 'balance out' overall Avg. with inclusion of many short-term voids.

3. Average Re-let times (void time) days - YTD

Target 47 **49.0**

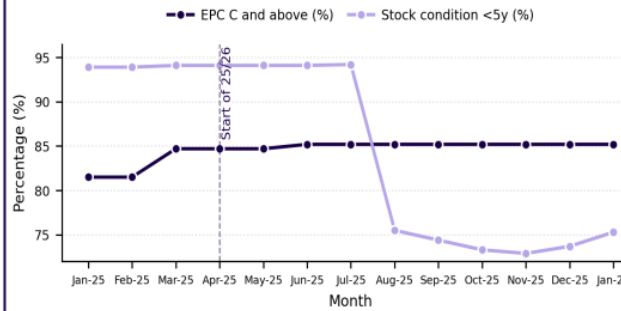
- Forecast: Feb: 49.4, Mar 26: 50.0
- Current state: +0.1 day Incr. on Dec, +2.0 day over target, +11.7 days over sector Avg. However, a -5.3 day Decr. on Jan 24. New allocation team structure, launched in Dec, still bedding in whilst remaining vacancies recruited. Reduced resource has been compounded by seasonal holidays & sickness.
- Go to Green: March sees 2 new Co-ordinators - brings more stability and throughput. Collaboration with Voids & Property Services continues. Priority - efficiency & properties handed over right first time.

4. Rent loss from empty homes (LCRA) -YTD

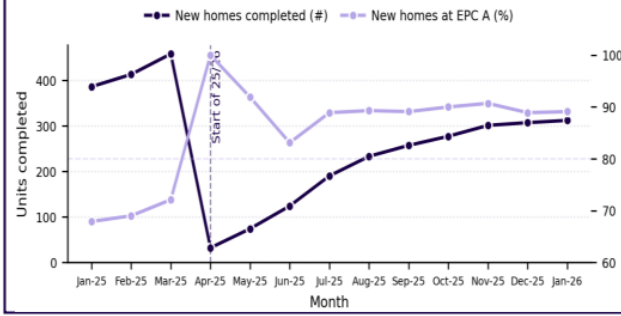
Target 1.8% **1.7%**

- Forecast: Feb: 1.7%, Mar 26: 1.7%
- Current state: No change on Dec, -0.1%pt under the target threshold but +0.5%pt above sector Avg. -0.2%pt change when compared to Jan 24.

- 3. Proportion of homes at EPC C and above
- 1. Homes stock condition data less <5 years old



- 2. No. of new homes completed
- 4. New homes constructed at EPC A



No. of Metrics	On / Above	Risk	Below
4	1 25%	1 25%	2 50%

1. Stock condition data less <5 years old -Month

Target 96% **75.3%**

- Forecast: Feb: 75.8%, Mar 26: 76.4%
- Current state: +1.6%pt Incr. on Dec, -20.7%pt under target and a -18.6%pt Decr. compared to Jan 24.
- Go to Green: All External contractors now on site, carrying out surveys on our behalf. Northern delivery is lower than hoped but meetings now in place to target this with assurances by contractors being made. South delivery is on target achieving an access rate of approx. 85%. IW have now started on site in the East to help with delivery of surveys Potter Raper could not commit to. Figures are expected to rise sharply going forwards as we are now starting to receive survey data from contractors allowing us to update ActiveH.

2. No. of new homes completed - YTD

Target 480 **312**

- Forecast: Feb: 326, Mar 26: 405
- Current state: +5 Incr. on Dec, -168 away from YE target and a -74 Decr. when compared to Jan 24.
- Go to Green: Five homes were handed over in January against a start of month forecast of 16. There were further delays to fire safety paperwork at Hampton Woods, this scheme is now due to complete in February. The outturn forecast for completions has fallen to 405 so we will not achieve annual target of 480 homes completed.

3. Proportion of homes EPC C & above - Month

Target 87% **85.2%**

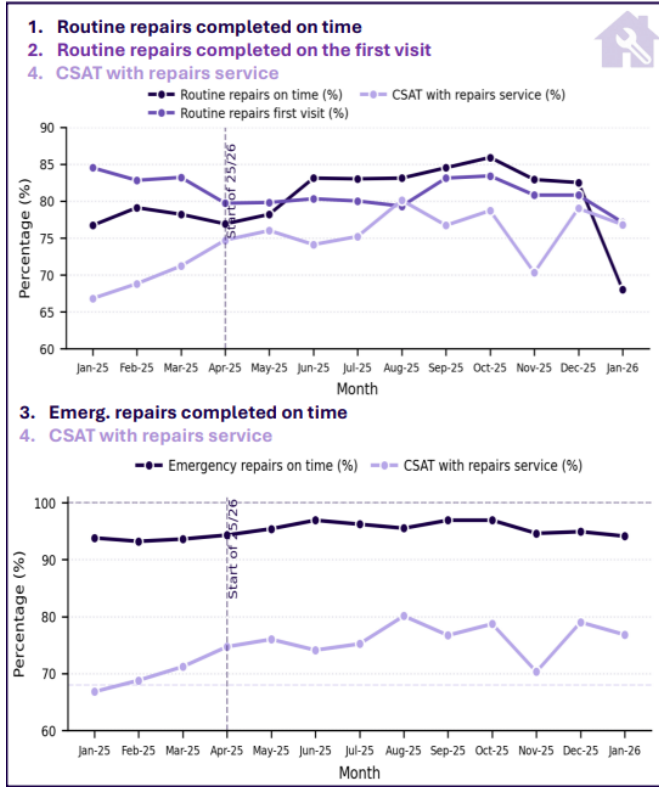
- Forecast: Feb: 85.2%, Mar 26: 85.2%
- Current state: No change on Dec, -1.8%pt under target but +10.6%pt above sector Avg. and +3.7%pt Incr. when compared to Jan 24.
- Go to Green: EPC data uploads into ActiveH and SAVA are complete. Data cleansing and updates from Planned Maintenance and Retrofit work is underway.

4. New homes constructed at EPC A -YTD

Target 80% **89.1%**

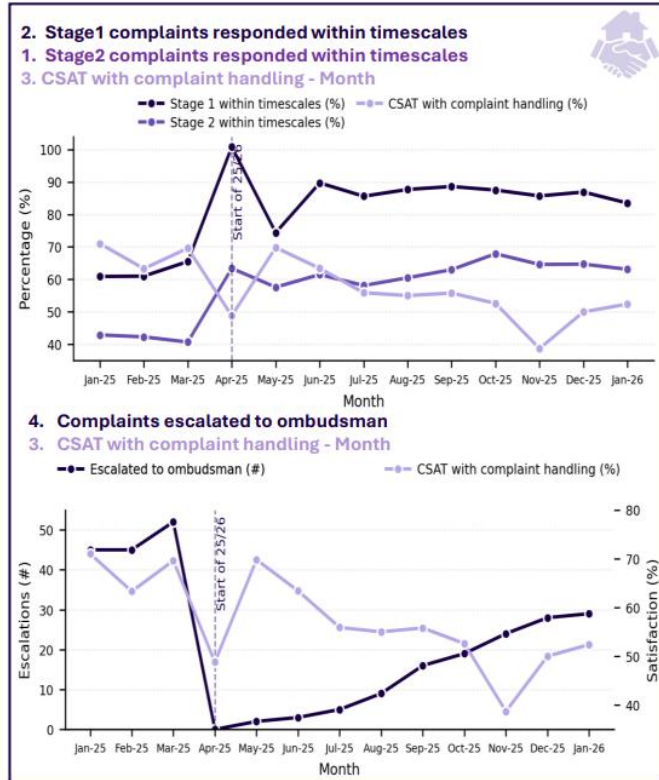
- Forecast: Feb: 89.0%, Mar 26: 88.7%
- Current state: +0.2%pt Incr. on Dec, +9.1%pt above target and +87.8%pt above sector Avg. and a +21.2%pt Incr. when compared to Jan 24.

Repairs



No. of Metrics	On / Above	Risk	Below
4	1 25%	0 0.0%	3 75%
1. Routine repairs completed on time – Month Target 86% 68.0% ↓			
<ul style="list-style-type: none"> Forecast: Feb: 71.5%, Mar 26: 74.5% Current state: -14.5%pt Decr. on Dec, -18.0%pt under target and 10.5%pt below sector Avg. A - 8.7%pt Decr. when compared to Jan 24. Go to Green: Despite reduction to 68%, the good news is this has been driven by focus in the East region where overdue work volume has been reduced from 336 at the start of Jan to 128 by the end of the Jan. However, a consequence of closing this amount of overdue work is that it will negatively effect the percentage of overall work completed within target. 			
2. Routine repairs completed first visit –Month Target 92% 77.1% ↓			
<ul style="list-style-type: none"> Forecast: Feb: 81.0%, Mar 26: 80.5% Current state: 3.7%pt Decr. on Dec, -14.9%pt under target and a -7.4%pt Decr. compared to Jan 24. Go to Green: First time fix performance has not dropped significantly despite the ongoing workload increases. Actions detailed last month are all ongoing. 			
3. Emerg. repairs completed on time –Month Target 100% 94.1% ↓			
<ul style="list-style-type: none"> Forecast: Feb: 94.3%, Mar 26: 94.6% Current state: -0.8%pt Decr. on Dec, -5.9%pt under target, -1.2%pt under sector Avg. but a +0.3%pt Incr. when compared to Jan 24. Go to Green: Each failure continues to be investigated. Despite Incr. in the No. of emergencies, the majority of failures are a result of our contractor missing the 4hr window by less than 30 mins or arriving on time but not recording this correctly from an administrative point of view. IW's KPI figures for this measure are consistently 3-4% higher than ours, suggesting some leeway in the accuracy of reporting. 			
4. CSAT with repairs service -Month Target 68% 76.8% ↓			
<ul style="list-style-type: none"> Forecast: Feb: 79.0%, Mar 26: 80.8% Current state: -2.2%pt Decr. on Dec, +8.8%pt above target, +1.8%pt above sector Avg. and a +10.0%pt Incr. when compared to Jan 24. 			

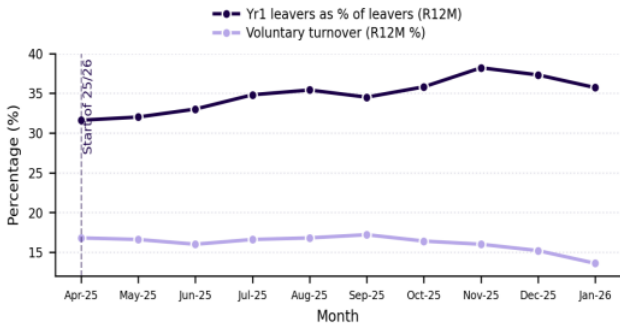
Complaints



No. of Metrics	On / Above	Risk	Below
4	1 25%	2 50%	1 25%
1. Stage 2 complaints resp. in timescales – YTD Target 85% 63.1% ↓			
<ul style="list-style-type: none"> Forecast: Feb: 62.8%, Mar 26: 62.5% Current state: -1.6%pt Decr. on Dec, -21.9%pt under target and -23.4%pt under sector Avg., but +20.2%pt Incr. compared to Jan 24. All stage 2 complaints received April-Oct now successfully completed. There are 3 overdue Stage 2 complaints from Nov and 3 overdue from Dec. Go to Green: End of Dec sees completion rate for stage 2 at 66%, an improvement from 43.02% Dec 24. This KPI is not expected to meet target by the end of the FY. However, the aim is to reach 75%, 10% below the 85% target but represents a significant improvement on last year's performance of 35%. 			
2. Stage 1 complaints resp. in timescales – YTD Target 85% 83.5% ↓			
<ul style="list-style-type: none"> Forecast: Feb: 83.3%, Mar 26: 83.8% Current state: -3.4%pt Decr. on Dec, -1.5%pt under target and +22.6%pt Incr. when compared to Jan 24, but -9.2%pt below sector Avg. All stage 1 complaints received April-Oct have been addressed according to our procedures. 2 outstanding stage 1 complaints from Nov under active investigation. Go to Green: As of the end of Dec, performance stands at 91%, which is 6% above overall target representing a substantial improvement compared to 2024, when the completion rate was 56%. 			
3. CSAT with complaint handling - Month Target 55% 52.4% ↑			
<ul style="list-style-type: none"> Forecast: Feb: 53.0%, Mar 26: 55.0% Current state: +2.4%pt Incr. on Dec, -2.6%pt under target -18.6%pt Decr. when compared to Jan 24 but +15.3%pt above sector Avg. Go to Green: Total Quality Assurance Framework to be released 2 March to drive a consistent approach including an enhanced requirement of fully getting to know our customers and the support they may require. CSAT has improved since Nov when it dipped. 			
4. Complaints escalated to ombudsman – YTD Target 40 29 ↑			
<ul style="list-style-type: none"> Forecast: Feb: 31, Mar 26: 34 Current state: +1 Incr. on Dec, -11 under target and -16 Decr. when compared to Jan 24. 			

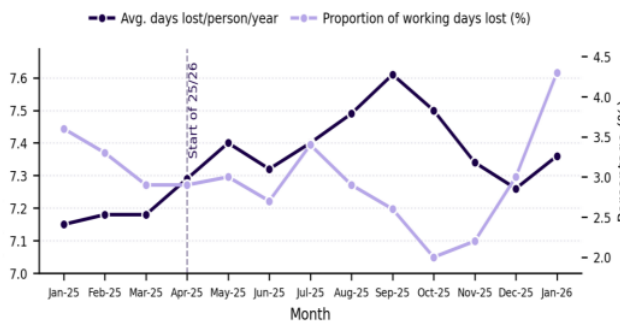
4. Voluntary turnover (Rolling 12 months)

1. Yr1 Leavers as a % Leavers (Rolling 12 Mth.) YTD



2. Avg. No. days lost/person per yr. to sickness

3. Prop. working days lost to sickness abs.



No. of Metrics	On / Above	Risk	Below
4	1 25%	2 50%	1 25%

1. Yr1 Leavers as a % Leavers (Rolling 12 Mth.) Target 28% **35.7%** ↓

Forecast: Feb: 35.1%, Mar 26: 27.9%
 Current state: -1.6%pt Decr. on Dec, +7.7%pt over target. Note: 28% is an annual target.

N/A
 Go to Green: There were only 2 year 1 leavers in Dec. FY to date currently at 28%, down from 29% in Dec. The Avg. No. of Y1 leavers is 2.1. Based on current Avg's, YE is predicted to be 27.9%. Attrition on a page has previously been shared

2. Avg.No.days lost/person/sickness (Rolling 12 Mth.) Target 7 **7.4** ↑

Forecast: Feb: 7.4, Mar 26: 7.4
 Current state: +0.1 Incr. on Dec, -1.9 under sector Avg, however +0.4 over target and +0.1 Incr. compared to Jan 24. Jan spiked, with 75 taking absence (vs 56 in Dec). Avg. No. of days off for Jan per colleague was 0.8, vs 0.6 in Dec, highest this FY - a cost of approx. £66k to the business. Metric calculated on the last 12 months includes 24-25 FY.

9.3
 Go to Green: Absence deep dive completed for housing and customer relations. BP's reviewing all informal and formal processes, emphasis on leaders following process in terms of sanctions.

3. Prop. working days lost to sickness abs. YTD Target 3.0% **4.3%** ↑

N/A
 Forecast: Feb: 3.8%, Mar 26: 3.5%
 Current state: +1.3%pt Incr. on Dec, +1.3%pt over target and +0.7%pt Incr. compared to Jan 24.

Go to Green: Jan 26 saw a 0.6%-point Incr. compared to Jan 2025. However, SAD days Decr. from 40.8% to 32.7%, suggesting much of Jan's absence due to non-SAD related reasons. Seasonal illness Incr. 56 days to 123 days, long term sickness Incr. 3 colleagues absent to operations & 2 bereavement. BP's reviewing all LTS with leaders with a plan for return.

4. Voluntary turnover (Rolling 12 Mth.) Target 17% **13.6%** ↓

Forecast: Feb: 12.3, Mar 26: 11.3
 Current state: -1.6%pt Decr. on Dec, -3.4%pt under target threshold but +4.0%pt above sector Avg.

9.6%

PAPER UPDATE 4 – Competency and Conduct Standard

REPORT	
Meeting Date:	10 March 2026
Report Title:	Competence and Conduct Standard
Author(s):	Gwen Jefferson, Director of Organisational Development & Culture
For Decision/Approval <input type="checkbox"/> Review and Recommend <input type="checkbox"/> Debate <input type="checkbox"/> Assurance <input type="checkbox"/> Information <input checked="" type="checkbox"/>	
<p>EXECUTIVE SUMMARY</p> <p>The Competence and Conduct Standard, introduced in 2023, sets new expectations for housing providers to ensure colleagues are competent, professionally qualified where required, and operating within a clear Code of Conduct</p> <p>The Standard comes into force in October 2026.</p> <p>Accent has already identified colleagues in scope, completed a qualification audit, strengthened assurance processes, and embedded conduct expectations through our Culture Book and Workforce Development Plan. Customer involvement is a key requirement. We are inviting the Informed Customers Group to help define what professionalism means in practice. Feedback from this discussion will inform updates to our Code of Conduct and wider conduct standards.</p> <p>BACKGROUND</p> <p>In 2023, the government introduced the Competence and Conduct Standard. It comes into force in October 2026.</p> <p>The Standard requires housing providers to:</p> <ul style="list-style-type: none"> • Ensure colleagues are competent (skills, knowledge, experience and, in some cases, qualifications) • Have a clear Code of Conduct • Involve customers in shaping and scrutinising conduct standards • Be able to evidence compliance • Senior housing managers and executives must hold a Level 4 or 5 housing qualification (or equivalent), with a transition period until 2029. <p>WHAT THIS MEANS FOR ACCENT</p> <p>The qualification requirement applies to senior colleagues responsible for housing services and service quality.</p> <p>At Accent:</p> <ul style="list-style-type: none"> • Around 50 colleagues are currently in scope • Some already hold qualifications 	

- Others will complete qualifications or top-ups over the next three years

Standards of conduct apply to all colleagues.

PROGRESS TO DATE

We have:

- Identified colleagues in scope
- Completed a qualification audit
- Developed qualification pathways
- Strengthened training records and assurance
- Introduced role skills profiles
- Improved learning from complaints and feedback

We have embedded our Culture Book and drafted our Workforce Development Plan and Statement of Intent to ensure competence and conduct are part of leadership, culture and accountability, not a standalone compliance exercise.

EXPECTED IMPACT FOR CUSTOMERS

Customers should see:

- Clearer communication
- More consistent decisions
- Stronger accountability
- Visible learning from complaints

This Standard strengthens customer protection by raising professional expectations.

CUSTOMER ENGAGEMENT

The Standard requires meaningful customer involvement in shaping the Code of Conduct. As a first step, we are inviting the National Customer Group to consider:

“What does professionalism mean to you when you deal with Accent?”

This discussion (see Appendix 1) will directly inform our refreshed Code of Conduct and conduct expectations.

NEXT STEPS

- Continue qualification delivery for colleagues in scope
- Refresh and update our Code of Conduct
- Capture and respond to customer feedback from this discussion
- Strengthen governance and reporting ahead of October 2026

RECOMMENDATIONS

- Note the overview of the Competence and Conduct Standard.

- Provide feedback on what professionalism look and feel like when you deal with Accent?

To guide discussion:

- What makes communication feel professional?
- What does taking responsibility look like?
- What gives you confidence someone knows what they are doing?
- What builds trust? What damages it?

PAPER UPDATE 5 – Development Update – Focus on the North

REPORT																																																		
Meeting Date:	10 March 2026																																																	
Report Title:	Development Update – Focus on the North																																																	
Author(s):	Cherise Berridge, Director of Development																																																	
For Decision/Approval <input type="checkbox"/> Review and Recommend <input type="checkbox"/> Debate <input type="checkbox"/> Assurance <input type="checkbox"/> Information <input checked="" type="checkbox"/>																																																		
EXECUTIVE SUMMARY This briefing paper provides an update on Accent’s development activity, with focus on the North, covering progress on our live schemes, new opportunities in the pipeline, and the current viability challenges influencing our approach. We are currently on site with 15 schemes, with 927 homes under construction. COMPLETIONS BY REGION The following tables show our completed homes by region over the last five years and our forecast completions for the next five years. The future forecast is subject to change as is dependent on opportunities secured and approvals. Completed Homes by Region (Forecast to end March 2026): <table border="1"> <thead> <tr> <th></th> <th>21/22</th> <th>22/23</th> <th>23/24</th> <th>24/25</th> <th>25/26</th> <th>Totals</th> </tr> </thead> <tbody> <tr> <td>East</td> <td>176</td> <td>198</td> <td>431</td> <td>458</td> <td>405</td> <td>1668</td> </tr> <tr> <td>North</td> <td>30</td> <td>15</td> <td>0</td> <td>0</td> <td>0*</td> <td>45</td> </tr> <tr> <td>South</td> <td>42</td> <td>8</td> <td>0</td> <td>0</td> <td>0</td> <td>50</td> </tr> <tr> <td></td> <td>248</td> <td>221</td> <td>431</td> <td>458</td> <td>405</td> <td>1763</td> </tr> </tbody> </table> Forecast Completions by Region March 2026 to March 2031: <table border="1"> <thead> <tr> <th></th> <th>26/27</th> <th>27/28</th> <th>28/29</th> <th>29/30</th> <th>30/31</th> <th>Totals</th> </tr> </thead> <tbody> <tr> <td>East</td> <td>356</td> <td>395</td> <td>268</td> <td>220</td> <td>220</td> <td>1459</td> </tr> </tbody> </table>			21/22	22/23	23/24	24/25	25/26	Totals	East	176	198	431	458	405	1668	North	30	15	0	0	0*	45	South	42	8	0	0	0	50		248	221	431	458	405	1763		26/27	27/28	28/29	29/30	30/31	Totals	East	356	395	268	220	220	1459
	21/22	22/23	23/24	24/25	25/26	Totals																																												
East	176	198	431	458	405	1668																																												
North	30	15	0	0	0*	45																																												
South	42	8	0	0	0	50																																												
	248	221	431	458	405	1763																																												
	26/27	27/28	28/29	29/30	30/31	Totals																																												
East	356	395	268	220	220	1459																																												

North	114*	53	80	100	100	447
South	27	84	48	80	80	319
	497	492	396	400	400	2185

*114 homes at Ripleyville, Bradford and Redwood Close, Keighley were expected to complete in 2025 but have been delayed as noted at section 5 of this briefing.

PIPELINE AND FORCOMING ACTIVITY IN THE NORTH

City Fields, Wakefield – 80 Homes

Accent was invited in October 2025 to join contractor Yorkshire Choice in bidding for an 80-home scheme with planning and a contractor in place. The joint bid was successful in mid-November 2025.

Following detailed contract negotiations, the scheme was approved by Accent Board on 11 February 2026. Contracts are due to be signed by end of February 2026, enabling a start on site in early summer 2026. The site will deliver 50 Social Rent homes and 30 Shared Ownership homes.

A case study given full information on the site is attached at **Appendix 1**.

Pateley Bridge, Harrogate, Yorkshire – 13 Homes

Accent submitted an initial bid in February 2025 for a land-led scheme in Pateley Bridge. Although the bid was initially rejected, the landowner returned to us later in the year, and, following several months of negotiation, a revised offer was accepted in late Autumn 2025.

Due diligence is now complete. An Approval Paper is being prepared for the purchase of the land and entry into a Development Agreement with Torsion to deliver 9 Social Rent homes and 4 Shared Ownership homes.

Subject to Exec Team and CIC approval in April, a start on site is expected in Summer 2026.

BIDDING ACTIVITY IN THE NORTH

Accent have been progressing the search for suitable schemes in the North, that would be supported by Housing Services and Assets teams and meet our core objectives and create places that our customers will want to live.

Since January 2026, Accent has considered 12 opportunities in the North region but has decided not to progress with any of them.

Reasons included:

- Schemes not meeting minimum property size standards or the desired mix
- Poor alignment with existing Accent stock
- Financial constraints for 2026/2027, with several opportunities requiring high upfront commitments.

This reflects a deliberate focus on quality and viability rather than a lack of commitment to northern development.

VIABILITY CHALLENGES IN THE NORTH

We continue to seek schemes that meet our strategic objectives. Several opportunities have been explored with Developer, Breck, who are expanding from the Northwest into Yorkshire.

Current viability pressures mean Breck cannot deliver full NDSS-compliant 2B4P and 3B5P homes. Proposals instead include 2B3P and 3B4P units. A typical example is the Stanningley site (37 homes) where meeting NDSS for larger typologies is proving unviable due to cost-to-value constraints.

This challenge is becoming more common across northern markets and may require Accent to consider proportionate compromises while maintaining overall design quality. This will be discussed as part of the development of our new Development Strategy and is something we would like to invite the National Customer Group to consider at a future meeting.

LIVE NORTHERN SCHEMES – OPERATIONAL ISSUES

Ripleyville, Bradford – Regeneration of existing flatted scheme to provide 73 Affordable Rent Homes

Delayed - All homes were expected to have handed over in June 2025. Handovers now expected July and August 2026

Ripleyville continues to be a challenge in respect of Highways and Bradford City Council. The Section 278, which deals with the 'public adopted road and paths' which circle the scheme has taken over two years to obtain approval from Bradford City Council, even now, Bradford City Council Highways will not allow occupation of the homes even though the homes will be ready. This issue has been raised at the highest level and Nick is to meet Senior Leadership of Bradford at the site.

Redwood Grove, Keighley – 41 Affordable Rent homes.

Delayed - All homes were expected to have handed over in June 2025. Handovers now expected June 2026

The original contractor, Urban, unfortunately became insolvent and a new contractor, Esh Construction, was appointed to complete the scheme. This caused inevitable delays in the programme.

Progress has been further hindered by prolonged lack of engagement from the electricity network provider. After six months of limited response, engagement is now improving.

These schemes remain on track largely due to the diligence of Esh Construction and the Accent Development Manager.

WEMBLEY WAY, STOCKON ON TEES – OPTIONS REVIEW

The Development Team are working with internal colleagues on an options appraisal covering:

- Full disposal
- Demolition
- Partial regeneration
- Full regeneration

A draft report will be presented to the Executive team in March 2026. Customers will be fully consulted on any action that is being considered following the Options paper.

SOCIAL AND AFFORDABLE HOMES PROGRAMME – HOMES ENGLAND GRANT

Bidding for the new 10-year programme opens in February 2026 and will close in April 2026. Development and Finance are working closely on our bid proposal which will be presented to Capital Investment Committee and Board in March 2026. It is envisioned that we will bid for grant funding for 320 homes per year over the next 5 years. The tenure split of these will be 60% Social Rent, 20% Affordable Rent and 20% Shared Ownership.

Further details will be shared with the National Customer Group in due course.

Appendices attached:	Appendix 1: Wakefield City Fields Case Study
-----------------------------	--

City Fields Phase 4a



Wakefield

Local Authority

Wakefield Council

Scheme Details

Social Rent (50 homes)

2 x 1-bedroom bungalows

6 x 2-bedroom bungalows

3 x 3-bedroom bungalows

9 x 2-bedroom houses

27 x 3-bedroom houses

3 x 4-bedroom houses

Shared Ownership (30 homes)

6 x 2-bedroom bungalows

6 x 2-bedroom homes

16 x 3-bedroom houses

2 x 4-bedroom houses



Start on Site: Summer 2026

Total Investment: £21,297,425

Completion Date: Forecast Winter 2027/2028

Grant Funding: £7,250,000

Location:

The site forms part of the wider City Fields development on Wakefield's eastern boundary, close to the River Calder and Southern Washlands Nature Reserve. Wakefield offers excellent connectivity being situated at the junction of the M1 and M62, with direct links to Leeds, Sheffield, Manchester, and Hull. The city is served by two main train stations and a central bus station offering local and regional services. The Section 106 agreement for Phase 4a secures funding for a new bus and two new bus stops along the Wakefield Eastern Relief Road, improving sustainable transport links to the city and its amenities. An existing bus stop is also available to the north of the site on the Eastmoor estate. These enhanced public transport options make it easier to access Wakefield's wide range of amenities, including restaurants, retail, and leisure facilities.

Scheme Background:

Formerly public open space with established areas of woodland, the site's natural character has shaped the development approach. The scheme has been designed to retain key woodland features while enhancing connectivity through improved pedestrian routes. These upgraded footpaths maintain important links from the Eastmoor estate to surrounding nature walks, supporting access to green space for residents. A new LEAP will also be delivered, creating an inclusive and welcoming community play area. The completed scheme will provide 80 high-quality affordable homes, responding to local housing needs while preserving and strengthening green infrastructure for the benefit of residents and the wider community.

Collaboration:

The site was acquired from Wakefield Council with full planning permission for 80 new homes, thoughtfully designed by the Council as part of its wider regeneration ambitions. Accent was selected as the successful purchaser, working in partnership with Yorkshire Choice Homes to secure the land and associated build package

House-types:

The development offers a diverse mix of homes, including 2 to 4-bedroom houses and 1 to 3-bedroom bungalows.

The layout has been carefully planned to integrate with the surrounding woodland, with properties facing green space rather than backing onto it, creating a strong connection to nature. Homes will be available through social rent and shared ownership, supporting affordability and choice.

Scheme Demographics:

The variety of homes is designed to meet a wide range of household needs, from single occupants to families of various sizes. The inclusion of bungalows provides options for accessible living and for older residents looking to downsize.

Funding:

Homes England will fund the scheme, to deliver the government's agenda for new homes.

Sustainability:

All properties within the scheme are being built to EPC-A rating. This approach improves environmental sustainability and benefits residents through reduced running costs, achieved via enhanced insulation and PV panels.

The scheme is well connected to local amenities while benefiting from an attractive setting near a nature reserve and extensive green space. It offers a mix of tenures and property types, helping to meet local housing needs and create a sustainable, inclusive community.

The layout focuses on retaining open space and established woodland, with most homes enjoying views of green space, reinforcing the connection to nature and enhancing the overall quality of the development.

Conclusion:

This scheme will deliver 80 energy-efficient affordable homes, helping to meet local housing need. Homes will be available for social rent and shared ownership, providing a range of options for the community.

The development offers a mix of property types, including houses and bungalows, ensuring choice for families, individuals, and those requiring accessible living. Positioned in an attractive location, the scheme combines affordability with quality design, supporting the creation of a sustainable and inclusive community.

