

# thirteen

Managing and building homes



## Environmental, Social and Governance report 2023

# Executive Summary



**At Thirteen, we're all about providing homes, support, and opportunities to grow. With a vision to provide safe, quality homes and services that meet the environmental standards that matter to our customers, we understand that everyone is an individual.**

We offer a home for their life. Whether that's a space to enjoy with family, a haven to return to every night or somewhere to put down roots, we provide what customers need.

We exist for our customers, so our ultimate commitment is to be a great housing association and landlord – but we're about more than just renting homes.

We also build new properties for rent and shared ownership, which are affordable options to help people get a foot on the housing ladder.

However, providing homes is only part of the Thirteen story. We want to help people live independently and be their best, creating resilient communities that know how to help themselves.

Our strategy and plans for the business don't just stem from what we think is the right thing to do. We've created them by understanding the context in which we operate and through genuine consultation. By listening to our customers, colleagues and partners and understanding their priorities, we can make the

biggest difference for people, communities, and our areas of operation.

That's why we welcome feedback about future priorities from customers, partners and colleagues. We use this to review and update Thirteen's strategic plan for the next five years, supported by an updated financial plan. It's a tricky balancing act with rising costs on many goods and services due to inflation, supply chain issues, and labour shortages.

Most of our income is from rent, and our board must prioritise where this is spent. Firstly, we've continued to prioritise keeping everyone safe – both customers and colleagues. We include costs for keeping customers' homes safe and the day-to-day items we need to do this.

Then, we've considered what we need to invest in customers' homes to meet legal standards and those we've set with customers. We have an agreed Thirteen homes standard, which is higher than the legal, decent homes standard. This means that investment in customers' homes will double from about £30m each year to over £60m yearly over the next five years.

Finally, with what's left of our resources, we'll invest in building more much-needed new affordable homes across the North East, Yorkshire and Humber. In total, we plan to invest £1.1bn over the next five years in current customers' homes and in building new homes for new Thirteen customers.

# Who we are and what we do

**Thirteen has a history of growth. It was created in 2017 by merging and consolidating four housing companies and a care organisation to create a strong social purpose housing association.**

We are a medium-sized housing association whose 1,500 employees look after 35,000 homes and house more than 73,000 customers.

Most of our homes are in our Tees Valley heartland. We are committed to expanding our presence throughout the North East, Yorkshire and the Humber region. We will achieve this through a growing development programme to meet housing needs.

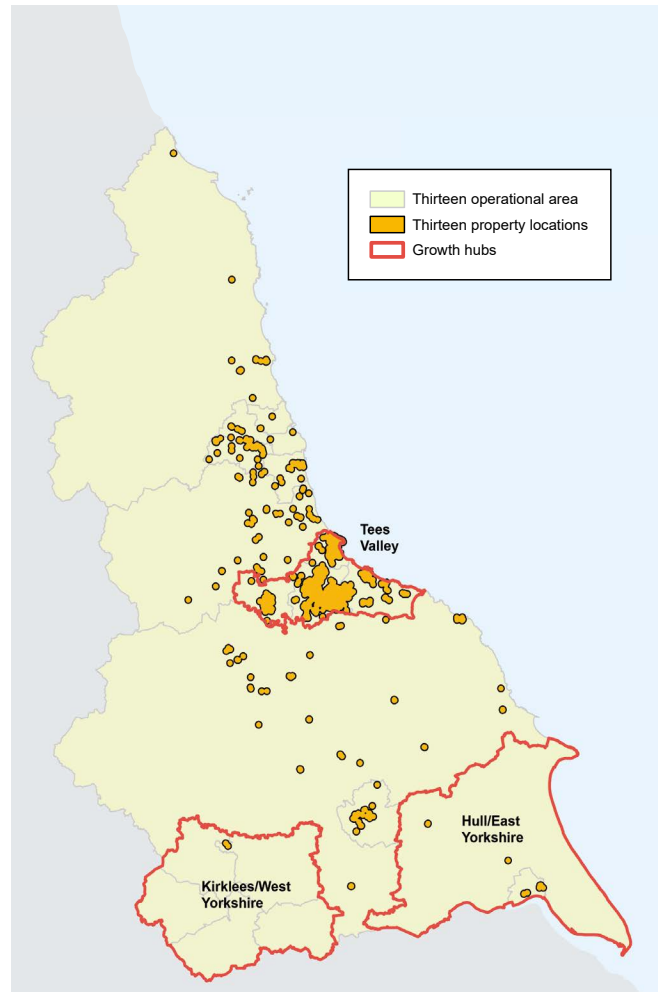
We are committed to being a great housing association and landlord. Customers have recently told us that is what we're living up to, with 84.4% saying they are satisfied with our services.

Overall satisfaction shows that customers recommend us. This is great news, as it demonstrates that our operating model puts neighbourhoods at the heart of our business. It means we can develop closer relationships, creating an even bigger impact in our communities and giving customers a greater voice.

But we are not just about rental properties. We build new homes for rent and shared ownership to help people onto the property ladder. As a Homes England Strategic Partner, we have an ambitious development programme. That includes building 2,724 new homes for rent and shared ownership over the next five years.

We also go beyond bricks and mortar to develop targeted help and support for our customers. This helps people to live more successfully and become the best they can be.

We support communities, work to prevent homelessness, help residents gain employment and apprenticeships, assist with



money management, provide volunteering opportunities, domestic abuse support, refugee resettlement and much more.

We place emphasis on developing and delivering accommodation and services for older people or those who need a helping hand to live independent lives.

We currently work with over 3,000 customers in these settings, including extra care for older people, homes for people with learning disabilities, care leavers, schemes to prevent homelessness and helping those leaving prison to find



accommodation. These include commissioned services from local authorities, health trusts and other government bodies bringing additional income into Thirteen.

We work with partners, investing time to understand their drivers and priorities and where we can help deliver their ambitions. Local authorities are key partners, and our close relationships enable us to develop new homes, regenerate communities and tackle common issues such as environmental problems and anti-social behaviour.

We are committed to becoming a much greener organisation, reducing our environmental impact with clear targets and empowering our customers, colleagues and partners to take control of their impacts. To ensure we do this, we've set our ambition as an organisation to reach net zero on direct emissions by 2035, and this vital agenda has become one of our key priorities.

Whilst we are financially strong and resilient to deal with challenges that constantly face us, we still know we need to remain flexible, with a clear focus on our role in helping address housing needs and improving what we do for the people in our areas.

# ESG reporting and social housing



**Launched in November 2020, the Sustainability Reporting Standard for Social Housing (SRS or the Standard) provides a framework for consistent, comparable and transparent reporting by housing providers on their environmental, social and governance (ESG) performance.**

The SRS adopter community has almost doubled over the last 2.5 years, growing from 78 early adopters in December 2020 to 130 as of June 2023. Today,

the adopter community comprises of 94 housing providers and 36 lenders and investors (collectively referred to as funders), while 30 organisations have signed up as endorsers.

The 94 housing providers adopting the SRS manage just over two million homes, equivalent to around 45% of England's social housing stock<sup>3</sup>.

The 36 funders that have adopted the SRS represent most of the c.£130 billion private investment into UK social housing.

# United Nations Sustainable Development Goals



**As a social housing provider with 35,000 homes, we touch the lives of more than 72,000 people, so we know that housing is about much more than bricks and mortar.**

By constantly striving to improve in all three areas of ESG, we can also have a positive impact in line with the UN Sustainable Development Goals (SDGs), a globally recognised standard.

The UN's SDGs recognise affordable housing as a universal social good. Under the goal of sustainable cities and communities 'access to adequate, safe and affordable housing' is a core target.

Good housing contributes to an array of positive outcomes in the UN's sustainable development goals, endorsed in the ESG social housing working group's The Sustainability Reporting Standard for Social Housing.

Having a decent, affordable home is an important determinant of the following:

- **Providing a route out of poverty (SDG 1)**
- **Good health and wellbeing (SDG 3)**
- **Providing the base from which children can access education (SDG 4)**
- **Reducing carbon footprint through the right energy efficiency and construction measures (SDGs 7 and 13)**
- **Supporting people into stable, suitable employment (SDG 8)**
- **Contributing to reducing inequalities (SDG 10)**

# THE 17 GOALS | Sustainable Development



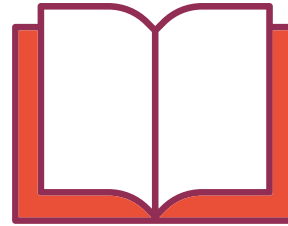
No poverty



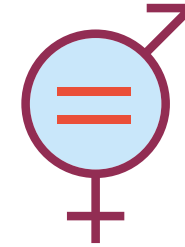
Zero hunger



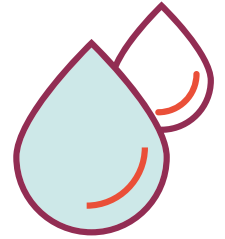
Good health and wellbeing



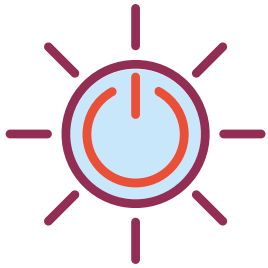
Quality education



Gender equality



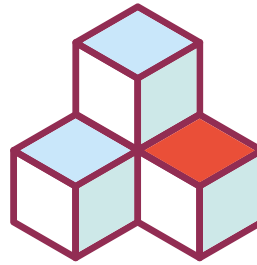
Clean water and sanitation



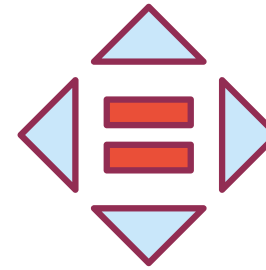
Affordable and clean energy



Decent work and economic growth



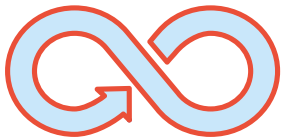
Industry, innovation and infrastructure



Reduced inequalities



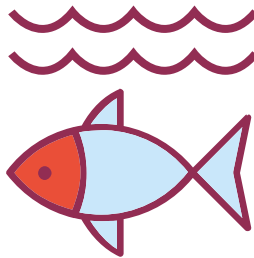
Sustainable cities and communities



Responsible consumption and production



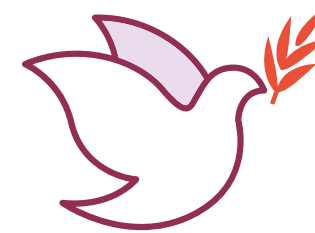
Climate action



Life below water



Life on land



Peace, justice and strong institutions



Partnerships for the goals

# How we've structured our report

This report outlines our work in line with the themes in the sustainability reporting standard for social housing, taking each area in turn and showcasing our achievements in line with each theme.

ESG Area	Theme	Theme Name	Theme Description
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<b>Social</b>	T1	Affordability and security	Provides affordable and secure housing
	T2	Building safety and quality	Resident safety and building quality are well managed
	T3	Resident voice	Listens to residents' voice
	T4	Resident support	Supports residents and the local community
	T5	Placemaking	Supports residents and the wider local community through placemaking

<b>Environmental</b>	T6	Climate change	Prevents and mitigates the risk of climate change
	T7	Ecology	Promotes ecological sustainability
	T8	Resource management	Sustainable management of natural resources

<b>Governance</b>	T9	Structure and governance	Legal structure of the organisation and its approach to governance
	T10	Board and trustees	High quality board and trustees
	T11	Staff wellbeing	Supports employees
	T12	Supply chain management	Procures responsibly



# Social



We are a caring landlord and housing developer. We're here for anyone who needs a home and maybe a little help to get it. We're about investing in neighbourhoods and communities across the Tees Valley, North East, Yorkshire and Humber regions.



# Theme 1: Affordability and security

This theme seeks to assess the extent to which Thirteen provides long-term homes that are genuinely affordable to those on low incomes. The theme comprises five criteria, including the tenure mix of new and existing properties, the security of tenure, and fuel poverty



Providing affordable housing is a core purpose of regulated housing providers. They exist to help provide housing to households who cannot afford to rent or buy in the open market. Standardised measures to demonstrate affordability are difficult to define and vary depending on local market housing costs.

The Sustainability Reporting Framework contains two metrics, rent levels compared to private market rents and the Local Housing Allowance (LHA). In the first two SRF reports, Thirteen compared rents against the private rental sector because of difficulties calculating the LHA across a broad geographical area.

It is now possible to compare against the LHA. LHA rates are used to calculate housing benefit for tenants renting from private landlords. The Department for Work and Pensions (DWP) decides LHA rates. They are based on private market rents being paid by tenants in a Broad Rental Market Area (BRMA) where a person might reasonably be expected to live.

Thirteen's average weighted rent is £87.05, compared with a figure of £104.20 using LHA as a base. This means that Thirteen rents are 83.54% of the LHA. The comparison is shown in **Table 1**.

This table compares the average social and affordable rents for general needs properties with the average private rents in our operating area.

As people move through life, they want more choices, so we provide homes for rent and shared ownership. Shared ownership is another way to buy a home. The customer buys a percentage and pays rent on the rest. Buying a percentage means a smaller deposit and a smaller mortgage. It's a quicker and less daunting first step on the ladder for many people, and customers can carry on buying shares until they own their home outright. Thirteen offers customers the choice of shared ownership properties.

# Theme 1: Affordability and security

## Our homes by tenure type

More than 98.82% of Thirteen homes are provided for social or affordable rent. The detailed breakdown of our homes by tenure type is shown in **Table 2**.

We place enormous importance on building new homes. If we don't build, we don't grow, and, in the long run, we lose our reason for being. As part of our strategic plan, we intend to invest in new builds, including affordable rent and shared ownership, to ensure that we have the right mix and quality of homes to meet the expectations of our tenants now and in the future.

In 2022-23, we invested over £76.2m in building 454 properties, many for affordable rent or shared ownership. **Table 3** provides more detail.

The National Housing Federation estimates that by building these affordable homes we contributed £46m of Gross Value Added to the North East and £50m GVA to the UK while supporting over 846 jobs in the North East.

**In addition, the National House Building Federation calculate that:**

- We supported the employment of **1,407** people.
- Provided **15** apprentices, graduates or trainees.
- Increased open space community sport and leisure spending by **£366,014** – which could provide twenty 5-a-side football pitches.
- Created **104** affordable homes.
- Generated **£366.014** towards education spending, which could provide **172** classroom spaces.
- Generated **£5,472,062** in tax revenue, including **£512,274** in council tax revenue.



**Find out more at:**

**Case study**  
Scholars Field,  
Hartlepool -  
Thirteen Homes

**Case study**  
Meet Katie -  
Amblers Grange,  
Pocklington -  
Thirteen Homes

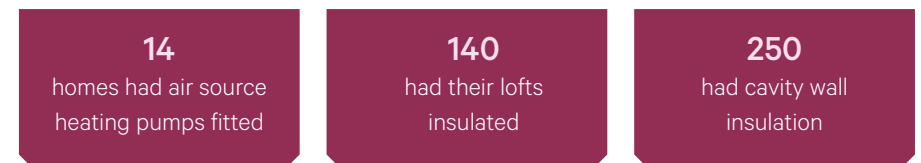
# Theme 1: Affordability and security



## How we reduce the effect of fuel poverty on residents

Thirteen recognises the impact of fuel costs on the affordability of homes, and we are working to maximise the energy efficiency of our homes. Initially, we focus on a 'fabric first' approach, improving insulation, replacing double-glazed windows with triple-glazing, replacing doors and installing ventilation with heat recovery. We take a forward-thinking approach to retrofitting properties to increase their thermal efficiency as we work towards our sustainability goals. We have already completed small-scale pilots on individual properties. The learning from these initial pilot projects will be applied across the rest of our homes.

Our rolling investment programme helps reduce customers' energy bills and includes replacing windows, doors, roofs and heating systems. Wherever possible, we also upgrade loft insulation and cavity wall insulation. In 2023:



Comparison with other years is shown in **Table 4**.



### Find out more at:

Case study  
£1.3million green upgrade for Hartlepool homes -  
Thirteen ([thirteengroup.co.uk](https://thirteengroup.co.uk))

# Theme 1: Affordability and security

## Security of tenure

Security of tenure, or how long someone stays in their home, is a key differentiator between social housing and the private rented sector. On average, our customers stay with us for ten years. Evidence suggests that this security makes a huge difference to people's lives and ability to find work, helping them better access local support networks and services and building their family lives.

Because we want to provide a home for life, we only offer secure (or lifetime) tenancies for new customers. Before 2019, we

offered fixed-term tenancies. We are working closely with those customers to extend their agreements into secure ones, provided they are happy with the change.

We have around 1,050 assured shorthold tenancies that are fixed term, representing around 3.80% of our tenancies. A tenancy may be in this category for several reasons, such as buildings where we are not the owner but the leaseholder.

The type of fixed term tenancies can be found in **Table 5**.

It is important to note that the Government Renters Reform will give us more freedom to provide customers with secure tenancies. We have an ongoing project to 'flip' tenancies from fixed to secure tenancies where possible.



# Theme 2: Building safety

## This theme comprises three criteria, disclosing gas safety checks, fire risk assessments and meeting Decent Homes Standards.

The safety and wellbeing of our customers are our absolute priority, and our ongoing commitment to building safety is rigorous and thorough. We take our regulatory obligations, compliance, and associated risk management seriously.



## What percentage of our homes with gas appliances have an in-date, accredited gas safety check?

Thirteen monitors its gas appliance compliance, utilising a live dashboard with an anniversary date approach to ensure compliance. This information is supplemented with a daily update from the gas team showing a breakdown of:

- The total number of properties that have expired certification.
- The number of no access properties forwarded to our legal team.
- The number of properties that could expire in 30 days.

A service level agreement, with monthly meetings, is in place to track and monitor all gas related performance.

We consistently achieve 100% compliance with the commitment to have an in-date gas safety check.

## What percentage of buildings have an in-date and compliant Fire Risk Assessment (FRA)?

Thirteen has a pre-determined programme where FRA inspections are carried out. Our Higher Risk Building (HRB) matrix determines the frequency of these inspections. All inspections are completed within legislative timeframes, and our standard inspection cycle is over and above the recommendations in the Local Government Association (LGA) guidance, meaning we are going above and beyond to ensure our buildings are kept as safe as possible. 100% of our buildings have an in-date and compliant FRA.

Our approach is underpinned by a complex buildings risk matrix, which includes assessing customer vulnerabilities as well as the height and layout of the building.

As part of the new Building Safety Act, we have implemented a fire door inspection programme with residents having their fire doors inspected annually and communal doors checked each quarter.

Our inspections help us identify any fire hazards and determine what improvements can be made, looking at multiple aspects of how the building is managed and maintained. Our building safety team work with colleagues across the business to reduce the likelihood of a fire and keep customers and homes safe.

Our regular visits quickly identify and record defects and the actions or repairs undertaken to keep our customers safe. More importantly, we have ensured 100% of post inspections were also completed on time, ensuring that works have been carried out safely and efficiently. In 2022-23, over 600 fire risk assessments were carried out. Further detail is shown in **Table 6**.

Our online **calendar of events** keeps customers updated with what we're doing regarding building safety. It also tells them when and where they can find out more information. For total transparency, we also **publish all our fire risk assessments online**.



### Find out more at:

**Case study**  
Thirteen gets behind national fire door safety campaign

**Case study**  
Home safety campaign reminds customers it only takes an accident to start a fire

## Theme 2: Building safety

### What percentage of homes meet the Decent Homes Standard?

We're continuing to invest in homes and the communities we serve because it's important to the customers we have now and the ones we want to attract in the future.

The Decent Homes Standard (DHS) is a government-agreed technical definition of the statutory minimum requirement for a home to be classed as 'decent.'

This standard national criterion provides insight into a housing provider's stock condition. Thirteen maintains an excellent record on Decent Homes Compliance at 100%.

Examples of the work carried out in 2022-23 are shown in **Table 7**.

Over the next year, Thirteen's investment programme will improve the quality of thousands of homes and the environment where it manages homes.

We spoke to customers to discover what's important to them when investing in their homes. The plans will include £50 million worth of improvements to homes across the North East, Yorkshire, and Humber regions. This includes replacing over 1,800 kitchens and around 430 bathrooms.

More than 1,000 homes will receive new windows and doors, and over 200 roof improvements will be completed, enhancing the appearance of homes and ensuring they are wind and watertight. Homes will be more efficient, with around 1,200 new boilers installed annually.



Find out more at:

2022-23  
Investment Plan

Case study  
£5.9million project to modernise  
hundreds of Thornaby homes

# Theme 3: Resident's voice

The theme is made up of three themes that cover board scrutiny, complaint handling and resident satisfaction.

We want to get things right, so we involve customers in developing our services. We want to know what's important to customers, whether our services meet their expectations, and listen to their ideas for improving services and performance. Our framework puts our customers at the heart of everything we do.

## What does involvement look like?

Thirteen is committed to involving customers in scrutinising our services and performance, consulting on our policy and strategy development, and ensuring compliance with regulatory consumer standards for the leadership team and board.

The Thirteen customer involvement framework, called BRICKS, stands for build, review, interact, consult, knowledge and share. The framework provides a flexible, adaptable, value for money approach designed to support the delivery of our strategic plan and the objectives that sit within it.

### The framework is based on the following principles:

- Customer involvement is embedded in the organisation and integral to our culture and development.
- Customers are supported and trained to participate in activities based on their interests and skills.
- Customers are at the heart of Thirteen's decision-making.
- We provide a wide range of flexible opportunities for customers to be involved so that we can reach more customers and engage with hard-to-reach groups to influence and shape the services they receive.
- Involved customers overseeing our community investment fund, supporting tenancy and community sustainability.
- We maximise and report the effectiveness of our customer involvement activities.
- Ensuring we meet regulatory requirements concerning customer involvement.
- We develop and maintain a sense of ownership and responsibility with our customers, specifically for building safety and regulatory compliance.



# Theme 3: Resident's voice



The organisation has developed a database of customers who want to be involved, giving the time they can and in the area they choose. The projects are mapped out in a series of work streams, with a customer taking on the stream lead role, keeping projects on track. The work streams include:

- Compliance with consumer standards: reviewing the requirements of each standard and testing the organisation's compliance to assure the board.
- Performance monitoring: reviewing operational and financial performance, complaints and the customer involvement recommendations tracker.
- Policy consultation: all policies are developed with customers before the board signs off.
- Strategic and service reviews: getting involved in reviewing, developing and shaping services.
- Building safety and property compliance: involved customers living in high-rise or complex residential buildings will review recommendations and support the implementation of the building safety standards recommended by the building safety regulator, with the support of a stream lead.
- Community fund: Thirteen has a community fund dedicated to supporting local initiatives and groups to add value to local areas
- Twice a year, we hold a customer involvement open day. The day is led by customers, who set the agenda and identify the topics and speakers for the event. Each customer stream lead will present feedback on the activities they have been involved in, along with the findings, recommendations, and outcomes.
- The customer voice is very much heard and well received by the Thirteen Board via stream leads providing video updates to the board on their activities and impacts. In person

presentations take place to present their consumer standards reports and performance stream reports. The chair of the involvement framework attends every board meeting and takes an active part in discussions.

- To ensure customers know what discussions are happening at the board, after each board meeting, a member provides video feedback, which is cascaded to involved customers and uploaded to the website and social media for customer comments and queries.

#### In 2022-23, the involved customers worked on the following:

- Gave assurance to the board against the home standard, tenancy standard, tenant involvement and empowerment standard, and neighbourhood and community standard.
- Helped to shape and create the customer annual report. You can read the customer annual report here: **Customer Annual Report 2022-23\_Final.pdf (thirteengroup.co.uk)**.
- Supported a new electrical self-help video for customers. Check out some of the videos here: **Self-help videos - Thirteen (thirteengroup.co.uk)**.
- Consultation around the cost of living - customers were part of an organisation wide project group led by community resilience that looked at ways of supporting our customers with the cost of living.
- Rent cap consultation - the government proposed that housing providers could increase rent by either 3%, 5% or 7%. Following customer discussions, we passed their views on to the government to help decision making.
- Shared ownership - looked at the internal processes following the government changes and helped shape the communication customers will receive, such as letters and a leaflet.



# Theme 3: Resident's voice



## Thirteen Community Fund

Thirteen supports and works with groups and partner agencies that positively contribute to our neighbourhoods wellbeing and sustainability by offering grants of up to £600 from the community fund.

We encourage applications from groups and organisations working within our communities. These include community groups, local and national charities, residents' associations, voluntary organisations, public sector bodies, local authorities and Thirteen service teams.

During the year, we received 104 applications. 96 of these applications were approved by the customers, totalling £136,956. Working with these grants' community groups, we obtained a match funding amount of £508,827.

Thirteen's Community Resilience fund provides up to £100k per year in financial support to groups and partners through targeted interventions where a social, environmental, or economic issue has been identified. For example, it can include cost of living support, improving the environment, and reducing crime and anti-social behaviour.

During 2022/2023, we supported 34 projects with £87k of funding.

## How we measure customer satisfaction

Resident satisfaction indicates our customers' perception of the standard of service we provide.

Like most landlords, we seek feedback through various mechanisms, including one-off perception surveys, transactional surveys and in-depth research. We reviewed our overall approach in 2021 to take account of lessons learnt during the pandemic and ensure that our satisfaction framework is aligned with the business strategy and key areas of focus – quality, responsiveness, and convenience – whilst taking account of changes within the regulatory framework. Results remain high at around 85% in three of the four key areas. More detail is shown in **Table 8**.

In addition, we have implemented a framework that allows us to meet the regulators' requirements, enable residents to hold their landlords accountable, and allows the regulator to ensure that housing associations are delivering on consumer regulation. This framework means that, like other housing associations, we can report the required Tenant Satisfaction Measures in the summer of 2024.

# Theme 3: Resident's voice

## Complaints and how we tackle them

We pride ourselves on how we deal with complaints and believe the manner and timeliness with which we respond to and resolve customer complaints are important indicators of the standard of service we provide.



Thirteen holds the Customer Services Excellence Award, and on several visits, the assessor has noted that:

*“There is a very clear commitment to deal with problems fully. Staff have carried out customer journey mapping of their processes to ensure they are efficient, effective and speedy. There is an escalation process for informal complaints that cannot be resolved at the first point of contact. Staff responding to informal complaints work to the maxim of ‘own it and fix it’.*”

*“The speed of resolution shows that Thirteen takes complaints very seriously and recognises the value of speedy resolution. The very quick average resolution time merits Compliance Plus.”*

Looking at complaints in detail, in 2022-23, Thirteen received 986 complaints: 94% were completed in timescale, and the average time to respond was just over four working days. The target is to respond fully to all complaints in less than three days.

For us, ‘respond’ means answering in full rather than simply acknowledging receipt of the complaint. Our customer feedback log captures all learning from complaints and is used to improve our services.

As is standard across the housing sector, if we cannot resolve a complaint to the customers’ satisfaction, they can refer it to the Housing Ombudsman. In 2022-23, the Ombudsman did not find that any complaints referred to them were justified.



## Theme 4: Resident support

**This theme assesses the effectiveness of Thirteen's initiatives to support individual residents. The theme comprises two criteria covering what support is provided and how successful it is.**

We go beyond bricks and mortar to develop targeted help and support so people in need can live more successfully, becoming the best they can be. The ever-growing range of services includes support to get into work or training, help for young people leaving care and homeless support.

Across our operating area, we provide services to meet the needs of vulnerable people and support them in making changes to improve the quality of their lives.



# Theme 4: Resident support

This infographic below gives a summary of our services.

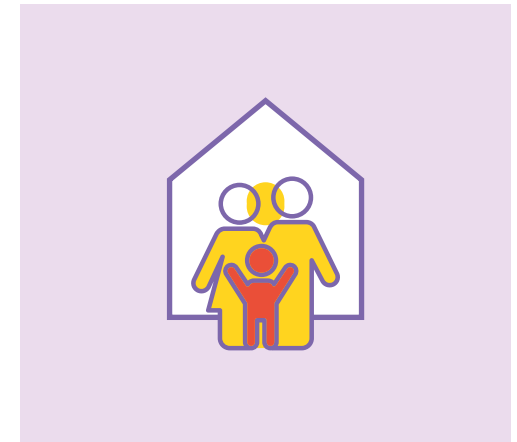
## 1. Support for young people

We prioritise care leavers and young people aged 16 to 25 who are homeless or at risk of becoming homeless, helping ensure they have a safe, secure space to call home from which they can build their lives.



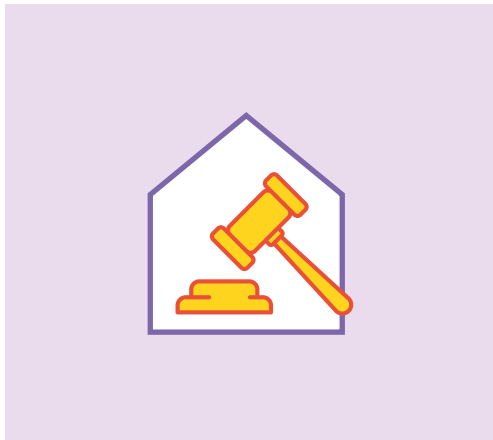
## 2. Support for families

We work with families as part of national schemes, including troubled families and family intervention projects. Each family receives tailored support to meet its needs. With our help, families can get back on the right path.



## 3. Support for ex-offenders

We work closely with various partners within the criminal justice system, including the police, prisons, the National Probation Service, community rehabilitation organisations and offender management services. We work with ex-offenders to offer a range of support, including accommodation and help for people in crisis, ensuring they have somewhere to turn when they need it most.



## 4. Support for customers

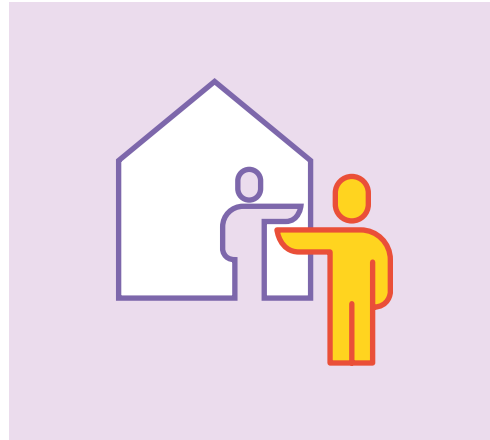
Everyone's lives change from time to time, and our customers can be referred for support when needed. It might be because of a traumatic event in a customer's life that results in them having difficulty managing their home or because drug, alcohol or mental health issues arise.

Our service offers tailored support to customers whose tenancy could otherwise be at risk. We work closely with them for three to six months to ensure they get the help they need to stay at home. As part of the package, we'll also refer customers to longer-term services to give them the support they need in future.

# Theme 4: Resident support

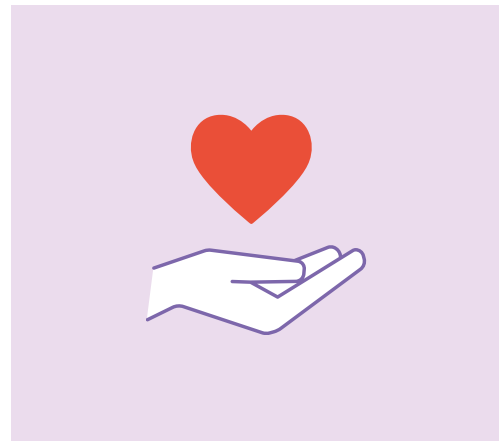
## 5. Domestic abuse

We know that domestic abuse can happen to anyone. We support people in their homes or our specialist accommodation, offering tailor-made programmes that recognise and respond to the unique needs of people who have experienced domestic violence.



## 6. Volunteering

We offer customers the opportunity to make a difference by volunteering with us. This helps them develop skills, build their confidence and support them into training or employment.



## 7. Extra care

Our extra care homes offer safe and secure housing for the over 55s, including people with learning disabilities, working-age people with physical disabilities and people with dementia.



## 8. Sheltered accommodation

Our sheltered accommodation offers safe and secure housing for the over 60s, ensuring they can continue to live happy, healthy lives. Sheltered housing focuses on freedom and flexibility, offering a home with support facilities if and when they are needed.

Our support services help around 4,700 customers in any one month. **Table 9** provides more detail.



Find out more at:

“Supported housing means so much to me. It’s given me independence.”

“Since moving to Tai Hua Court, I’m much happier. Everyone looks out for each other.”

# Theme 4: Resident support

## How do we measure success?

Last financial year, we reviewed how we deliver our support services, including looking at how we measure the success of the services we offer.

We have historically focused on our outputs. Although measuring our outputs are helpful; they only tell us part of the story, so we're working to understand better the difference we are making in outcomes by digging deeper into our customers' stories.

We are now becoming more capable of putting a value on the difference we are making, i.e. quantifying social value within the activities we deliver directly, such as our care and support service and those expected within our procurement framework.



For care and support, we prepare specific reports for different audiences, and as an example:

- By helping 507 people into employment, we created £10m in social value (based on HACT Wellbeing valuations).
- Accommodating 59 people in our two refuges generated over £3.2m in social value and saved the state over £569,000 through improved health and economic well being (based on a report by the national domestic abuse charity Refuge).

# Theme 5: Placemaking

This theme highlights the wider set of activities Thirteen undertakes to create well-designed homes and places that meet local needs and provides great places for people to live and enjoy. The theme is made up of one criterion, a space for the housing provider to give examples of their placemaking or place-shaping work.



We aim to create engaged, thriving, empowered places where people want to live. More than just designing spaces, placemaking brings together diverse people to improve a community's cultural, economic, social and ecological situation.

Our ambition is outlined in our 'Empowering our communities - Community Resilience Strategy 2022-2027'. This is our five-year commitment to demonstrate how we engage, support and collaborate with others. The strategy sets a path to help us create quality places and sustainable communities where our customers are proud to live. Six key principles underpin the approach:

- Our work will be targeted and evidence-based.
- Interventions will be sustainable and community-led.
- We'll work in partnership to address community needs.
- We'll address inequalities through our projects.
- Interventions will help people to live and age well.
- We'll embrace our role as an anchor institution.

## Locality planning

Underpinned by the community resilience strategy, locality planning is Thirteen's new approach to delivering social regeneration alongside our major development and investment programmes.

We create sustainable communities by ensuring our customers and the wider community are at the heart of everything we do. We target six key areas and have brought together colleagues, partners and customers to develop a shared vision and five-year delivery plan for each location.

This work is guided by a toolkit that includes:

- Estate ranking – giving us our areas of focus.
- Community resilience map – assets, issues and opportunities.
- Community intervention tracker – a holistic view of our communities' challenges.
- Community consultation in each locality plan area – what do our community think.

# Theme 5: Placemaking

This has helped us to identify Our six locality areas:

**Grove Hill**  
Middlesbrough

**Pallister Park**  
Middlesbrough

**Gresham**  
Middlesbrough

**Dyke House**  
Hartlepool

**Primrose Hill**  
Stockton

**Owton Manor**  
Hartlepool

Robust consultation across all six areas has been carried out. Each community has told us what they value about where they live and what social, environmental and economic improvements they want to see.

Each plan is being delivered alongside colleagues from across the organisation and through a local community forum with representation from people who live, work, or are interested in the area.



## Find out more at:

**Hundreds turn out to tidy up Tees communities - Thirteen**

**A new era for Rivers House in Middlesbrough - Thirteen**

**New homes at Union Village in Gresham are taking shape - Thirteen**

**Ground breaking ceremony celebrates the start of new affordable homes in Middlesbrough - Thirteen**





# Environmental



We are improving our approach to the environment, and sustainability cuts across everything we do. We are taking definitive action to reduce the organisation's carbon footprint and aim to reach net zero carbon on direct business emissions by 2035.

# Climate Jury



**The first of its kind, the award-winning Social Housing Tenants' Climate Jury saw 30 social housing tenants across the North of England come together to discuss how climate change impacts their lives.**

The jury has worked to produce a set of recommendations to the sector; their views as social housing tenants as to how to answer the question "how can tenants, social housing providers and

others work together to tackle climate change in our homes and neighbourhoods?"

The outcome of the Climate Jury process was a set of recommendations for Thirteen. These covered themes such as how to communicate priorities and progress to tenants, include tenants in the retrofit project and ensure their voice is heard, and minimise any disruption to tenants throughout the retrofit process is minimised.

Since then, we've been working with our involved customers to discuss ways of increasing the energy efficiency of our homes within our future investment plans.

The workshop was one of a series that has been rolled out to colleagues across several teams.

# Theme 6: Climate change

This theme assesses how Thirteen's activities impact climate change and how the organisation is mitigating the physical risks of climate change. This theme considers the current practice and the changes being made to improve performance in the future.



The theme is made up of six criteria, including the distribution of EPC ratings, emissions data, climate risk mitigation plans and environmental strategy.

## EPC ratings in our homes

The carbon emissions from our homes are a large component of our indirect carbon footprint. We are working to improve the energy efficiency of our homes and hundreds of our customers are already benefitting from green, cost-effective heating systems in their homes, with renewable air source heat pumps being used to fuel the heating and hot water instead of a traditional boiler. Most of our properties are in band C or D.

**Table 10** details the EPC ratings of our existing homes or those completed before the start of the previous financial year.

Work undertaken in 2023 means that all stock now has a calculated energy rating (SAP or Parity SAP)

In 2022, Thirteen implemented the Parity Projects Portfolio, which has allowed us to collate our EPC data in a specialist data analytical programme. Parity Projects allows Thirteen to profile our stock, provide data confidence and model potential improvements towards EPC and net zero.

# Theme 6: Climate change

## Works undertaken in 2022-23:

- All stock now has a calculated energy rating (SAP or Parity SAP).
- Integrated asset management date:
  - Boiler index numbers
  - Estate names
  - Thirteen Group UPRN's
  - Construction ages.
- Uploaded 3,200 EPCs from 2017-22.
- Surveyed 2,400 new EPCs.
- Renewed 600 expired EPCs.
- Increased SAP confidence score from 6.5/10 to 7.1/10.

Thirteen is committed to ensuring its new homes have the best possible energy efficiency ratings. In 2022-23, most new properties were rated at energy rating B or A. See **Table 11** for more details.

## Greenhouse gas emissions

We have come a long way since we started our journey to reduce our negative environmental impact at Thirteen. We scoped out and measured the baseline position for the organisation and set our goal to reach net zero carbon by 2035 on our direct business emissions.

We launched our Take Control campaign in 2020 with colleagues. We involved customers, which encourages everyone to play their part in helping us achieve our goals and become a much greener organisation.

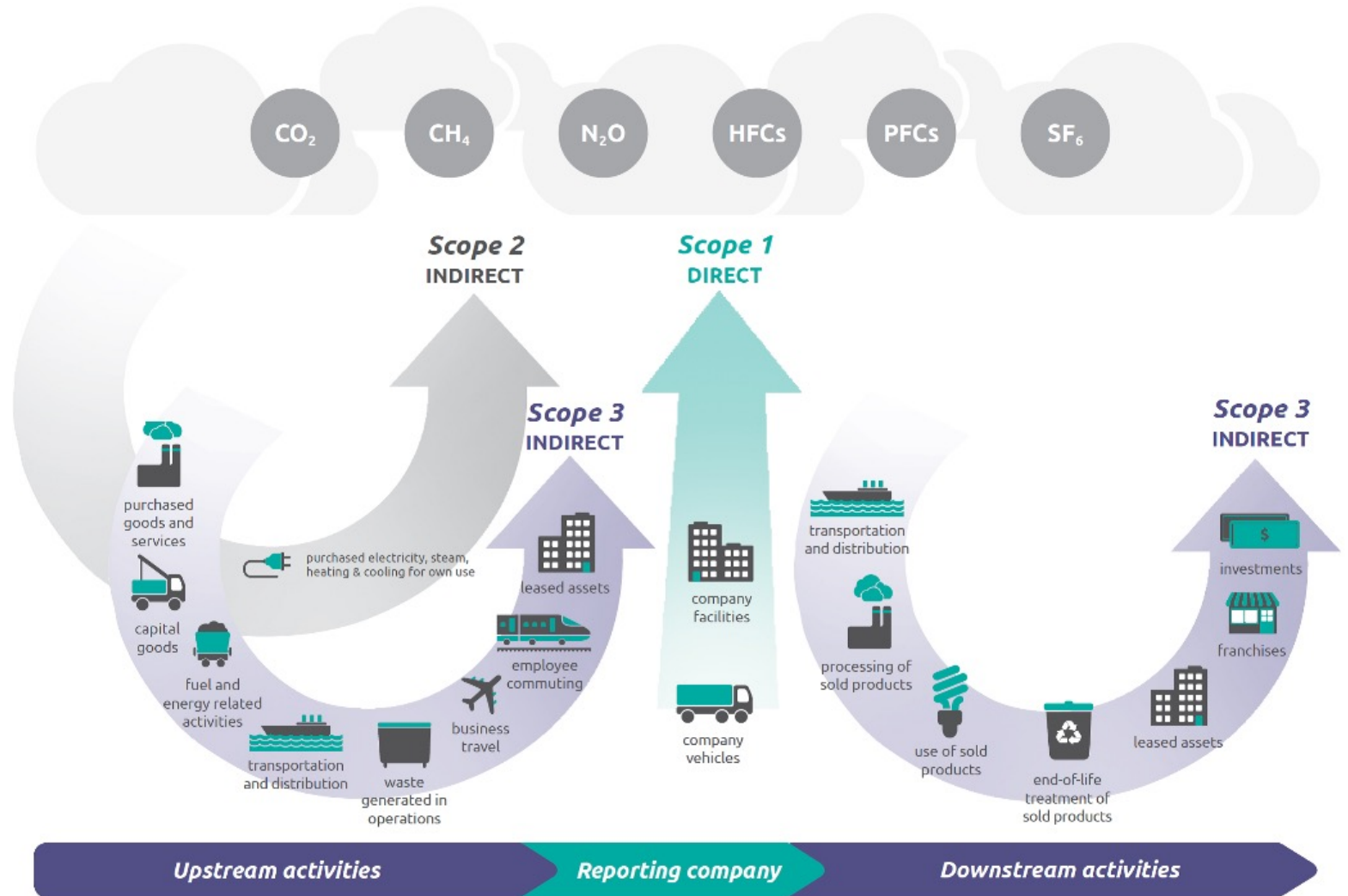
Our customers are our priority. We ensure that they are considered in all decisions we make and endeavour to deliver sustainable homes that are fit for the future and right for our customers. There's more information about our campaign here:



# Theme 6: Climate change

## Measuring our emissions

Thirteen is an early adopter in the sector in understanding and evaluating our emissions about colleague numbers and turnover. Knowing this information in detail allows us to understand and mitigate the environmental impact of changes in colleague numbers and financial turnover.



**Scope 1** emissions are direct emissions from owned or controlled sources

**Scope 2** emissions are indirect emissions from the generation of purchased energy

**Scope 3** emissions account for other indirect emissions, capturing value chain emissions

# Theme 6: Climate change

- In 2022/23, Thirteen emitted 3,759 tCO<sub>2</sub>e scope 1 or 2 emissions, with intensity indicators of 2.60 tCO<sub>2</sub>e per total full-time equivalent employee (FTE) and 19.07 tCO<sub>2</sub>e per £million turnover.
- Adding scope 3 emissions brings the total to 5,721 tCO<sub>2</sub>e with an intensity indicator of 3.96 tCO<sub>2</sub>e per FTE and 29.03 tCO<sub>2</sub>e per £million turnover.

## Between 2019/20 and 2022/23:

- Thirteen's emissions for scope 1 and 2 have fallen by 26% (a reduction of 1,322 tCO<sub>2</sub>e).
- When we add in the scope 3 emissions, this results in a total emissions reduction of 20.6% (1,485tCO<sub>2</sub>e).

Details of our Streamlined Carbon and Emissions Reporting (tCO<sub>2</sub>e only) are in **Table 12**.

**PV Generation:** In 2022/23, the solar PV systems across our properties generated 833 megawatts.

**PV Generation:** In 2022/23, the solar PV systems across our properties generated 1,003 megawatts, preventing the emission of 208.7 tCO<sub>2</sub>e within 2022/23. The development of our approach to reduce our environmental impacts and carbon footprint will set the direction for further energy efficiency measures.



Find out more at:

Thirteen partners with Switchee to install smart tech in its homes

# Theme 6: Climate change

## Managing environmental risks

Climate change brings increased environmental risk for the future for all housing providers, with the risk of homes experiencing subsidence, overheating, or flooding rising as the planet warms. Understanding our risks means we can create comfortable and resilient homes that safeguard our customers from the full severity of climate change, prevent costly damage, keep insurance costs low, and plan for long term stability and planning of our assets.

We have a high-level strategic risk register in place, and we're working to develop a climate change risk and adaptation plan. As this work progresses, we will map the results in our environmental management system and risk management framework developed in line with our asset management strategy and future investment plans.

## Flooding

We're working to understand our flood risk. Climate change will increase the extent and severity of pluvial, fluvial, and coastal flooding across our operating areas due to more extreme weather patterns. These will have negative impacts on our homes, customers, and communities. Flooding creates costly damage to properties and increases insurance prices. By planning for long term flood risk and understanding the impact on new and existing properties, we can guarantee the sustainability of our assets.

Properties have assigned flood risk scores, considering a combination of likelihood, severity, and frequency of flooding. A future flood risk score is also calculated under low, medium, and high emissions scenarios across set periods of time.

By physically locating these properties, we can target areas for preventative measures and maintain awareness of areas that may be further susceptible if we change these localities. This insight maintains Thirteen's ability to safeguard its assets.

## Overheating

Climate change is increasing temperatures, increasing the chance of properties overheating. There are currently 2,000 deaths yearly related to overheating, which is expected to reach 7,000 by 2050. Overheating in homes reduces residents' ability to sleep, impacting health and productivity and negatively affecting building structure and technical performance.

By examining a series of risk factors, we're creating a scoring system to identify Thirteen properties that are increasing the risk of overheating. To enable future targeted development to minimise this risk.



# Theme 6: Climate change

## Risk factors

Geographical	Site characteristics	Dwelling design	Customer
Property location Urban or Rural Blue/Green Infrastructure	Crime Major roads Ground floor/Top floor Trees/Buildings	Dwelling type Communal heating Orientation Ceiling fan Insulation Window size Aspect Ventilation	Age Income Density of occupation Contacts Products/Need

## Subsidence

Subsidence is one of the most prolific hazards to housing stock, costing an estimated £500 million a year. It damages homes, foundations and structures, devalues properties, increases insurance premiums, and can impact the long-term sustainability of our assets.

We're investigating the following factors alongside acknowledging the close ties with both overheating and flooding:

- Underlying geology, to identify clay soils where shrink and heave are more extreme.
- Historic mining areas, where instabilities may exist from former works.
- Tree location and impacts, understanding the effects and relationships with tree existence.

Exciting research within Thirteen has enabled us to map a subsidence risk zone around trees, specific to species, to identify properties within these zones where root growth may undermine foundations and slabs. This information can also help us avoid creating these risks with future tree planting.





## Theme 6: Climate change



### How do we tell residents about ventilation, heating and recycling?

Our 'Take Control' campaign targets colleagues, partners and customers alike, aiming to influence all our stakeholders to make more sustainable choices, reduce carbon emissions and strive towards a more sustainable way of life.

Providing adequate ventilation in our customers' homes is important to help maintain a healthy environment. As part of our investment programme, we replace existing fans and carry out new installations where they do not exist in all kitchens, bathrooms, and cloakrooms.

When an individual customer reports any ventilation or mould growth issues in their home, we send out a building surveyor to identify the root cause of the problem. To resolve the problem, we will install additional ventilation, improve the insulation, and complete any associated work. The surveyor attending will also advise the customer on adequately heating and ventilating their home.



**9,200 positive  
input ventilation  
(PIV) units  
installed.**

**Replaced every  
ten years.**

# Theme 7: Ecology

This theme assesses how the housing provider protects the local environment and ecology. The theme is made up of two criteria around managing pollutants and increasing biodiversity.

Our habitats provide beautiful green spaces for our residents to enjoy and support thriving wildlife, but they also help us look after our planet.

## Our trees

Thirteen cares for **13,489** trees:

- **6,599** are on communal land.
- **4,805** are in our gardens.
- **2,085** have been newly planted in the last two years.
- These trees absorb **885** tonnes of carbon per year.

To help us make informed decisions about how we care for and plant our trees, we've developed a tree database, a pioneering move for a housing association. We recorded information about tree dimensions, height, diameter, and canopy size, as well as trees' native status, diseases they may be prone to and their average sequestration rates at each stage of growth.



This information will enable us to strategically reforest our areas to maximise carbon uptake, reduce subsidence and flood risk, and create happy, healthy habitats. This also allows us to put a carbon value on our land, giving the environment a stronger voice than ever in development decisions.

# Theme 7: Ecology

## Biodiversity Audits

We're seeing a positive difference and a massive impact on biodiversity from several recent projects. Led by an environmental specialist, we've seen teams of volunteers, customers and colleagues giving their time to protect the environment and improve the green areas where our customers live.

In Middlesbrough, on a couple of sites, we've left the grass to grow within our land and planted trees and wildflowers to open up a new habitat. Biodiversity audits have shown increased species and numbers of butterflies, moths, and insects that rely on long grasses and weeds to survive.

We will look at the types of plants within the grasses, including stinging nettles, which butterflies thrive on. The increased numbers of insects are the food source for our birds and bats. The flowering weeds are opening up a shop of nectar and pollen, and we're seeing bees and insects buzzing from one flower to the next, collecting pollen.

Increased bird calls can be heard, and sightings of blackbirds, thrushes, tree sparrows, blue tits and goldfinches fluttering through the hedge lines accompanied by robins and dunnocks.

The newly planted trees look good, with some of the faster growing ash reaching a few feet already. The grass has been purposely left long around them, as this will encourage them to grow, but it also protects them from harm in their first year on the site. A thorough inspection of our trees in the late autumn/winter will allow us to see them more clearly once the long grasses have died back for the winter.



**Find out more at:**

**Local school children add a burst of wildflower colour to Middlesbrough estate**

**Northumbria in Bloom judges get a taste of Middlesbrough**

**Thirteen's estates team wins National Landscape Award**

**Garden project underway with Middlesbrough charity to bring communities together**

**Four hundred trees planted in Middlesbrough community**

# Theme 7: Ecology

## Environmental management system

Identifying and reducing any negative environmental impact is at the heart of Thirteen's ethos. This forms one of our strategic priorities, and as a result, we have implemented an environmental management system to mitigate environmental risk within every area of business activity. The management system begins with our environmental policy, which stipulates how we will address risk through our environmental manual. It identifies risk within our risk register and sets out operational controls and assurance processes.

We are proud to say that this system has been externally audited and certified to ISO 14001: 2015 standard.

“ This achievement is fantastic and a testament to our commitment to making a positive impact on the environment. This is about continual improvement, and we'll work together to improve year on year. ”

**Matt Forrest,**  
CEO of Thirteen

## Take Control training and environmental champions

More than 400 staff members have received environmental training through specialist carbon literacy training to help the organisation and individuals reduce their impact on the planet. Each individual has committed to setting eco goals.

On the back of this training, 55 individuals have moved on to become environmental champions, acting as spokespeople for the environment within Thirteen, pushing ecofriendly initiatives and sharing knowledge and tips with colleagues to help Thirteen on its way to net zero.

Initiatives piloted by the group include the can recycling scheme. A bin especially for aluminium cans now exists in headquarters. Over six months, 886 cans were recycled, preventing 1,151.8kg of carbon emissions from creating those cans as new.

## Big Green Week

As part of National Big Green Week, we ran events across Middlesbrough, Billingham and Hartlepool. A total of 134 participants volunteered a collective of 303 hours.

Events included an open day at the recycling centre, visiting and learning about bee colonies and creating wax trays. Three litter picks occurred across Thirteen's areas, removing 32 rubbish bags from our environment. We had an upcycling session with staff and involved customers, turning household rubbish into bird feeders.

Finally, our largest event was the staff plant swap, where we exchanged 41 plants. The final estimate for carbon avoided for the week was 228.47kg. A huge success for Thirteen's Take Control Champions.



**Find out more at:**

**Case study**

Thirteen joins national campaign to highlight urgent action on climate change

# Theme 8: Resource management

This theme identifies the extent to which Thirteen has a sustainable approach to materials in the construction and management of properties. The theme is made up of three criteria that cover sourcing materials, water management and waste management.



## Our strategy for waste management

Thirteen opened a state-of-the-art environmental centre in Billingham in 2020, which gives us control over how we manage and process our waste. The centre is unique in the region and the housing sector.

Since opening the centre, we have gained control over the waste generated in day-to-day housing management. Waste generated through planned maintenance work, repairs, environmental improvements, and getting homes ready for the next customer is all redirected through the centre. This has significantly reduced the amount of waste going to landfills. In the first year of operations, 99% of all waste was diverted from landfill, exceeding our original goal. Further work is ongoing to reduce waste and encourage recycling and repurposing.

Our environmental management system will provide a transparent reporting mechanism for our waste management performance and ensure that all legal and control are operationally in place.

The Tees Valley and the wider North East region have a well-established, high-quality waste management industry. Thirteen has made a conscious decision to partner with these where possible to ensure our waste is managed locally and to support the development of a circular economy. We successfully recycled over 30 tonnes of UPVC window frames from our investment works. These were broken down and reprocessed, and the UPVC waste was made back into window frames.

Materials ranging from general waste to fluorescent tubes and plate glass are recycled. A full list is shown in **Table 13**.

# Theme 8: Resource management

## Thirteen upcycling and re-use project

Thirteen launched its furniture upcycling workshop and warehouse project at the Thirteen Recycling Centre in February 2022. This scheme has two huge benefits. It helps customers facing severe financial challenges to furnish their homes with clean, restored, attractive furniture. It also prevents hundreds of tonnes of unwanted furniture from going to landfill.

The UK currently discards around 1.6 million tonnes of furniture and bulky waste, most of which goes to landfill. People often leave items behind in our empty properties when they move on, some of which are prime for recycling.

It is estimated that 400,000 children in the UK do not have their own beds, and beds and wardrobes are the most requested items. The upcycling team are creating 'starter packs' for customers, with essential items to support those who need them and help get their tenancies started comfortably from day one.

We provide beds, cooking equipment, sofas, chairs, dressers, and things that may be considered non-essential, like mirrors, soft furnishings and pictures - things that make a house a home.

This project will support our customers and has the added benefit of reducing our waste in landfills.

In 2022-23, we supported 35 customers and their families, and early indicators suggest that many more will be helped in 2023-24

## Water management and supplier contracts

We are working on understanding the quality and availability of the data to develop our approach to water management. Our environmental impacts from water management will be



measured and reported as part of our environmental management system. This will allow us to target improvement and report on performance against our targets.

By working more closely with partners and using greater interrogation, we now have a deeper understanding of the environmental credentials of our material suppliers and the sustainability of the materials themselves. Developments within the procurement process has provided insight to inform decision-making, allowing much greater emphasis on reducing environmental impact.

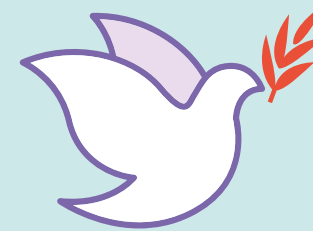


### Find out more at:

Furniture upcycling scheme set to help Thirteen customers

Thank you for supporting Thirteen's upcycling scheme

# Governance



Thirteen is a registered society under the Co-operative and Community Benefit Societies Act 2014. We are regulated by the Regulator of Social Housing, ensuring we meet the standards they set to protect the interests of our customers.

# Theme 9: Structure and governance

This theme assesses our overall structure and approach to governance. The theme comprises six criteria covering the regulator, code of governance, risk management and ownership.

We are a community benefit society registered with the Financial Conduct Authority. Thirteen is the parent organisation, and landlord of the group owning all the group's assets.

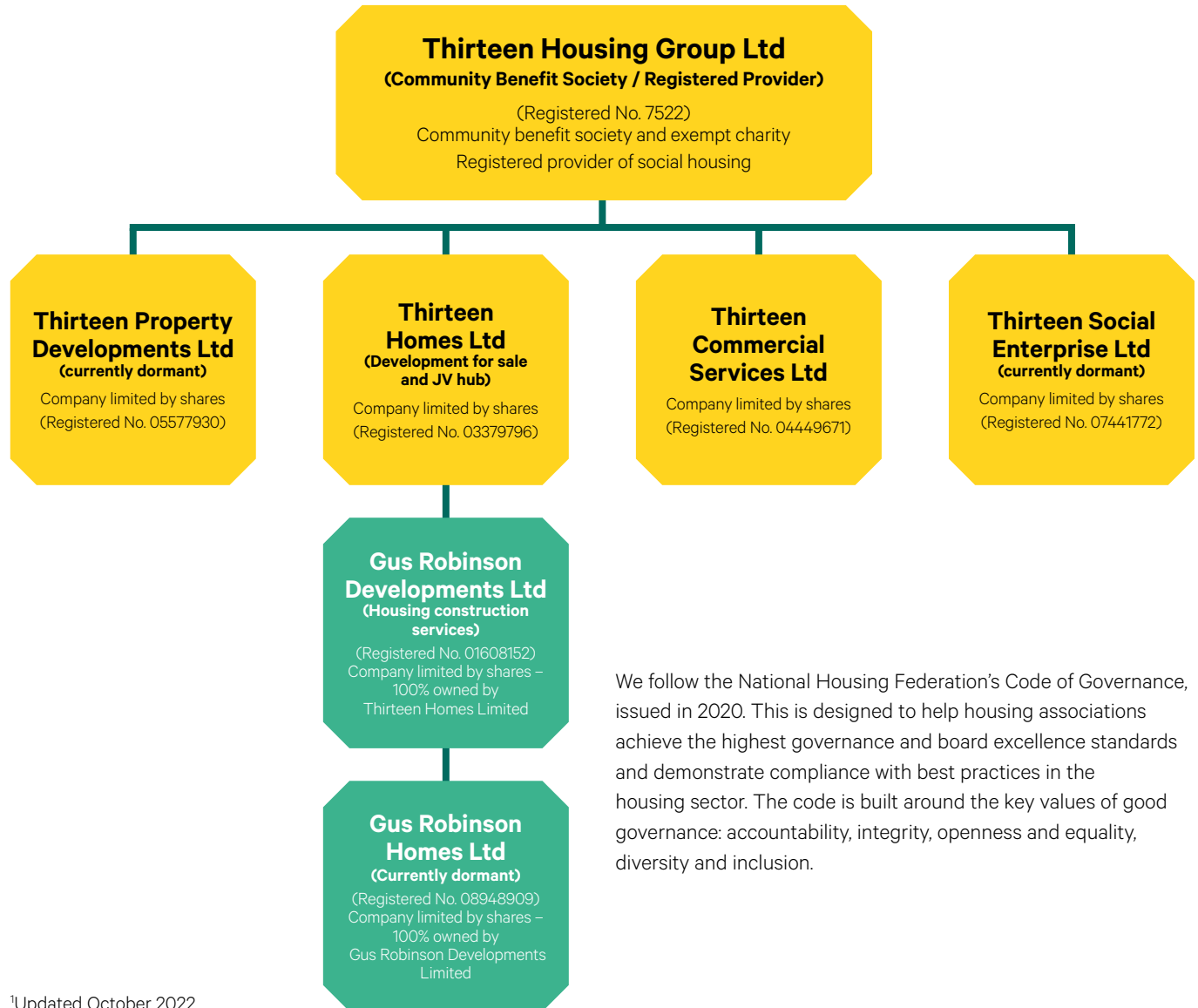
**Our principal activities are:**

- The management of social housing.
- Developing affordable homes.
- Housing-related support and employability services.

We have the highest achievable rating for governance and viability. The regulator confirmed in December 2022 that the governance and financial viability grades and straplines for Thirteen are confirmed as follows:

- G1 - The provider meets our governance requirements.
- V1 - The provider meets our viability requirements and has the financial capacity to deal with a wide range of adverse scenarios.

**Group structure<sup>1</sup>**



We follow the National Housing Federation's Code of Governance, issued in 2020. This is designed to help housing associations achieve the highest governance and board excellence standards and demonstrate compliance with best practices in the housing sector. The code is built around the key values of good governance: accountability, integrity, openness and equality, diversity and inclusion.

<sup>1</sup>Updated October 2022



# Theme 9: Structure and governance



Our strategic assurance framework consolidates our approach to assurance. It identifies the critical components of an effective assurance framework, including risk management, stress testing, internal controls, business continuity, internal audit, insurance and governance.

The framework enables our board and committee members, as well as our leadership team and service directors to better understand, manage, and review assurance arrangements. It ensures that the outcomes of our assurance activity are used to inform strategic decisions and protect and improve the business.

Regarding strategic risk management, the board agrees on a set of strategic risks at least once a year, considering any risks that could prevent us from delivering our strategic ambitions or core business.

The Thirteen Board reviews the status of these risks each time it meets. It consciously seeks assurance to understand the wider strategic impacts, inform decision-making, demonstrate effective governance and maintain Thirteen's reputation.

The board ensures appropriate and effective assurance and risk management arrangements are in place.

The board has delegated authority to the audit and risk committee to scrutinise risk controls and mitigating actions. We operate a 'three lines of defence' approach to assurance, which incorporates:

- Management controls and oversight.
- Assurance and performance reporting, independently scrutinised by an appropriate body, board or committee.
- External, independent assessments, including internal and external audit and consultant reports where appropriate.

Risk management is embedded across all projects and functions. We have a set of key risk indicators and financial golden rules to act as early warning indicators, triggering an appropriate response.

Thirteen has not been subject to any adverse regulatory findings in the last 12 months that resulted in the enforcement or other equivalent action (including data protection breaches, bribery, money laundering, HSE breaches or notices).

# Theme 10: Board and trustees

**This theme assesses the board and trustees' quality, suitability and performance. The theme is made up of eleven criteria, including the board's demographics and the board's experience and independence.**

A board of eleven non-executive directors and one executive director (the chief executive) currently governs the group, supported by one subsidiary board (Thirteen Homes) and five committees: customer, remuneration, audit & risk, finance and development & investment, with day-to-day management, delegated to the executive team.

The chairs of each of the five committees hold positions as non-executive directors on the Thirteen Board, with six independent non-executive directors, including the chair of Thirteen.

The board is committed to improving its diversity profile, initially focusing on women, young people, and people from minority ethnic communities. There are currently three female members, and the average age is 53.

- 64% of the board is male compared with 49% of the operating population.
- 90% of members are between 45 - 65+, compared with 43% of the operating population.
- No members report having a disability. The operating population is 22%.
- 100% of members are heterosexual, which is representative of the operating population, which is 97% heterosexual.
- 91% of board members are white, which is representative of the operating population, which is 94.33%.
- 55% of members are Christian compared with the population at 67%.



# Theme 10: Board and trustees

Non-executive board directors are appointed for a fixed term of three years, subject to a satisfactory annual performance review, unless the board determines a different fixed period before the appointment. Non-executive board directors appointed under this article retire at the end of their fixed term but may be reappointed by the board up to a maximum term of nine years in exceptional circumstances. Terms of office can be extended where the Board agrees that circumstances exist where it would be in the best interests of Thirteen for a Board Member to serve for a longer period. Examples include skills gaps due to a board member leaving or an inability to recruit relevant skills.

The average length of the board members' service is 3.4 years.

The audit and risk committee assures the board that we comply with our statutory duties. One of the board members on the audit and risk committee has recent and relevant financial experience. Further information can be found on the website at **Committee Members - Thirteen** ([thirteengroup.co.uk](http://thirteengroup.co.uk))

There are no current executives on the remuneration committee.

All board directors have been appointed with the support of an external consultant to achieve a complementary blend of skills and experience to ensure that the board possesses the necessary competencies to carry out its duties. This is supported by a board succession and performance review programme, and board induction, development, and training.

KPMG was appointed Thirteen Group auditors in 2021 following a competitive tender exercise and is now in the contract's first year. The last independently run board-effectiveness review took place in September 2021.

Two people are the chair of the board and the chief executive.

In 2023, turnover was 17% when two board members came to the end of their term in office.



Within the executive management team, one colleague left the company, representing 16% of the team.

The process for handling conflicts of interest is detailed within the transparency policy and code of conduct for board members. All board members must complete a declaration of interest form and update it annually or whenever their circumstances change.

Declarations of interest are requested at the start of each meeting. Members are required to declare any conflicts relating

to matters to be discussed. They are also expected to declare throughout the meeting should a matter of conflict arise. The nature of the conflict will determine whether they can still participate in discussions or need to be excluded from further discussions or the meeting.

Read our register of board and committee member interests 2023 on the website at **Board and Committee Dols Master List** ([thirteengroup.co.uk](http://thirteengroup.co.uk))

# Theme 11: Staff wellbeing

This theme assesses how colleagues are supported and how their wellbeing is considered by Thirteen. The theme is made up of five criteria, including salary information, additional support for colleagues and the average number of sick days.

## Mental health advocates

We want all our colleagues to feel part of Team Thirteen and have great days at work. Our colleague promise pledges: "Be the best you can be at Thirteen, and we'll do our best to create great days at work, working with you to create an experience that helps you feel proud, valued, energised and challenged, as well as connected and informed."

We are committed to ensuring all our colleagues are fairly rewarded for their work. In developing our pay offer, we benchmark our salaries against other housing providers and major local and national employers. We consider pay trends to ensure we can attract and retain the best talent in our business.

While we're not an accredited Living Wage Employer, we match the Living Wage Foundation (LWF) rate. In our last two pay settlements, we matched our entry-level salary point to the LWF rate, ensuring all our staff are fairly rewarded for their work.

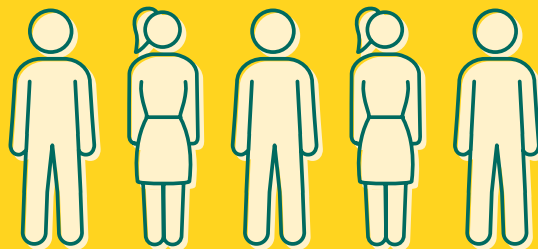
The median full-time salary is **£21,572** a year in Middlesbrough. Thirteen's median salary is **£29,364**.

The gender pay gap shows the difference between male and female employees' mean and median earnings, represented as a percentage of male earnings.

Thirteen female colleagues earn 2.7% less on average (mean) than their male colleagues. However, male and female colleagues' midpoint (median) earnings differ by -3.78%, indicating that the organisation's median female salary is 3.78% higher than that of the median male salary when expressed as a percentage of median male pay.

You can read our latest gender pay gap report here. **Gender pay gap report - Thirteen ([thirteengroup.co.uk](https://thirteengroup.co.uk))**

### Mean Gender Pay Gap



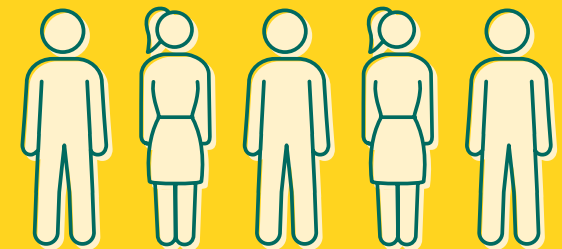
April 2022

**2.73%**

April 2021

**3.02%**

### Median Gender Pay Gap



April 2022

**-3.78%**

April 2021

**-4.55%**



Find out more at:

Celebrating our Women in Construction

# Theme 11: Staff wellbeing

## CEO salary

The CEO-worker pay ratio demonstrates a housing provider's pay dispersion between the CEO and the organisation's median earner. The 2022-23 CEO median pay ratio is 6.8-1, a favourable rate compared to a recent High Pay Centre think tank survey. Across the 69 companies that disclosed pay ratios in Q1 2022, the median CEO/median employee ratio was 63:1. A recent Inbucon executive reward survey of 291 housing associations suggests that the average pay ratio between CEO and employee is 3.85:1.

## Health and wellbeing

The health and wellbeing of colleagues remain a priority for everyone. We use colleague data and are mindful of factors in the external environment to respond to the changing needs of our workforce.

In September 2022, our employee engagement survey asked if (a colleague) were to experience symptoms of poor mental health, would they know where to go? This question scored an 8.3 (out of 10) when we asked the same question in 2018, the score was 6.6.

In the future, we plan to engage with colleagues through a focus group, enabling us to gather more quantitative data and report on impact.

The North East & Humber has the highest suicide rate in England and is the biggest killer of men under 50. Approximately 52% of our workforce is male. This past year, to support our men's mental health campaign, we've provided targeted information and educated over 600 male colleagues by engaging with Man Health, a community interest company which offers support to men suffering from mental health issues, to deliver the 'Brains, Brawn & Balls' health intervention, where they learnt more about the top 5 preventable mental and physical killers of Men in the UK. The sessions were a great success, and as a result, we've had

colleagues making appointments to see their GP from a physical health aspect and talking to us about how they are feeling about their mental health.

Our mental health advocates continue with their work supporting colleagues, signposting them to appropriate help and running campaigns to help tackle the stigma of mental health.

Following a successful trial, we now offer a referral cognitive behavioural therapy programme to our colleagues, which is in addition to our standard employee assistance programme, meaning that colleagues can access some of the best therapy without the waiting list.

82% of leavers said that they rate their health and wellbeing support offered as good, with 62% rating it as very good or excellent. With colleagues citing the mental health advice and support offered, the flexibility for colleagues (especially with children/caring commitments), and work around menopause awareness.

Our processes must reflect the environment we aim to create for colleagues, which attracts and retains quality talent and where colleagues can be themselves. We've started by having our recruitment process externally reviewed through a diversity and inclusion lens, providing us with feedback and recommendations that we'll be working to implement over the next 18 months. Coupled with this, we've started to consider how we help our neurodivergent colleagues, as we're finding more people coming forward for support.

This past year, we have, in addition to the compliance training that takes place, started to increase our colleagues' awareness of diversity and inclusion by helping to develop their skills in understanding their own unconscious bias and the impact it can have, what microaggressions are, and how to respond to them.



Alongside this, we've introduced a zero tolerance procedure, which explains our approach to discriminatory behaviour and how colleagues will be supported if they experience such behaviour.

From a financial wellbeing perspective, we've delivered sessions explaining the benefits of having a pension, planning for retirement, and ensuring our people team is skilled in this area, too. We're keen to get as many colleagues as possible contributing to a pension fund, as planning for retirement is important. Though it may seem a long way off for some people, we currently have 87% of colleagues in one of our schemes.

# Theme 11: Staff wellbeing

Our team of HR business partners supports and coaches managers to deal proactively with colleagues' sick absences. They've been delivering absence training to managers, giving them an understanding of the process, their role, the support Thirteen offers and how an earlier return to work could be facilitated in cases of long term absence.

Our main reasons for absence continue to be non-work-related stress, musculoskeletal and hospitalisation, surgery and recovery. Covid had a minimal impact on our absence in the years 22-23, with 4.02% of time lost compared to 2021/22, where time lost was 20.52%.







**Further detail is in the table. In 2022-23, we are:**

- Starting to focus more on musculoskeletal absence and will be taking time to understand the root causes.
- Started to implement some changes as part of our onboarding process.
- We include videos on 'how to look after your skeleton' for our new starters who work in manual roles.

The musculoskeletal support trial we'd been running, where colleagues were proactively supported with physio, helping them correct and maintain their posture and how to approach tasks differently to prevent injury, showed an improvement for those referred. We've extended it to cover a wider range of colleagues and will review the results with interest.

## Techniques and exercises to help prevent injury

We have created these videos which to show you some useful stretching techniques and exercises to help you prevent injury. Click on the play buttons below to watch the videos.

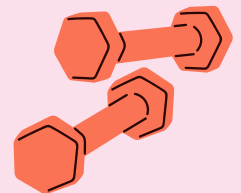
 <b>Watch</b>	<b>Tips to relieve back pain</b>	 <b>Watch</b>	<b>Tips to relieve pain and improve productivity</b>	 <b>Watch</b>	<b>Relieving pain from working at height</b>
 <b>Watch</b>	<b>Tips to relieve hip pain</b>	 <b>Watch</b>	<b>Help with foot care</b>	 <b>Watch</b>	<b>After long periods of driving</b>

These exercises can be completed first thing on a morning before starting work, during the working day (depending on location) or on a night time at home.

## Access online exercise classes on T'dar

Did you know you can access online exercise classes through T'dar? This includes yoga, bootcamps, kickboxing and more!

The 'Move' area gives you access to a variety of online exercise class options. You can also get discounted gym membership! You can currently get 7.5% off Bannatynes, 10% off Puregym, and 20% Fitness First.



# Theme 12: Supply chain management

**This theme assesses if the housing provider procures responsibly. The theme is made up of two criteria assessing how social value and environmental impact are considered.**

As a major purchaser of goods and services, Thirteen recognises its role in supporting the local economy. 92% of our asset spend (c£19m), and 58% of our total (c £70m) are spent in the operating area.

In terms of social value, we have recently reviewed our social value framework to ensure that we can deliver on six key principles. Social value accounts for at least 10% of the overall score in our procurement activity.

## Thirteen's six key principles of social value

### 1: Employing local

Thirteen recognises that training and employment provide significant opportunities to create a resilient and innovative local economy, so we will create training, employment and development opportunities, focusing on local priorities wherever possible.

### 2: Buying local

Thirteen understands the social, environmental and economic value of buying local. We support local organisations and encourage our partners and suppliers to do the same.

### 3: Creating more resilient communities

Thirteen recognises we can drive community wealth through business activities, share resources with local communities and encourage partners to do the same.

### 4: Protecting the environment

Thirteen is committed to decarbonising and safeguarding our world and encouraging others to share this commitment.

### 5: Supporting good employers

Thirteen values the wellbeing of our colleagues and will work with our partners and suppliers to do the same.

### 6: Involving customers

Thirteen is committed to involving customers and ensuring that others are also committed to this.

# Theme 12: Supply chain management

We recognise that clear objectives and early engagement with potential partners are essential to delivering maximum value. The framework requires social value to be considered within the four key stages shown in the attached diagram:



We have also adopted the national themes, outcomes and measures (TOMs) to allow us to frame our ambition in clearly stated outcomes and measures relating to:

- Employment.
- Environment.
- Supporting regional business.
- Promoting social innovation.
- Safer and more resilient communities.

This methodology is also being employed with our programme management framework so that business-as-usual activities, which may not involve procurement, also take social value considerations into account.





# Tables

**Table 1.**  
**Comparison between LHA rents and Thirteen rents**

This table shows the average social and affordable rents for general needs properties and compares them with average private rents in our operating area.

Properties by property size	LHA Weighted Average	Thirteen Weighted Average	Difference
Room	-	-	-
Studio	65.09	65.67	(0.58)
One bedroom	86.19	75.64	10.55
Two bedrooms	100.13	85.60	14.53
Three bedrooms	115.30	94.15	21.15
Four bedrooms	157.02	103.36	53.66

Figures based on weekly LHA April 2022

Weighted average is based LHA as applied to Thirteen stock in the appropriate local authority area.

**Table 2.**  
**Our homes by tenure type**

Homes under management	2022		2023	
	Number	%	Number	%
Social rent	25,876	73.07%	25785	72.28%
Affordable rent	4,751	13.42%	5044	14.14%
Housing for older people (social rent)	2,360	6.66%	2377	6.66%
Low-cost home ownership	1,006	2.84%	1117	3.13%
Social leasehold	716	2.02%	726	2.04%
Supported social rent	286	0.81%	282	0.79%
Non-social rental	209	0.59%	179	0.50%
Intermediate market rent	123	0.35%	90	0.25%
Non-social leased	87	0.25%	72	0.20%
<b>Total</b>	<b>35,414</b>	<b>100.00%</b>	<b>35,672</b>	<b>100.00%</b>

**Table 3.**  
**Our homes by tenure type - new homes built.**

Product	2021-22	2022-23
Social rent	Nil	Nil
Affordable rent	349	296
Shared ownership	70	139
Private sale	18	19
<b>Total</b>	<b>437</b>	<b>454</b>



# Tables

**Table 4.**  
Reducing energy bills by energy efficiency works

Work	2020-21	2021-22	2022-23
Air source heat pumps	43	26	14
Loft insulation	0	125	140
Cavity wall insulation	0	48	250
Gas boilers replacing electric night generation	0	32	0

**Table 5.**  
Security of tenure - fixed term tenancies

31 March 2023 Tenure	Number
Assured	27062
Starter Tenancy	4207
Assured Shorthold	1050*
Equitable	3
Licence	207
Secure	200
Student (Fixed)	89
Shared Owner	927
LSE (Leasehold Elderly)	144
RTB Freehold	48
RTB Leasehold	829
<b>Total</b>	<b>34765</b>

**Table 6.**  
Fire risk assessment and other work

Action	2022	2023
Number of fire risk assessments carried out	628	601
Number of fire door checks or inspections	917	1266
No of FRA actions completed on time	1,013 (99.7%) <sup>2</sup>	932 (99.4%)

<sup>2</sup>One FRA action overrun its target deadline, due to access issues. The agreed access processes were followed and recorded, and appropriate action carried out



# Tables

**Table 7.**  
Improvements we've carried out to help meet the decent homes standard

Component	2021-22	2022-23
Windows: provided/renewed double glazing and front doors	830	1,832
Front door: provided/renewed double glazing and front doors	1255	768
Boilers: includes investment, one-off boilers and empty properties	1414	1,281
Kitchens	0	1,603
Roofs	488	0

**Table 8.**

To measure satisfaction over time and allow us to benchmark against other providers, we also use the nationally recognised Star survey. The most recent results are shown below:

Measure: satisfied or very satisfied with:	2021-22	2022-23
Overall services	88.5%	84.4%
Repairs service	89.2%	85.6%
Complaints handling	81.0%	88.0%
Anti-social behaviour service	54.2%	49.5%
Customer net promoter score	72	64



# Tables

**Table 9.**  
**Support Services**

Service	2021-22	2022-23
Floating support, Hartlepool – service for families aged between 16-24	50 Supported	154
UK resettlement programme. The scheme provides a range of support for families or individuals arriving in the UK. Helping people to work towards integrating into UK society and to live independently in the country.	276 families supported	200
Domestic abuse service	59 accommodated within the refuge 660 supported through floating support	1324 supported within accommodation setting and through floating support
Durham. Accommodation and support for young parents, couples and pregnant women aged 16-25	40 supported within accommodation 41 supported through floating support	
Key steps. Move on etc	45 homes provided through key steps 24 people helped through the rough sleeper programme	52 people supported through key steps and rough sleeper programme

Service	2021-22	2022-23
Penrith road provides accommodation for families who are homeless in Middlesbrough	15 families supported	Tenancy support provided to 21 families 15 who have lived in and six in permanent accommodation
Offender and wrap-around services	1,400 supported – with around 300 referrals per month	
Older person accommodation	In any one month, around 3,057 people are in accommodation or have a support plan	2723 supported
Employability services	507 helped to into employment, education or training	1129 customers supported. 338 moved into employment 32 moved into education 192 moved into training
Tenancy support is a customer service aiming to sustain tenancies and retain customers.	1,203 people supported	1591 supported

# Tables

**Table 9.**  
**Support Services**

Service	2021-22	2022-23
<p>Ministry of Justice service</p> <p>Supporting male offenders in custody and the community with accommodation related issues across the North East. Support provided around addressing accommodation barriers, independent living, sourcing, sustaining and relinquishing accommodation. Service started in July 2021.</p>	2230	4490 made up of 3362 new referrals 1128 existing 450 referrals each month
<p>Ministry of Justice PWB Personal Wellbeing</p> <p>Thirteen supports male offenders in custody and the community in Cleveland. Service started in July 2021. Support is provided with wellbeing, lifestyle, social inclusion and relationships.</p>	64	187
<p>Future Steps Tenancy Support for Offenders</p> <p>Tenancy Support service for those with offending backgrounds.</p> <p>Support can be long term if needed to assist tenancy sustainment and aid development of independent living. Thirteen and the Wise Group support males. Thirteen and A Way Out support females. TS/DH/DL postcode delivery areas. Service started in early 2022.</p>	Not offered	106



# Tables

**Table 10.**  
**EPC ratings**

The table below details the EPC ratings of our existing homes or those completed before the start of the previous financial year.

Energy rating	2021-22 Percentage	2021-22 Number	2022-23 Percentage	2022-23 Number
<b>A</b>	0.72%	179	0.60%	183
<b>B</b>	13.32%	3292	10.70%	3570
<b>C</b>	47.20%	11669	49.40%	16539
<b>D</b>	36.63%	9055	37.40%	12501
<b>E</b>	2.10%	520	2.10%	672
<b>F</b>	0.02%	6	0.02%	4
<b>C</b>	0.004%	1	0.004%	1
<b>Total</b>		<b>24,722</b>		<b>33,470<sup>a</sup></b>

<sup>a</sup>Work undertaken in 2023 means that all stock now has a calculated energy rating (SAP or Parity SAP)

**Table 11.**  
**EPC Ratings March 2023 for new builds**

Energy rating	Percentage	Number
<b>A</b>	0.23%	1
<b>B</b>	95.17%	414
<b>C</b>	4.60%	20
<b>Total</b>	100.00%	435



# Tables

**Table 12.**  
**Details of our streamlined Carbon and Emissions Reporting (tCO2e only)**

		2019/20 Emissions in tCO2e	2020/21 Emissions in tCO2e	2021/22 Emissions in tCO2e	2022/23 Emissions in tCO2e	Change 2022/23 – 2019/20	Change 2022/23 – 2021/22
Scope 1 Emissions	Gas	1,245	1,156	1,173	941	-24.4%	-19.8%
	Fleet Fuel	1,596	1,356	1,417	1,340	-16.1%	-5.5%
	F Gas	19	0	0	0	0.0%	0.0%
Scope 2 Emissions	Purchased Electricity	2,221	1,859	1,514	1,478	-33.5%	-2.4%
<b>Total direct emissions</b>		<b>5,081</b>	<b>4,371</b>	<b>4,104</b>	<b>3,759</b>	<b>-26.0%</b>	<b>-8.4%</b>
Scope 3 Emissions	Business Mileage	262	99	103	148	-43.4%	43.7%
	Amenity Gas	1,737	1,717	1,678	1,683	-31%	0.3%
	Amenity Electric	126	147	69	132	4.4%	91.0%
<b>Total indirect emissions</b>		<b>2,125</b>	<b>1,963</b>	<b>1,850</b>	<b>1,963</b>	<b>-7.6%</b>	<b>6.1%</b>
<b>Total Emissions</b>		<b>7,206</b>	<b>6,334</b>	<b>5,954</b>	<b>5,721</b>	<b>-20.6%</b>	<b>-3.9%</b>

# Tables

**Table 13.**  
The following materials were managed at the TRC between April 2021 and March 2023.

Category	2021/22	2022/23	Unit
General waste	699.75	853.02	tonnes
Wood	416.58	517.08	tonnes
Scrap metal	72.23	79.74	tonnes
Tyres	2.06	1.76	tonnes
Fridges	40.72	36.16	tonnes
TV monitors	21.55	17.00	tonnes
Flo tubes	0.22	0.06	tonnes
Soil and rubble	299.54	410.18	tonnes
Mattresses	18.5	11.70	tonnes
Plasterboard	4.82	6.52	tonnes
Paint tins	1662	909	tins
Plate glass	39.64	16.66	tonnes
Cardboard	10.19	13.46	tonnes





