

thirteen

Managing and building homes

Housing Solutions

Homes, support
and opportunities
to grow





Introduction

Thirteen owns and manages some 34,000 properties in the North East region, with 30,000 of these in the Tees Valley. Here our offices in the three major centres of Middlesbrough, Stockton-on-Tees and Hartlepool make contact simple for customers and partners alike.

We're about homes and so much more. Our experience spans from providing homes for rent to building and selling new homes and supporting vulnerable people with thoughtful and effective services. The homes and support services we provide are just the beginning.

Over the next five years we will invest over £1billion to improve our services, tenants' homes and their neighbourhoods as well as delivering new affordable homes.

At Thirteen, we're continually improving and growing. But we're not a business that just wants to work alone.



We have the scale, expertise and funds to do much more to regenerate our heartland.

Our Philosophy

Homes, support and opportunities to grow

That's the Thirteen mission because at Thirteen we're all about providing homes, support and opportunities to grow. With a vision of a caring landlord and housing developer, we understand that everyone is an individual. We offer a home for their life.

Whether that's a space to enjoy with family, a haven to return to every night or somewhere to put down roots, we're there to provide what customers prefer.

Putting them at the heart of our business helps us shape the organisation and continue to ensure we're there for anyone who needs a home, and maybe helping hand, too. Our

housing support services include money advice, sheltered accommodation, home adaptations, help with anti-social behaviour and more.

Our vision extends beyond homes to investing in their neighbourhoods and the wider Tees Valley, too.

We're there for anyone who needs a home, and maybe a helping hand, too.

Building on Partnerships

Partnership is our history. A succession of unions between social housing over 20 years has led to Thirteen becoming the largest landlord in the North East and amongst the biggest 25 nationally.

Partnership is also our future. Links between Thirteen and private companies, social enterprises, health trusts, local and national government open up opportunities for special projects delivering mutual benefit.

Our skilled colleagues and committed board directors all work tirelessly to support 70,000 tenants and customers, bringing a breadth of experience and a can-do attitude.

We have the size and scale and we're financially strong – but we still remain locally responsive. After all, the Tees Valley is our heartland.

Pride of Place

The Tees Valley is an area of opportunity, with England's largest port, the UK's highest business start-up rates, a 20% rise in digital companies, a plentiful supply of enterprise zones and talent on tap from its universities.

Now we're a single stronger organisation, rather than a federation, we have the scale, expertise and funds to do much more to regenerate our heartland.

How We're Shaping Up

When the group of landlords and care and support arm within Thirteen consolidated in 2017, we became one single landlord for all of our tenants and customers. Making that change means increased financial stability, spending and bargaining power and the ability to save money to fund new services, as well as releasing financial capacity to invest in our homes.

We touch the lives of some 70,000 people. How we respond, treat and serve tenants, customers and clients is the lifeblood of Thirteen. So we're constantly improving and responding to changes and challenges in our sector, the wider environment and in response to feedback too.

Overall satisfaction shows customers would recommend us – but they've also said they wanted a closer relationship with our teams. That's why we introduced a new operating model, putting neighbourhoods at the heart of our business, having a more visible presence, developing closer relationships, creating an even bigger impact in our communities and giving tenants greater voice.

As part of delivering this model, we've reshaped many of our teams, making us much easier to do business with. Learning from customer feedback, we've significantly improved on core services such as delivering repairs right first time, the number one request from tenants.

As a caring landlord and developer, we know that some people in our area of operation need a helping hand and that's why we continue to focus on accommodation-based support and specialist support services. From homes to help people live independently for longer, to money advice and help to get people into training or work, we offer additional support through our Thirteen Plus range of services.

Thirteen folk are passionate about what they do. They care about making a difference and are striving to improve all that we do. Proud of our achievements, we also know we have areas to improve on and these are firmly in our plans.

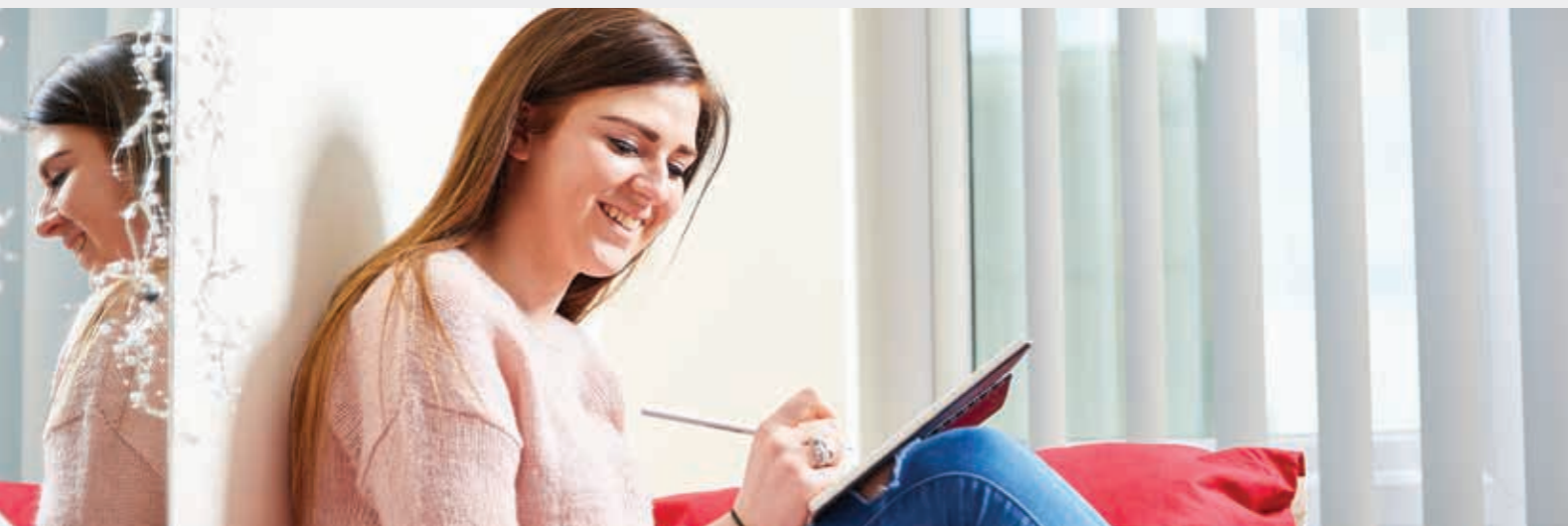
Whilst we're financially strong and resilient to deal with challenges that constantly face us, we remain flexible, with a clear focus on our role in helping to address housing need and improving what we do for the people in our area.

Partnerships are key to this and we're committed to working with partners to make a positive impact on the Tees Valley and wider region.



We're committed to working with partners to make a positive impact on the Tees Valley and wider region.

Where We're Heading



We draw upon a wealth of experience and strong partnerships and exercise a dynamic and flexible approach to create new solutions.

We're a social purpose business that uses our commercial expertise to provide good quality homes, support those in housing need and help people live independently and make a positive change for themselves. To continually improve the way we meet these aspirations, we draw upon a wealth of experience and strong partnerships and exercise a dynamic and flexible approach to create new solutions. Our key business areas are set out below:

Customer experience

We believe everyone should get the same quality of service, no matter where they come into contact with us. That's why we've invested in our Touchpoint programme, including a high street presence, new digital approach and in our contact team at the end of the phone, to make all our services more accessible, direct, quick and easy.

Investing in our homes

We have a continuous programme of improving our stock. A typical year sees around 4,000 properties receive work, including new roofs, kitchens, bathrooms, windows and doors and energy efficient boilers installed. Our in-house team of 450 specialist colleagues including plumbers, plasterers, electricians, joiners, gas fitters, decorators and bricklayers complete 150,000-160,000 repairs each year.

Neighbourhoods at the heart

Quality of location is as important as quality of housing in contributing to quality of life. Thirteen can't create a sense of community, but we can put in place many of the conditions for it to happen. That's why our operating model puts neighbourhoods at the heart of everything we do, ensuring we work with partners to deliver exactly what's right to make communities thrive.

Building new homes

As people move through life, they want more choice. Our plans to build at least 400 homes each year include properties for affordable rent, but a growing proportion are for shared ownership or outright sale through our subsidiary Thirteen Homes. The variety is growing, too, spanning apartments, houses, bungalows, NHS and student accommodation, as well as converting existing buildings.

Health and independence

Across the Tees Valley people's lives are changed as Thirteen enables them to achieve healthier independent living. Our range of specialist accommodation is tailored to the needs of people including care leavers, the homeless, teenage parents, people with profound learning disabilities and victims of domestic abuse. We offer home adaptations to enable older people to stay in their homes longer and supported accommodation when they choose to move.

Additional support

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 money advice, help to get into work or training, gardening services and homeless support.

Finances and governance

We have G1 and V1 rating for our governance and finances and value for money and being more efficient are key drivers in everything we do. One of our aims is to maintain an operating margin of 30% and continue to make efficiencies across the business.

How Thirteen Became One

The history of Thirteen is rooted in communities across the North East. We grew from traditional housing associations and local authority housing which provided safe and sustainable homes for thousands of people in the region.

The story begins with the formation of Tees Valley Housing Association over 20 years ago by merging Cleveland and Teesside Housing Society and Phoenix Housing, bringing together properties across the North East and Yorkshire.

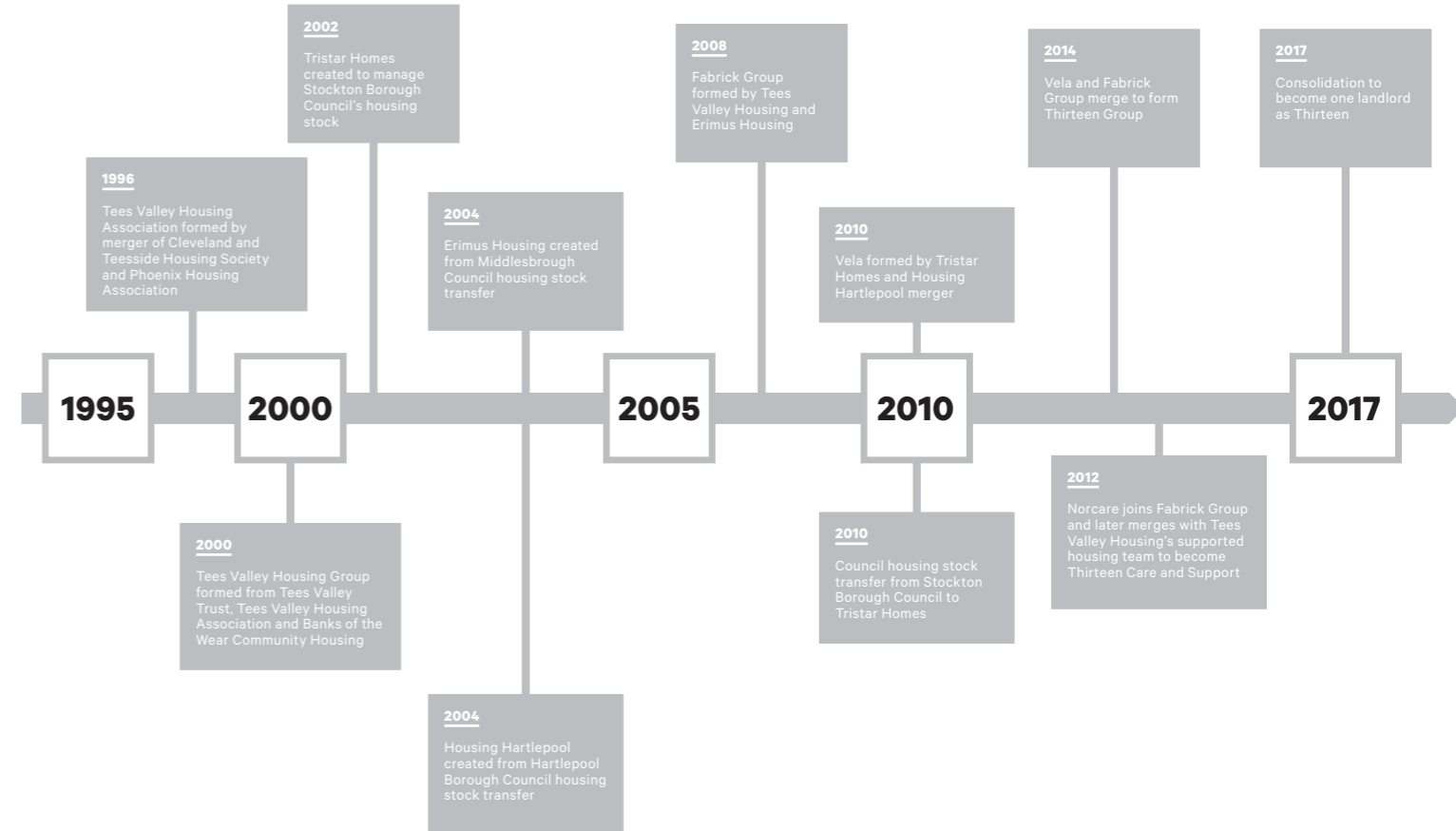
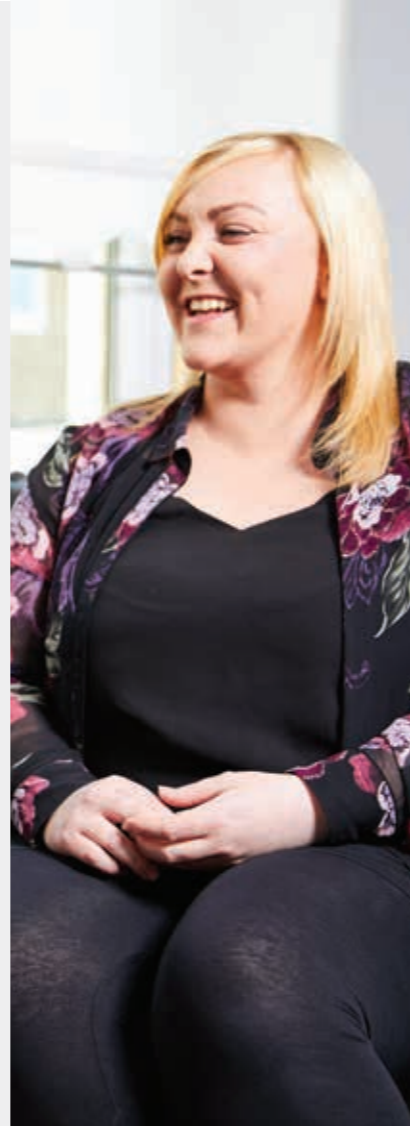
In April 2000, Tees Valley Housing Group was formed by Tees Valley Housing Association, Tees Valley Trust, and joined by Sunderland-based Banks of the Wear Community Housing. Tristar Homes was created in 2002 to manage council housing stock on behalf of Stockton Borough Council and went on to take ownership of the council's stock in 2010.

A little further down the Tees in Middlesbrough, Erimus Housing was created from the transfer of council housing stock in November 2004. Meanwhile in Hartlepool, the housing stock was transferred from the council to Housing Hartlepool in March 2004.

Four years later, Fabrick Housing Group was created by the joining of Tees Valley Housing and Erimus Housing. Tristar Homes and Housing Hartlepool joined in partnership to form Vela. In 2012 Newcastle-based charity Norcare (later to become Thirteen Care and Support) joined Fabrick.

The Thirteen Group was formed in 2014 by bringing Fabrick and Vela together. Now we had the collective strength to thrive in a changing and ever more difficult environment, share resources and costs and deliver a greater number of enhanced services and initiatives. In the first year alone, we saved £7.5m and consolidated in 2017 to become one landlord as Thirteen, bringing even further strength and a simpler, easier business to work with.

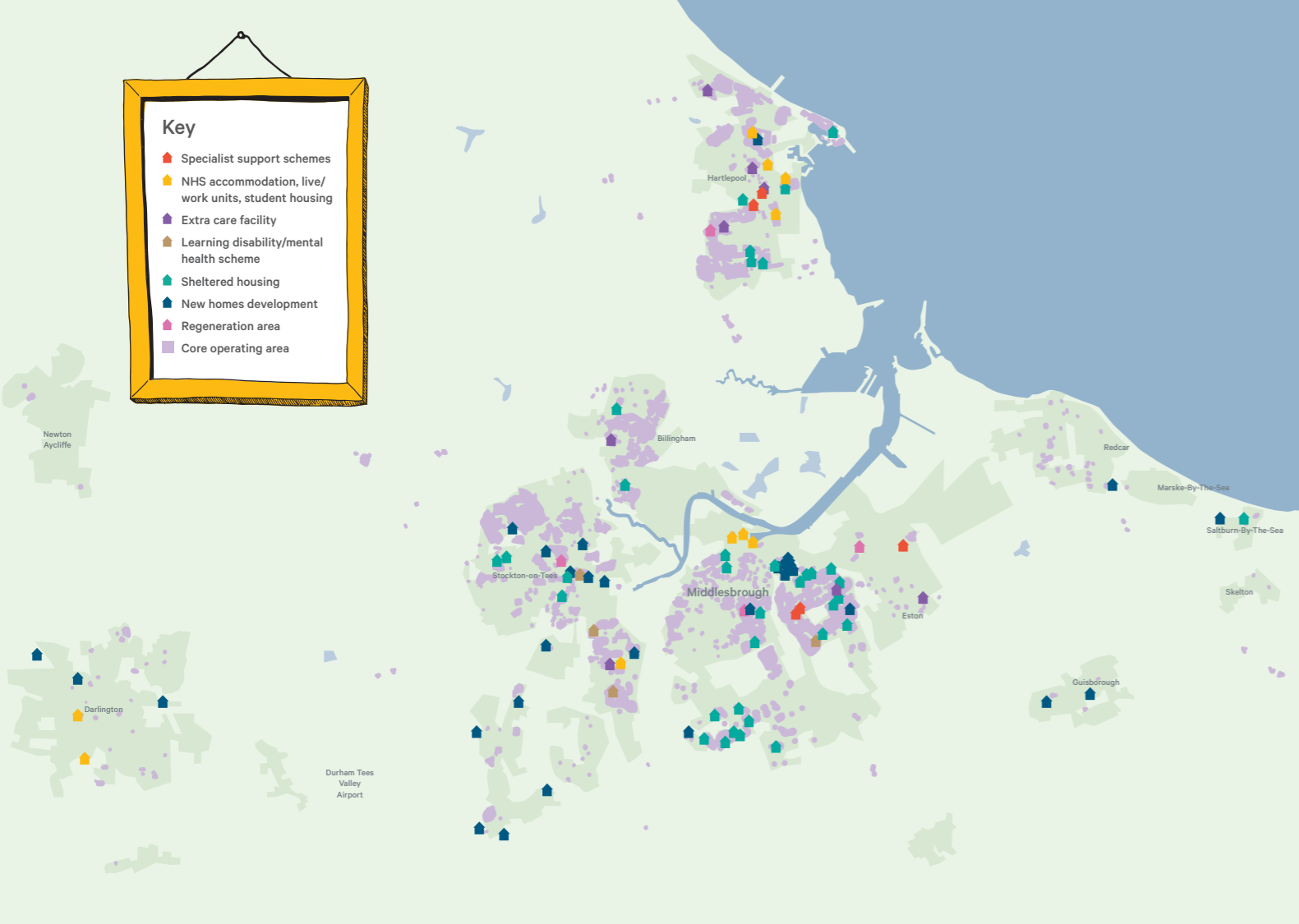
So why Thirteen? There are preconceptions about the number, just as there are with some people and places. Adopting the name is a signal that we challenge set assumptions and take a fresh look to create opportunities, seeking out the potential in everyone.



The history of Thirteen is rooted in communities across the North East.

Where We Operate

We own and manage some 34,000 homes across the North East region, spanning North Tyneside to York, with the majority of properties (30,000) in the Tees Valley. This well-defined area is where much of our work will continue to be focused.



This map is reproduced from Ordnance Survey material with permission of the Ordnance Survey on behalf of the Controller of Her Majesty's Stationery Office © Crown Copyright.

To meet our ambition to be the trusted provider of good quality housing and support services to regenerate neighbourhoods, we set out three priorities for Thirteen, which are intrinsically linked by elements of being a social entrepreneur.



Where Our Priorities Lie

Priority One:
Delivering great customer service

Renting, repairing and re-letting will be operationally excellent and customers will experience clear and prompt responses to all service requests, both online, by phone and in person. We believe that everyone should get the same quality of service, no matter where they come into contact with us - and we'll work with partners to create better outcomes for customers.

Priority Two:
Delivering quality places to live and improving neighbourhoods

What we gain through business activities we will invest in neighbourhoods to improve both the housing offer and the place and provide employment opportunities to make a major contribution to transforming the Tees Valley.

Priority Three:
Being Team Thirteen

We will be an employer of choice, high performing and structured so that working in collaboration is second nature for everyone - board and committee members and colleagues. There will be smarter working with transferable skills, more in teams than individual roles and a supportive and motivating environment for our 1,600 skilled and talented employees.

Key Services

Building new homes

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.

But it's not just a matter of replacing stock lost through demolition or right to buy. What we build instead can be targeted more precisely to the needs of a diverse market of both social and private – single people of all ages, couples starting out, retired people downsizing, people with disabilities and vulnerabilities. Those properties we build for sale generate extra money to invest in more homes for affordable rent.

We spent £29m developing new homes during the 2017-18 year. In addition to delivering 188 social housing units, we completed 32 non-social housing properties and had a further 701 properties in development at the year-end.

Our plan is to build 3,300 new homes over the next five years. There is a pipeline of residential development schemes across the North East and North Yorkshire at increased profit margins to boost surpluses.

Alongside our programme of affordable homes, our subsidiary Thirteen Homes offers homes for outright market sale in addition to the 400 affordable homes we have committed to building in our strategic plan each year.

This will ensure we continue to grow our overall housing offer to customers by providing homes for outright sale through joint ventures with private developers or directly by Thirteen.

Thirteen Homes will be able to make a profit to help us grow the business and will be supported by Thirteen's corporate functions including finance and governance.

Partnership in action

An indicator of Thirteen's thinking is what we're doing on the ground at Grove Hill, Middlesbrough. A housing site that was demolished several years ago is being transformed as a phase of 92 two, three and four-bedroom properties.

These will provide not only affordable homes for low-cost rent, but also be available to Buyin Part with Shared Ownership where people buy a percentage (minimum 25%) of a new home, so it's that much easier to get on the housing ladder.

The regeneration project brings investment to the area and creates jobs during construction and will enhance the area and create a positive legacy for years to come.

We welcomed Gus Robinson Developments to the Group in 2018 to help play a more significant role in the development of the North of England's housing requirements for Thirteen, as well as other organisations that need construction and building services.



What we build can be targeted more precisely to the needs of a diverse market

Key Services



Core landlord functions

Looking after our assets

Thirteen's housing properties are worth approaching £1bn. To keep them in good order, 365 vehicles transported our 450 plumbers, plasterers, electricians, joiners, gas fitters, decorators and bricklayers to carry out tens of thousands of repairs every year – almost 98% of them completed on the first visit.

Thirteen implemented a new repairs system in September 2017 which is better for allocating jobs. To fit in with busy lives, we now offer Saturday appointments for routine repairs. All of which has earned a 96% approval rate.

Improving neighbourhoods

Tenants and customers have told us they want our staff to be more visible in their neighbourhoods, helping them to deal with day-to-day issues. This has prompted the radical rethink of how we work within our communities – putting neighbourhoods at the heart.

Neighbourhood coordinators

The face of Thirteen in every estate is the neighbourhood coordinator who can help with problems around tenancy; bills or rent account; work with the council or police to improve the neighbourhood, and lead tenants in estate walkabouts, keeping an eye open for issues such as fly-tipping, minor damage to properties and graffiti.

Environments and grounds

Our grounds maintenance team looks after the public and communal areas, keeping the grass cut, trimming hedges, trees and shrubs. We have also introduced grounds maintenance inspectors, customer volunteers who check on the quality of the work and report their findings.

We also work with partner organisations on projects to transform local areas, with £5m of environmental work in the pipeline.

Anti-social behaviour

This can range from barking dogs or loud music next door to threatening behaviour and hate related issues. Customers can report this to us via a form on our website or phoning us.

A dedicated officer will contact people within a day to plan a solution and support them in implementing it. The service scored 9.7 out of 10 for overall satisfaction.

Bespoke residential services

Our specialist team offers a range of accommodation from student properties to NHS accommodation to supported properties for people with learning disabilities. The team also offers a service working with private landlords to manage their homes for them, including renting and repairing.

Key Services

Independent living

Younger people

Because housing is our business, we are perfectly placed to use our skills and resources to construct or convert buildings tailored to particular groups of young people who would welcome a protective roof over their heads.

Leaving care

We provide a bridge to ease a young person's passage into the working world: secure and supported accommodation in houses with ensuite bedrooms, communal kitchen and lounge, staffed 24/7. Key workers help people deal with issues such as health and relationships and develop life skills – from cooking to managing money – to go and stand on their own feet.

Teenage parents and young families

Becoming a parent is never easy, especially for a teenager - single or in a new relationship. That's why we provide high quality accommodation that's safe and secure and work with young parents to develop personal support plans and a range of guidance and life skills training to help them live independently.

Profound learning disabilities

It's right for people with complex needs to move from institutional settings out into the community wherever it can be made possible. That's why, along with NHS partners, we set out to plan and build high quality housing that allows maximum independence cushioned by expert care and support.

Older people

The proportion of older people in the Tees Valley's population is growing, with the number of over-65s predicted to increase by 41% in the next 20 years. But that doesn't mean their quality of life has to diminish. We offer a range of affordable housing options to match the needs of people as they grow older.

Supported living

At Thirteen we manage purpose-built self-contained one or two-bedroom apartments or bungalows across the North East. Available for a range of tenures, they're grouped in supported living communities, featuring full wheelchair access, lifts, CCTV and secure entry, an out-of-hours repair service (some with a part-time caretaker) and regular social activities.

Sheltered housing

On-site staff members assist with housing management, coordinate repairs, respond to queries and look after the building's health and safety. They're linked to Homecall for a quick response to medical or maintenance emergencies and Telecare to monitor long-term health conditions. We offer similar schemes with special features for Chinese elders.

Extra care housing

The need for a helping hand varies and extra care long-term housing means people can adapt the support to their needs – simply enjoying a sense of security or calling in extra help to assist with daily tasks. These friendly supportive environments often provide communal gathering places including a hairdresser, lounge and bistro.

Because housing is our business, we are perfectly placed to use our skills and resources to construct or convert buildings tailored to particular groups of people.



We plan and build high quality housing that allows maximum independence cushioned by expert care and support.

Key Services



At Thirteen we believe that people can make the most of themselves, given the right extra help at the right point in life's journey.

Reaching out a helping hand

Thirteen's support services

At Thirteen we believe that people can make the most of themselves, given the right extra help at the right point in life's journey. Our support services reach out not only to our own properties, but often to where people struggle with life's challenges.

Preventing homelessness

Our specialist teams work with people who are homeless or at risk of becoming homeless to improve their lives by offering advice and practical support. This can include help with finding a home or a job, building resilience or working towards personal independence. Having won £712k of government funding we launched the trailblazing Key Step programme offering single individuals fully furnished properties for people to share for up to six months with utility bills included in a weekly charge. Prison leavers of any age with nowhere to go can expect single person accommodation.

Gaining employment

Our specialist teams help people from the age of 15 who want to work, learn or train for a job. Team members create a personal training and development plan, provide one-to-one mentoring and coaching in interview technique, personal presentation, CV writing and job search skills.

Apprenticeships

As one of the largest employers in the North East, Thirteen is playing a major part offering apprenticeship opportunities to gain work experience, earn a salary and work towards a recognised qualification in plumbing, joinery, gas or electrical engineering, business administration, finance and much more.

Money management

Our money advice team provides information about budgeting, bank accounts, savings and loans and credit unions. The team help over 2,000 people a year to claim the benefits they're entitled to and deal with benefit and debt problems.

Support to Stay

Our expert team will visit people falling behind with rent payments to explore what's putting their tenancy at risk, for example, financial issues, welfare benefits or health problems. Over the following three to six months we'll work with them to overcome these issues. In just its first year the team helped over 200 residents and was recognised for its pioneering work at the UK Housing Awards.

Our support services reach out not only to our own properties, but often to where people struggle with life's challenges.

How We're Performing

In 2017/18, our turnover was £160m and we generated a surplus of £27.7m, which is being reinvested into our existing homes and neighbourhoods, as well as into developing new properties and enhancing services.

Our operating margin was 30%, which is in line with our social landlord peers. Thirteen's gearing was reduced from 30% to 24%, releasing capacity to build new homes, invest in existing properties and improve services.

In the last year we made savings of £6.5m from many areas of the business, including team restructuring, back office functions, property services and office accommodation.

From July, we consolidated into one landlord for all of our tenants, making us much easier to do business with as well as releasing financial capacity to invest in our homes.

As part of this process we successfully recruited to the new Thirteen Board, appointing all board directors on the basis of their skills, knowledge and expertise, in line with our adopted code of governance.

Very soon after consolidation, Thirteen underwent its very first in-depth assessment by what is now the Regulator of Social Housing. We were pleased to retain our top tier G1 and V1 ratings for governance and financial viability following a thorough in-depth assessment by the Regulator of Social Housing.

This judgement offers reassurance to us, customers and stakeholders that our activities are underpinned by sound financial management and a robust approach to risk management, business planning and stress testing and confirms that we have the financial capacity to bear a wide range of adverse scenarios.



Social value

We created added value worth £5.3m from our everyday activities last year and here's a snapshot of some of the great work done to help our customers and neighbourhoods.

- We invested over £1m into initiatives which directly helped customers and communities and funded over 100 projects
- Our money advice services put more than £2.7m straight back into the pockets of residents
- We have secured additional funding of around £150k via our contracts with Travis Perkins and Prosper
- We put almost £57m into the Tees Valley economy through our spending on staff and suppliers, an increase of around £9m on the previous year

Consolidated financial results: four year summary

Statement of Comprehensive Income (£'000)	2018	2017	2016	2015 restated*
Turnover	159,827	164,989	163,964	157,870
Operating costs and cost of sales	(120,871)	(115,438)	(132,800)	(124,033)
Operating surplus	38,956	49,551	31,164	33,837
Net interest charge	(11,438)	(12,060)	(11,871)	(12,397)
Gain/(loss) on disposal of assets	1,951	1,372	583	(362)
Other finance (costs)/income	(988)	(1,343)	(1,272)	(1,145)
Change in valuation of investment properties	(823)	-	-	-
Taxation	1	-	1	(1)
Surplus for the year	27,659	37,520	18,605	19,932
Statement of Financial Position (£'000)	2018	2017	2016	2015 restated*
Housing properties	959,486	951,679	931,548	920,050
Other fixed assets	48,375	51,221	51,251	46,794
Total fixed assets	1,007,861	1,002,900	982,799	966,844
Net current assets	(2,068)	17,172	37,244	25,389
Total assets less current liabilities	1,005,793	1,020,072	1,020,043	992,233
Creditors: amounts falling due after more than one year	(241,398)	(287,004)	(330,197)	(328,563)
Deferred capital grants	(112,406)	(111,213)	(107,347)	(101,990)
Pensions liability	(49,737)	(44,008)	(45,276)	(45,266)
Total net assets	602,252	577,847	537,223	516,414
Minority interest	-	12	12	12
Revaluation reserve	284,711	294,489	299,367	304,978
Restricted reserve	7,315	441	350	292
Revenue reserve	310,226	282,905	237,494	211,132
Capital and reserves	602,252	577,847	537,223	516,414
Asset data	2018	2017	2016	2015
Social housing stock owned at year end (no.)	32,150	32,563	32,688	32,568
Non-social housing and other property types (no.)	3,917	3,909	3,908	3,373
Average existing use value (EUV-SH) per unit (£)	25,090	24,586	24,296	22,394

Our Culture

The ability to deliver high quality services to our 70,000 customers in a coordinated way depends critically on attracting and retaining the right staff with the right skills who are ambassadors for Thirteen. Part of that means providing a supportive and motivating environment for our skilled and committed 1,600 members of staff.

Reshaping the organisation

Following the consolidation of Thirteen into one single integrated business, we reshaped teams to ensure the right capacity, resilience, skills and aptitudes to deliver with our new operating model at the centre. People are situated in the right place and roles for optimum performance, with any structural obstacles to performance and growth removed and the expectations of colleagues made clear.

Colleague experience

Each element of the employee's life cycle is of vital importance; from 'attract me', to 'get me started', to 'develop me', right through to 'wish me farewell', helping us to attract and keep the best staff. We have already achieved:

- A 'reset' programme for colleagues following the reshape
- The development of profiles including expectations of behaviours and accountabilities at each level across the business
- The implementation of a digitised performance management framework for all staff
- The introduction of a suite of employment policies, procedures and toolkits
- A new staff induction process
- Be Thirteen, a campaign based around our values of considerate, smart and progressive

- Manager of Thirteen training
- A review of our reward strategy and subsequent frameworks
- A Rising Stars programme to develop future talent and leaders



We reshaped teams to ensure the right capacity, resilience, skills and aptitudes to deliver with our new operating model at the centre.

Governance

Our board of directors oversees Thirteen's activities and is responsible for our strategic direction and priorities, agreeing our strategic plan including our mission, vision and values.

Our experienced directors bring a vast scale of talent, experience and expertise and some also sit on our committees.

Thirteen Board Directors



George Garlick
Chair of the Thirteen Board



Andrew Lean
Thirteen Board Director, Chair of the Treasury Committee and Chair of Development and Investment Committee



Brian Dinsdale
Thirteen Board Director and member of Treasury Committee



Christine Storrs
Thirteen Board Member and member for the Audit and Risk Committee



Richard Buckley
Thirteen Board Director and Chair of Thirteen Homes, a subsidiary company



Steve Nelson
Thirteen Board Director and member of Development and Investment Committee



Mark Simpson
Thirteen Board Director and member of the Remuneration Committee



Claire Brayson
Thirteen Board Senior Independent Director and Chair of the Remuneration Committee



Annette Clark
Thirteen Board Director and Chair of Audit and Risk Committee



Chris Newton
Thirteen Board Director

Governance

Our leadership team is led by Chief Executive Ian Wardle and is responsible for delivering our strategic plan and meeting the needs of tenants, customers, wider stakeholders and partners whilst delivering good financial and operational performance.

Leadership Team Members



Ian Wardle
Chief Executive and Executive Board Director for Thirteen



Heather Ashton
Executive Director of Resources



Chris Smith
Executive Director of Service Delivery and Development



Russell Thompson
Executive Director of Property Services



Craig Taylor
Managing Director for Thirteen Homes

Work in partnership with Thirteen

As well as always improving what we do, we're growing our business to provide more affordable homes, homes for market sale, delivering regeneration projects and providing accommodation with care.

We're overflowing with ambition but we don't want to develop and deliver it alone. Where aims overlap and where skills complement each other's, this is an area of opportunity for collaboration and partnership.

We can provide services on behalf of your organisation. Our skilled colleagues and committed board directors who work tirelessly to support over 70,000 tenants and customers, bring breadth of experience and a can-do attitude.

At Thirteen we have scale, scope, character, capability and financial strength. We're a willing and able partner so to get working relationship started, just get in touch at:

Thirteen Group
North Shore Road
Stockton-on-Tees
TS18 2NB

Tel: 01642 947242
Email: david.ripley@thirteengroup.co.uk

thirteen

Managing and building homes