

thirteen
Managing and building homes

Social Value Report 2019-20



Background



At Thirteen, we've been working to help improve the lives of people in our neighbourhoods for years.

We provide our customers with homes, support and opportunities to grow.

As a not-for-profit housing association, we focus on delivering our charitable objectives of providing housing, care and support for those who need it.

We manage more than 34,000 properties across the North East and Yorkshire, providing services for over 70,000 customers.

Our strength, capacity and ambition to deliver what our customers need means we can change things for the better.

Our people are passionate about what they do and thrive on making a difference.

By 2025, our commitment to our social purpose means we will invest over £1bn in improving our services, tenants' homes and their neighbourhoods, as well as delivering new affordable homes.

Why we measure social value

Creating social value is about increasing the social, economic and environmental wellbeing of the people we work for and the communities we work in.

Work with colleagues and our customers suggests that demonstrating social value and what we're delivering is best explained by understanding the difference we're making.

Last year, we published Thirteen's third social value summary, covering the positive impact our services had on communities, the local area, economy and doing our part for the environment over 2018-19.

In 2019-20, we've continued our important work across our support services, investing in helping customers with employment, skills, and money advice.

'Social value' as set out in the Social Value Act 2012 covers three key areas of impact: economic, environmental and social. The act makes it mandatory for public sector bodies to consider social value in their procurement activity.

While it's not mandatory for Thirteen, it is good practice and something we have committed to in our company values. We look at the three areas which are:

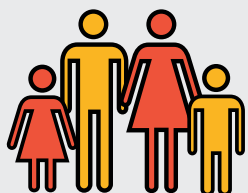
The measurements used are primarily tangible

Social	Economic	Environmental
'People and Communities'	'Local Economy and Enterprise'	'The World Around Us'

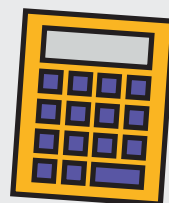
outcomes: what we've done and what it achieved. We also use the HACT (Housing Associations Charitable Trust) Calculator, which allows us to translate some of the social value we generate into the equivalent proxy, monetary value - a universal language which is understood by many other partners, commissioners and funders.

Summary

This report provides a snapshot of the added value from our everyday activities and some of the great work we have done to help our customers and neighbourhoods:



Over **12,000** people have benefitted from help from services we provide over and above our usual landlord functions.



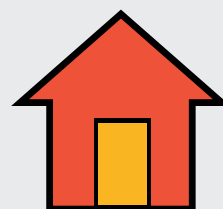
We have secured additional funding of around

£90,000

via our contracts with Travis Perkins and Prosper.



We invested **£149,557** into initiatives which directly helped customers and communities and funded over **120 local projects**.



The total social value recorded through HACT in 2019-20 was worth over

£6.75million



Our money advice services, including support with Universal Credit, put more than

£5.3million

straight back into the pockets of residents.



We put almost **£70million** into the Tees Valley economy through our spending on staff and suppliers, an increase of around **£16million** on last year.

Social Value Outcomes 2019-20

People and Community

Supporting people and places to realise their true potential.



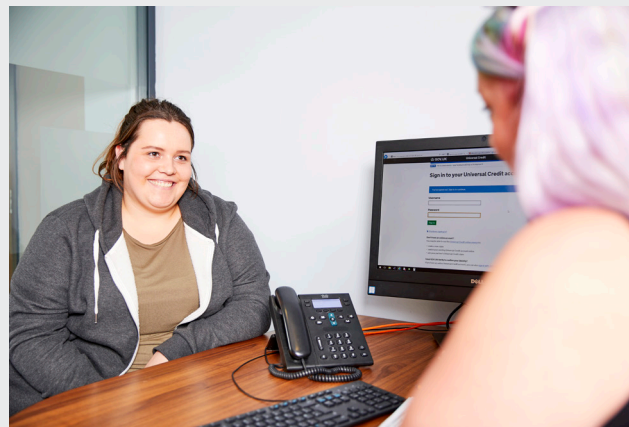
Financial Inclusion

Many of our tenants have limited incomes and although managing with a low cash-flow makes some people an expert at budgeting, navigating complicated benefit systems, debts and unexpected outgoings means there is always a need for support with finances to help customers to keep their tenancies secure.

The money advice team provided **3,621 (Last year 1,052) customers** with specialist advice around debt, budgeting, benefits, and financial confidence. (this includes money advice, early intervention and financial planning):

- **Money advice** - assisted **2,185** people
- **Financial planning** - assisted **162** people
- **Early intervention** - assisted **1,274** people

76% of those customers were able to reduce their rent arrears within three months, and the team assisted them to gain **£2.7m (£2.7m)** in income, through unclaimed benefits, better budgeting, and arrangements with creditors.



The Universal Credit team supported **3,328** customers and their financial outcomes were **£2.6m**.

The total number of customers that received financial support by our money advice and Universal Credit teams was **6,949**, with a combined total financial outcome of **£5.3m**.

The money advice team has continued to measure social value outcomes through the HACT Wellbeing questionnaire. By asking questions about how customers feel about their circumstances we

can apply a 'proxy' amount that demonstrates an increase in income and an increase in an individual's wellbeing. From this calculation, the team generated over **£544,600** in added social value.

Our Landlord Discretionary Housing Fund (LDHF) continued to assist around **1,570 (1,100)** customers affected by the Bedroom Tax, with over **£762k (£932k)** of investment.

The Hardship Fund helped **313 (133)** people last year, with a total investment of **£74,501 (£73,000)**. This year the fund was divided between Tees Valley Community Foundation, who provided **203 (133)** people with furniture and white goods worth **£47,925 (£38,500)** and the internal hardship fund which granted **110 (172)** furniture awards, at a cost of **£26,576 (£43,880)**.

Social Value Outcomes 2019-20

People and Community

Supporting people and places to realise their true potential.

The Community Fund

The Community Fund invested **£149,557 (£127,000)** in our communities to support a range of health and wellbeing and social activities for the elderly, disadvantaged children, and local interest groups. Sponsored projects included fitness classes, community fun days and a range of other social and community events across the Tees Valley.

Of the total amount invested by the community fund, **£5,018 (£36,382)** helped fund three support groups and training opportunities run by residents in the community who applied for funding. This included a jobs club in Hardwick, IT training for residents in Stockton and a Loan Shark awareness event in Hartlepool.

Support

Our support services provided **2,666 (1515)** customers with over **29,000 (29,000)** hours of support, covering everything from personal care to budgeting and tenancy management.

The Tenancy Support Team accepted **1,449 (208)** customers into the scheme whose tenancies were at risk of failure (either through eviction or termination). Customers were provided with bespoke support for a range of issues, including property care, budgeting, benefits and life skills.

Of the **294** accepted referrals in the South tenancy support services, **102** clients have now left support and of these, **48** have moved into secure accommodation.

Of the **988** accepted referrals into the North tenancy support services, **620** have now left support. **72** of these were living in temporary accommodation when they came to us, 138 of the clients moved into secure accommodation when they left our support. These clients had an average stay of **90.71** days.

Between April 1 2019 – March 31 2020, Thirteen's Lifestyle service supported **12** clients, Key Step supported **155** clients and Thirteen's young people's services supported **26** clients - totalling **193** clients with over **22,000** hours of support given.

Homeless prevention

Our Key Step service identifies young people at risk of homelessness across the Tees Valley area and works to improve their lives by offering support and advice. This support can include help with finding a home or a job or building resilience and independence. Last year, Key Step received **155 (295)** referrals.

11 (13) clients have been offered and accepted employment and **57** have now moved into a Key Step property provided by Thirteen. Measured through the HACT calculator, these outcomes generated almost **£256,000** in added social value.

Middlesbrough homelessness service

Between April 1 2019 and March 30 2020 the Middlesbrough homelessness service prevented **729 (747)** individuals and families from becoming homeless. In the same time period, **369 (554)** individuals and families were provided relief duty.

Between April 1 2019 and March 30 2020 the homelessness service had **3,431 (3,067)** 'presenting' themselves as homeless.

Social Value Outcomes 2019-20

Local economy and enterprise

Increasing spending power in the local economy and supporting enterprise through employment and upskilling initiatives.

Our strategic plan outlines our commitment to contribute to the economic regeneration of the Tees Valley region. Key areas of focus are to provide access to employment opportunities, education and training, as well as upskilling in the community and our own workforce.



The 'Thirteen Pound'

As a large business, we're a key local employer and have significant spending power to be able to boost the regional economy. **93% (86%)** of our annual salary spend - over **£45m (£39m)** goes back into the Tees Valley.

47% (49%) of our supplier spend - over **£51m (£49m)** - goes to suppliers based in the North East, providing over **£26m (£21.4m)** of support to local businesses in the Tees Valley area.

Employability

Last year our employability service provided intensive support to customers across the Tees Valley and County Durham. The service supported **1,671 (703)** people with **520 (269)** moving into employment or an apprenticeship, and **174 (74)** progressing into training or education opportunities.

The team provides employability support to Thirteen tenants through a core employability function and services to the wider public via its New Directions Youth Employment Initiative (YEI) programme and several externally funded contracts.



Social Value Outcomes 2019-20

Local economy and enterprise

Increasing spending power in the local economy and supporting enterprise through employment and upskilling initiatives.



Employee investment

As well as supporting skills development in our communities, we're committed to developing our own workforce. In 2019-20, **£357,000 (£340,000)** was spent developing our workforce. We spent over **£64,000** on training and upskilling our staff, and **£75,000 (£75,000)** towards professional and academic qualifications.

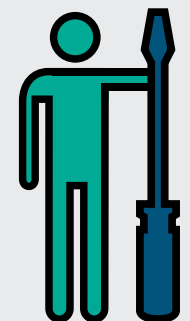
We also invested over **£208,000 (£273,787)** in **32 (32)** new apprenticeships across the business, in a variety of technical and business-related subjects. **4 (14)** of these apprentices have now completed their training and **11 (10)** of the 32 apprentices have successfully retained jobs at Thirteen.



Volunteering

Our volunteer programme provided **12 (14)** more volunteers with skills for working in the care sector. **8** volunteers left to move into employment within a similar field, 1 of which has secured employment at Thirteen. 2 gained employment in the external Care and Support sector and 2 left to go into further education. From going live in September 2015 the volunteer programme has won 3 awards, Outstanding Organisation of the Year, Peer Mentor of the Year and Volunteer Group of the Year.

We also supported **128 (69)** tenants to volunteer with us in tenant scrutiny, the customer council and other tenants' groups. In total, these arrangements generated over **£534,260 (£288,000)** in added social value through the HACT calculator.



Social Value Outcomes 2019-20

The World Around Us

Protecting the environment by investing in measures which help reduce our impact upon it.

The Community Fund

4% of activities subsidised by our Community Fund used around **£3,000 (£12,000)** for green initiatives in our areas, including the Ad Astra Academy Trust T/A Crooksbar Primary School, Glastonbury House Garden Fund, Thirteen's Acorn House scheme, St Ann's Partnership Ltd and Thirteen's Ewbank Gardens scheme.

Social Value from the Supply Chain

Our contracts with Travis Perkins and Prosper returns a percentage of our spending with them into an investment fund which can be used for social value projects. In 2019/20, this generated over **£90,000 (£94,249)** which we plan to invest in projects to further our support of employment and skills building for our customers, and work to impact furniture poverty in the region.

Carbon Footprint

Since last year we've made changes to our staffing structures and locations, made significant investment in our Hudson Quay office's heating/cooling system to improve energy efficiency and we're currently reviewing how we measure our carbon footprint.



Basic calculations for this year's carbon footprint include:

- Staff miles travelled - **246.68 TCO₂e**
(Tonnes of Carbon Dioxide Equivalent).
- Fleet miles travelled (e.g. repair vans) - **1656.8 TCO₂e**
- Gas emission - **3116.27 TCO₂e**
- Electricity emission - **2224.3 TCO₂e**

Stock Investment Work

In the last financial year, Thirteen invested over **£33m (£27m)** on carrying out major works and improvements on over **3,000 (3,000)** properties.

Continuing our efforts to improve the energy efficiency of our properties and reduce customers' fuel bills, we've upgraded over **1,280 (1,700)** heating systems, worked on **35** cavity wall insulations, **117** loft insulations, replaced **45 (230)** roofs and provided/renewed double glazing and front doors for over **1,000 (1,000)** homes.

Some of the planned work was rescheduled due to the restrictions placed on the team by Covid-19.

Case Studies

Case A – Accreditation success for Thirteen's employability service

Thirteen's employability service received praise from independent assessors after passing its Matrix Accreditation renewal.

The external independent assessment thoroughly reviewed all elements of the service over three days, citing many areas of its work with customers and partners as exceptional.

Matrix accreditation is the recognised quality mark for the standard of information, advice and guidance delivered by an organisation.

Feedback from the assessment highlighted the quality and variety of support available to customers, effective working with partner agencies and team knowledge and training as key strengths of the award-winning employability service.



Case Studies

Case A – Accreditation success for Thirteen's employability service

The team also received praise for successfully adapting to new ways of working during the outbreak of Covid-19, making sure that Thirteen tenants and the wider public across the Tees Valley continue to have access to free employment support at a crucial time.

Susan Borrow, care and support manager (contracts) at Thirteen, said: "I'm extremely proud of this achievement and the work that we do every day to support customers with accessing job, education and training opportunities.

"To get positive feedback at any time is fantastic and it means even more at the moment, given that we've had to completely remodel our offer to customers because of the current restrictions.

"While working remotely, we've been able to continue providing one-to-one support to help customers secure

employment – including key worker roles."

Just some of the fantastic feedback is highlighted below.

Customer support

- Support to customers of various ages was robust and the feedback from customers was all positive.
- Various options and choices were available to all customers.
- Impartiality was highlighted as a key strength.
- Thorough action planning to meet customer needs was strong
- During this current climate we have successfully totally remodelled our customer offer and are delivering all elements of our service to ensure that customers are still supported.

- We go over and above to support a wide range of customers, even if they don't meet all of our contract needs, to ensure we give the best offer to individuals.

Partnerships

- There was a strong sense from the funders interviewed (New College Durham, Middlesbrough Council and Durham Council) that they feel lucky to have us in their supply chain for employability delivery, would love to work with us again and they admire our work.
- Customers feel that our wider partnerships open up more opportunities for them.
- Our holistic offer was praised by several customers, who had received employability support, money advice and also homeless/housing support.

Capitalisation of staff insight

- Our self-assessment document and processes are strong and the team have contributed to this.
- Development days have been held, and regular team meetings and 1-1s are thorough.
- Managers listen to views and ideas from team members and changes have been made as a result.

Investment in staff training

- The business has invested in formal IAG qualifications for team members, and qualifications to aid personal development.
- There are regular e-learning opportunities via the business.
- They spoke highly of the new starters thorough service-based induction, which includes job shadowing opportunities.
- Corporate induction feedback was glowing.

Case Studies

Case B – Portrack property transformed through teamwork



Two properties destroyed in a fire made way for a stunning new home in Stockton.

The project involved months of teamwork to transform two damaged one-bedroom flats in Portrack into a two-bedroom bungalow, which received an overwhelming amount of interest from potential customers.

The devastating impact of the fire destroyed the upstairs of the building, with partial collapse of the roof structure. The fire also damaged the properties either side.

Both customers were unhurt during the incident but lost most of their possessions either from fire or water damage. In the immediate aftermath we supported both customers into new accommodation.

Case Studies

Case B – Portrack property transformed through teamwork



The damage meant that we couldn't repair the homes that were once there, so after some careful planning the project team began work on building the new home.

We also used the opportunity to involve our apprentices as much as

possible so they could gain some incredibly valuable experience – from roofing, installing a full heating system, plastering, constructing the foundations and joinery.

The home, which benefits from a modern fully fitted kitchen and wet

room, is surrounded by spacious landscaping, completed by our grounds maintenance team.

The rebuild not only helped with demand, it also helped to allay the fears of the neighbours, who had been through a traumatic event in the fire.

Turning the properties into a bungalow has helped to stabilise the area, provide much needed bungalow accommodation and tied in with our

ongoing environmental improvement investment in the estate to reduce other issues, such as anti-social behaviour and motorbike nuisance.



Case Studies

Case C – New service changing the lives of homeless people in Sunderland



Building on the success of other services we offer to help prevent homelessness, we've launched a new scheme in Sunderland that's providing homeless people with a safe place to stay and on-site support to find a permanent home.

Sunderland Move On, which was opened with funding from Homes England, includes 14 modern, semi-furnished, one-bedroom flats, with up to six months of wrap-around support for people that are homeless, or at risk of becoming homeless.

As well as accommodation, the service includes support with budgeting, maximising benefits, tenancy

management and developing skills to live independently.

The first phase of the project involved the refurbishment of five properties in St Barnabas Way and the second phase saw the refurbishment of 14 properties in Lewis Crescent.

Phase one was completed before the Covid-19 lockdown in March 2020, and during this period 5 customers were moved into the scheme to prevent them from being homeless. Working with these customers identified that although we delivered great customer service and high-quality support, there was a gap and a small amount of funding could bridge that gap and help us deliver excellent customer service.

We identified the 5 Ways to Wellbeing project which helped customers to Connect, Keep Active, Take Notice, Keep Learning and Give. This project provided the support required to successfully move people into

independent tenancies. We looked to bridge the gaps with not only professionals, but also family and friends, by supplying mobile phones to those in need. We also helped those already engaging with Thirteen's employability service continue to learn.

A gardening project will keep the customers active and help them to take pride in the local area and give back to the community. To reward those who engage and successfully retain a licence with us, we're offering them a 'Good Tenant' reward of an Argos voucher to help them purchase items for their new home.

We're pleased to have received just over £4,000 to enable us to deliver this project and we have every faith that this will be a success due to the commitment of both staff and customers.

Case Studies

Case D - A partnership project to bring an unused allotment back to life, will help young people learn new skills.



A day of action saw Thirteen, Beyond Housing, Redcar and Cleveland Borough Council, Lingdale Lift Off group, local councillors and residents join forces to clear an overgrown allotment in Lingdale.

The allotment, which is a former Northumbria in Bloom winning site is used as a training centre for young people, to help them build confidence and learn new skills in horticulture growing food produce and basic woodwork such as making wild bird

nest boxes, leading to recognised certification.

Thirteen's environmental specialist John Woods said: "Sadly the allotment had become a little neglected, so the team got to work to remove old plants, weeds, clearing polytunnels and paths."

"It was great to see everyone getting stuck in with enthusiasm and laughter. There really is no better place to meet old and new friends, than an allotment out on a fresh winters day."

"Now the site has been prepared for spring planting, we hope that more students will be able to attend new courses next year."

Mike Jefferson, from Lingdale Lift Off added: "I'd like to thank everyone involved for their fantastic work, it was overwhelming to see what can be achieved with us all working as a team."

The team will be working in East Cleveland on a number of projects soon, where they'll be planting trees in Skinningrove and Loftus.

Case Studies

Case E – Making a difference during Covid-19

Like most organisations, we've adapted our ways of working during the Covid-19 pandemic to support our customers at a crucial time, while keeping everyone safe.

The figures below are from March 23 to mid-June:

Universal Credit

Our Universal Credit team supported 1,244 Universal Credit claimants in less than three months, compared to 3,459 for the full 12 months prior to lockdown.

We've seen a significant increase in calls from current Universal Credit claimants requesting advice due to the financial impact of Covid-19.

A telephone appointment service has been introduced to meet demand and identify benefit entitlement as early as possible, minimising the risk of loss to the customer, while colleagues were set up to work from home.

Most customers had either lost their job, had been furloughed from work or were self-employed and could no longer work due to lockdown. They had little or no previous benefit experience and required a range of advice and support services from benefits, crisis and debt to employment and wellbeing.

Keeping knowledge up to date and sharing this was challenging because of changing advice from the government, but the team continued to provide vital support to customers.

Domestic Abuse

During the lockdown period, our support team has managed 160 new cases of domestic abuse. There has been over 100% increase in referrals compared to the same period in 2019 where the team managed 77 new cases.

The announcement that the country was going into lockdown caused a



range of concerns from professionals about victims of domestic abuse.

We worked closely with the local authorities, attending multi-agency risk management forums such as MARAC (Multi Agency Risk Assessment Conference) and MATAC (Multi Agency Tasking and Coordination) digitally.

This meant vital risk management work could continue to safeguard victims. The team has also continued to work collaboratively with the social care teams across all local authority areas by raising concerns and attending Child In Need and Child Protection Conferences through conference links.

Case Studies

Case E – Making a difference during Covid-19

We have worked closely with our trade operative colleagues to make sure that important repairs such as window replacements and lock changes could be completed where safe to do so.

Where customers have had to flee from their home, the team has supported them into a refuge or worked with neighbourhoods colleagues to arrange managed moves where possible. Safety is always an important factor when working with victims and this has been particularly challenging when victims have been living in lockdown with their abuser.

The team has worked creatively to ensure those important communication channels have remained opened for all customers so they have not felt as isolated or at risk.

Money Advice

Our money advice team supported 1,252 customers in this period,

compared to 576 under normal circumstances. That is an increase in demand of 117.4%

We immediately introduced Covid-19 specific appointments to meet the anticipated demand. We also wanted to deliver advice and information in different forms as we wanted customers to be able access information easily themselves. The methods used deliver advice and information including:

- **Facebook live chats**
- **Telephone**
- **Website**
- **Online chat**

We also had to keep up to date with all the changes in government legislation and make sure colleagues were up to date with these changes and how they could access information. Local information and services also changed

and we set teams up to research local, regional and national changes to ensure we were providing accurate information to our customers. We published advice and information online via our website and social media and provided updates to our front facing teams.

Anti-Social Behaviour

We've introduced the ASB 'Reportable' app, which is downloadable on a smart phone, to allow our customers to report ASB quickly and conveniently 365 days of the year.

The report logs the time, date and location of the incident and allows customers to take photographs, providing us with evidence to support enforcement action.

Our customers also have access to the 'Noise App', again downloadable on a smart phone. The app removes the need for diary sheets and for attending

the property to fit noise equipment. Customers can record noise activity and send it straight into us to investigate.

As a result of Covid-19 the ASB team has a daily conference call with Cleveland Police to understand demand, impact on our estates, be involved in operations and also understand the impact to our communities.

Where we have communal areas and there are particular issues with social distancing, the ASB team has worked with our supported housing, extra care and neighbourhood teams to send texts, information and warning letters to tenants that haven't been following the measures in place. This has also involved extra work from our concierge and CCTV operatives to monitor and reduce parties, gatherings and visitors to properties.

Case Studies

Case E – Making a difference during Covid-19



Employability

The employability team is delivering the same service through Whatsapp, Microsoft Teams and telephone calls. Our classroom-based training is now being delivered online and has been slightly adapted to make it easier for customers to access.

From 18/03/20 – 28/05/20 the team has worked to achieve:

- **597** referrals
- **380** new sign ups
- **1,093** remote appointments
- **67** people have received job offers
- **39** people have received training offers
- **82** people have moved into work
- **32** people have started online training
- **6** people have started on our volunteering programme.

Case Studies

Case E – Making a difference during Covid-19

Assistive Technology Team

Our Assistive Technology Team has maintained an emergency response and installation service throughout the crisis. We worked with Hartlepool Borough Council to provide an emergency hotline for customers in need of food parcels, prescriptions or advice.

We normally take around 12,000 emergency calls a month and this dropped to 10,000 during the crisis but this is starting to creep back up now.

We worked with the council to facilitate discharges from hospital and care homes to free up much needed beds. The team has been fully equipped with PPE throughout and this has reassured the customers as well as the team and they have commented that this has given them confidence in using the service.

We have also taken over 1,500 out of hours repairs calls for Thirteen, over 90 out of hours homeless requests.

Fire Risk Assessments

From April to June, we were able to carry out 134 fire risk assessments that were due through responding quickly and adapting immediately to new Covid-19 safety measures. The team made changes to their working practices to ensure maximum safety, making the following adaptations:

- Early morning inspections to reduce contact with other people in the building
- Attend in pairs so one can wipe down handles etc. and the other can note down inspection findings without the possibility of contamination when switching between tasks

- Wearing appropriate PPE for the circumstances including gloves, face masks and the use of hand gel
- With sheltered schemes we arrange appointments so we are aware of any issues before we attend
- Separate cars are used where possible, if not we follow guidance for car sharing
- Always wearing masks when in close proximity to tenants
- Use of hand gel after every inspection

Complaints

Stage 1 Complaint comparisons

