

thirteen

A photograph of a woman wearing a light blue hijab and a blue and white striped blazer over a dark blue patterned top and a light blue patterned skirt. She is smiling and holding a white ID card with a photo and text. She is standing next to a man in a dark blue polo shirt, whose back is to the camera. They appear to be in an office or meeting area with a window in the background.

Business Strategy

2024-2035

Welcome to Thirteen...

...and our business strategy for 2024 and beyond. Whether that's offering a safe, quality home for rent, helping someone into home ownership or holding out a vital helping hand of support, we're here to listen and do what's needed for the people we serve.

Today we own over 36,000 homes across the North East, Yorkshire and Humber, with over 1,500 colleagues providing homes and services for around 100,000 customers.

It's an ever-changing world out there and while our area of operation has some specific challenges, what happens nationally and globally has an impact on what we do now and in the future. Our customers, our colleagues and our business have all faced challenges and are still experiencing the impact of economic turbulence, changing political direction, social and demographic factors, and climate change.

Ensuring we provide safe and quality homes for our customers is at the forefront of what we do. That means listening to what our current and future customers need and ensuring we provide the right homes in the right places to meet their needs and aspirations.

That's why this strategy is focussed on customer excellence and this is what drives our ambitions around how we grow the business, work with partners and ensure that the best possible services are delivered to our customers.

Equally, we know that we cannot thrive as a business unless we have strong foundations running through everything we do, so we place great emphasis on robust financials, great governance, and ensuring that health and safety is at the forefront, keeping both customers and colleagues safe. These principles are embedded across our strategy, supporting our priorities and providing assurance and confidence.

This document will be supported and complemented by a number of other documents which inform the strategy and underpin our priorities:



Ensuring we provide safe and quality homes for our customers is at the forefront of what we do.



Supported Housing Strategy

Asset Strategy

Community Resilience Strategy

Development Strategy

People Strategy

Regeneration Strategy

Take Control Environmental Sustainability Strategy

Value for Money Strategy

Our plan on a page



Our strategy is focussed around doing the best for our customers, whilst recognising that to do that we need to ensure our homes are of the highest quality and we have the right people working in line with our organisational values.

Our ultimate aim and our key measure of performance is around making our customers happy with the services we provide. Nearly nine in ten customers are currently satisfied with Thirteen, and a large majority of those customers are very satisfied, but we know there is always room to improve on this.

Foundation one - Happy Customers

We've had great feedback from our customers about our services and how they are able to access them. We'll continue to make even more changes by offering various ways to contact us, making services more local and enhance their all-round experience.

Our ongoing ethos aims to put neighbourhoods and our customers at the heart of what we do to create an even bigger impact on our communities and give customers a greater voice. Based on feedback we know that responsiveness, quality, convenience and speed are what shape customers' views of our services for better or worse. We will treat every customer as an individual and build relationships throughout their interactions with us. We'll offer customers a choice to deliver a service at a time and speed that suits them – true convenient access.

| Strategic priorities | Our objectives for 2024/25 | Our ambition for 2030 | Our ambition for 2035 |
|--------------------------------------|--|---|---|
| Knowing our customers | We are actively listening to our customers, ensuring customers are kept safe and services are tailored to meet expectations. | All elements of our approach to understanding customers are clear and transparent. | Our customers trust us to listen to them, understand them, keep them safe and act on their needs. |
| Enhancing customer experience | All of our services are easily accessible and easy to use. | Customer satisfaction is being improved by better speed, responsiveness and communication. | Our customers are delighted and tell others about their great experience. |
| Working with partners | We influence our partners to work collaboratively with us to deliver what matters for our customers. | We have a robust partner engagement plan in place and partners help us to deliver our strategic aims. | Our partners see us as an anchor institution and partner of trust. |

| Key transformational activity to help us to get there: | Key measures: |
|---|--|
| Strategic programme 1 - Deliver a single view of customers for Thirteen Strategic programme 2 - Services designed around our customers | Satisfaction with our services Customer net promoter score Total current tenant arrears Tenancy turnover Satisfaction with repairs service Empty homes financial loss Repairs completed within timescale (non-emergency) |

Foundation two - Fantastic Homes

Ensuring our homes are safe and suitable for the customers living in them is our main priority.

We have a successful track record of understanding the needs of our properties and prioritising investment in our existing homes and neighbourhoods to meet the needs of the communities we work in. We're committed to continuing to raise standards by enhancing the quality of our homes and improving energy efficiency, whilst being a key partner in driving regeneration and delivering new affordable homes to diversify our offer. We will do this by ensuring we have the right data to make the right decisions about how and where we invest and build with a focus on the whole home.

| Strategic priorities | Our objectives for 2024/25 | Our ambition for 2030 | Our ambition for 2035 |
|--|---|--|---|
| Investing in our homes | We will set out plans to define our home and safety standards and our approach to the assessment of all our existing and new homes. | Our maintenance and investment plans deliver the greatest impact for customers. | We offer quality homes in safe places that impact positively on our customers' lives. |
| Developing for our customers' needs | We are continuing to deliver our development strategy and are defining our vision for regeneration. | We are building great quality homes and regenerating communities to meet their changing needs. | We have a reputation for enhancing the economic and social value of thriving local communities. |
| Growing the offer | Our appetite for growth and approach to mergers and acquisitions and business change is defined. | We are actively targeting new growth hubs and executing our quality approach to growth. | We have a track record of growth and are regularly engaged in growth opportunities. |
| Looking after the environment | We have agreed our priorities and our road map to net zero. | Our sustainability strategy is delivering visible improvements for our business and customers. | We have an environmentally sustainable business. |

| Key transformational activity to help us to get there: | Key measures: |
|---|---|
| Strategic programme 3 - Property 360 - understanding our homes Strategic programme 4 - Investing in properties and communities | New homes delivered % of homes with energy rating of C or above Satisfaction with new homes Strategic property disposals % of spend on maintenance through investment vs reactive repairs |

Foundation three - Brilliant People

Our people are the key to success in all of these plans and we have refreshed our mission and values to reinforce our direction of travel. We invest in our people and are creating a supportive and inclusive culture to enable colleagues and customers to thrive.

We want to stay ahead of challenges, so we have a clear drive to transform our systems and ways of working that equip colleagues with the right skills, technology and support to do a great job for customers. Data is a critical asset for any business, and ensuring its security and integrity is fundamental to leveraging its full potential.

We are in a strong financial position and have renegotiated arrangements to ensure we have enough capacity to deliver our ambitious plans. We have robust processes in place to provide strong assurance to the board, our partners and funders so we continue to be a successful business.

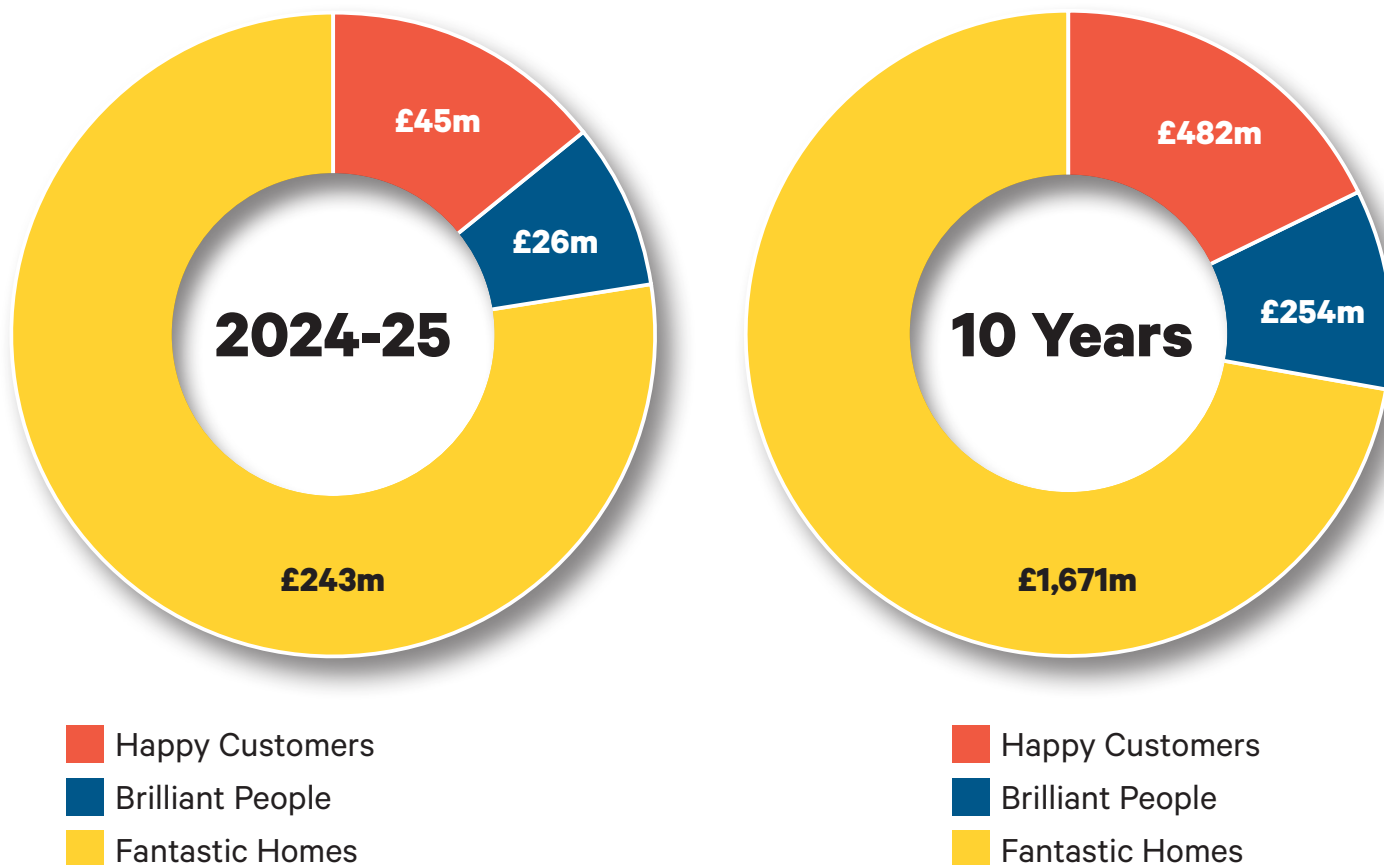
| Strategic priorities | Our objectives for 2024/25 | Our ambition for 2030 | Our ambition for 2035 |
|--|--|---|---|
| Strong foundations | We are clear on our priorities and have governance in place to ensure we have capacity to deliver our business plan and remain safe and compliant. | We are seeing transformation to ensure we are in a strong position to deliver for customers and colleagues. | We are a well governed, innovative, secure and digitally enabled organisation with strong financials. |
| Our brilliant culture | We have listened to feedback and implemented actions to enhance colleague experience. | Our culture is embedded and showing tangible results for customer satisfaction. | Colleagues feel respected, appreciated and valued and our culture is delivering for our customers. |
| Right skills to deliver for our customers | We know where our skills gaps are and have a plan in place to address them. | Our strategic workforce plan is successful and people feel supported to be the best they can be. | We are known for investing in people to have the right skills to deliver for our customers. |
| Rewarding great people | Colleagues are clear about what is expected of them and are supported to achieve. | Our approach to talent, succession, performance and reward motivates and empowers people. | Our people are all passionate ambassadors of Thirteen as a great place to work. |
| Inclusive workplace | Our equality, diversity and inclusion approach is in place and we are clear what we need to do. | Our organisation is a welcoming place to work where all colleagues feel valued and respected. | We are an inclusive organisation that successfully attracts and retains brilliant people. |

| Key transformational activity to help us to get there: | Key measures: |
|--|--|
| Strategic programme 5 - Culture programme | <ul style="list-style-type: none"> Colleague net promoter score Average days lost to sickness Voluntary staff turnover EBITDAMRI Interest cover Cash efficiencies delivered |

Financing and enabling the plan

Our financial metrics compare favourably to our sector peer group, and we are clear on how we allocate our financial capacity to achieve our priorities. We need to ensure that we make the best possible use of the resources available to us.

We have successfully renegotiated our financial covenants to ensure that we have the financial capacity required to deliver on our competing priorities throughout this strategic plan and beyond. In 2024/25 we will be investing £314m into delivering our three foundations and over 10 years this investment will total £2.4bn. The split between priorities is summarised in the chart below.



To deliver the level of investment planned within our homes, and for our customers and people, we'll need to continue to secure the necessary funding that is critical for the delivery of our ambition. To maximise funding available to the group, we will continue to explore innovative finance mechanisms to enhance certainty over long term cost of funding and ensure the effective use of property assets as security.

To ensure financial and funding sustainability we will maintain robust financial management practices underpinned by key metrics such as EBITDAMRI interest cover, margin and leverage.

Whilst we are clear on our priorities, we recognise that we need to remain adaptable and flex the plan where necessary in order to respond to changing conditions in our operating environment, ensure key risks are managed and continue to listen and respond to the changing needs of our customers.

*For up to date information on our performance against key measures and key compliance measures please visit our website.