



# **CORPORATE STRATEGY 2018-21**

The Accent Group 3-year Corporate Strategy is the result of a comprehensive consultation exercise, engaging over 629 individual customers and colleagues from across our five regional areas of operation.

This has meant that we clearly understand the priorities for our stakeholders, and as a result our strategy is built around the four primary themes identified through the consultation - the customer service experience; the homes we provide; investing in our people; and our ambition and resilience as an organisation.

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**THE REGIONS WE OPERATE**



## **OUR VISION**

**WITH YOU  
FOR YOUR  
JOURNEY**

**WE ARE ACCENT.  
WE EXIST TO IMPROVE  
PEOPLE WITH HIGH QUALITY  
AFFORDABLY. WE WANT  
HIGH QUALITY HOUSING  
KEEP YOU THERE, PROVIDE  
CUSTOMER SERVICE FOR  
COMMUNITY ALONG THE  
GUIDING PRINCIPLES, WITH  
YOUR ASPIRATIONS FOR  
WE HELP YOU ON YOUR  
IN WHATEVER WAY WE**

LIVES, PROVIDING  
QUALITY HOMES,  
TO HELP YOU INTO  
G, AND WE WANT TO  
PROVIDING SUPPORT AND  
FOR BOTH YOU AND YOUR  
THE WAY. WITH THESE  
WE HELP YOU REALISE  
A BETTER LIVING.  
LIFE'S JOURNEY  
CAN.

## **DELIVERING OUR MISSION**

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We achieve our mission by providing safe, secure, quality affordable homes. We deliver services that complement the homes we provide and deliver a highly valued customer experience.

The homes we provide and services we deliver will support our residents and communities to realise their aspirations for better living.

## **OUR MISSION**

**WE ARE A HOUSING  
ASSOCIATION THAT  
WORKS TO IMPROVE  
PEOPLE'S LIVES.**

# A WORD FROM OUR CHIEF EXECUTIVE, PAUL DOLAN.

Housing Associations exist to improve people's lives. Our new Corporate Strategy 2021 sets out our ambitious agenda to achieve two key objectives.

First, to deliver high quality homes in response to the UK's housing crisis. Second, to transform how we provide services to our customers. Our ambition is to be recognised as a market leader for the quality of our homes and the effectiveness of our services.

Accent is a people business. To improve lives we must be able to offer a range of homes and services that enable people to realise their aspirations, and which support them throughout their personal journeys. We will do this through our commitment to each individual customer and through the fact we are a national organisation that understands diverse housing markets and communities across the UK.

Since 1966 Accent has provided homes and services for a diverse range of customers; from those in acute housing need; to people taking their first step on the housing ladder; to families just wanting a solid base to bring up their family; right through to homes and services to support people to age well and live independently longer. We provide safe, secure affordable homes. A basic requirement for living a better life.

We aim to be at the forefront of how housing is delivered in the 21st Century. Our customer service offer will be sector leading, delivering a customer experience which harnesses technology alongside the experience, skills and empathy of our people. We will continue to invest significantly in both our digital services and our award winning national contact centre. We will also reshape our personal face to face services, further enhancing our customer offer. We are committed to balancing these key elements of our services to deliver a fantastic customer experience.

Our Board has set a clear statement of intent to use our significant financial capacity to deliver 2,500 new homes over the next 5 years. We recognise the part we should play in addressing the broken UK housing market and are committed to working towards improving the situation. To achieve our objectives, we will step up our approach to invest in and develop Team Accent.

We will develop a culture that is focussed on thinking differently and continually improving how we work. Each member of Team Accent will be supported on their career journey to ensure they are prepared and able to deliver our exciting agenda for the future. We look forward to working with our customers, current and future, along with our strategic partners to ensure Accent is with you for your journey.

**Paul Dolan**  
Chief Executive



# OUR PRIMARY THEMES



## AFFORDABLE AND SECURE HOMES

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Find out more on pages 14-19



## SERVICE CHOICE AND INNOVATION

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Find out more on pages 20-25



## EMPOWERED AND TALENTED PEOPLE

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Find out more on pages 26-31



## AMBITIOUS AND RESILIENT BUSINESS

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Find out more on pages 32-37

# AFFORDABLE AND SECURE HOMES



**CUSTOMERS CAN BE  
THANKS TO ACCENT  
ARE AN ASSET TO T  
THAT CALL THEM H  
WIDER COMMUNIT  
PARTS ATTRACTIVE  
AFFORDABLE.**

**BUILD A LIFE  
T. OUR HOUSES  
HE PEOPLE  
OME AND THEIR  
TY – EQUAL  
E, SAFE AND**

# AFFORDABLE AND SECURE HOMES



We provide high quality homes in desirable areas. We continually maintain and invest in the houses we provide to ensure no residents are left behind as market expectations change over time. Where we have homes people no longer want to live in we remodel them to match the needs of the local market, or sell and reallocate the proceeds into newer homes with more promising futures.



# AFFORDABLE AND SECURE HOMES



## THREE YEAR OBJECTIVES

### **CUSTOMER SAFETY COMES FIRST**

We have a zero tolerance approach to health and safety risks of any form.

Our analysis and reporting of safety data is second to none.

We have exhaustive information about the assets that we provide.

### **CONTINUALLY IMPROVE OUR PROPERTY PORTFOLIO**

We have a complete understanding of the value and performance of each of our assets.

We profile our assets to ensure that appropriate investments are actioned as soon as possible.

We actively promote affordable living, and make investment decisions accordingly.

The external environments of our homes make them attractive places to live.

We guarantee quality with our 'Accent Homes' standard.

### **MAKING MEANINGFUL CONTRIBUTIONS TO THE UK HOUSING CRISIS**

Developing 2,500 new homes by 2023.

Making sure to only build houses that meet the housing needs of diverse markets.

Maintaining a treasury strategy that maximises our capacity.

Re-provisioning or re-modelling low performing assets.

Aligning investment decisions with our pro-active asset management strategy.

## **SECTOR LEADING REPAIRS AND MAINTENANCE SERVICES**

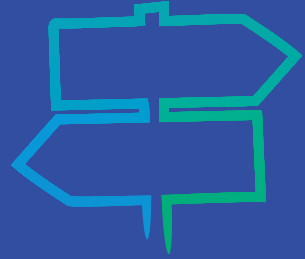
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More value for money through efficient procurement of materials.

Repairs, maintenance and estate services gaining continual recognition for excellence, consistency and reliability.

Consolidating repairs, maintenance and estate services to make year on year efficiency savings.

# SERVICE CHOICE AND INNOVATION



**CUSTOMERS SIT AT THE CENTER OF EVERYTHING WE DO AND HAVE DONE SINCE THE BEGINNING. OUR CUSTOMERS ARE OUR BIGGEST ADVOCATES. THEIR STORIES DRIVE US TO DO ANYTHING ELSE.**

**AT THE HEART OF  
WHAT ACCENT,  
SINCE THE VERY  
CUSTOMERS ARE  
LOCATED. THEIR  
ON BETTER THAN**

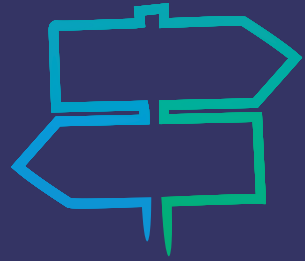
# SERVICE CHOICE AND INNOVATION



Our customers trust us, and we trust them. Our customers trust our services to free them up to make real choices that benefit their life's journey. We trust our customers to look after their homes, and meet any and all of their responsibilities in living in an Accent Home.



# SERVICE CHOICE AND INNOVATION



## THREE YEAR OBJECTIVES

### **CUSTOMER-DRIVEN SERVICE**

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We encourage and engage customers to scrutinise and improve our customer services.

Our processes are designed to only ever improve our customer journey.

### **CHOICE IN COMMUNICATION AND DELIVERY**

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Customers can choose their preferred method of communicating with us.

Our service can be as personal or transactional as customers want it to be.

Self-service is a viable option for customers, with no compromises.

### **UNDERSTANDING CUSTOMER NEEDS**

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Our decision making in service innovation is informed by data and insight.

Service excellence is made possible with access to real time information.

We process business intelligence against a backdrop of customer benefit.

## **INVESTING IN CUSTOMERS AND COMMUNITIES**

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We continually enhance customer support and face-to-face services to improve our neighbourhood services across the board.

We work to help potential customers feel “tenancy ready”, and help current customers to stay in their homes.

# EMPOWERED AND TALENTED PEOPLE



**OUTSTANDING PEOPLE  
OUTSTANDING SERVICE  
ATTRACTING, RETAINING,  
NURTURING TALENT  
TO US, AND WE GO  
TO HELP EVERY MEMBER  
TEAM REACH THEIR**

**PEOPLE DELIVER  
SERVICES. AS SUCH,  
TRAINING AND  
IT IS IMPORTANT  
TO GET OUT OF OUR WAY  
TO REMEMBER OF OUR  
OUR FULL POTENTIAL.**

# EMPOWERED AND TALENTED PEOPLE



We motivate and inspire people to deliver the best experience for customers. We do so with strong leadership at every level of the Accent team. This is what creates the strong culture, environment and opportunity for everyone to reach their potential.

We are widely recognised as a great place to work. This is only possible because we are all proud to work for Accent. We 'get' why we're all here. We all 'get' what we do, and who we do it for. As such, we expect team members to be accountable for both their performance and actions.

# EMPOWERED AND TALENTED PEOPLE



## THREE YEAR OBJECTIVES

### CRYSTAL CLEAR EXPECTATIONS

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We understand that we and our delivery partners are here for the customer, first and foremost.

Our people are committed to excellence, and responsible for it's delivery.

We provide support for those who are ambitious to develop their skills to allow them to reach their full potential.

We recognise our people love to deliver a great service and will always value such talent.

### A CULTURE OF EMPOWERMENT AND CREATIVITY

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We invest in and develop our people, then recognise and celebrate their success.

We provide space for innovation and creativity, and our team is always looking for better ways of working.

Everyone has leadership qualities and we empower them to use this talent.

### ALWAYS PERFECTLY EQUIPPED

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We only recruit people and work with partners who have the right mindset and attitude to deliver excellent service.

Our processes and systems support our intended outcomes.

The technology at our disposal continues to optimise our ability to deliver.



# AMBITIOUS AND RESILIENT BUSINESS




**OUR AMBITION CO  
BUSINESS, CUSTOM  
COMMUNITIES. BY  
INCREASING OUR C  
DELIVER, WE MAK  
CONTRIBUTION TO  
AND ENHANCE THE**

**IMPROVES OUR  
MEMBERS AND  
CONTINUALLY  
CAPACITY TO  
BE A POSITIVE  
PEOPLE'S LIVES  
IN OUR COMMUNITIES.**

# AMBITIOUS AND RESILIENT BUSINESS



The biggest impact we can make is to provide good quality homes, and landlord services that set a standard for others to follow. This is all possible because we are financially strong and both well run and well governed. We know we are easy to do business with, and when we are easy to do business with, we can always challenge ourselves to do more and do it better.



Our organisational diversity is a key strength. Our national coverage enables us to get the best value from the resources at our disposal. Our regional delivery teams understand the communities we work in better than anyone else and maximise our capacity to deliver homes and services in their area.

# AMBITIOUS AND RESILIENT BUSINESS



## THREE YEAR OBJECTIVES

### SECTOR LEADING NOT SECTOR FOLLOWING

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Our priority is safety of our customers, colleagues and communities.

We deliver year on year improvements in organisational efficiency.

We maximise the value we achieve from the goods and services we buy.

### DEVELOPING ALLIANCES THAT ADD VALUE

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We capitalise on our regional and national presence to strengthen our influence.

We develop partnerships which support the growth and delivery of the services we offer.

Our ambitious marketing and PR strategy continually enhances our profile.

We provide services and training to partners from our centre of excellence for customer contact.



**NORTH WEST**

Accrington  
Ashton-under-Lyne  
Barnoldswick  
Barrow-in-Furness  
Blackburn  
Burnley  
Carnforth  
Chorley  
Clitheroe  
Colne  
Congleton  
Dalton-in-Furness  
Dukinfield  
Fleetwood  
Great Harwood  
Heywood  
High Peak  
Knutsford  
Leyland  
Macclesfield  
Nelson  
Oldham  
Ormskirk  
Oswaldtwistle  
Preston  
St. Helens  
Stalybridge  
Stockport  
Tarleton  
Warrington  
Wilmslow

**NORTH EAST**

Bedale  
Bishop Auckland  
Boldon Colliery  
Boroughbridge  
Chester Le Street  
Consett  
Crook  
Darlington  
Durham  
Filey  
Gateshead  
Guisborough  
Harrogate  
Hartlepool  
Houghton Le Spring  
Killinghall  
Knaresborough  
Middlesbrough  
Newcastle Upon Tyne  
Newton Aycliffe  
Northallerton  
Peterlee  
Pickering  
Redcar  
Richmond  
Ripon  
Saltburn-by-the-Sea  
Scarborough  
Seaham  
South Shields  
Stanley  
Stockton-on-Tees  
Sunderland  
Thirsk  
Whitby  
Wingate  
Yarm  
York

**EAST**

Boston  
Bourne  
Cambridge  
Cambridgeshire  
Grantham  
Huntingdon  
Kettering  
March  
Milton Keynes  
Newark  
Northampton  
Nottingham  
Oakham  
Peterborough  
Rushden  
Sandy  
Spalding  
St Ives  
St Neots  
Stamford  
Waterbeach  
Wisbech

# THE REGIONS WE OPERATE

## YORKSHIRE

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Batley  
Bingley  
Bradford  
Bridlington  
Brighouse  
Brough  
Cleckheaton  
Dewsbury  
Goole  
Halifax  
Hebden Bridge  
Heckmondwike  
Huddersfield  
Hull  
Ilkley  
Keighley  
Leeds  
Liversedge  
Mirfield  
Ossett  
Pontefract  
Pudsey  
Selby  
Shipley  
Skipton  
Sowerby Bridge  
Todmorden  
Wakefield

## SOUTH

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Addlestone  
Aldershot  
Ashford  
Bagshot  
Beckenham  
Blackwater  
Burgess Hill  
Camberley  
Englefield Green  
Farnborough  
Farnham  
Frimley  
Haslemere  
Haywards Heath  
Hindhead  
Horley  
Lightwater  
London  
Redhill  
Sandhurst  
Shepperton  
West Byfleet  
Windsesham  
Woking

# ALL ABOARD...

WE LOOK FORWARD TO WORKING WITH OUR CUSTOMERS, CURRENT AND FUTURE, ALONG WITH OUR STRATEGIC PARTNERS TO ENSURE ACCENT IS **WITH YOU FOR YOUR JOURNEY**

BUT AS WE MOVE FORWARD, WE ALSO LOOK BACKWARDS, RECOUNTING THE STORIES, TRIALS AND TRIBULATIONS OF ACCENT CUSTOMERS AT **SO-FAR.CO.UK**