



# Environmental, Social and Governance report 2022



# Who we are and what we do



Partnership is our history. A succession of unions between social housing over 20 years has led to Thirteen becoming one of the largest social housing providers in the North East and nationally.

In July 2021, we acquired just under 1,400 properties from another housing provider, and today we own over 34,000 properties and manage over 35,000 homes, with over 1,600 colleagues providing services for more than 72,000 customers. Although most homes are in our Tees Valley heartland, we are actively expanding our presence throughout the North East, Yorkshire and the Humber regions with a growing development programme to meet housing needs.

We continue to be committed to our main purpose – being a great housing association and landlord – and once again, customers have recently told us that is what we are living up to, with 91% saying their rent provides value for money.

Our operating model puts neighbourhoods at the heart of our business so 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 sale and offer affordable sales options to help people onto the property ladder.

As a Homes England Strategic Partner, we have an ambitious development programme that includes building 3,534 affordable homes.

Our vision is to provide safe, quality homes and services to the best environmental standards. In total, we plan to invest £1.1bn over the next five years in current customers' homes and in building new homes for new customers.

Our social purpose and five-year business strategy underpins our commitment to improving key environmental, social and governance indicators.

This is Thirteen's second Environmental, Social and Corporate Governance (ESG) report for investors. It brings together a summary of our activities and key metrics to help investors form a view of Thirteen and our performance.





# ESG reporting and social housing

The idea behind creating an ESG reporting standard for social housing was based on a rapidly growing interest across the sector, in particular, how ESG factors are likely to form a more fundamental role in the credit process underpinning future investment decisions.

Following widespread consultation with the housing sector, the ESG social housing working group published its final report [The Sustainability Reporting Standard for Social Housing](#) in November 2020. The report suggested a voluntary standard that has received a positive response from housing associations and investors alike.

The ESG framework has now been renamed the sustainability reporting framework. By May 2022, 104 organisations – 68 housing associations and 36 financial institutions – had adopted the SRS. Of the housing associations, 58 operate in England, seven in Wales, and three in Scotland, and together they manage just over 1.5 million homes. A further 20 organisations have endorsed the standard. The housing providers who operate in England account for around 34% of England's social housing stock. The 35 lenders and investors (referred to collectively as funders) who have adopted the SRS represent most of the c. £90 billion private investment in UK social housing.

# UN 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 sustainable cities and communities goal, '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



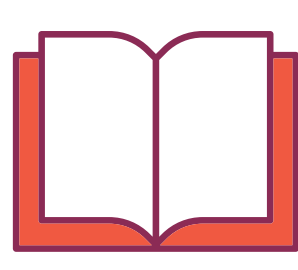
No poverty



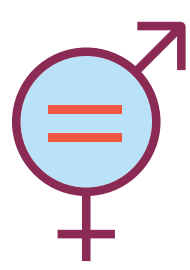
Zero hunger



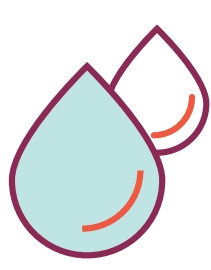
Good health and wellbeing



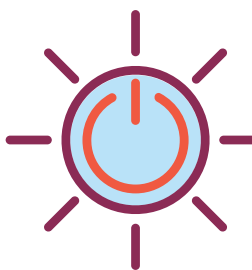
Quality education




Gender equality



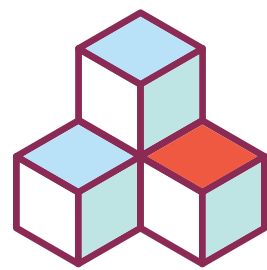
Clean water and sanitation



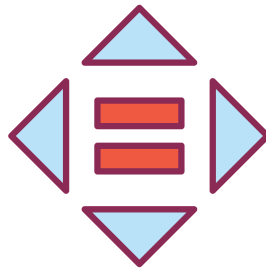
Affordable and clean energy




Decent work and economic growth



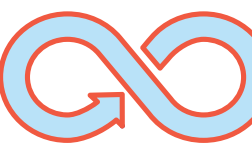
Industry, innovation and infrastructure




Reduced inequalities




Sustainable cities and communities



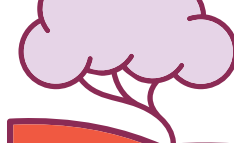
Responsible consumption and production




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 included 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
Social	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
Environmental	T6	Climate change	Prevents and mitigates the risk of climate change
	T7	Ecology	Promotes ecological sustainability
	T8	Resource management	Sustainable management of natural resources
Governance	T9	Structure and governance	Legal structure of the organisation and its approach to governance
	T10	Board and trustees	High quality board of trustees
	T11	Colleague wellbeing	Supports employees
	T12	Supply chain management	Procures responsibly

# Social



We are a caring landlord and housing developer. We are here for anyone who needs a home and maybe a little help to get it. We are 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.



Affordable housing is at the core of our being; we exist to help provide housing to those who can't afford to rent or buy in the open market.

We assess our affordability by comparing our rents against the median private rental sector equivalent across our operating area. This benchmark ensures that Thirteen's homes are affordable for those receiving benefits and low-income workers.

Properties by size	Private rented sector average	Thirteen social rent	Percentage difference	Thirteen affordable rent	Percentage difference
Room	£85.73	£66.52	26.34%	£91.16	5.96%
Studio	£99.23	£66.32	42.58%	NA	NA
One bedroom	£106.73	£76.29	35.22%	£97.23	9.77%
Two bedrooms *	£125.77	£86.35	39.62%	£100.13	25.61%
Three bedrooms *	£140.19	£94.97	41.09%	£107.73	30.13%
Four bedrooms	£225.00	£115.03	74.28%	£114.79	96.01%

This table shows that Thirteen's rents are between 6% and 96% less than the equivalent rents charged by the private rented sector in our operating area. The most common tenure, which is a general needs family home at social rent is between 35% and 41%.

As people move through life, they want more choices, so as well as homes for rent, we provide homes for 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 is 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's average weighted social rent is **£87.82**, and affordable rents are **£103.52**.

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

When evaluating new sites for development, we assess property values against average local incomes to ensure that any schemes are affordable for local people before going ahead.

If private rented sector rents were applied to our homes, then:

- The 25,000 Thirteen tenants paying social rent would pay more than £55m extra each year.
- The 4,000 tenants paying affordable rent would pay more than £6.5m extra.



# Theme 1: Affordability and security

## Our homes by tenure type

More than 98.82% of Thirteen homes are provided for social or affordable rent.

Homes under management (figures as of 31 March 2022)	Number	Percentage
Social rent	25,876	73.07%
Affordable rent	4,751	13.42%
Housing for older people (social rent)	2,360	6.66%
Low-cost home ownership	1,006	2.84%
Social leasehold	716	2.02%
Supported social rent	286	0.81%
Non-social rental	209	0.59%
Intermediate market rent	123	0.35%
Non-social leased	87	0.25%
Total	35,414	100.00%

We place enormous importance on building new homes. If we don't build, we don't grow and, in the long run, 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 2020-21 we invested over £55m in building 437 properties, most for affordable rent.

Social rent	Nil
Affordable rent	349
Shared ownership	70
Private sale	18
Total	437

By building these affordable and private homes, the National House Building Federation calculate that:

- £44m of gross value added to the North East and £50m to the UK.
- We supported the employment of 1,075 people.
- Provided eleven apprentices, graduates or trainees.
- Increased open space community sport and leisure spending by £279,751 – which could provide fifteen 5-a-side football pitches.
- Generated £279,751 towards education spending, which could provide 131 classroom spaces.
- Generated £4,182,391 in tax revenue, including £391,922 in council tax revenue.



Find out more at:

Case study – Thirteen and partners welcome couple to their new bungalow

# 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.

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.

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.

This year **26** homes had **air source heating pumps fitted**, **125** had their **lofts insulated**, and **48** had **cavity wall insulation**. Finally, we replaced electric night generation heaters with **gas boilers** in **32** homes, reducing the cost of energy bills.



## 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, and there are now fewer than 600 of those remaining. We are working closely with those customers to extend their tenancy agreements into secure tenancies, provided they are happy with the change.

## 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 is our absolute priority, and our ongoing commitment to building safety is rigorous and thorough. We take our regulatory obligations, compliance and management of associated risks seriously.



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

We pride ourselves on our approach to gas safety. Before the Covid pandemic in 2020, Thirteen was 100% compliant with gas safety inspections and had been for more than three years.

The pandemic brought challenges to maintaining gas safety inspections, with some extremely vulnerable customers advised to shield and not allow visitors into their homes. We addressed the challenges quickly whilst ensuring customers' wishes were listened to and kept safe in their homes. These continued throughout 2021:

- Gas engineers were given an appropriate supply of PPE to keep them and our customers safe.
- We made sure that customers knew we were aware of their concerns and responded to them individually.
- We identified all clinically extremely vulnerable customers who were required to shield and could not allow us inside their homes.
- We gave carbon monoxide alarms to shielding customers who did not have them to provide some reassurance until we could safely access their homes.
- We worked with our customers to explain why it was important to complete their gas safety inspections and reassure them about the safety precautions we had in place.
- We tested our gas engineers weekly for Covid-19, reassuring customers and colleagues.

Thanks to our proactive and planned approach, and despite the challenges of the pandemic, at the end of the financial year, only four homes had an expired gas certificate, which we completed soon after.



## Theme 2: Building safety

### What percentage of buildings have an in-date and compliant fire risk assessment?

Thirteen's homes are regularly assessed for their level of fire risk. 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.

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. Residents have 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 dedicated building safety team work with colleagues across the business to reduce the likelihood of a fire occurring and to keep customers and homes safe.

Despite the challenges presented by Covid-19, our fire risk assessment inspections remained 100% compliant through 2021-22.

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 completed on time, with these carried out safely and efficiently.

In detail:

Number of fire risk assessments carried out	628
Number of fire door checks or inspections	917
Number of fire doors renewed	180
No of FRA actions completed on time	1,013 (99.7%) <sup>1</sup>
No of home safety checks	187

<sup>1</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

As part of our approach, Thirteen's building safety team regularly carries out a range of fire safety checks. Working with joinery specialists, they carried out additional checks on over 6,000 flat and communal fire doors before the government's building safety bill had been introduced.

Our online [calendar of events](#) lets customers keep up to date with what we are doing around building safety so they know when and where to find out more information. For total transparency, we also [publish all our fire risk assessments online](#).

### Find out more at:

- Case study – Escape room provides a hot take on fire safety training**
- Case study – Colleagues come together in support of national fire safety campaign**
- Case study – Thirteen supports Home Safety Week**

## Theme 2: Building safety

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

We continue to invest in homes and the communities we serve because it is important for our current customers and those we want to attract.

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

This is a standard national criterion that provides insight into the condition of a housing provider's stock. Thirteen maintains an excellent record on decent homes compliance at 100%.

Component Work carried out in 2021-22 includes:	Number
<b>Roofs</b>	488
<b>Windows:</b> provided/renewed double glazing and front doors	830
<b>Front door:</b> provided/renewed double glazing and front doors	1,255
<b>Boilers:</b> includes investment, one-off boilers and empty properties	1,414



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

We spoke to customers to find out what's important to them when investing in their homes. The plans will involve investing around **£36 million towards improvements** in our properties across the North East, Yorkshire and Humber regions. This includes **replacing over 1,300 kitchens** and around **350 bathrooms**.

More than **600 homes will receive new windows and doors**, and over **400 roof improvements** will be completed, enhancing the appearance of homes and ensuring they are wind and watertight. Homes will be more efficient, with around **650 new boilers installed** annually.

More details can be found on our website.

### Find out more at:

**2022-23 Investment Plan**



# 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 and 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 to scrutinise our services and performance, consult on our policy and strategy development, and ensure compliance with the regulatory consumer standards to the leadership team and board.

The Thirteen customer involvement framework, which we call BRICKS, provides a flexible, adaptable, value for money approach designed to support the delivery of our strategic plan and the objectives that sit within it.

BRICKS stands for build, review, interact, consult, knowledge and share. Our 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 oversee our community investment fund, supporting tenancy and community sustainability.
- We maximise and report the effectiveness of our customer involvement activities.
- Ensure 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



Find out more at:  
Hear from involved customer, Val Scollen

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 of the standards 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 being signed off by the board.
- Strategic and service reviews: getting involved in reviewing, developing and shaping services.
- Building safety and property compliance: Involved customers living in a high-rise or complex residential buildings 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. The panel considers and approves applications. The panel also considers and approves sponsorship applications for university courses via Thirteen’s Academy.
- 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. The 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 2021-22 the involved customers worked on the following:
- In-depth review of how Thirteen responds to the issue of damp and mould with specific recommendations agreed by the board.
  - Researched customer views of security high-rise buildings – resulting in changes to the operating model.
  - Helped develop the Thirteen specifications for kitchens, including working with manufacturers.
  - The procurement of enhanced capital delivery partners.



# 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 £1,500 from the community fund.

We encourage applications from groups and organisations working within our communities. This includes 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 were able to obtain a match funding amount of £508,827.

### Find out more here:

 [Community Fund - Thirteen](#)

 [Thirteen customer annual report 2021 - 22](#)



# Theme 3: Resident’s voice

## Thirteen Academy


In 2018-19 Thirteen established a Thirteen Academy with the ambition to change lives and support young people through higher education. We began working with Teesside University, and together we established a programme to help people through an undergraduate degree course at the university. Working together, we identified five skills gap areas in Teesside and developed a package to support customers to train in the following areas:

- Health and social care
- Transport, storage and communications
- Hospitality
- Wholesale and retail
- Education

We’ve invested just under £450k in 20 students. One of the above students is now an employee, and another is a committee member.

Our first scholarship students graduated in July 2022. The students have been involved in our recruitment, policy consultation, complaints and consumer standards (making sure we are compliant). In addition, 20 new customers have been added to the involved customer group.

### Find out more here:

 [Thirteen Academy students continue their learning journey at Teesside University](#)





# Theme 3: Resident's voice



## How we measure customer satisfaction

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

Like most landlords, Thirteen seeks 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.

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 in the table below:

Measure: satisfied or very satisfied with Thirteen's	2021-22
Overall services	88.5%
Repairs service	89.2%
Complaints handling	81.0%
Anti-social behaviour service	54.2%
Customer net promoter score	72

# 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 is an important indicator 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 2021-22, Thirteen received 950 complaints: 87% of these were completed in timescale and the average time to respond was 4.35 working days, improving our target of responding 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 have the option to refer it to the Housing Ombudsman. Last year, Thirteen had one complaint where the Ombudsman found the complainant was justified. The Ombudsman found in the customers' favour in two areas. The complaint has been reviewed with our involved customer group, and eight recommendations have been made based on the findings of the Ombudsman's report.



# Theme 4: Resident support

This theme seeks to assess the effectiveness of the initiatives that Thirteen runs to support individual residents. The theme is made up of two criteria that cover what support is provided and how successful is it.

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 work to provide services to meet the needs of vulnerable people to 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.

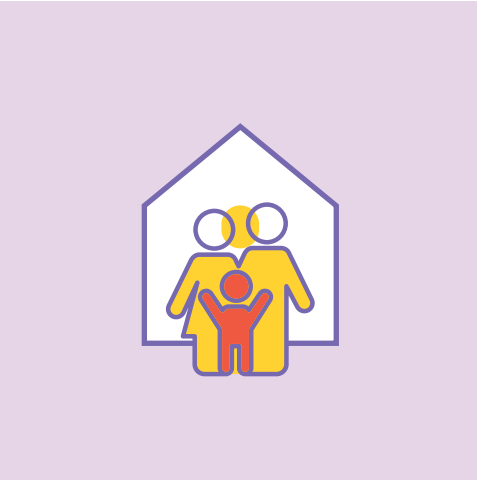
## 1. Support for young people

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 life.



## 2.Support for families

We work with families as part of national schemes, including troubled families and family intervention projects. Each family we work with receives tailored support to meet their 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 that includes accommodation and help for people in a time of crisis, ensuring that people 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.

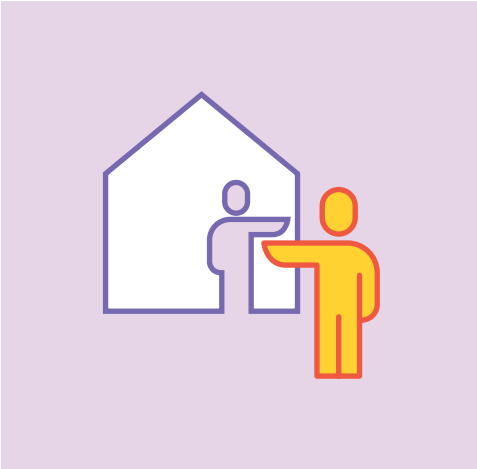
Our service offers tailored support to customers whose tenancy could otherwise be at risk. We work closely with them for three to six months to ensure they get the help they need to stay at home. As part of the package, we'll also refer customers to longer-term services to give them the support they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

# Theme 4: Resident support

In any one month, our support services give a helping hand to around 4,700 customers:	
Service	Number this year
Floating support, Hartlepool – service for families aged between 16-24	50 Supported
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
Domestic abuse service	59 accommodated within the refuge 660 supported 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
Penrith Road provides accommodation for families who are homeless in Middlesbrough	15 families supported
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
Employability services	507 helped to into employment, education or training
Tenancy support is a customer service aiming to sustain tenancies and retain customers	1,203 people supported



### Find out more here:

- Thirteen receives national leading light accreditation
- Thirteen receives national accreditation for commitment to supporting survivors of domestic violence
- Resettle North



## Theme 4: Resident support

### How do we measure success?

We have reviewed how we deliver our support services, including looking at how we measure the success of the services we offer.

We have historically focussed on our outputs. Although measuring our outputs is useful, it only tells us part of the story, so we are working to understand better the difference we are making in outcomes by digging deeper into the stories our customers tell us.

We are now 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:

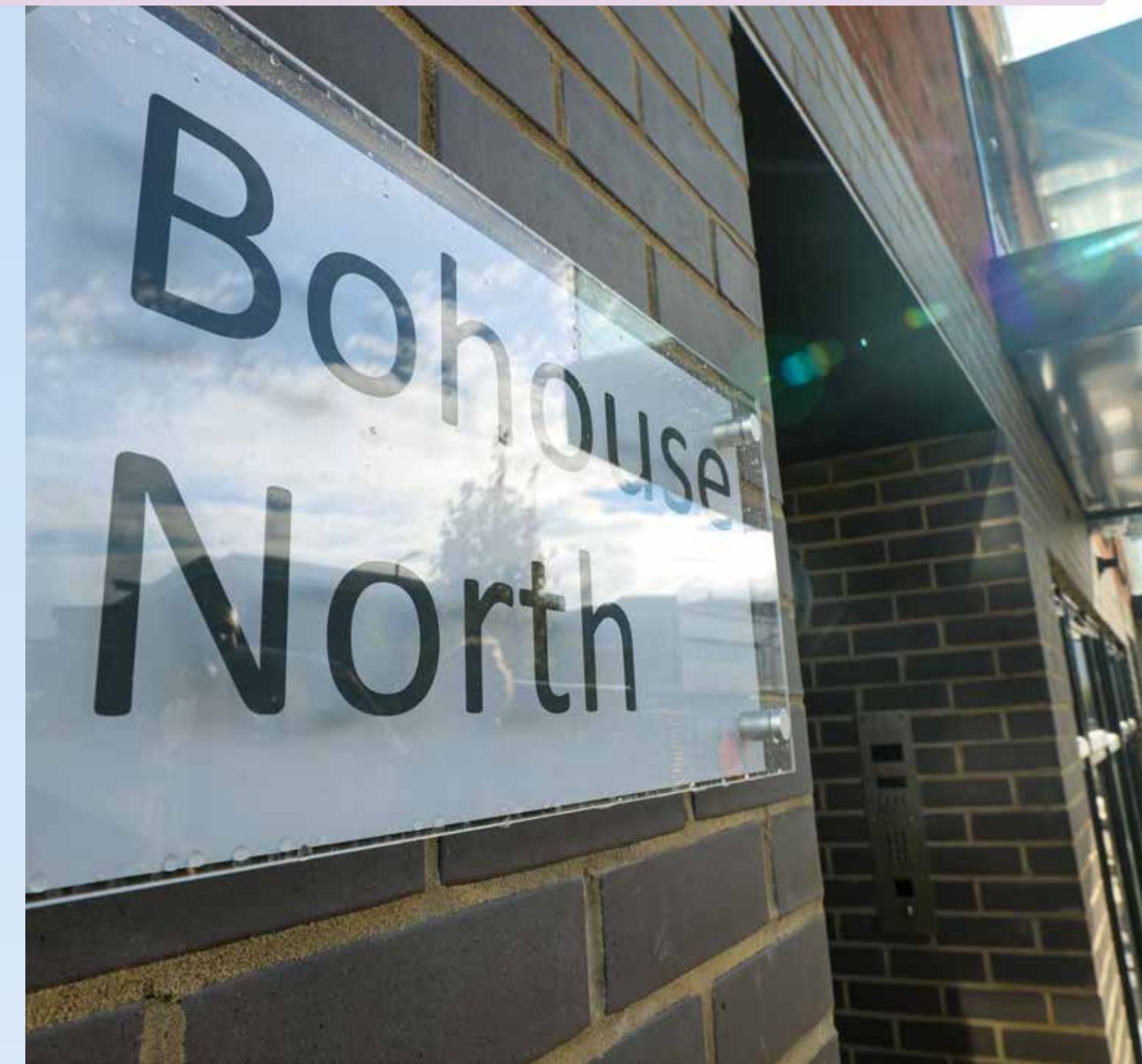
- By helping **507 people** into employment, **we created £10m in social value**.
- Accommodating **59 people** in our two refuges generated over **£3.2m in social value** and **saved the state over £569,000** through improved health and economic wellbeing.



## Theme 5: Placemaking

This theme seeks to highlight the wider set of activities that Thirteen undertakes to create well-designed homes and places that meet local needs and provide great places for people to live and enjoy. This section gives examples of the work we are doing in terms of placemaking.

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.





# Theme 5: Placemaking

## Locality planning

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

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

Our six locality areas are:

- **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 would like to see.

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

One of our locality areas that’s benefiting from regeneration is Gresham. Union Village is a £50m scheme that will transform the area. It is a phased 220 home development and is being delivered in partnership with Middlesbrough Council. The scheme includes plans to develop four innovative community gardens, and we will design each garden alongside the community.



The surrounding area is impacted by crime, anti-social behaviour, unemployment and high levels of deprivation. A multi-agency team comprised of registered social housing providers, police, local authority teams, and the voluntary and community sectors are working in partnership to ensure the scheme’s viability and sustainability.

The scheme also has an innovative cooperation agreement with Middlesbrough Council to improve community safety and environmental standards as part of the area’s wider regeneration.

Through community consultation, we have identified four priorities for the area:

1. Crime and anti-social behaviour
2. The environment
3. Building social infrastructure
4. Improving life chances

A community development worker has been dedicated to the area to work with partners and the community to develop projects and interventions to address each priority, as well as a £10k community fund.

We have agreed on some specific outcomes that will help us to measure success:

- Approved locality plan and delivery of the outcomes
- Successful delivery of the Union Village scheme
- Properties are let or sold
- Reduced crime and anti-social behaviour in the surrounding area
- Improved environment in the surrounding area

## Find out more here:



**Case study – How Thirteen is bringing people and organisations together to benefit communities**



**Case study – Gresham revival takes a step forward**



**Case study – A new era for Rivers House in Middlesbrough**

# Environmental



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 have set an ambition to reach net zero carbon on direct business emissions by 2035.

## Find out more at:



Thirteen recognised as top sustainable housing provider



## Theme 6: Climate change



The first of its kind, 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, including 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. This covered themes such as, how to communicate priorities and progress to tenants, how to include tenants in the retrofit project, and ensure that any disruption to tenants throughout the retrofit process is minimised.

**Find out more here:**



Customers help shape Thirteen's journey to net zero

## 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.**



# Theme 6: Climate change



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

Energy Rating	Percentage	Number
A	0.72%	179
B	13.32%	3,292
C	47.20%	11,669
D	36.63%	9,055
E	2.10%	520
F	0.02%	6
G	0.004%	1
Total	100%	24,722

Data at March 31 2022.

Thirteen is committed to ensuring that our new homes have the best possible energy efficiency ratings, and in 2021-22, all of our new properties were rated at energy rating B.

# Theme 6: Climate change

## Greenhouse gas emissions

Since we started our journey to reduce our negative environmental impact at Thirteen, we have come a long way. 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 and 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.

## Measuring our emissions

Thirteen is an early adopter in the sector in understanding and evaluating our emissions in relation to 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.

<b>Scope 1</b> emissions are direct emissions from owned or controlled sources	<b>Scope 2</b> emissions are indirect emissions from the generation of purchased	<b>Scope 3</b> emissions account for other indirect emissions, capturing value chain emissions
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- In 2021/22, Thirteen emitted **4,310** tCO2e scope 1 or 2 emissions, with intensity indicators of **3.05** tCO2e per total full-time equivalent employee (FTE) and **22.42** tCO2e per £million turnover.
- Adding scope 3 emissions brings the total to **6,198** tCO2e with an intensity indicator of **4.38** tCO2e per FTE and **32.24** tCO2e per £million turnover.

## Between 2019/20 and 2021/22:

- Thirteen’s emissions for scope 1 and 2 have fallen by **14.8%** (a reduction of 749 tCO2e).
- When we add in the scope 3 emissions, this results in a total emissions reduction of **13.7%** (825 tCO2e).

Solar PV systems across our properties generated approximately 957,500kWh of electricity.

32 properties benefited from ‘fuel switch’ – replacing storage heaters with full central heating systems

26 air source heat pumps were installed

125 properties had their lofts insulated

48 properties had cavity wall insulation

\*tCO2e: tonnes of carbon dioxide equivalent



## Theme 6: Climate change

We are looking at how we can use lower carbon renewable technologies at several pilot schemes as we move towards our goal of being carbon neutral in the future while lowering costs for customers and providing a new standard of aspirational homes.

### Managing environmental risks

Climate change brings increased environmental risk for the future for all housing providers, with the risk of homes overheating or flooding rising as the planet warms.

We have a high-level strategic risk register in place, and we are working to develop a climate change risk and adaptation plan. As a result, we have a greater understanding of the risk to our homes and all properties with the potential to flood. In addition, we have mapped future flood risk, identifying additional properties at increased risk of flooding as the climate changes.

As this work progresses, we will map the results in our environmental management system and risk management developed in line with our asset management strategy and future investment plans.

### 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 to live in. 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 issues with ventilation or mould growth in their home, we send out a building surveyor to identify the root cause of the problem. We will install additional ventilation, improve the insulation and complete any associated works to resolve the issue. The surveyor attending will also offer the customer advice 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.**

Trees are the most effective natural way of helping remove greenhouse gases from the atmosphere. Thirteen is increasing biodiversity in the green areas we manage to support and protect the natural habitats of birds, bees and insects.

We are also working with members of residents' groups, so the planted trees will help bring communal land back to life, providing fresh fruit for the community, creating greener neighbourhoods and encouraging customers to take pride in the area they live.

### Find out more here:



**Case Study - Community wellbeing project set to improve Middlesbrough environment**



**Case Study - 1,300 trees being planted in Middlesbrough to mark Queen's platinum jubilee**



**Case Study - Community gardening project set to bloom**





# Theme 7: Ecology

## How are we increasing green space and promoting biodiversity on or near homes?

To understand the variety of animals and plants that our estates support, we have developed a biodiversity audit which assesses the site's current condition and its value to nature. We are establishing a biodiversity baseline, and from this, we will be able to learn techniques and the best practices for enhancing nature across all our estates.

Our approach to managing and reducing pollutants is being developed via an environmental management system. The activities that may give rise to an environmental risk, known as 'aspects', are being defined. These will be combined with our legal and risk register to allow us to model an approach to managing and reporting progress.



# 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 now 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, which exceeded our original goal. Further work is now ongoing to maximise waste reduction, reuse and recycling.

Our environmental management system, which is in development will provide a clear reporting mechanism for our performance on waste, providing assurance via the aspects, legal and risk register that all legal and control are in place operationally.

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, reprocessed, and the UPVC waste was made back into window frames.

The following materials were reclaimed at the TRC between April 2021 and March 2022.

General waste <b>699.75</b> tonnes	Wood <b>416.58</b> tonnes	Scrap metal <b>72.23</b> tonnes
Tyres <b>2.06</b> tonnes	Fridges <b>40.72</b> tonnes	TV monitors <b>21.55</b> tonnes
Flo tubes <b>0.22</b> tonnes	Soil and rubble <b>299.54</b> tonnes	Mattresses <b>18.5</b> tonnes
Bulky furniture <b>37.8</b> tonnes	Plasterboard <b>4.82</b> tonnes	Paint tins <b>1,662</b> tins
Plate glass <b>39.64</b> tonnes	UPVC windows <b>36.8</b> tonnes	Cardboard <b>10.19</b> tonnes



## Theme 8: Resource management



### Thirteen upcycling project

We launched our furniture upcycling workshop and warehouse project at the TRC 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 1.6m 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, and some of it is prime for recycling.

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. 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.

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

This project will not only provide support for our customers, but it also has the added benefit of reducing our waste to landfills.

## Theme 8: Resource management



### Water management and supplier contracts

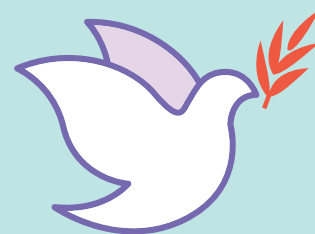
We are working on understanding the quality and availability of the data to develop our approach to water management. Our environmental impacts from water management will be measured and reported as part of our environmental management system. This will allow us to target improvement and report on performance against our targets.

By working more closely with partners and using greater interrogation, we now have a deeper understanding of the environmental credential of

our materials suppliers and the sustainability of the materials themselves. Developments within the procurement process have provided insight to inform decision-making, allowing much greater emphasis on reducing environmental impact.



# 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

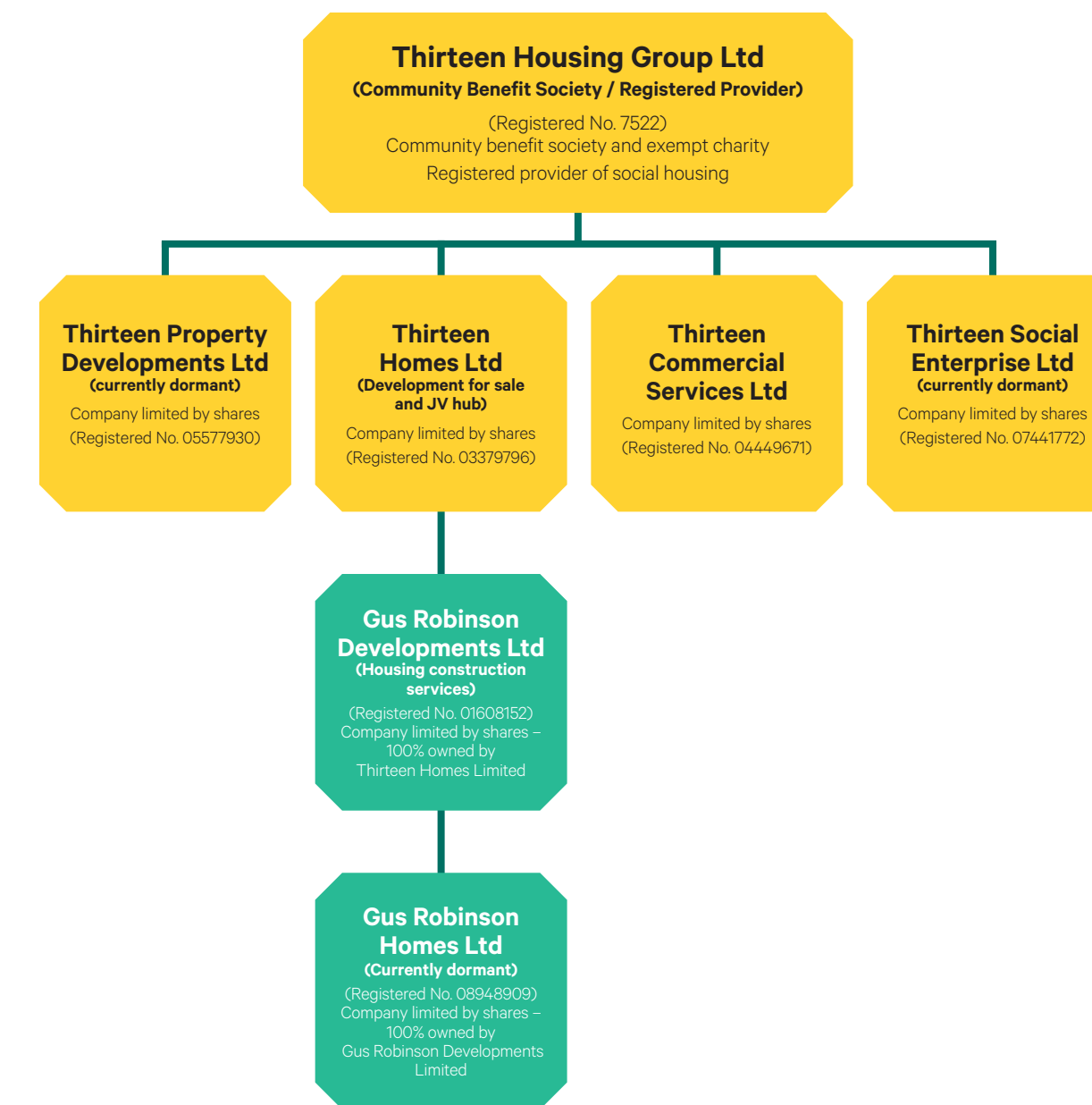
This theme assesses our overall structure and approach to governance. The theme comprises six criteria covering the regulator, code of governance, risk management and ownership.

We are a community benefit society registered with the Financial Conduct Authority. Thirteen is the parent organisation and landlord of the group and owns 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 November 2021 that it was reaffirming our G1 and V1 ratings, demonstrating our culture of strong governance and financial viability.





## Theme 9: Structure and governance

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.

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 understand better, 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 result in us being unable to deliver our strategic ambitions or core business.

The Thirteen board reviews the status of these risks each time they meet and consciously seek assurance to understand the wider strategic impacts, inform the decision-making process, demonstrate effective governance and maintain the reputation of Thirteen.

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 the following:



- 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 (this would include data protection breaches, bribery, money laundering, HSE breaches or notices) other than the HSE prosecution detailed below.

The HSE sought a prosecution under Section 4(1), 6(3), 7(4) working at height regulations following a fall from height accident on 8 November 2017.

We did not contest the case, which was heard on 20 December 2021.

Keeping everyone safe when they are working is incredibly important to us, and we greatly regret that a colleague was injured.

We conducted a complete and thorough review of our health and safety measures after the incident and acted quickly to introduce additional practical measures. This was recognised by the HSE, which noted that no other incidents have happened since.

Whether they are directly employed or agency staff, all our colleagues are fully trained on the correct use of appropriate equipment for their safety and the safety of our customers, and we continue to regularly review and update policies and procedures to help ensure the health, safety and welfare of everyone.

We also continually talk to colleagues across the business to make sure that we do everything we can to keep them, customers, contractors, and members of the public safe and protected.

Taking into account Thirteen's acceptance of the accident, our cooperation with the HSE, the nature of our business, the absence of aggravating factors and the speedy implementation of mitigating actions, a fine of £50,000 was imposed.

## Theme 10: Board and trustees

**This theme seeks to assess the quality, suitability and performance of the board and trustees. The theme is made up of eleven criteria, including demographics of the board and the experience and independence of the board.**

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

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

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

Non-executive board directors are appointed for a fixed term of six 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 its fixed term but can be reappointed by the board for up to a maximum period of nine years in exceptional circumstances.

- 64% of board members are male compared with 49% of the operating population.
- 90% of members are aged 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. This is representative of the operating population, which is 94.33%.
- 55% of members are Christian compared with the population at 67%.

The average length of the board members' service is 3.4 years, with a turnover in the last two years of 27%, with directors moving on when they reached their maximum term.

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. 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, as well as board induction, development and training.

KPMG were appointed as Thirteen Group auditors in 2021 following a competitive tender exercise and are now in the first year of that contract. The last independently run board effectiveness review took place in September 2021.

Two people hold the roles of the chair of the board and the chief executive.



In 2022, one board member resigned, and the chair's term of office ended on 31.3.2022.

Within the executive management team, two colleagues left the company.

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.

**Find out more here:**



**Diversity training programme for board members of the future**



# Theme 11: Colleague 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.

We want all colleagues to feel part of Team Thirteen and have great days at work. Our pledge to colleagues is: “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.”

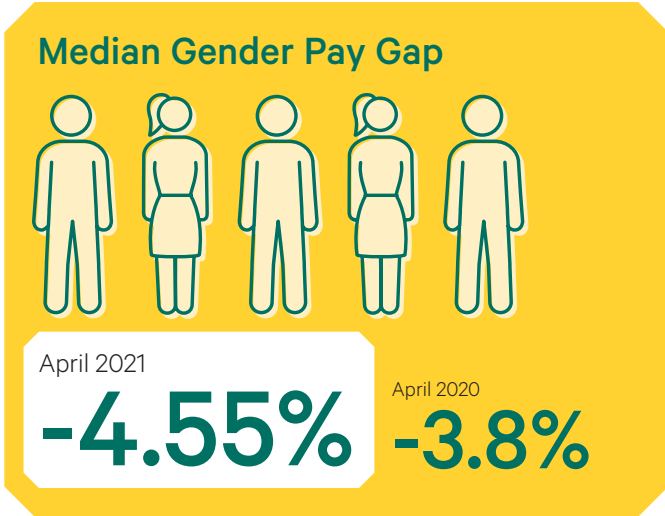
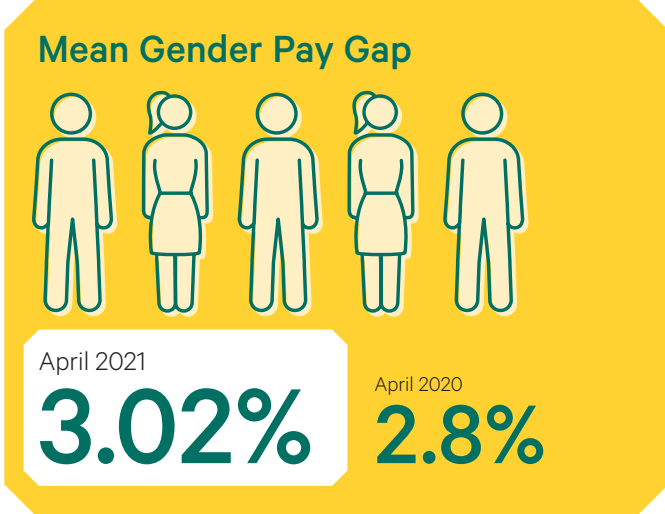
We are committed to ensuring all our colleagues are fairly rewarded for their work. In developing our pay offer, we benchmark our salaries against other housing providers and major local and national employers, considering pay trends to ensure we can attract and retain the best talent in our business.

While we are 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**

Thirteen’s gender pay gap shows the difference between male and female employees’ mean and median earnings. This is represented as a percentage of male earnings.

At Thirteen, female colleagues earn, on average 3.02% less than their male colleagues. Male and female colleagues’ mid-point (median) earnings differ by -4.55%. This means that the median salary for females is 4.55% higher than for males.



# Theme 11: Colleague wellbeing

97% of our salaries are paid to people living in the local area.

## CEO salary

The CEO-worker pay ratio demonstrates a housing provider’s pay dispersion between the CEO and the organisation’s median earner. The 2021-22 CEO median pay ratio is 76-1, a favourable rate compared to the typical FTSE 100 CEO, which according to the CIPD’s 2020 executive pay review, is typically around 73:1.

## Supporting health and wellbeing

The health and wellbeing of colleagues remain a priority for everyone. We are constantly reviewing our processes and the support we offer to ensure that colleagues know what things we have in place to help them and the importance of being responsible for their wellbeing.

Our approach is led from the top, and we have an executive sponsor for mental health, diversity and inclusivity and menopause.

When it comes to menopause, we’ve been leading the way for a couple of years. We’ve been raising awareness through training with our managers and colleagues about the impact that menopause has on colleagues in the workplace and what they can do about it. More recently, a group of like-minded colleagues formed the menopause matters group and have plans to make Thirteen a menopause-friendly place to work.

The physical health of colleagues is important to us. Alongside a bootcamp, several of our trade operative colleagues are participating in a musculoskeletal trial. This approach proactively supports their bodies with physio, helping them correct and maintain their posture and how they approach different tasks to prevent wear and tear or injury.

We continue to look at ways to support colleagues with their mental health, and train new managers in what they can do to prevent work-related stress, providing them with several tools to support colleagues along with our 24/7 confidential counselling line. In addition, we’ve implemented a CBT trial, where colleagues can self-refer for assessment and treatment.

Our 40-strong mental health advocates continue with their work signposting colleagues to guidance and support and running campaigns to help tackle the stigma of mental health.

Alongside the advocates, we’ve worked with Stonewall and developed some transitioning guidance, and colleagues can show their preferred pronouns on email.

We’ve got a fully functional wellbeing centre on T’dar, our reward platform, full of great information covering move, munch, money and mind, which is all about exercise, healthy eating, and financial and mental wellbeing.

## Sickness and absence

We’ve been busy revising our absence manager toolkit and training to ensure our managers know how to have regular conversations, offer support and help colleagues return to work.

We ended the 2021-2022 year at **12.31 days lost per employee**, slightly above our **target of 11.5**. The last year saw some covid waves alongside hospitals starting to tackle the backlog of patients waiting for operations. Our long-term sickness was **7.34 days lost per employee**, and our short term was **4.98 days lost per employee** compared to **5.59 days lost per employee** and **3.56 days lost per employee** in March 2021.

Find out more here:

- Thirteen lays the foundations for a successful career
- National apprenticeship week





# Theme 12: Supply chain management

This theme assesses how we procure 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 the part it can play in supporting the local economy. 94% of our asset spend (c £17m), and 65% of our total (c £68m) was 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. In our procurement activity, social value accounts for at least 10% of the overall score.



## 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

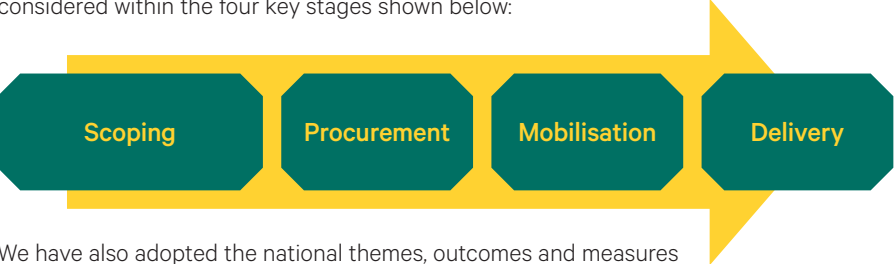
Thirteen values the wellbeing of our colleagues and will work with our partners and suppliers to do the same.

## 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 below:



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 account of social value considerations.

If you would like this report translating to another language, please get in touch with us.

Email: [customerservices@thirteengroup.co.uk](mailto:customerservices@thirteengroup.co.uk) or phone 0300 111 1000. Thank you.



For more information about this report, contact Michael Cook, head of insight and impact, on [michael.cook@thirteengroup.co.uk](mailto:michael.cook@thirteengroup.co.uk)