

# thirteen

Homes. Communities. Support.



## Delivering our Business Strategy

How we performed in 2025/26



## Introduction



**Matt Forrest**  
**Chief Executive**

**We're making good progress in the delivery of our Business Strategy 2024-2035.**

This brief report takes you through how we performed in year two.

A quick recap of the strategy itself – it's all about achieving our goal to be the most trusted housing association, with happy customers.

It's built on three foundations:

**Happy customers, Fantastic homes, and Brilliant people.**

Under each, we've got clear strategic priorities.

And sitting underneath those strategic priorities is a set of key measures, which we review each year.

It's these key measures, and our performance against them, that we're focusing on in this report.

# Happy customers

2025/26 scorecard



**Satisfaction with our services  
(overall) (full year)**

| Actual       | Target       |
|--------------|--------------|
| <b>92.7%</b> | <b>89.0%</b> |



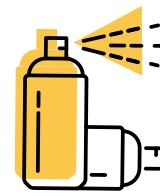
**Total current tenant arrears  
(% of debit) (at year end)**

| Actual                  | Target      |
|-------------------------|-------------|
| <b>2.3%<sup>1</sup></b> | <b>2.9%</b> |



**Tenancy turnover  
(rolling 12 months)**

| Actual      | Target      |
|-------------|-------------|
| <b>7.2%</b> | <b>7.0%</b> |



**Satisfaction with anti-social behaviour  
service (overall) (full year)**

| Actual       | Target       |
|--------------|--------------|
| <b>71.6%</b> | <b>70.0%</b> |



**Customer net promoter score  
(would recommend Thirteen) (full year)**

| Actual    | Target    |
|-----------|-----------|
| <b>83</b> | <b>75</b> |

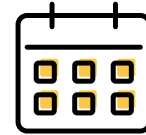
# Happy customers

2025/26 scorecard (continued)



**Satisfaction with repairs service  
(overall) (full year)**

| Actual       | Target       |
|--------------|--------------|
| <b>93.2%</b> | <b>90.0%</b> |



**Repairs completed within target timescale  
(non-emergency) (in the month)**

| Actual       | Target       |
|--------------|--------------|
| <b>93.5%</b> | <b>75.0%</b> |



**Number of empty homes  
(at year end)**

| Actual                   | Target     |
|--------------------------|------------|
| <b>1,017<sup>2</sup></b> | <b>793</b> |



**Empty homes loss  
(% of debit) (full year)**

| Actual      | Target      |
|-------------|-------------|
| <b>2.6%</b> | <b>2.1%</b> |

# Fantastic homes

2025/26 scorecard



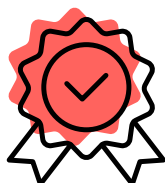
**New social and affordable homes delivered (at year end)**

| Actual                 | Target     |
|------------------------|------------|
| <b>668<sup>3</sup></b> | <b>550</b> |



**% of stock at EPC C or above (at year end)**

| Actual       | Target       |
|--------------|--------------|
| <b>79.9%</b> | <b>80.0%</b> |



**Satisfaction with the quality of new build homes (full year)**

| Actual     | Target     |
|------------|------------|
| <b>95%</b> | <b>93%</b> |



**% of spend on maintenance through investment vs reactive repairs**

| Actual     | Target     |
|------------|------------|
| <b>47%</b> | <b>44%</b> |

# Brilliant people

2025/26 scorecard



**Employee engagement score (at year end)**

| Actual                | Target     |
|-----------------------|------------|
| <b>74<sup>4</sup></b> | <b>N/A</b> |



**Average days lost to sickness per FTE (rolling 12 months)**

| Actual                  | Target      |
|-------------------------|-------------|
| <b>12.3<sup>5</sup></b> | <b>11.0</b> |



**Voluntary staff turnover (rolling 12 months)**

| Actual                  | Target      |
|-------------------------|-------------|
| <b>8.1%<sup>6</sup></b> | <b>7.0%</b> |



**Cash efficiencies delivered (full year)**

| Actual      | Target      |
|-------------|-------------|
| <b>3.2%</b> | <b>3.0%</b> |



**EBITDA MRI interest cover (credit rating) (at year end)**

| Actual        | Target        |
|---------------|---------------|
| <b>143.9%</b> | <b>125.3%</b> |

\*provisional year-end position

# Notes on our performance

## 1. Total current tenant arrears (% of debit)

Total tenant arrears of 2.3% of debit at year end represents a record low. Our teams work closely with customers to prevent arrears and help them to sustain their tenancies.

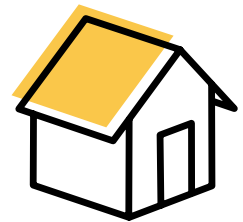
## 2. Number of empty homes (at year end)

We have reduced the total number of empty homes by 149 in the last year but this remains a key area of focus for us.

We have invested in a new quality team that will oversee inspections of empty homes, a new multi-skilled demand team focussing on repairs of empty homes, and a new 'empty homes lead' post to provide advice, insight and challenge. Alongside this, we are strengthening our property inspection processes and targeting tenancy support to help those customers who need it most.

## 3. New social and affordable homes delivered (at year end)

The delivery of 668 new homes in a year is a record high for Thirteen.



## 4. Employee engagement score

We introduced a new methodology for measuring colleagues' engagement and motivation in October 2025 and will set a target score for 2026/27. Our 2025/26 employee engagement score of 74 is higher than the 69.5 median average reported by the other housing associations we benchmark against.

## 5. Average days lost to sickness per FTE

Although the average days lost per employee has improved slightly, this remains a key area of focus for us and we are exploring new initiatives to enhance staff health and wellbeing.

## 6. Voluntary staff turnover (rolling 12 months)

Our voluntary staff turnover remains well below the 14.1% median average reported by the other housing associations we benchmark against.

# Key measures explained



## Happy customers

- **Satisfaction with our services (overall) (full year):** The percentage of customers that reported satisfaction of 7 out of 10 or above when surveyed about repairs, anti-social behaviour and new lettings services.
- **Total current tenant arrears (% of debit) (at year end):** The total current tenant rent and service charge arrears expressed as a percentage of the totals charged in the year. Includes arrears outstanding from the previous year.
- **Tenancy turnover (rolling 12 months):** The number of properties where there has been a tenancy termination in the previous 12 months, expressed as a percentage of the total number of properties
- **Satisfaction with anti-social behaviour service (overall) (full year):** The percentage of customers that reported satisfaction of 7 out of 10 or above when surveyed following the closure of a case.
- **Customer net promoter score (would recommend Thirteen) (full year):** A score ranging from -100 to +100 that measures the willingness of customers to recommend a company's products or services to others. The UK average is 44.
- **Satisfaction with repairs service (overall) (full year):** The percentage of customers that reported satisfaction of 7 out of 10 or above when surveyed following completion of a repair.
- **Repairs completed within target timescale (non-emergency) (in the month):** The percentage of non-emergency repairs completed within timescale (28 working days for appointment repairs and 60 working days for planned repairs).
- **Empty homes loss (% of debit) (full year):** The total value of void loss expressed as a percentage of the total annual rent and service charges due.
- **Number of empty homes:** The total number of homes that were empty at year end.

# Key measures explained



## Fantastic homes

- **New social and affordable homes delivered (at year end):** The number of new homes delivered through our Development Strategy.
- **% of stock at EPC C or above (at year end):** The percentage of properties that have an Energy Performance Certificate (EPC) rating or verified rdSAP data scoring of C or above.
- **Satisfaction with the quality of new build homes (full year):** The percentage of customers that responded with “very satisfied” or “fairly satisfied” when surveyed about the quality of their new build home.
- **% of spend on maintenance through investment vs reactive repairs:** The percentage of our overall maintenance spend that is spent on planned/proactive repairs, with the remainder being spent on reactive repairs.

# Key measures explained



## Brilliant people

- **Employee engagement score (at year end):** A score ranging from 0 to 100 that measures colleagues' engagement and motivation based on annual survey responses.
- **Average days lost to sickness per FTE (rolling 12 months):** The average number of days lost to sickness per full time equivalent employee in the last 12 months.
- **Voluntary staff turnover (rolling 12 months):** The number of staff leaving voluntarily in the last 12 months, expressed as a percentage of the overall number of staff employed.
- **EBITDA MRI interest cover (at year end):** EBITDA MRI stands for Earnings Before Interest, Tax, Depreciation, and Amortisation, Major Repairs Included. It is a key indicator for liquidity (cash) and investment capacity and seeks to measure the level of surplus that a registered provider generates compared to interest payable.
- **Cash efficiencies delivered (full year):** The total cash efficiencies delivered expressed as a percentage of social housing lettings costs.



We publish quarterly updates on how we're performing against the key measures in our Business Strategy on our [\*\*Delivering our Business Strategy webpage\*\*](#).

If you have any questions or queries about this report, please contact:

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