



Strategic Plan

2021-2026



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About us

Our vision

We provide safe, quality homes and services to the best environmental standards.

Our mission

As a charitable housing association, Thirteen exists to provide housing and support services across the North East of England and Yorkshire. We are here for anyone who needs a home and maybe a helping hand too. We work to improve the fabric of places where our customers live.

Our priorities

- Great customer experience
- Quality places to live and improving neighbourhoods
- Being Team Thirteen

Our essentials

- Everything safe
- We understand customers needs
- We have strong financials
- Reduce our environmental impact
- Simplify the way we work and
- Have clear communication.

Services

Homes for rent, shared ownership, outright sale, construction services, care and support, jobs and advice.

Our geographic focus

We operate across the North East and Yorkshire. Our regeneration and social value work is focused on the Tees Valley.

Colleague promise

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.

Values

Our values are:

- Considerate in the way we do things
- Smart in how we do things
- Progressive in that we get things done.

Our value-based behaviours guide us towards what we need to do to make sure we're living the values every single day, so we feel:

Proud - A sense of achievement from our ability to positively impact our colleagues, customers, and region.

Energised and in control - Taking personal ownership for bringing our best self to work and the impact that has on the work we do.

Connected and informed - Taking a proactive approach to collaborating with others, as well as understanding the wider context and goals we operate within.

Challenged - Contributing to the progression and improvement of our business.

Valued - Feeling recognised and appreciated for the effort we make and the impact we deliver to others.



About us

Turnover

£181m*
2020/21

£186m
2019/20

£180m
2018/19

Operating surplus

£36.9m*
2020/21

£37.6m
2019/20

£34.8m
2018/19

Operating margin (social housing lettings)

29.7%*
2020/21

28.9%
2019/20

25.7%
2018/19

Operating margin (overall)

19.4%*
2020/21

18.7%
2019/20

17.7%
2018/19

EBITDA-MRI Margin

26.6%*
2020/21

18.5%
2019/20

24.0%
2018/19

Investment and cashflow

£62m
Spent on maintaining and
improving existing homes

£47m
Spent on building new homes

£56.8m
Net operating cashflow from
operating activities

355
New homes built
(Target: 550) 2019/20: 419

£147m
Investment in development
pipeline (under contract)

27
Development's on site building
new affordable homes

Gearing

22.2%*
2020/21

24.0%
2019/20

23.3%
2018/19

Cash efficiencies

£5.3m*
2020/21

£5.2m
2019/20

£2.4
2018/19

*Forecast figures



About us

Support for customers

553

Customers into jobs and training

1,928

Major and minor adaptations to customer homes

1,545

Customers received employment support

£2m

Additional benefits gained for customers

£1.8m

Additional Universal Credit gained for customers

£57m

Invested in the Tees Valley economy through our spending on staff and suppliers, an increase of c£9m over last year.

A track record of delivery

Thirteen has a history of growth. Thirteen in its present form was created in 2017 through mergers and consolidation of four housing companies and a care organisation to create Thirteen as a strong social purpose housing association.

Consolidating our group not only made things simpler for everyone, but it's increased our financial stability, spending and bargaining power, saved money to fund new services and released financial capacity to invest in our homes and neighbourhoods.

In July 2021, we acquired 1,400 properties from another housing provider and today we own over 34,000 properties and manage over 35,000 with over 1,500 colleagues providing services for more than 72,000 customers. While 30,000 of these are in our Tees Valley heartland, we're actively expanding our presence throughout the North East and Yorkshire with a growing development programme to meet housing needs.

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, investing £736m to build 4,472 new homes for rent, shared ownership and some for market sale, with the proceeds reinvested, over the next five years. To help with our ambitions, we brought Gus Robinson Developments into the group in 2018, bringing new skills to strengthen our delivery. Our strategy for GRD for the year ahead will be to refocus its priorities on supporting the group development programme whilst concluding external contracts.

We place a big emphasis on developing and delivering accommodation and services for older and vulnerable people or those who need that extra help to live independent lives. We currently work with over 3,000 customers in these settings, including extra care for older people, homes for people with learning disabilities, children leaving care or schemes to prevent homelessness. Some of these include commissioned services from local authorities, health trusts and other government bodies, bringing additional income into Thirteen. We also deliver a whole range of services to support people needing money advice, support to get a job or help to navigate universal credit. We know this adds value to individual customers and helps generate resilience in the communities where we work.

We continue to be committed to our main purpose at Thirteen – being a great housing association – and once again, customers have told us that's what we're living up to, with 91% saying their rent provides value for money. We're committed to making it easier for our customers to do business with us, evidenced by last year's launch of our new digital platform, My Thirteen and our Stockton Touchpoint store.

We're pleased that, between April and June 2021, 90.9% of customers told us they were satisfied with the overall service we provide and 91.1% were satisfied with repairs and maintenance. We're committed to building on these great results for our customers

We work closely with our partners and stakeholders, investing time to understand their drivers and priorities and where we can help deliver their ambitions. Local authorities are key partners, and we have some great relationships that enable us to work together to develop new homes, regenerate communities and tackle common issues such as environmental problems and anti-social behaviour.

While COVID-19 has had an impact, our financial metrics and operational performance are strong. With a comparatively low gearing level compared to most other large housing associations, we benefit from greater financial capacity and lower financial risk than many of our peers.

Throughout the pandemic, we continued to deliver services, as shown through our KPI performance effectively. While it's not over by any means, we need to look ahead, and in the coming year, we'll be making some key strategic decisions including increasing our geographical footprint.

We know we need to keep moving forward as a business while considering the continuing pandemic and upcoming government policy changes. So, we'll also be looking in more detail at the themes shown right but outlined later,

based around our Thirteen Group business strands, and looking at how we shape and enhance Thirteen's services and create more opportunities for successful partnership working.

Thirteen's care and support services

- Providing places and services to support independent living, developing new accommodation and growing our commissioned service contracts for support needs.

Thirteen as a housing association

- Developing new homes, working in partnership, increasing new affordable homes, agreeing new-build house types and other five year plans around regeneration and decarbonisation.

Thirteen Homes

- Providing new homes for market sale with profits being reinvested back into Thirteen.

Gus Robinson Developments

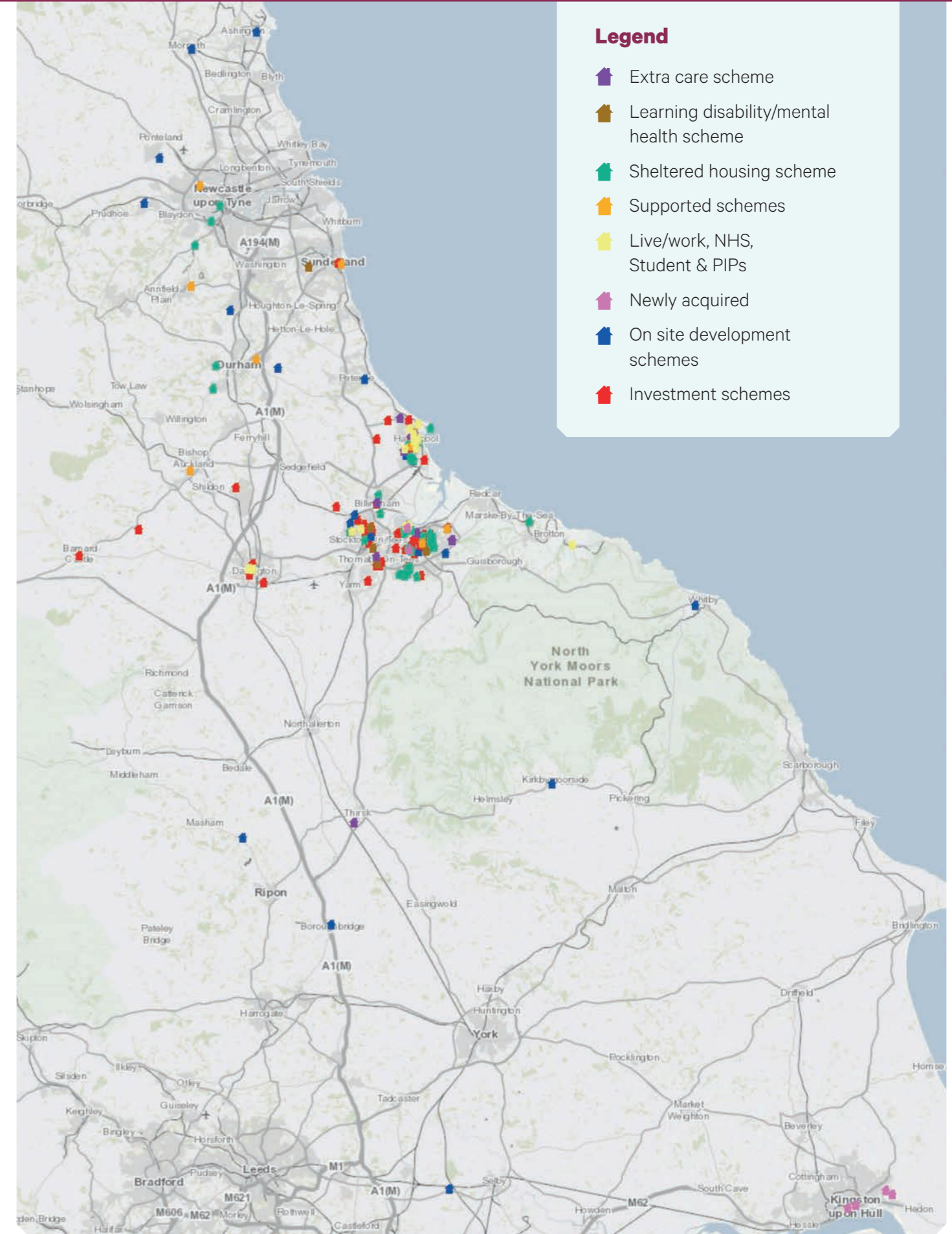
- Currently provides contracting services for housing associations and developers, local authorities and others. Once all external contracts are complete from this financial year, GRD will refocus on supporting the group in its delivery of housing stock.



Our operating area



All our schemes



What customers think of Thirteen's services



90.9%

Overall customer satisfaction*
2019/20: 89.1%



91.1%

Overall customer satisfaction with repairs and maintenance**
2019/20: 91%



77.3%

Customer NPS score**
2019/20: 53.1



91%

Customers agree rent provides value for money***

87%

Satisfaction with the neighbourhood as a place to live***



Three areas of focus for improvement

1.

Speed and convenience:

The ease and suitability of services

2.

Responsiveness:

The flexibility of services

3.

Quality:

The levels of excellence of services

Working with COVID-19



20,346

Welfare calls through the pandemic lockdown



18,530

Emergency repairs through the pandemic



4,423

Customers helped with money advice and universal credit applications through the pandemic lockdown

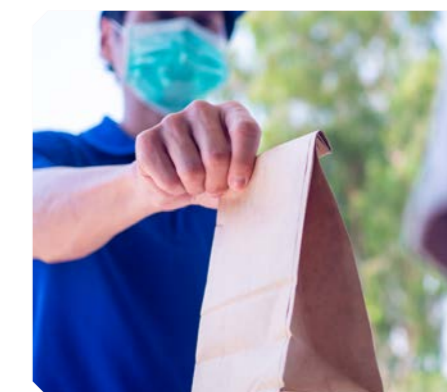
Anti social behaviour



Using technology we introduced our ASB 'Reportable' app, downloadable to a smart phone allowing our customers to report ASB quickly and conveniently 365 days of the year.

The ASB team has a daily conference call with Cleveland Police to understand demand and the impact on our estates and communities.

Assistive technology



The assistive technology team have 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 just advice. We also worked with the council to facilitate discharges from hospital and care homes to free up much needed beds.

*Sourced from YTD for 21/22 using real-time satisfaction survey powered by PowerBI as of 30 June 2021

**Sourced from YTD for 21/22 real-time satisfaction survey powered by PowerBI as of 30 June 2021.

***Sourced from 2019 STAR survey

What our partners think of Thirteen

Continually working with our key partners and listening to their views and feedback is important to us and vital for us when it comes to maximising what we do. Our partners tell us we're a great organisation to work alongside, we have a great culture, and we're well regarded, making us proud.

We've acted on the feedback from our last partner perceptions survey results, including building more relationships and discussing future plans with partners. A major part of this, in early 2021, has been creating a consultation document for key partners to help us make some important decisions on this plan for the next five years. More information is detailed later.

In line with feedback, we've also introduced a twice-yearly update to partners about our progress with the projects in this plan and the impact we're making, in a format they've told us is right for them.

We're leading the way in property compliance and other activities, and commitments and we've started to promote this work and assist other businesses through our expertise.

When it comes to raising our profile and increasing our visibility and influence, we've created a framework and an approach. This means we're in a great position to influence decision-makers and, ultimately, policy changes that can positively impact our customers, colleagues, business and the wider area. More detail on our profile-raising and influencing framework is set out later in this plan.

Overall, we're receiving constant feedback from partners about our approach to working with them, showing a desire to continue those working relationships into the future, something that's great to hear and that we'll continue to build on.



The 2020 Thirteen stakeholder perceptions survey results

Relationships with Thirteen are generally healthy, and getting stronger over time. We're recognised as having a strong brand and branding. We're seen by partners as being open, honest, positive and responsive. We're keen to engage, collaborate and nurture our relationships with partners.



Collaboration

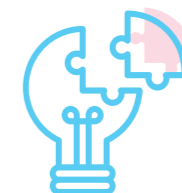
A key perception of Thirteen is our willingness and ability to collaborate well with others in the sector. The most commonly cited strength from the 2017 survey continues to be the same in 2020 – our willingness to share. Thirteen is seen as helpful and generous in sharing knowledge and experience.



Ambition

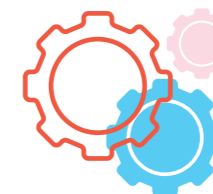
Thirteen is perceived as an ambitious and innovative housing provider evidenced in our growth, ambitious projects, expansion plans, operating in challenging areas as well as the targets in our strategic plan. People see our deep-rooted ambition for the communities we serve.

Many partners are aware of key developments since 2017, including the Homes England partnership, development and regeneration and a £1billion investment, although more could be done to boost awareness and knowledge, especially of the neighbourhood operating model. The 2020-25 Strategic Plan was well received by stakeholders, demonstrating clear and ambitious plans. Many would like to see updates on progress.



Innovation

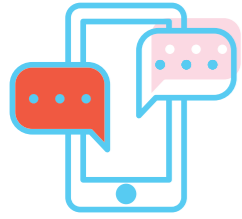
More significant than 2017. Thirteen is seen as 'ahead of the game' and 'forward thinking' due to our appetite to try things to provide improved services for customers. We're seen as continually looking to improve so we can deliver the best services.



Range of operations

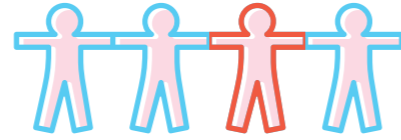
In 2020, stakeholders perceive Thirteen to have emerged from our transition period in 2017-19. Feeling we have diversified well - with customers still at the core of our values. Undertaking new services including private housebuilding alongside our social conscience. There is acknowledgement of Thirteen's variety of services in both social and commercial contexts. A few expressed concern of Thirteen moving away from social purpose alongside growth.

What our colleagues think about Thirteen



Customer engagement

Strong customer engagement. Thirteen is seen as passionate about customers and treats them well. Always looking to improve services.



Relationships

Relationships with Thirteen are generally healthy, and getting stronger over time. Strong brand and branding. Open and honest. Positive and healthy. Thirteen key contacts are responsive. Willingness to engage and collaborate. Some relationships with Local Authorities could be nurtured.



Community focused

Thirteen is seen as community focused with a social conscience. Thirteen is seen to do work that goes beyond the bricks and mortar addressing the needs of the local community. We are seen as embedded and present in the community being supportive of needs.



Culture and employee engagement

This was an area for improvement from the 2017 survey. Partners said it has improved and is now a perceived strength. Seen as ahead of the game. Many commented on staff strategic alignment. In 2017 stakeholders felt Thirteen was still in a period of transition and had not yet stabilised. Now, Thirteen is seen as cemented and an exemplar. Culture is seen as really settled.



+38

eNPS (colleague net promoter score)

2019: +39



Despite the pandemic, our eNPS had increased to +55 during summer 2020. In our most recent full colleague survey, it has now fallen back in line with the score seen in 2019 – and at +38 remains an excellent score and above our Hive 2020 benchmark of +24.

Going well for colleagues

- Colleagues are mostly happy, motivated and engaged
- Feel well informed and happy with how the company had followed government COVID-19 guidelines
- Increased flexibility, improved work-life balance and less time lost to commuting
- For some, we've seen improvements to mental health
- Lockdown forced ways of working to change, proving we could do things more efficiently - reducing costs and better for the environment
- Regular catch-ups and 1-2-1s, good teamwork and levels of performance
- Many loving the flexibility and have embedded a new approach in their daily life, i.e. time with family, exercise etc.
- IT is working well – good use of technology and the IT support available
- Great connectivity
- Pre-pandemic work served us well.

Things we need to focus on with colleagues

- Some colleagues miss face to face interaction
- Some are worried that remote working is stifling creative thinking and has led to an increase in meeting time
- Perceptions of being treated differently/different expectations
- Worried that trust and rapport is more challenging to build up over phone/video
- Work life balance/childcare - different circumstances and environments, workload pressures and support in and out of work
- Where colleagues have these experiences, there's been a negative impact on mental health.

Action points

- Re-energise connections with some local authorities
- Produce bi-annual updates to key partners to evidence delivery and follow-through
- Promote work on property compliance
- Open-up discussions with partners about future plans
- Build on our visibility in the sector
- Increase awareness of Thirteen's efforts to influence policy makers in London.

What we can help fix - and how

Working in partnership

Raising our profile and influencing

Our reputation as a sector leader continues to grow. With a strong brand, award-winning services and 1,500 colleagues committed to making a difference, our presence is increasing locally and nationally.

But to make an even bigger impact, there's more we can do. We need not just raise our profile but do it with the right people, in the right places, at the right time. Our profile-raising and influencing plan aim to do just that to make a difference to our customers, colleagues, business and the wider area.

We know we make a difference; it's what our outcomes and impacts show. Vitally, it's also one of the reasons why colleagues consistently tell us they love working for Thirteen. But by being even better known for what we achieve and the impacts we make, we can do even more.

That could be attracting new contracts because we're known for excellent support services that help people live independently or influencing government policy by showing the positives our delivery models bring.

We know we can't always achieve our priorities and objectives on our own. That's why we need to influence key stakeholders, including external partners, agencies and the government, where the impact of external decisions can make a massive difference to Thirteen and our customers.

By working together, we can influence stakeholder views and build positive and long-lasting perceptions of Thirteen to ensure we're in a great position to do more.



Areas of focus

Our focus on our operating environment means we have a broad understanding of the challenges and the opportunities facing us and how we can shape Thirteen's services to grow and enhance services and address issues to fix problems for customers and communities.

Supporting local economies

Many of the areas we operate in have specialisms and industries they are known for. The impact of COVID-19 is being felt and will continue to be in the future. We are also dealing with an employment landscape post Brexit with uncertainties to be addressed and worked through in partnership. We will help support our local economies with a housing offer that not only attracts people to the areas we work in, but that keeps them there too.

Housing affordability

While the North East and parts of Yorkshire are some of the most affordable areas in England, many houses still aren't affordable, with average house prices between five and seven times the average household earnings. In every area of the North East and Yorkshire, there are not enough new affordable homes for customers on low incomes. Thirteen can increase the delivery of new affordable and shared ownership homes to meet these needs with the added benefit of an in-house contractor in Gus Robinson Developments.

Regeneration as a vehicle for change

There are significant gaps between high price and low price areas; some core urban areas suffer from once-popular homes that have some neighbourhood issues that don't make them attractive to people as once before. Some of the places we work in have very high levels of social deprivation and others significant affluence with populations and the number of households set to continue rising. Growth will be driven to a great extent by an ageing population and a rise in single-person households. Many of the housing markets we work in underperform in comparison to national and regional benchmarks. That said, there are also many successful parts of housing markets. There are opportunities to further develop new housing products and services in older inner urban areas close to amenities to enable people to access quality homes. We'll continue to listen to what our customers tell us to add the most value and provide well-cared-for neighbourhoods, communities and fundamentally homes.



Town centres

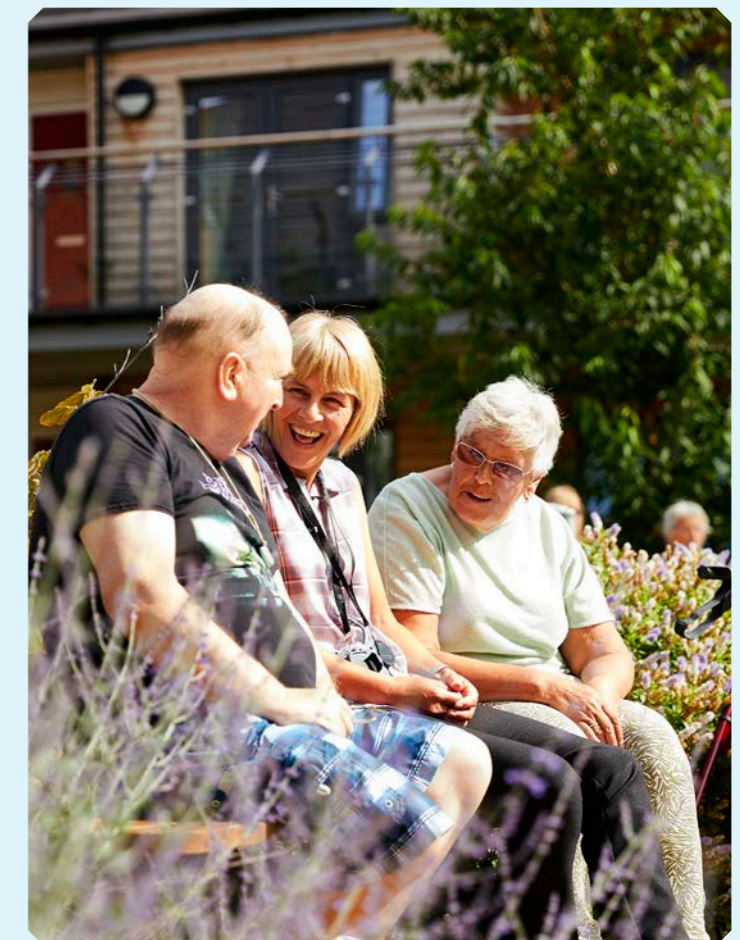
Several local authorities we work with have secured investment from the Future High Streets Fund to help recover from the pandemic and deliver ambitious regeneration plans, transforming town centres into vibrant places to live, work and shop. We're pleased to be working with our partners to help with these plans.

Creating new housing markets

Where areas need improving, we can deliver development and improvement projects to improve the area's economy and environment as a place to live, including bringing old properties back to life. We are concentrating our development and social value work on former housing market renewal areas, and we'll remain open to other opportunities. We're currently working with local authority partners on our plans for Gresham in Middlesbrough and South Bank in Redcar and Cleveland as two examples. These build on our promise to deliver projects that help create new housing markets.

Older people and specialist places to live

We have a growing elderly population meaning that requirements for housing suitable for older people will increase significantly in coming years. We can help ensure people can live independently as long as possible by providing a wide range of choices of places to live that best meet their needs and aspirations. Not only that, but we also adapt homes and provide specialist support services through our Thirteen Plus range of services and can even help create support packages. This means customers who may have had to go into hospital or care in the past can stay in their homes longer. As part of our commitment to living well, we'll develop new accommodation by working closely with local authorities and commissioners to meet their local needs for good quality and cost-efficient homes to enable people to live independently. We'll grow our commissioned service contracts for a range of support needs – again by understanding what services are required and being innovative in our delivery models.



What we can help fix - and how

Customers and the Social Housing White Paper

In November 2020, the long-awaited Social Housing White Paper was published, which will profoundly change some of the things we do and how we do them.

The paper includes a lot of emphasis on safety, and that's in response to 'government deafness' from some organisations involved in the Grenfell tragedy. It recognises that building safety and involving customers in how safe they feel, and understanding the safety features of their high-rise or complex building is essential.

The government also want customers to know how we are performing and to hold us to account. It wants to make sure customers feel respected, that we deal with complaints fairly, and we hear our customer's voices. Plus, that customers can live in a good quality home and neighbourhood, so over the next year, the government is looking at a new definition of decent homes 2, and we've already started to feed into that consultation.

The final section in the white paper promotes homeownership, which is a government objective to give people more options to get on the housing ladder.

To be safe in your home

We're committed to continuously enhancing fire safety in our high-rise, low-rise and complex buildings, as well as improving on the good practice we've already established over the last three years. We've launched a clear, concise and ongoing campaign to raise awareness of how our customers can make sure they stay safe in their homes, and we're continuing to engage with and listen to our customers.

To know how your landlord is performing

In consultation with customers, we've developed a co-regulation framework that ensures Thirteen's customers can genuinely influence and challenge our performance and service delivery. It offers a range of options for involvement and enables them to choose when, how and for how long they are involved.

To have your complaints dealt with promptly and fairly

We're committed to achieving 100% of complaints resolved promptly and fairly within five working days. Our ultimate aim is not to receive a repeat complaint, so we've been working with managers to learn from the ones we've had. We've been looking at where complaints are coming from, why they're happening and what we can do to work with customers and help stop them from happening.

To be treated with respect, backed by a strong consumer regulator for tenants

As a registered social housing provider, we're overseen by the Regulator of Social Housing (RoSH) and have to meet the outcomes and expectations set out in its economic and consumer regulatory standards.

The board is responsible for ensuring we meet these standards, embracing a co-regulatory and transparent approach to regulation and ensuring we're open about how we meet our objectives, as well as being accountable.

Our board reviews performance against the economic regulatory standards to confirm compliance, and our involved customers test us against the consumer standards. Our involved customers then report back to the board whether we meet the standard for home, tenant involvement and empowerment, tenancy, neighbourhood and communities, highlighting any improvement recommendations.

Our 2020 In-Depth Assessment (IDA) by the Regulator reaffirmed our G1/V1 rating, evidence of continuing strong governance and financial viability culture.



To have your voice heard by your landlord

Our customer voice is very much heard and well received by Thirteen; one way the board hears it is via involved customer stream leads providing updates at each board meeting on their activities and their impact. They present reports on compliance with consumer standards and six-monthly reports on performance and complaints. The chair of the involvement framework attends every board meeting and development event and takes an active part in discussions.

Customers also hold customer conferences, where stream leads present details of the activities carried out by their stream and the improvements to performance and services made as a result.

We were early adopters of the NHF Together with Tenants initiative, and we're continuing to work with other housing providers in the region to develop a North East tenants voice.

We received compliance plus accreditation in our recent customer service excellence assessment and recognition of our good practice from TPAS and others, culminating in us being shortlisted in the outstanding tenant engagement category at the national TPAS Awards 2020.

Finally, we've also consulted with our involved customers on this document to make sure they have their say and help influence our direction. Some of the feedback we received recognised our positive approach. Many were pleased to see the great work we're doing to help tackle climate change, as well as our five-year plan that demonstrates our commitment

to investing in our neighbourhoods, homes, structure and environment.

To have a good quality home and neighbourhood to live in

The quality of neighbourhoods is as important as the housing quality and, in turn, contributes to the quality of life. That's why our operating model puts neighbourhoods at the heart of everything we do, ensuring we work with partners to deliver what's right to help communities thrive.

We're continuing to maintain and invest in our houses and estates and providing a range of new homes and tenures to address the housing needs in our operating area. We are also serious about reducing our environmental impact and decarbonising our homes and services.

Specialist homes for older people and those with learning or mental health issues are also an important part of our development programme.

To be supported to take your first step to ownership

We're expanding our range of homeownership products, both around shared ownership and outright sale. Thirteen Homes was established in 2018 to provide private homes for sale to enhance our offer and deliver quality homes for those looking to buy outright.

As a Homes England strategic partner, we have an ambitious development programme to build new homes for rent, shared ownership and some for market sale, with the proceeds reinvested, over the next five years.

What we can help fix - and how

Priorities for growth

As mentioned earlier, we want to grow and expand the impact we make to ensure we meet the need of customers and the wider region, but we can't do it alone. We also know we need to learn from the COVID-19 pandemic and its wider effects, so we'll work with partners to consult on some key themes and what more we can do regarding partnership working.

Thirteen as a housing association

- Developing new homes to meet housing needs
- Investing in communities and regenerating neighbourhoods
- Working in alliances and partnerships
- Increasing the level of new affordable homes delivered through the next round of Wave partnerships in partnership with Homes England.

Thirteen Plus

- Providing places and services to support independent living through our living well project
- Growing our offer for customers who might need extra support to live independently by looking at innovative ways to use design and technology
- Enhancing a sense of community that impacts customers' long-term health and wellbeing and their ability to live fulfilling lives, thriving physically and mentally

- Thirteen will be a leader in helping people to age better by enabling people to stay in their homes for as long as they want to and creating homes and communities where people aspire to grow older
- Developing new accommodation and working closely with local authorities and commissioners to meet their local needs for good quality and cost-efficient homes to enable people to live independently
- Growing our commissioned service contracts for a range of support needs – again by understanding what services are required and by being innovative in our delivery models.

Thirteen Homes

- Providing new homes for market sale with profits being reinvested into Thirteen.

Gus Robinson Developments

- Currently provides contracting services for housing associations and developers, local authorities and others. Once all external contracts are complete from this financial year, GRD will refocus on supporting the group in its delivery of housing stock
- Constructing part of Thirteen's affordable homes programme (capped at a maximum of £60m exposure per year).

Our business essentials

We have six fundamental objectives (our business essentials) that run through everything we do at Thirteen; we take each of these into account as we deliver services, invest and plan for the future.

Everything safe

Keeping customers, colleagues, and the organisation safe is at the forefront of everything we do. Both our health & safety and assurance frameworks ensure we manage and monitor performance and risks. The frameworks cover areas such as working safely, property and regulatory compliance and data security. All the information and KPIs are reported appropriately to the everything safe group (led by our CFO), health & safety committee, fire safety forum and audit and risk committee.

We continue to enhance fire safety in high-rise and low-rise blocks, including our ongoing campaign to raise awareness of how our customers can make sure they stay safe in their homes. We know how important this is to our customers, and it's at the forefront of the governments White Paper. Post Grenfell, we recognise that customer safety is paramount, and we're committed to continually improving the good practices we have already established.

We understand customers need

Delivering for our customers and turning them into fans that rave about us for all the right reasons underpin our philosophy. We'll deliver on the areas that matter most to customers through our Touchpoint programme and give them great experiences that will be evident in what they say about us. We're committed to listening and acting on our customers' voices, as this is a key ingredient when we look at innovating and growing our services.

We have strong financials

Our financial metrics, gearing, and interest cover compare favourably to our sector peer group, and we're committed to ongoing compliance with our golden financial rules. We maintain headroom on funding facilities to enable investment in existing and new homes and our neighbourhoods.

Reducing our environmental impact

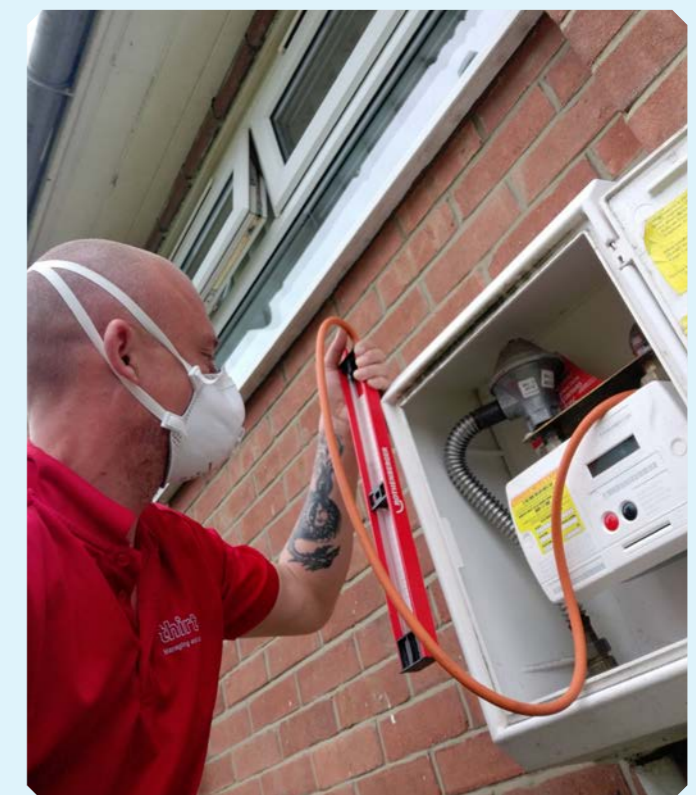
Our take control campaign sets out how we will become a much greener organisation, reducing our environmental impact as far as we can and empowering our customers, colleagues and stakeholders to take control of their impacts. We've set our ambition as an organisation to reach net-zero on direct emissions by 2035.

Simplify the way we work

We'll create a better customer and colleague experience by streamlining, simplifying and improving our ways of working. We'll improve our efficiency and effectiveness with process reviews and better use of technology and data. We have an ethos of continuous improvement that will deliver efficiencies and reduce our operating costs while ensuring that it's easy to do business with us.

Having clear communication

Our communications strategy sets out our approach to connecting with all our stakeholders, ensuring they understand and support our mission, vision, values and priorities and have a great perception of Thirteen. Measuring our impact and reach every month means ensuring our messages are read and understood, and we create fans from all stakeholder groups.



Our three priorities



Progress so far

Over the last eighteen months, we have been embedding our foundations. Our performance has improved across many key operational areas seeing us rated as a median to upper quartiles. We have also learned a lot! Be that through making these improvements or dealing with the global pandemic.

Nearly nine in ten customers are currently satisfied with Thirteen, and a large majority of those customers are very satisfied (59%). So, what's the fuss all about? Well, query resolution (26.1%), communication (22.4%) and experience of repair (20.0%) are areas that customers see as vital to boost satisfaction with the overall service provided.

Additionally, to counter dissatisfaction, there is also a pattern with query resolution (41.4%), communication (30.6%) and quality of housing (28.4%) being what matter to customers. Taken together, these are all areas we need to do better in.

We still have lots more to do and achieve, and everything comes down to the three factors:



1. Speed and convenience:
The ease and suitability of services

2. Responsiveness:
The flexibility of services

3. Quality:
The levels of excellence of services

1 Great customer experience

Why it's important to us

Housing, care and support are vital components in the communities we serve, and as we move through the course of our plan, we want to turn our customers into fans – that rant and rave about us and our services for all the right reasons. Being the housing provider of choice in the communities we serve matters, and we will strive to become that. We also believe that everyone should get the same quality and consistency of service, no matter where and how they contact us.



my thirteen

We introduced our operating model in 2018 to put neighbourhoods at the heart and create an even bigger impact on our communities and give customers a greater voice. Although many customers are satisfied with us, we want to continue to be easier to do business with, and the three factors mentioned will support us on this journey. Our customers are noticing a positive difference through My Thirteen and our Stockton Touchpoint store, and we'll continue to make even more great changes.

As part of our approach to customers, we will enhance their all-round experience. We will continue to offer various channels – face-to-face, telephone, and online to access our services and be consistent. We will continue to meet the demands of all the Thirteen customer base, wherever you live.

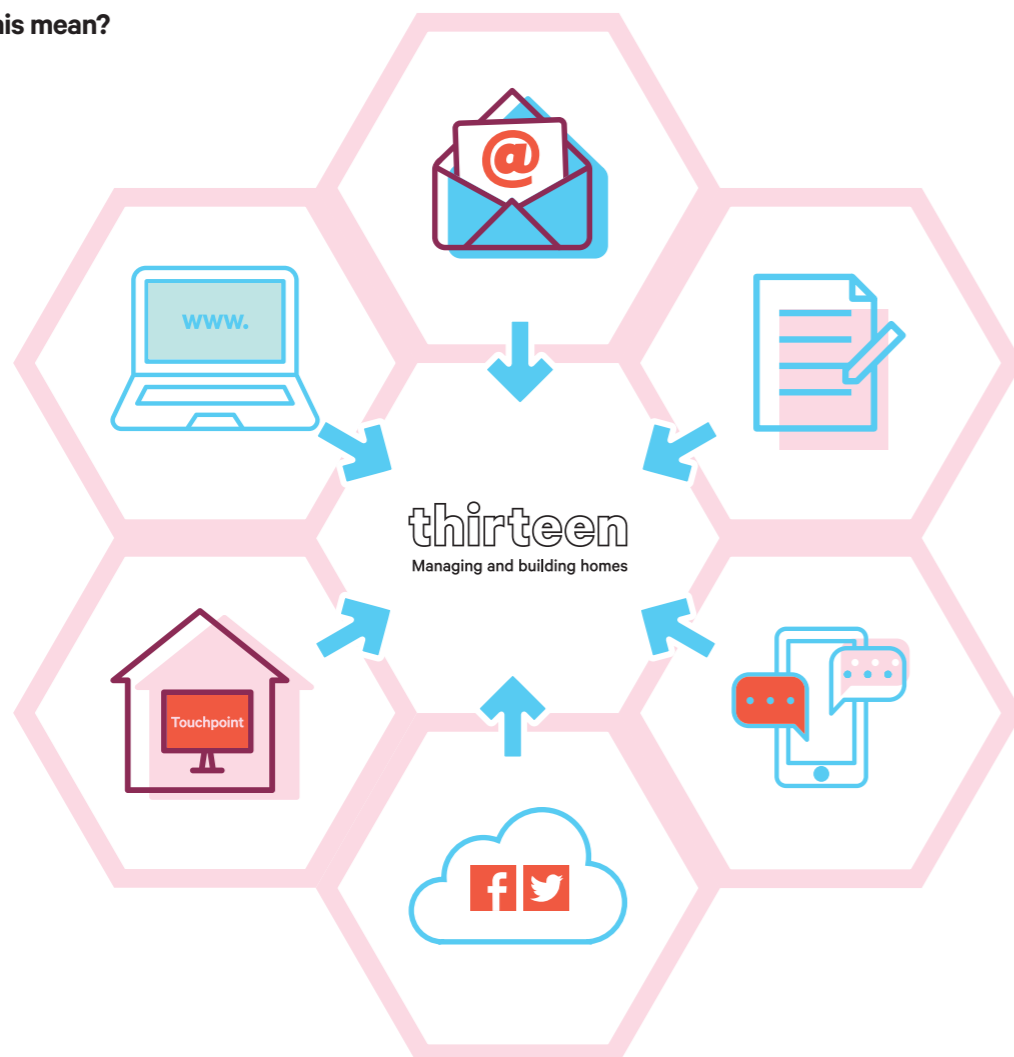
What will we do for customers?

Simply put, we will deliver simple concepts that will focus our service delivery approach for customers. We will strive to provide services that are:

- Personalised to the customer
- Give for the customer choice
- Based on consistency irrespective of channel access
- Formed on resolution at the first point of contact with zero-repeats
- Drive appointment and structure throughout
- Promote the use of self-serve in every element
- Empower colleagues and customers.

Our three priorities

But what does this mean?



We will embed the concept of resolution in all our dealings with customers. That is not to say we will take away the personal touch. Quite the opposite – our focus will be on the activity that customers and the business need. Having this focus will lead to us moving to an appointment-based structure throughout service delivery. We currently offer appointment slots in key areas such as repairs where customers phone with an issue. The Touchpoint team diagnoses the problem, and an appropriate time slot is allocated based on customer and colleague availability. The team replicates this approach for every customer service area going forward. Where we receive negative feedback from customers around timely responses, resolution and communication, we can address this going forward and make access easy and convenient for customers. What can be, will be answered within the Touchpoint centre either on the phone or online, to the point of resolution and where it cannot be, appropriate escalation to an appointment-based service made. This will always make our response to customers more

transparent and make monitoring demand and workload easier, ensuring a resource and workload match.

We will promote the use of self-serve and support customers to become less dependent on Thirteen. Where needed, our levels of support can help customers and communities, although sometimes, we can find that some may not need the support. For example, we recently contacted over 2,000 customers, with 70% not interested in helping us shape services indicating sentiment. Working to promote self-serve through My Thirteen will enable us to free up time and resources for where and when it matters and allow customers to become 'active citizens' in their communities. It will elevate our approach to community development and resilience through our business growth team (see strategic priority two) and do more for the communities where we work.

Appointments and structure will facilitate choice and personalised service. This will enable us to treat every customer as an individual and build relationships throughout interactions with us. This is not to say that named contacts won't exist, but we'll offer customers a choice to deliver a service at a time and speed that suits them – true convenient access. This approach has been refined and embedded within the repairs service over the last eight months and has given us a structured and practical approach to adapt to other business areas. Our early work in repairs has seen the call on services reduce, performance improvement to levels that were not being met, and services delivered more effectively and efficiently than previously. Whether we are being reactive to a customer request or proactive in work on debt recovery, lettings, tenancy management issues, or trying to keep estates tidy, this will enable us to be more efficient and effective.

Our approach to services will also be to deliver zero repeats. That is not to say all services will operate perfectly, every time, although that will be the aim – more that when there is an issue, customers only want to tell their story one time. They do not want to repeat it to multiple Thirteen colleagues. Through our omni-channel approach utilising My Thirteen, if the customer makes a complaint or raises one online, the colleague who takes over will ask questions about the complaint, not asking the customer to repeat the story – enhancing the resolution and communication experience. Customers expect no repeats and one timely answer.

Finally, all of this will drive operational consistency in service delivery both for colleagues enabling efficiency and effectiveness savings and for customers increasing brand value and, as a minimum, maintaining satisfaction with the overall services – and creating those fans! Our approach to service delivery will help overcome the issues we have faced and identify the feedback. Inconsistency causes confusion and a loss of the customer's confidence and, to a degree, colleagues.

Outcomes we'll deliver

- Improved customer experience (personalisation and choice/appointment based)
- Less debt being owed to Thirteen
- Increased insight and customers staying longer with us
- Letting more homes and quicker
- Consistent, efficient, and effective service delivery regardless of channel access
- Maximised support for customers in supported and care settings
- Increased geographical footprint
- Developed new models of accommodation for older people
- Developing a new regeneration offer with key partners
- Driving Thirteen's role as a community anchor, creating resilient communities and reducing demand on services.

Maintaining performance improvement in these areas

- Maintain percentage of repair jobs fixed first time at above 90%
- Maintain 100% of complaints resolved within five working days
- Maintain the average days to complete a repairs job at eight days or below
- Maintain the average days to turnaround a void at 30 and aim to be below.

Areas for improvement to achieve these outcomes

- Increase the take-up of My Thirteen
- Improve overall customer satisfaction to 90% or over through real-time feedback
- Satisfy more customers by tailoring their experience through appointment and structure
- Increase the average time customers are with us
- Continue to reduce the number of voids to get to top quartile performance and increase rental income
- Promote and focus our support services to sustain tenancies
- Less debt owed to us all-round by reducing the level of debt owed by current and former tenants to median quartile.

Our three priorities

Key partners we'll work with to deliver this priority

We'll work with major suppliers such as local authorities, registered providers, community groups/stakeholders, commissioners, National Housing Federation, Chartered Institute of Housing, Housing LIN, NHS, care providers, DWP and Teesside University.

Major activities we'll deliver to achieve this priority

1.1 Touchpoint programme

We believe everyone should get the same quality of service, no matter where and how they come into contact with us. That's why we're investing in our Touchpoint programme, including a high street presence, enhanced digital approach and our contact systems, to promote the range of services that we have to offer and make our services more accessible, direct, quick and easy.

Key outputs/activities

- Improved customer experience
- Improved productivity
- Efficiency savings
- Digital engagement
- Improved take-up of services
- More of our tenants staying with us longer
- Letting more of our homes and quicker
- Less debt owed

Lead:

Executive Director – Customer Services

When:

2021-26



1.2 Innovating and growing the offer

We go beyond bricks and mortar to develop targeted help and support so people who need some help can live more successfully. Our ever-growing range of support services includes money advice and financial planning, help with Universal Credit, tenancy enforcement, help to get into work or training and homeless support. So that we can respond to customer demands and the issues they face, we're going to expand our service offering by securing external funding for employability and customers retraining. We'll be looking at what more we can do to improve deprived neighbourhoods. This includes how we can tailor our services to meet specific needs, how we can better respond to anti-social behaviour and what we can do to provide services for young people and help people live independently for longer.

Key outputs/activities

- West Yorkshire marketing plan
- Shared ownership staircasing plan
- Implement MOU with Teesside University
- Vision for Living Well - Internet of things (IoT) pilot
- Empty homes initiatives
- Business case to commercialise retrofit/ decarbonisation
- Stakeholder relationship management system/CRM

Lead:

Executive Director – Business Growth

When:

2021-26



By delivering the above, we will see:

- Our customers trust us to do what we say, and we deliver extraordinary services while creating fans
- We invest in services and products for customers through effective and efficient working
- Customers being able to afford to live a healthy lifestyle in their own home
- Customers, both existing and potential, knowing what products and services we offer, how to access them, how they work for them and maximising take-up
- Communities served through outstanding housing and services offered.

Our three priorities

We will measure progress by:

Critical Success KPIs	Outturn	Targets					Lead
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	
Satisfaction with our services overall	89.1%	85%	86%	87%	88%	89%	SDCE
Customer NPS (would recommend Thirteen)	531	55	55	55	55	55	SDCE
Number of households accessing services digitally	13,513	15,000	17,500	20,000	22,500	25,000	SDCE
Total current tenant arrears (amount)	£4.62m	£5.62m	£5.39m	£5.07m	£4.85m	£4.60m	SDO
Total former tenant arrears (amount)	£2.07m	£2.25m	£2.33m	£2.38m	£2.40m	£2.43m	SDO
Voids – vacant and available to let. Standard portfolio	155	200	200	180	170	170	SDO
Void relet times, standard properties excl. major repairs	58 days	30 days	25 days	25 days	25 days	25 days	SDO
Tenancy turnover (rolling 12 months)	8.3%	9%	9%	9%	8%	8%	SD R&M
Satisfaction with repairs services (overall)	83.7%	>=85%	>=86%	>=87%	>=88%	>=89%	SD R&M

Note:

The targets above are based on stock performance ahead of taking account of our recently acquired properties (in Middlesbrough and Humberside). We have already updated our performance reporting system to allow us to view performance for our legacy properties, our newly acquired properties or all together, and we'll revisit our overall performance, considering the newly acquired properties during the year.



2 Quality places to live and improving neighbourhoods

Why it's important to us

The quality of neighbourhoods is as important as the housing quality and, in turn, contributes to the quality of life. We can't create a sense of community, but we can help create the conditions to help make it happen. That's why our operating model puts neighbourhoods at the heart of everything we do, ensuring we work with partners to deliver what's right to help communities thrive.

We'll continue to maintain and invest in our houses and estates and provide a range of new homes and tenures to address the housing needs in our operating areas. By being more efficient, we'll invest in neighbourhoods to improve the housing offer and the place and provide employment opportunities to make a major contribution to the regeneration of the communities we work in across the Tees Valley and in our expanding footprint areas such as West

Yorkshire and Humberside. As mentioned earlier, we know we have some strategic choices to make and making these decisions in consultation with our key partners will drive our investment plans.

We are also serious about reducing our environmental impact and decarbonising our homes and services. We want to make our organisation more environmentally conscious and get all colleagues involved in helping stamp out our direct carbon emissions, reducing the negative impact we have on the planet. Everyone in Thirteen is working internally to reduce our direct operational impact, and we also want to work with partners, suppliers and subcontractors to lower this more widely. This is both an environmentally responsible thing to do but also makes excellent business sense.

Our three priorities

Progress so far

We have a long-term investment programme of over £1bn to update our homes by replacing roofs, kitchens and bathrooms etc. We're starting to pilot new investment initiatives within our neighbourhoods such as street cleaning, to improve the area for customers. Our programme to build new affordable homes is growing, with a pipeline of new development schemes across the North East and Yorkshire, including just under 400 this year alone. In 2019 we became a Homes England partner and increased our development programme by another 1,000 homes. Specialist homes for older people and those with learning or mental health issues continue to be an important part of our development programme. Alongside all this, our subsidiary Thirteen Homes offers homes for outright sale, with the profits going back into. Having contractor Gus Robinson Developments as part of our group ensures we have the right skills, expertise and capacity to deliver our development strategy.

Outcomes we'll deliver

- More of our tenants staying with us longer
- Letting more of our homes and quicker
- Fewer empty homes
- Being the landlord/housing provider of choice
- High quality homes
- Increase in new homes – affordable rent, shared ownership and market sale
- Reduction in our carbon footprint/reduced environmental impact
- Environmental improvements (sustainable homes)
- Increased local jobs and apprentices in construction
- Continuous improvement and value of existing stock
- Continuing to meet/exceed building safety standards.

Maintaining performance improvement in these areas

- Maintain 70% of our homes having a high energy efficiency rating
- Maintain Green grade compliance with Homes England for our development programme.

Areas for improvement to achieve these outcomes

- Increase the pipeline of sites for new homes under contract
- Spending to funding profiles
- Improve customer perceptions of their neighbourhood as a place to live.



Key partners we'll work with to deliver this priority

We'll work with Thirteen Homes, Gus Robinson Developments, combined authority, house builders, local authorities, major suppliers, Homes England, the offsite homes alliance, Homes for the North, North East England Chamber of Commerce and other large employers in the region.

Major activities we'll deliver to achieve this priority

2.1 Maximising the investment in customer's homes

We have a continuous programme of improving our stock. Last year we invested £101m in our homes and neighbourhoods, which compares well with our peers. A typical year sees 4,000 homes receive work, including new roofs, kitchens, bathrooms, windows and doors and energy-efficient boilers installed. Over the next five years, 20,000 homes will see improvements.

We continue to monitor the performance of all our assets, including our remaining high-rise blocks, paying particular attention to building safety and prioritising customer safety. As part of our investment and building safety programme, we're well on the way to installing suppression systems in all our tower blocks. We've completed suppression systems to eight buildings, with a further three planned for completion in the next three years. The sprinkler systems add an extra layer of fire safety and enhance the existing fire safety measures already in place, giving customers peace of mind. VFM is a priority, and we're ensuring that our spending is targeted towards viable homes where there is a good demand for housing.

Key outputs/activities

- £400m invested in our current homes for tenants over the next five years
- Less tenancy turnover
- Complete the relocation of the remaining households from five high-rise blocks which will then be decommissioned and replaced with new homes
- Complete the delivery of sprinklers and misting systems to our remaining high-rise blocks
- Continue to monitor our high-rise buildings to make sure they meet the best standards
- Asset compliance all tests passed

Lead:

Executive Director – Assets

Interim Chief Development Officer

When:

2020-25

2021-26

Our three priorities



2.2 Building new homes

As people move through life, they want more choices. Last year we spent £47m on developing new homes. We plan to build 4,842 places for people to live over the next five years, including affordable, shared ownership and homes for market sale.

Key outputs/activities

- Building 4,472 new affordable and shared ownership homes by 2026
- Building 370 new homes for market sale by 2026, with the profit being reinvested back into our social purpose
- Customer satisfaction with their new home
- Creating construction jobs
- Creating apprenticeships for local people
- Maintaining and developing strategic partnerships and assessing and developing bids for funding
- Establishing joint funding opportunities for regeneration
- Homes England (Wave 2) and Brownfield Land bids
- Bidding for new development opportunities
- Developing a new regeneration offer with key partners
- Assisting in the regeneration of Gresham as a place people want to live and work

Lead:

Interim Chief Development Officer

Executive Director – Business Growth

When:

2020-25

2021-26



2.3 Home of 2030

Expectations are changing about what a home should be. Over the next 12 months, we'll start building homes from our new range of house types so our brand quality is consistent and we can improve costs.

We'll also be trialling and delivering new methods of construction to improve quality and decrease construction times. New environmental measures are being introduced to reduce the carbon impact of new homes. The government announced that gas boilers would be banned in new homes from 2025 to tackle climate change and a new home's standard, enforcing the end of fossil fuel heating systems and delivering lower carbon and lower fuel bills.

We'll explore what the house of 2030 should look like so we keep pace with changing expectations.

Key outputs/activities

- % of homes at EPC C or above by 2030
- Create a new house type range
- Ensure we keep pace with building regulation and environmental standards
- Improve customer satisfaction
- Reduce running costs for customers
- High quality products
- Reduce cost of delivery
- Drive process efficiencies

Lead:

Interim Chief Development Officer

When:

2021

Our three priorities



By delivering the above, we will see:

- Meeting demand and providing choice
- Delivering a range of homes to suit our customers, wherever they are in their lives
- Popular neighbourhoods with a sustainable community and reduced anti-social behaviour
- A net growth in unit numbers to bring better services and products to more people
- Maximising the return on our investments
- More diverse communities that are served through an outstanding housing offer.

We will measure progress by:

Critical Success KPIs	Outturn	Targets					Lead
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	
Wave dwellings developed (Phase 1)	47	221	371	282	223	tbc	ICDO
Asset compliance tests all passed	100%	100%	100%	100%	100%	100%	SD Assets
New supply delivered: absolute social housing	316	500	700	900	1000	1000	ICDO
Avg first tranche sale (%) (affordable programme)	34%	25%	25%	25%	25%	25%	ICDO
Avg first tranche sale (cash) (affordable programme)	£5.6m	£4.2m	£12.7m	£131m	£21.5m	£22.8m	ICDO
Thirteen Homes sales income against the plan	£1.5m	£8.5m	£15.2m	£23.0m	£24.2m	£18.6m	ICDO
Thirteen Homes profit/(loss) before interest and tax	(£0.8m)	£0.4m	£1.4m	£2.5m	£2.6m	£1.7m	ICDO
GRD Profit/(loss) before interest and tax	(£2.6m)	(£0.6m)	(£0.7m)	TBC	TBC	TBC	MDGRD

Note:

As GRD moves to an internally focused resource with the group the 'profitability' targets will be reviewed.



3 Being Team Thirteen

Why it's important to us

Team Thirteen is about being high performing, collaborative and efficient. We want to be an employer of choice, focused on the continued development of board directors and colleagues with the necessary skills and experience to deliver this strategy. The ability to provide high-quality services to more than 70,000 customers in a coordinated way depends critically on attracting and retaining the right people with the right skills who are ambassadors for Thirteen. Part of that means providing a supportive and motivating environment for our 1,500 colleagues.



Our three priorities

Progress so far

After consolidating Thirteen into one business, we reshaped teams to ensure we have the right capacity, resilience, skills and aptitudes to deliver, with our new operating model at the centre. People know their expectations, are in the right place and role, and any obstacles to performance, development, and growth have been addressed. So far, this has included:

- The development of role profiles including expectations of behaviours and accountabilities at each level across the business
- The implementation of a digitised performance management framework for all colleagues
- The introduction of a suite of employment policies, procedures and toolkits
- A new colleague induction process
- A review of our reward strategy and subsequent frameworks
- A Rising Stars programme to develop future talent and leaders
- While our eNPS had increased to +55 during last summer, it's fallen back in line with the score seen in 2019 – and at +38 remains an excellent score and above our Hive 2020 benchmark of +24
- Starting our right space, right place programme to reduce our office locations and overheads
- Support for agile working with investment in systems and equipment
- Maintaining our G1 and V1 rating from our regulator
- We secured additional borrowing through the year to deliver the plan's ambition
- We continue to support colleagues through the COVID-19 pandemic and have produced clear and concise working guides for all staff, including trade colleagues
- We moved from IIP Bronze to IIP Silver last year despite significant changes in the business.

Outcomes we'll deliver

- Everything safe
- Strong financials with more than enough headroom to deliver the plan
- Efficiency targets met/exceeded
- Simplify the ways we work
- Employer of choice with high colleague net promoter score and continued investment in our people
- Strong governance, ensuring we remain legal, safe and fully compliant
- Embed and extend agile working arrangements
- Reduce the running costs of our buildings to support service delivery
- Delivery against our efficiency targets
- Responding effectively to customer need.

Maintaining performance improvement in these areas

- We want to maintain our high colleague eNPS score and do more to ensure colleagues are having a great day at Thirteen
- We want to retain our G1 and V1 rating from our regulator. Effective governance, financial viability, value for money and being more efficient are key drivers in everything we do
- One of our aims is to keep a social housing operating margin of above 30% and our overall margin to get above 20% and continue to make efficiencies across the business
- Maintain our track-record of delivering efficiencies.



Thirteen colleagues 'Eco Ambassadors'

Key partners we'll work with to deliver this priority

We'll work with funders, investors, legal and financial advisors.

Major activities we'll deliver to achieve this priority

3.1 Great days at work

Thirteen colleagues are passionate about what they do. They care about making a difference and striving to improve. We're proud of our achievements, but we also know we have areas to improve, and these are firmly in our plans. We're constantly listening to what our colleagues tell us to ensure that while they focus on helping address housing needs and improving services for the people in our area, they have a great day doing it. This means we'll continue to tailor every element of the employee lifecycle, so we attract and retain excellent colleagues, and they become our fans. We want to be the employer of choice. While people are with us, this means ensuring they're supported, positively challenged, feel connected and informed, proud and valued, energised and in control. We want them to bring their best to work every day to deliver on our three priorities for our customers and the wider area.

Key outputs/activities

- Retain our high net promoter score
- Complete pensions review
- Roll out our talent and succession plan

Lead:

Executive Director – Business Change and Improvement

When:

2021



Our three priorities



3.2 Working at Thirteen

Before COVID-19, we'd already reviewed and reduced our working spaces by investing in agile working, giving people a choice and trusting them to deliver their role in the right place at the right time to suit the customer and the business. Throughout the pandemic, we continued to review our spaces. We've constantly asked our colleagues for feedback on a range of issues to ensure they're not only coping but feel safe and have the right kit to carry out their role fully, as well as asking their thoughts on how they see the future way of working at Thirteen. Many colleagues have told us they want to continue to work from home for a large part of the week. We'll use what they're telling us and what we've learnt, alongside customer needs and demand data, to explore what the short and longer-term future of working at Thirteen looks like. We'll look at the range of different roles and what this means regarding service delivery points and further reduction of office space. Determining our ways of working will become our offer for colleagues as part of our great days at work programme. We'll continue to build on our efficient work practices by setting out our digitisation plans to transform our services for colleagues and customers alike.

Key outputs/activities

- Reduce overall running costs, overheads and operating costs further and maximise the opportunity of the corporate footprint
- Create a dynamic physical and digital infrastructure to support optimum performance and service delivery
- Review our Working at Thirteen approach in light of COVID-19

Lead:

Executive Director – Business Change and Improvement

When:

2020-25



3.3 Financing the plan

We have the significant financial capacity to deliver this plan, but to deliver the level of investment planned within our existing homes, neighbourhoods and new homes, we'll need to secure additional borrowing (within our financial capacity) to deliver the plan's ambition.

Key outputs/activities

- Increased funding available to the group
- Options for new on-lending limits – increased to £50m. Opportunities for new partnerships
- VFM metrics

Lead:

Chief Finance Officer

When:

2021-22



By delivering the above, we will see:

- We are a trusted employer of choice and attract and retain the best talent
- We maximise the human and financial investment in services and products for customers
- We have the resources in place to support the delivery of the strategic plan and support the outcome of strategic choices.

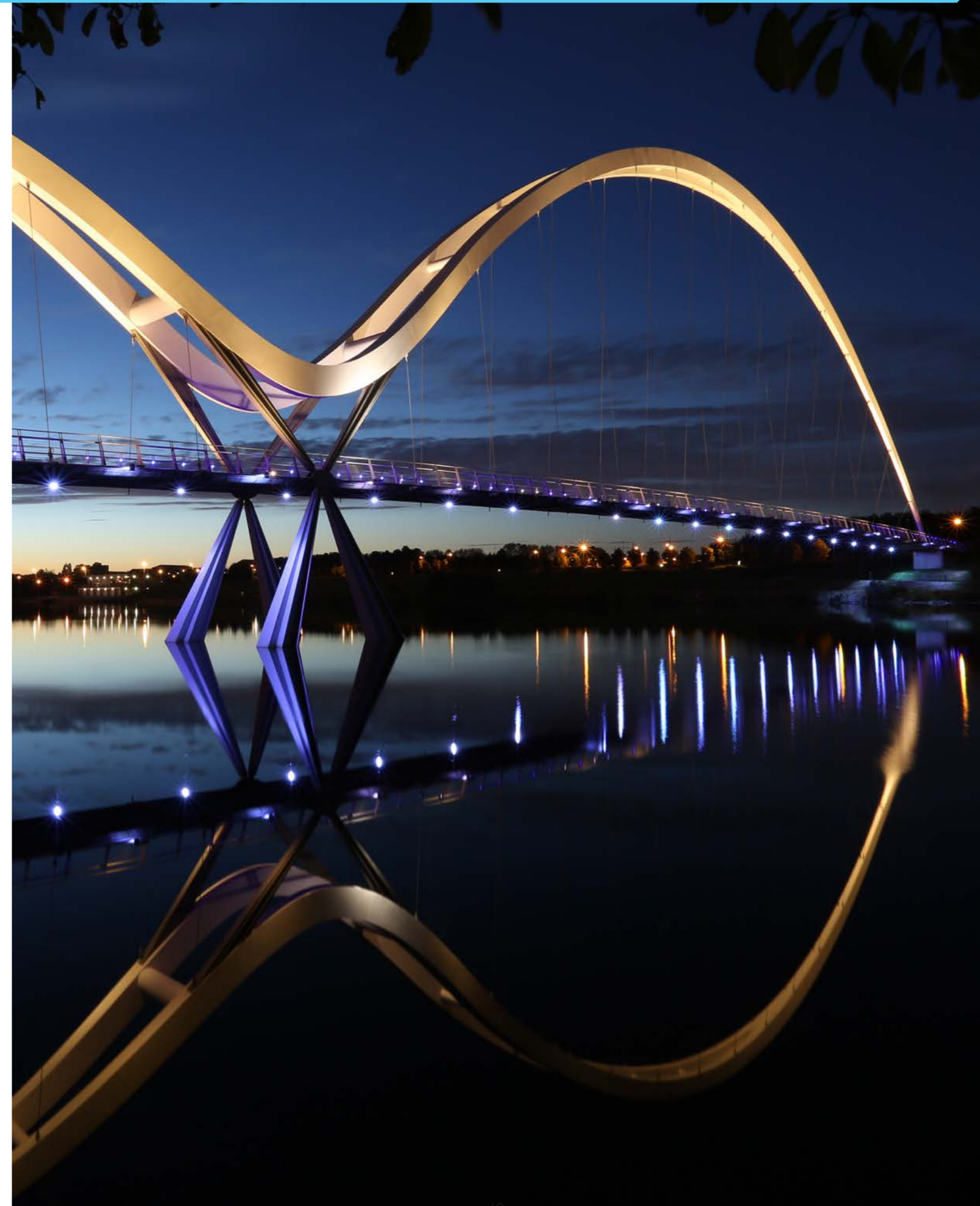
Our three priorities

We will measure progress by:

Critical Success KPIs	Outturn	Targets					Lead
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	
Headline social housing cost per unit	£3,264	£3,511	£3,838	£3,769	£3,955	£4,160	FD
Average days lost to sickness per FTE	9.2	11.5	9.2	9.2	9.0	9.0	SDP
Voluntary staff turnover	8.1%	8%	9%	10%	10%	10%	SDP
NPS – colleagues	38	40	40	40	40	40	SDP
Employees (FTE) / 1,000 units	43.7	38.2	38.2	38.2	38.2	38.2	SDP
EBITDA/MRI margin	26.6%	22.2%	18.9%	20.1%	18.1%	15.9%	FD
Interest cover (Golden Rule)	Yes	Yes	Yes	Yes	Yes	Yes	FD
On lending (Golden Rule)	Yes	Yes	Yes	Yes	Yes	Yes	FD

Note:

As with the targets in priority one, the targets in the table above do not yet take account of the recently acquired properties and associated colleagues, but they will be reviewed during the next 12 months.



Delivering the plan



Our people

At Thirteen, our people are the driving force behind everything that we do. Without them, we wouldn't be able to deliver and meet our customers' needs and aspirations, whether that's providing them with a home, pointing them in the right direction or offering them a helping hand.

Our customers value our staff and the work we do, evidenced in our recent survey of customers, which showed 89.1% satisfaction in Thirteen's services.

We know our people are passionate, capable and uncompromising in their approach to delivering great things for our customers, but we don't want to stop there. We consistently take customer feedback, consider responses and act on them to ensure continued improvement.

Our reputation for having knowledgeable and experienced people showing great behaviours is one we want to maintain, so we constantly train, develop and feedback to our people to ensure they're the best they can be.

We also want to make sure the future talent we think we need is right for the customer, so over the last year, we've:

- Offered learning opportunities driven by the individual, so they fully own their personal development
- Started to create bespoke recruitment campaigns that attract a diversity of talent from much further afield than our region, with simpler, more fun processes carried out digitally, so we don't miss out on untapped talent
- Revisited our induction programme when we bring people into the business, which is now bespoke to the varying roles and people we employ

To support people to achieve excellent customer service, we've also further clarified and defined our expectations around what we want them to do and how we want them to do it. This means our values are lived daily, and our culture is continually shaped alongside our aspirations to be a true employer of choice.

We've introduced and continued to:

Set expectations around one-to-one meetings and bi-annual reviews, with a digitised process to support a consistent approach

- Consider and supply the right IT equipment, workspaces, and ways of working that puts colleagues more in control of how they do their job more efficiently
- Provide tools, techniques and an environment that supports peer to peer recognition
- Offer support in handling difficult conversations, allowing poor behaviour to be challenged and removed
- Revise tired and wordy policies and procedures
- Support innovation, which has grown while we've had to think much differently during the pandemic, encouraging new thinking and challenging anything that gets in the way of positive customer experience.

However, we want more at Thirteen. We know that happy employees = happy customers, and this leads to a successful business, so at Thirteen, we're uncompromising in our ambition to create great days at work for all our employees.

Ultimately a happy and engaged workforce is more productive with a psychological commitment to meaningful outcomes.

We spent time asking our people, 'what makes them happy at work?' - how they want to feel at Thirteen that will make their day a great one, and they told us they want to feel proud, valued, energised, challenged, in control, connected and informed.

That's why we're actively:

- Creating a fully agile working environment that gives people a choice in how they work most effectively and efficiently
- Promoting our health and wellbeing aspirations even further. Physical, mental and financial wellbeing are key. We've planned activities including a mindfulness programme, menopause in the workplace sessions, and supporting key issues such as suicide awareness week
- Introducing a coaching culture that supports collaborative working and responsibility
- Delivering 360-degree feedback opportunities at leadership level
- Using our employee voice to identify barriers to creating great days at work and resolving these
- Recognising true manager accountability for helping create a great day at work by giving them the business intelligence, training, support and responsibility
- Introducing meaningful talent management and succession planning framework that links into performance management, reward and recognition, talent acquisition and workforce planning
- Offering an online reward and recognition platform, learning management system and other digital solutions, making the internal customer experience easier
- Having staff awards that recognise great behaviours and service delivery
- Working on a continued progression towards IIP Gold.

Our most recent employee survey carried out during the third lockdown in January 2021 scored an outstanding 38 ENPS score. This score means people would recommend Thirteen as a place to work - so we know we're on the right track and will work together to tackle themes raised as part of the survey.

We want to keep improving so we can compare our results to world-class employers, and so we know our colleagues have more great days at work and make a much more positive impact on our business.

Our ultimate goal is to be a true employer of choice, not just because our pay and benefits are better than most in the region, but because our people feel that Thirteen is such a great place to work. Their families and friends know and admire what they do, and they also feel proud of Thirteen.

Delivering the plan

Our offer

We have developed our current service offer by listening to customers and stakeholders about what matters to them to create great experiences and turn our customers into fans.

As a result, we are transforming the way we work with customers through MyThirteen and our Touchpoint programme. These initiatives will allow us to deliver a more consistent, responsive and quality service whilst giving us the platform to understand changing customer behaviours and attitudes in a dynamic market. This will be coupled with real-time feedback on how this can drive continual improvement for customers, address the key areas that matter and focus our approach to get the right level of impact and outcomes.

We put customers at the heart, and as we grow and look to serve more customers and communities, we recognise we need to keep improving for different customer groups. We will continue developing our services in care and support so we provide the right level of support for our new customer base whilst offering great value for money for our products and services that can work for customers in all stages of their lifetime from adulthood onwards.

We are expanding our range of homeownership products, both around shared ownership and outright sale. Thirteen Homes was established in 2018 to provide private homes for sale to enhance our offer and deliver quality homes for those looking to buy outright. Their first development site started in 2020, and will provide nearly 300 new homes for sale during the strategic plan period.

In addition, Gus Robinson Developments were acquired in 2018, providing Thirteen with the capacity and capability to deliver an ambitious and expanding affordable homes programme. The use of standard house types and early contractor involvement will allow for improved quality homes at affordable prices for customers.

Partnership and continued growth is our future. We want to remain or become the partner of choice. The links we have between ourselves and private companies, social enterprises, health trusts, local and national government open up opportunities for special projects delivering community benefit. This will be centred around three areas during the life of this strategic plan:

Thirteen as a housing association

By 2026 over **37,500** properties

Providing places for independent living - health and housing

By 2026 an investment of over **£49m** in creating additional independent living homes and services

Providing homes for market sale

Current:

Last remaining **16** homes for sale in Whitby, **92** homes for sale in Darlington and further sites in the pipeline

By 2026:

370 market sale homes delivered, and the profit gift aided to the group for investment in services that meet our charitable objectives

Asset management

With a value of over £1bn, looking after our assets is vital, and a range of activities is continuing.

Highlights include:

- Delivering our maintenance and capital works programme with over £450m to be invested in our current homes for customers over the next five years
- The commencement of high-rise demolition phase 1 (Portland, Milford, Jupiter, Anson & Hudson)
- The 2020 Savills survey is based on a 15% sample of our residential portfolio to understand cost liabilities of capital repair and maintenance, building safety and decarbonisation expenditure requirements. Using the results from this report and our knowledge of our homes, we concluded forecast expenditure requirements to improve and maintain the stock and related assets over 30 years of £4.3bn (excluding decarbonisation costs), which is incorporated into the 30-year business plan
- Thirteen's residential portfolio continues to be 100% compliant with the decent homes standard and other applicable health and safety legislation linked to property compliance
- SM@RT (sustainability modelling and risk tool) modelling, which continues to use customer, demand, housing property, market and commercial data as well as business intelligence to assess the sustainability of the portfolio
- Carrying out a rolling 20% pa stock condition survey plus extra surveys to look at specific components such as kitchens or windows
- Survey data is complemented by information on investment work, including capital work on voids, to ensure asset management data is up to date.

Customer safety continues to be a priority for us, and we have a well-established building safety team that are proactively implementing the requirements of the building safety bill ahead of the legislation and the establishment of the new building safety regulator.

Other things to note:

- Our compliance performance is managed and monitored within an industry recognised property compliance system with KPIs that are shared with our leadership team every month.
- We hold a defined register of high-risk residential buildings (HRRBs), which we manage intensively, with buildings over 18m considered in the scope of the building safety bill requirements.
- Our in-house fire risk specialists work to PAS79 standard.
- We deliver a prioritised risk-based programme of fire risk assessments:
 - High-rise buildings are inspected every six months.
 - Medium-rise buildings are inspected every year.
 - Low-rise buildings are inspected every two years.
- Thirteen's fire safety forum includes representation from all business areas.
- We have completed the installation of building fire suppression systems in eight of our high-rise buildings, with a further three buildings to be completed over the next three years.
- Thirteen's building safety manager continues to attend a national compliance peer group, which shares best practices.



Delivering the plan

New affordable homes

Our development strategy sets out plans for us to grow by developing affordable homes and a limited number of private homes for sale.

Progress and key issues to note are:

- We've developed an aspirational pipeline that aims to create 4,925 affordable and shared ownership homes over eight years, which will be partly funded from the Wave 1a Funding
- Following our further bid for Homes England long-term strategic partnership funding, we have ambitious plans to deliver 7,085 homes over the next eight years, an average of 885 homes per year
- The programme achieves a balance between:
 - Design and build
 - Stock purchases
 - Section 106 purchases
 - Supported projects
 - Regeneration
- Sites will be acquired throughout the Thirteen operating areas, subject to financial viability and market demand
- The ambition to increase development is driven by these main factors:
 - National government policy to significantly increase the supply of affordable homes
 - Homes England's Strategic Partnership requirement to deliver more new homes
 - Capacity within the business
 - Board ambition
 - Demand for new homes to meet the changing and growing population needs
 - Thirteen Homes will provide the outright sales units. It has an agreed business plan with secured projects underway and will deliver 370 homes over the next five years.

Our regulatory framework

Making sure everything we do is legal and safe is always top of our list.

Our established and effective governance framework ensures we remain legal and safe and comply with our regulatory standards.

This framework includes our board and committee structure supported by rules, terms of reference, standing orders and financial regulations, customer co-regulation, health and safety, business continuity, disaster recovery and our risk management and assurance arrangements.

As a registered social housing provider, we're overseen by the Regulator of Social Housing (RoSH) and have to meet the outcomes and expectations set out in its economic and consumer regulatory standards.

The board is responsible for ensuring we meet these standards, embracing a co-regulatory and transparent approach to regulation and ensuring we're open about how we meet our objectives, as well as being accountable.

Our board reviews performance against the economic regulatory standards to confirm compliance, and our involved customers test us against the consumer standards. Our involved customers then report back to the board whether we meet the standard for home, tenant involvement and empowerment, tenancy, neighbourhood and communities, highlighting any improvement recommendations.

Our 2020 In-Depth Assessment (IDA) by the regulator reaffirmed our G1/V1 rating, evidence of continuing strong governance and financial viability culture.

Customer involvement and co-regulation

In consultation with customers, we have developed a co-regulation framework that ensures Thirteen's customers can influence and challenge our performance and service delivery. It offers a range of options for involvement and enables them to choose when, how and for how long they are involved.

Our framework includes a variety of streams, each with a customer lead. These include consumer standards assurance, project and policy consultation and monitoring of performance and complaints.

Customers determine the methods they want to use to challenge performance and service delivery and test compliance with regulatory and service standards, holding us accountable for delivering services that meet their needs and expectations. This includes mystery shopping, customer journey mapping, job shadowing, reviewing and testing websites, systems and procedures and interviewing colleagues and customers. Our Community Fund stream considers and allocates funding to deserving community projects and interviews customers applying for Thirteen Academy funding to support them through university, enabling them to study for a degree and enhance their opportunities for personal and career development.

Our customer voice is very much heard and well received by Thirteen; one way the board hears it is via involved customer stream leads providing updates at each board meeting on their activities and their impact. They present reports on compliance with consumer standards and six-monthly reports on performance and complaints. The chair of the involvement framework attends every board meeting and development event and takes an active part in discussions.

Customers also hold customer conferences, where stream leads present details of the activities carried out by their stream and the improvements to performance and services made as a result.

We were early adopters of the NHF Together with Tenants initiative, and we're continuing to work with other housing providers in the region to develop a North East tenants voice and will look at what we can establish to reflect our recently acquired tenants in Humberside.

We received compliance plus accreditation in our recent customer service excellence assessment and recognition of our good practice from TPAS and others, culminating in us being shortlisted in the outstanding tenant engagement category at the national TPAS Awards 2020.

Health & safety and wellbeing

We have a dedicated health and safety team that works with and delivers training across the organisation to ensure safe working practices and support wellbeing. The team's proactive approach means members support both teams and individuals and give an additional layer of assurance on property compliance through a full audit programme.

Our health and safety culture programme, developed after a specialist survey, will promote this throughout Thirteen, with colleagues across the business involved in creating, raising and implementing the action plan.

We have an established health and safety meeting structure to ensure this essential topic is at the top of the agenda at all leadership and service director meetings. Directors take responsibility for overseeing and communicating health and safety matters in their service areas, reporting to the health & safety committee and working groups.

We also have comprehensive safeguarding, equality and diversity arrangements in place, working with partner agencies to ensure the safety and inclusion of colleagues and customers.

Assurance and risk management

The board has agreed and continually reviews a set of strategic risks which reflect the following: our operating environment, external factors and influences, the sector risk profile, regulator's expectations and key themes from board risk discussions, stress testing and 'testing the brakes' sessions, where we challenge our resilience plans with real-life scenarios.

At each meeting, the board considers the impact of its discussions and decisions on the strategic risks – both positive and negative – and whether we need to take any further action as a result.

Our risk register details the triggers and impacts for each risk, along with planned and current controls, our three lines of defence, the status of golden financial rules, risk appetite and inherent and residual risk scores.

The audit and risk committee monitor mitigating actions on behalf of the board.

All committees and the Thirteen Homes Board also consider risks at each meeting, reporting any concerns to the Thirteen Board. Regular meetings, attended by each committee and board chairs, ensure further oversight of cross-organisation risks and concerns.

Executive directors and service directors own and monitor the strategic risk controls, and action plans, supported by service risk registers reported to audit and risk committee.

Delivering the plan

Risk/Priority		Risk Appetite	Risk Owner
Great customer experience			
1	Failure to meet customer expectations	Minimal	EDCS
2	Failure to keep tenants and customers legal and safe	Averse	GCE
3	Failure to manage and maximise our income stream	Cautious	CFO
Delivering quality places to live and improving neighbourhoods			
4	Inability to respond to a local and/or national downturn in the economy	Cautious	GCE
5	Inability to be fleet of foot – responsive to our current and future operating and transformation challenges, including growth	Open	GCE
6	Failure to manage a growing development programme	Open	MDTD
7	Failure to effectively manage our assets	Cautious	EDA
Being Team Thirteen			
8	Failure to manage regulatory expectations	Averse	GCE
9	Failure to create and embed organisational resilience: People	Open	EDBC&I
10	Failure to create and embed organisational resilience: Efficiencies and financial viability	Open	CFO

We have a compliance assurance policy and dashboard to enhance our strategic assurance framework. This brings together all compliance indicators relating to customers, clients and colleagues, and includes gas and fire safety, safeguarding and information security requirements. It provides an at-a-glance view of the current status of compliance performance indicators, who's responsible, the triggers for escalation and whether we need to report anything to the regulator or another regulatory body.

Internal control

Policies and procedures govern all aspects of our business, and we're constantly reviewing and refining these to meet changing operational needs. Defined authority limits are in place, so significant investment needs committee/board approval based on sound and robust business cases. There's a clear organisational framework, and we'll continue to review this to ensure we can deliver our priorities as effectively as possible.

Paying for the plan

Financial plan summary

In line with our regulatory requirements and to satisfy the loan requirements of our funders, we prepare a 30-year financial plan on an annual basis. This plan considers our current financial position, assesses what is required to deliver the strategic objectives and then projects this over 30 years to ensure that we have the financial capacity to deliver what is needed.

The financial plan assumptions are set out in the appendices. They include Economic Consumer Price Index (CPI), Retail Price Index (RPI), Interest rates, increase in real costs (i.e. above CPI), income assumptions (voids and bad debts) along with expected property sales and new property developments.

The financial plan is attached in the appendices and includes projections of activities from 1 April 2021 to 21 March 2051.

The appendices also includes a statement of comprehensive income, a statement of financial position and a cashflow statement.

The financial plan is covenant compliant each year and has headroom to our golden rules. The plan includes significant investment for our existing homes, including over £458m over the next five years on repairs and investment and over £187m on management and service costs.

The plan does not include an estimate of the cost of de-carbonising our existing homes by 2050. We will be working on a five-year strategy, but lack of clarity around the technology, timing and costs mean that it is too early to model the costs into this version of the plan.

Stress testing has been carried out on the financial plan with the board in March 2021. The stress testing included several single factor and multi-variant scenarios. It demonstrated how robust and resilient the financial plan is as a number of scenarios do not break the plan.

For the multi-variant scenarios that could break the plan, mitigations also consider how soon we can put a solution in place to get the plan back on track. These mitigations are tested routinely throughout the year, and the results are shared with the audit & risk committee.



Measuring and impact

In setting our priorities, we have considered the impact that we expect to deliver and have focussed on these when setting our critical success KPIs. These KPIs are all included within that same section so it is easy to see what we will measure and where we are forecasting to be at the financial year-end 2021.

To set the right KPIs, we have consulted with all our stakeholder groups and have also looked at the performance of our peers so that we can set realistic but stretching targets.

Our Value for Money approach provides the framework within which we work.

Value for money (VFM)

Thirteen is committed to providing a value for money service, delivering our vision and maximising the social impact of our resources and investment. It's important because we want to make sure we can invest in more homes, invest in our existing homes and create quality services for residents, customers and other stakeholders. VFM is sometimes expressed within a 'value chain' of economy, effectiveness and efficiency and is about obtaining the maximum benefit over time with the resources available.

Our VFM framework underpins the strategic aims. It focuses our KPIs on achieving VFM across all three strategic priorities, with clear and measurable targets (as set out earlier in this plan). The framework is built around the three principles of economy, efficiency, and effectiveness set out in the VFM standard and makes sure that we 'spend less, spend well, and spend wisely.' This means that we consider how we can reduce costs and input and still achieve the same results or better and consider how we can improve quality and outcomes by increasing what we put in.

The framework is owned and driven by the board, and performance against VFM measures is reviewed at every board meeting. However, the remit for delivery is spread across the business, with collective responsibility at all levels, from the executive team and service directors to operational team leaders. Performance against these measures is monitored closely, ensuring Thirteen's approach to VFM is embedded in the way we work.

Annual business planning functions, supported by our ideation, projects and programme management team, consider how every project we want to undertake in the coming year will contribute to the VFM agenda. By really understanding why we want to do things, we can better identify the opportunities we have to save money, improve processes and outcomes, and maximise the value of our work.

Our project management framework, and business case approach, set up governance arrangements to maintain progress against project aims. Programme boards aligned to each strategic priority monitor progress monthly, with particular attention to VFM objectives, and report highlights to service directors, the leadership team and the board.

'Ideation and Innovation' weeks have been introduced within Thirteen putting innovation side by side with VFM at the heart of everything we do. These events provide colleagues with the skills, space and mindset to think differently about challenges and the freedom to solve problems when they see them and help us create a culture where continuous improvement in services is everyone's responsibility, and all ideas are welcome.

Our procurement processes ensure that when businesses bid to work with us, what they offer is considered thorough and well-rounded. Cost, quality and scope of service, and additional social value all play a part in ensuring that we get the most for our money by spending wisely with maximum effect.

How do we set and assess our targets?

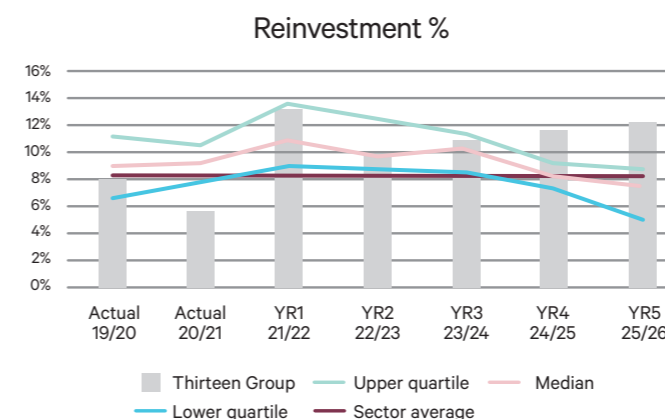
We're continuing to challenge ourselves to save money where we can, setting a 3% efficiency target each year, taking the long-term view to investing in being more effective and efficient in the future. We've learned a lot as we have worked more remotely and virtually in the last 12 months, and all of these new skills are helping us streamline and automate both back office and front of house services.

But how will we know if our efforts are making the difference that we anticipate or expect? Setting stretching targets (as set out within our critical success KPIs) and benchmarking our performance against our peers goes a long way to establishing our direction of travel and highlighting areas for improvement.

Historically we have used the global accounts (most recently the 2019/20 release) and data from HouseMark to compare our performance against a range of peers, but this doesn't look forward, so, for this latest financial year, we have used data from Vantage (a peer network group) and have

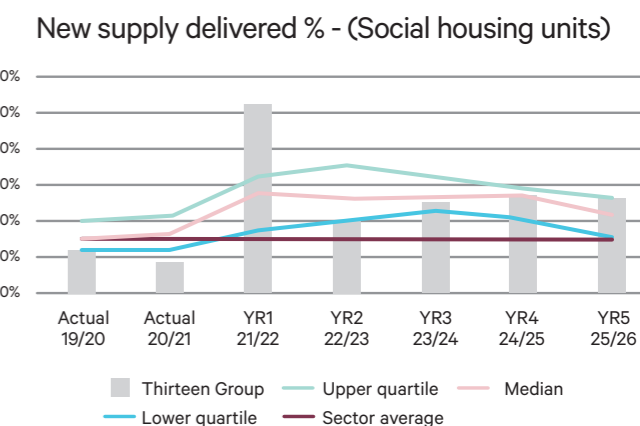
compared that forward look with 13 other registered providers opening up the opportunity to understand where and why we differ. This peer group includes providers with stock levels ranging from 6,500 homes to 44,000 plus homes, with a large proportion of social rented homes, but the diversity of stock relating to older people, leaseholders and market rent, providing a solid basis to make comparison and query differences.

Looking forwards and backwards allows us to see how our plans compare, prompting us to take action sooner where we appear to be out of line, should that be the case. The Vantage peer group also allows us to share best practices and recognise where and why we are different, knowing what our investment plans are and how we compare is important to our board and will remain a key focus over the next 12 months. As included earlier in this plan, performance against the VFM metrics and the critical success KPIs are reported and regularly discussed with the board.



In 2020 we reinvested 7.9% of our turnover into improvement works to our existing homes and building new ones, putting Thirteen well above the median quartile. As a result of the pandemic, we forecast a significant reduction in this metric in 2021 but envisage returning to a median/upper quartile position from 2022 onwards. As we finalise our plans for the next five years, having concluded a stock condition exercise, we will also be considering the impact that building safety and decarbonisation needs will have.

Our contribution to new social housing supply has always compared favourably when we look at the HouseMark global accounts, and also when we compare ourselves to our peers



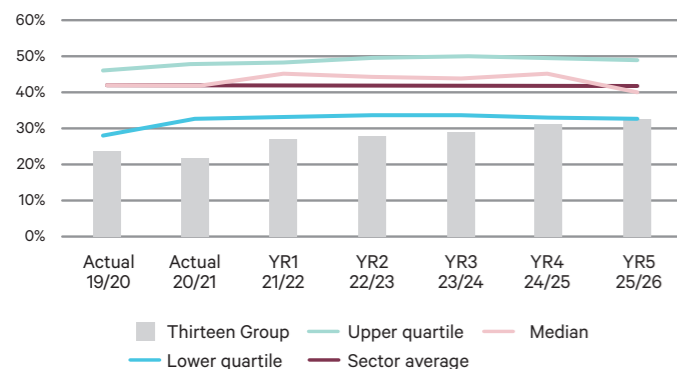
in the North East, but we are aware that there is more that we can deliver when looking across our peers in the Vantage group.

Following our further bid for Homes England long-term strategic partnership funding we have ambitious plans to deliver 7,085 homes over the next eight years, an average of 885 homes per year.

All the above is to be delivered whilst maintaining a low level of gearing, allowing us headroom, should we need it, to deal with any additional stresses that come our way, in addition to providing capacity for business growth and continued service improvement.

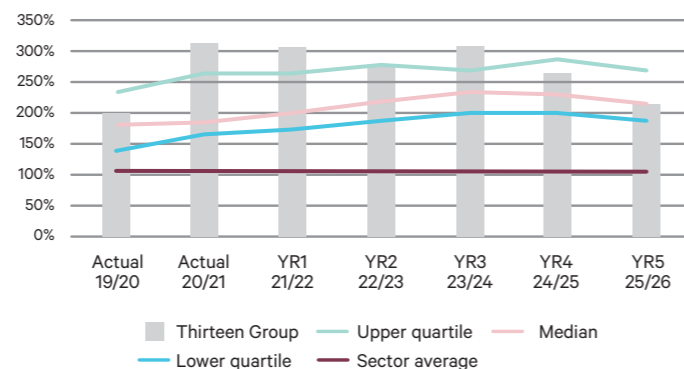
Measuring and impact

Gearing %



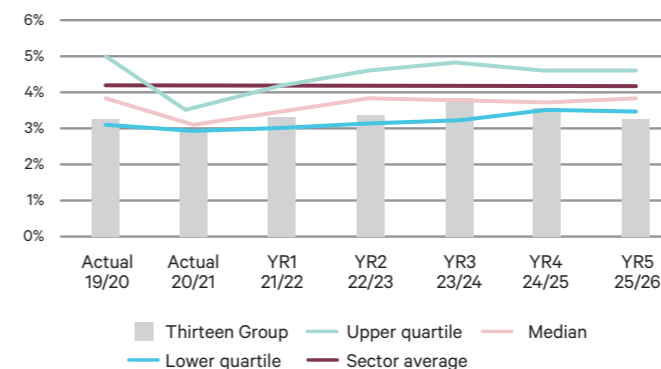
In line with our gearing position, we know our EBTIDA/MRI interest cover is currently upper quartile, reflecting the financial capacity as set out above. We recognise that we can improve our overall operating margin. A primary focus of our VFM strategy will be to drive out service improvement to better this and our overall social housing cost per unit to further underpin the financial capacity and ability to invest in existing and new assets.

EBDITA interest cover %



Our current financial plan allows for significant growth in the major repairs spend, particularly from 2024/25 onwards, resulting in EBITDA interest cover moving to the median quartile. We also have plans to reduce that whilst still maintaining quality by introducing strategic partners and working with key suppliers to make sure we have headroom for decarbonisation and building safety. Coupled with our business essential of simplifying the way we work to leverage in further efficiencies, we expect to see ourselves compare more favourably in years to come.

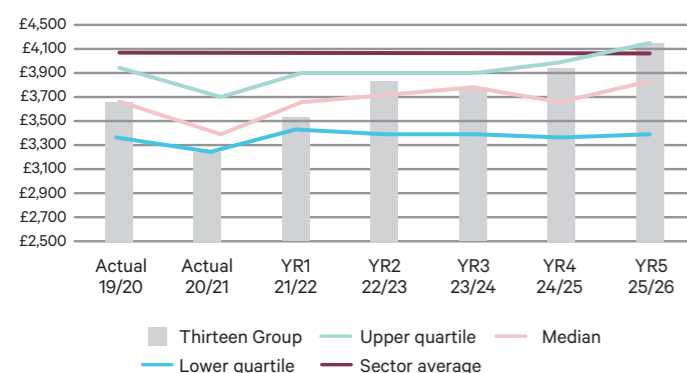
ROCE %



The final metric, return on capital employed, remains fairly constant between 3% and 4%, increasing slightly in the later years of the plan, and will be improved following our successful Homes England strategic partnership bid.

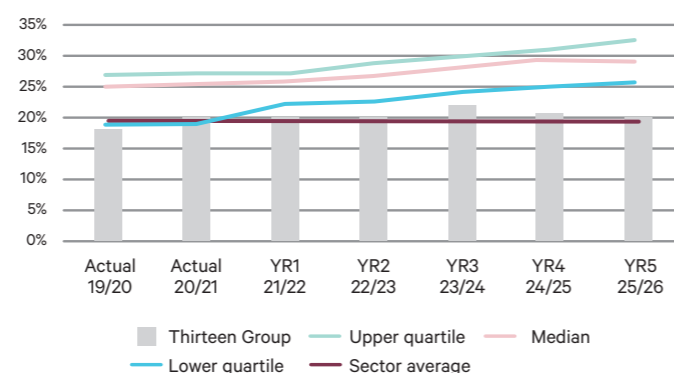
The targets for each of the critical success KPIs earlier in this plan represent the steps to exceed these forecasts. They were set using the benchmarking data so that we can aspire to continually improve services and outcomes against the regulator's measures and achieve service levels that are truly best in class.

Headline social housing cost per unit



Our headline cost per unit has traditionally been low - £3,632 in 2019, which was lower quartile against the benchmark. Having seen this dip in 2020/21, it will increase again next year with the financial plan forecast then showing an increase, as mentioned above, over the next four years, taking us to the upper quartile compared to our Vantage peers. While the financial plan can withstand this level of expenditure, we believe this can and will be improved as we further review our investment programme and look to work with a strategic partner, as mentioned earlier.

Operating margin (overall) %



While Thirteen's operating margin is in line with the sector average, we have ambitions to improve this. In 2022 we plan to refocus our subsidiary, Gus Robinson, to provide internal housebuilding services to our group companies. The results of this are still being worked through, but by withdrawing from low margin contracts with external customers, we can improve our overall operating margin and achieve group priorities. We are also aware of the economic environment within which we operate and the decisions that the board has made, as set out in this strategic plan, to provide additional support to our customers and to invest in the communities they live in.

Statement of comprehensive income

Period: 01 April 2021 - 31 March 2051	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2041	2051
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
TURNOVER												
Gross Rental Income												
Rent Receivable	152,570.30	159,647.30	168,056.60	177,003.90	184,855.00	193,896.50	203,944.00	213,392.20	223,250.50	227,242.00	271,524.50	325,015.00
Service Charge Income	8,261.40	8,374.80	8,714.10	8,975.50	9,244.80	9,522.10	9,807.80	10,102.00	10,405.10	10,717.30	14,403.10	19,356.60
Charges For Support Services	1,805.60	1,832.70	1,869.40	1,906.80	1,944.90	1,983.80	2,023.50	2,063.90	2,105.20	2,147.30	2,617.60	3,190.80
Gross Rental Income	162,637.40	169,854.80	178,640.10	187,886.10	196,044.70	205,402.50	215,775.30	225,558.20	235,760.80	240,106.60	288,545.20	347,562.30
Management Charge Income	-760	-760	-760	-760	-760	-760	-760	-760	-760	-760	-760	-760
Less Voids	-3,227.50	-3,100.50	-3,108.40	-3,193.00	-3,270.70	-3,357.40	-3,455.90	-3,538.80	-3,630.10	-3,689.60	-4,339.30	-5,065.20
Net Rental Income	158,649.90	165,994.20	174,771.70	183,933.10	192,013.90	201,285.10	211,559.40	221,259.40	231,370.70	235,657.00	283,445.90	341,737.20
Turnover - Other Social Housing Activities	6,577.60	15,064.00	15,488.60	23,985.00	25,325.70	25,832.20	26,348.80	26,875.80	2,744.20	2,799.10	3,412.10	4,159.40
Turnover - Non Social Housing Lettings	1,860.10	2,038.20	2,079.00	2,120.50	2,163.00	2,206.20	2,250.30	2,295.30	2,341.30	2,388.10	2,911.10	3,548.60
NSHO Turnover	35,509.20	38,301.10	52,914.60	53,641.60	50,051.40	42,251.20	36,000.80	38,494.60	41,164.20	44,022.10	53,662.70	65,414.50
Grant Amortisation Accrual Method Total	1,330.80	1,495.50	1,695.90	1,897.70	2,188.60	2,676.10	3,344.00	4,107.50	4,731.10	4,731.10	4,731.10	4,731.10
Other Capital Grant Amortised		643.4										
Total Turnover	203,927.70	223,536.40	246,949.70	265,577.90	271,742.50	274,250.80	279,503.30	293,032.60	282,351.60	289,597.40	348,162.90	419,590.70

Statement of comprehensive income

Period: 01 April 2021 - 31 March 2051	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2041	2051
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
OPERATING EXPENDITURE												
Operating Costs Social Housing												
Management Costs Total	-23,870.00	-23,774.40	-25,245.60	-25,652.70	-26,545.40	-26,705.50	-26,765.80	-27,853.20	-28,600.50	-28,760.30	-31,423.30	-34,703.80
Service Costs	-12,329.60	-12,451.20	-12,257.10	-12,350.30	-12,454.10	-12,732.20	-13,132.10	-13,537.40	-13,826.30	-14,116.30	-17,474.50	-21,543.40
Care And Support Costs	-2,849.90	-2,899.30	-2,971.00	-3,044.30	-3,119.50	-3,196.60	-3,275.60	-3,356.50	-3,439.40	-3,524.40	-4,499.00	-5,743.80
Routine Maintenance	-32,377.10	-33,022.80	-33,949.30	-35,115.20	-36,332.80	-37,738.40	-39,236.30	-40,781.80	-42,274.70	-43,182.70	-51,800.30	-64,232.30
Planned Maintenance	-5,865.10	-5,892.40	-5,966.60	-6,073.80	-6,185.80	-6,318.90	-6,468.70	-6,621.40	-6,764.50	-6,918.00	-8,672.10	-10,866.50
Major Repairs	-13,512.30	-16,611.50	-14,767.40	-18,238.20	-20,373.40	-26,687.50	-27,059.30	-23,132.70	-22,618.70	-25,451.40	-35,775.00	-45,585.70
Bad Debts	-2,669.60	-2,733.20	-2,758.10	-2,874.30	-2,965.20	-3,070.40	-3,187.90	-3,292.70	-3,403.80	-3,461.50	-4,094.30	-4,840.90
Depreciation of Housing Properties	-22,609.80	-24,396.80	-26,035.30	-28,603.30	-31,613.40	-35,215.40	-38,875.00	-42,594.50	-46,120.70	-47,682.50	-64,375.00	-93,866.00
Other Costs	-3	-3	-3	-3	-3	-3	-3	-3	-3	-3	-3	-3
Operating Costs Social Housing	-116,086.40	-121,784.70	-123,953.40	-131,955.20	-139,592.70	-151,667.80	-158,003.70	-161,173.10	-167,051.60	-173,100.00	-218,116.40	-281,385.40
Other Activities Expenditure Total												
Other Social Housing Expenditure	-23,339.80	-31,119.80	-35,947.30	-45,606.80	-42,391.90	-34,603.60	-28,043.10	-28,641.10	-6,084.10	-6,227.50	-7,893.20	-9,978.10
Non Social Housing Lettings Expenditure	-1,072.80	-1,083.50	-1,105.50	-1,128.00	-1,151.00	-1,174.40	-1,198.30	-1,222.70	-1,247.60	-1,272.90	-1,557.30	-1,905.50
Non Social Housing Other Expenditure	-23,121.50	-24,100.30	-30,327.10	-29,923.60	-31,875.30	-33,990.30	-36,084.80	-37,296.60	-39,852.80	-42,599.20	-51,955.80	-63,354.00
Other Activities Expenditure Total	-47,534.10	-56,303.60	-67,379.90	-76,658.40	-75,418.20	-69,768.30	-65,326.10	-67,160.40	-47,184.40	-50,099.60	-61,406.30	-75,237.50
Operating Expenditure Total	163,620.50	178,088.20	191,333.30	208,613.60	215,010.90	221,436.10	223,329.80	228,333.50	214,236.00	223,199.60	279,522.70	356,622.90
Operating Surplus/(deficit)	40,307.10	45,448.20	55,616.40	56,964.30	56,731.60	52,814.60	56,173.50	64,699.10	68,115.60	66,397.80	68,640.20	62,967.80
Gain/(loss) on disposal of fixed asset	1,599.90	1,612.70	1,724.30	1,838.30	1,954.40	2,073.00	2,193.80	2,317.10	2,442.90	2,571.20	4,003.90	5,750.40
Interest and financing costs	-13,134.30	-12,506.10	-12,356.30	-13,024.60	-13,801.70	-16,001.50	-19,394.50	-24,105.90	-28,249.80	-26,713.20	-4,065.00	-730
Surplus before tax	28,772.70	34,554.80	44,984.50	45,778.00	44,884.30	38,886.10	38,972.80	42,910.40	42,308.70	42,255.80	68,579.10	67,988.20
Taxation												
Surplus after tax	28,772.70	34,554.80	44,984.50	45,778.00	44,884.30	38,886.10	38,972.80	42,910.40	42,308.70	42,255.80	68,579.10	67,988.20

Statement of financial position

Period: 01 April 2021 - 31 March 2051	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2041	2051
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Fixed Assets												
Intangible assets and goodwill	87.4	84.4	81.4	78.4	75.3	72.3	69.3	66.3	63.3	60.3	30.1	
Land & Buildings Total	1,405,462.20	1,527,576.70	1,680,138.30	1,861,676.20	2,071,569.80	2,283,888.30	2,498,423.40	2,659,887.60	2,703,794.60	2,743,828.10	3,198,850.90	4,054,895.90
Depreciation Land & Buildings Total	-199,061.50	-223,458.30	-249,493.60	-278,096.90	-309,710.40	-344,925.70	-383,800.70	-426,395.20	-472,515.90	-520,198.40	-1,079,767.00	-1,873,399.00
Housing Properties NBV	1,206,400.70	1,304,118.40	1,430,644.70	1,583,579.30	1,761,859.40	1,938,962.60	2,114,622.60	2,233,492.40	2,231,278.70	2,223,629.80	2,119,083.90	2,181,496.90
Other Fixed Assets Tangible	37,069.10	33,442.70	31,284.10	29,820.30	29,006.80	28,393.80	27,646.00	26,776.10	26,119.90	25,498.80	19,947.60	20,421.70
Tangible fixed assets	1,243,469.80	1,337,561.00	1,461,928.80	1,613,399.60	1,790,866.20	1,967,356.40	2,142,268.60	2,260,268.50	2,257,398.60	2,249,128.60	2,139,031.50	2,201,918.60
Investments FA	12,388.10	12,388.10	12,388.10	12,388.10	12,388.10	12,388.10	12,388.10	12,388.10	12,388.10	12,388.10	12,388.10	11,479.60
Investments in joint ventures												
Investments in associates												
Fixed Assets Total	1,255,945.30	1,350,033.60	1,474,398.30	1,625,866.10	1,803,329.70	1,979,816.90	2,154,726.10	2,272,722.90	2,269,850.10	2,261,577.00	2,151,449.80	2,213,398.30
Current Assets												
Stock	13,399.00	13,850.80	17,156.70	15,383.70	10,284.80	7,224.80	7,368.70	31.3	31.3	31.3	31.3	31.3
Trade and other debtors	15,745.90	15,745.90	15,745.90	15,745.90	15,745.90	15,745.90	15,745.90	15,745.90	15,745.90	15,745.90	15,745.90	15,745.90
Investments CA												
Cash and cash equivalents	20,645.40	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	102,228.10	566,607.00
Current Assets Total	49,790.40	49,596.70	52,902.60	51,129.60	46,030.80	42,970.70	43,114.60	35,777.20	35,777.20	35,777.20	118,005.30	582,384.20
Less - Creditors - amounts due within 1 year	-34,975.20	-34,975.20	-34,975.20	-34,975.20	-34,975.20	-34,975.20	-34,975.20	-34,975.20	-34,975.20	-34,975.20	-34,975.20	-34,975.20
Net current assets/liabilities	14,815.10	14,621.50	17,927.40	16,154.40	11,055.60	7,995.50	8,139.40	802	802	802	83,030.10	547,409.00
Assets less current liabilities Total	1,270,760.50	1,364,655.10	1,492,325.60	1,642,020.50	1,814,385.30	1,987,812.40	2,162,865.50	2,273,524.90	2,270,652.10	2,262,379.00	2,234,479.90	2,760,807.20

Statement of financial position

Period: 01 April 2021 - 31 March 2051	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2041	2051
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Creditors - amounts due after more than 1 year												
Outstanding Loan Balance	-344,583.60	-382,963.20	-439,868.30	-507,535.70	-593,295.70	-685,725.90	-779,467.80	-828,017.80	-787,549.90	-741,734.60	-136,000.00	-25,000.00
Loan Fees	453.3	435.8	418.2	400.7	383.2	365.7	348.1	330.6	313.1	295.6	120.3	
Fair Value Provision Total												
Deferred Income	-169,787.80	-190,730.50	-216,493.90	-252,725.90	-294,428.90	-336,522.20	-378,843.00	-398,024.50	-393,293.40	-388,562.20	-341,250.80	-293,939.40
Long Term Creditors Balance	1,891.10	1,891.10	1,891.10	1,891.10	1,891.10	1,891.10	1,891.10	1,891.10	1,891.10	1,891.10	1,891.10	1,891.10
Deferred Premium												
Creditors - amounts due after more than 1 year	-512,027.00	-571,366.80	-654,052.90	-757,969.80	-885,450.30	-1,019,991.30	-1,156,071.60	-1,223,820.60	-1,178,639.10	-1,128,110.20	-475,239.50	-317,048.30
Provisions for liabilities												
Pension provisions	-71,180.90	-71,180.90	-71,180.90	-71,180.90	-71,180.90	-71,180.90	-71,180.90	-71,180.90	-71,180.90	-71,180.90	-71,180.90	-71,180.90
Other provisions	-11.8	-11.8	-11.8	-11.8	-11.8	-11.8	-11.8	-11.8	-11.8	-11.8	-11.8	-11.8
Net assets Total	687,540.70	722,095.50	767,080.00	812,858.00	857,742.20	896,628.30	935,601.10	978,511.50	1,020,820.20	1,063,076.00	1,688,047.70	2,372,566.10
Reserves												
Income and Expenditure Reserve	394,987.50	429,542.30	474,526.80	520,304.80	565,189.10	604,075.10	643,047.90	685,958.30	728,267.00	770,522.80	1,395,494.50	2,080,013.00
Cash Flow Hedge Reserve												
Revaluation Reserve	272,398.60	272,398.60	272,398.60	272,398.60	272,398.60	272,398.60	272,398.60	272,398.60	272,398.60	272,398.60	272,398.60	272,398.60
Restricted Reserves Total	921	921	921	921	921	921	921	921	921	921	921	921
Stockholders Equity Total	90.4	90.4	90.4	90.4	90.4	90.4	90.4	90.4	90.4	90.4	90.4	90.4
Designated Reserves Total	19,143.20	19,143.20	19,143.20	19,143.20	19,143.20	19,143.20	19,143.20	19,143.20	19,143.20	19,143.20	19,143.20	19,143.20
Pension Reserve Total												
Goodwill Reserve												
Restricted [and/or Endowment] Reserve	20,154.60	20,154.60	20,154.60	20,154.60	20,154.60	20,154.60	20,154.60	20,154.60	20,154.60	20,154.60	20,154.60	20,154.60
Total reserves	687,540.70	722,095.50	767,080.00	812,858.00	857,742.20	896,628.30	935,601.10	978,511.50	1,020,820.20	1,063,076.00	1,688,047.70	2,372,566.10

Statement of cash flow

Period: 01 April 2021 - 31 March 2051	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2041	2051
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's
Total Receipts	200,548.60	219,000.70	242,832.10	261,142.30	266,925.00	268,840.60	273,307.80	285,968.80	274,553.00	281,741.10	339,673.80	410,355.00
Total Payments	-87,198.50	-99,901.60	-113,401.70	-122,757.80	-122,024.90	-126,376.00	-127,137.40	-119,327.00	-108,441.00	-114,918.10	-143,050.30	-176,353.70
Cash Paid To Employees	-44,193.50	-45,746.70	-47,948.70	-48,874.30	-50,318.90	-50,872.30	-51,245.10	-52,646.40	-53,812.60	-54,672.10	-65,250.30	-78,468.60
Cash flow from Operating Activities	69,156.60	73,352.30	81,481.60	89,510.20	94,581.20	91,592.40	94,925.20	113,995.40	112,299.30	112,151.00	131,373.20	155,532.70
Provisions for tax												
Surplus for the year	69,156.60	73,352.30	81,481.60	89,510.20	94,581.20	91,592.40	94,925.20	113,995.40	112,299.30	112,151.00	131,373.20	155,532.70
Total Adjustments for invest or financing activities												
Net cash generated from operating activities	69,156.60	73,352.30	81,481.60	89,510.20	94,581.20	91,592.40	94,925.20	113,995.40	112,299.30	112,151.00	131,373.20	155,532.70
Cash flow from investing activities												
Purchase of tangible fixed assets	-160,400.70	-125,668.90	-155,146.10	-182,606.60	-209,564.90	-211,389.40	-214,079.30	-162,939.00	-49,567.60	-45,736.80	-72,109.00	-112,101.70
Proceeds from sale of tangible fixed assets	5,408.50	5,138.20	5,249.90	5,363.80	5,480.00	5,598.50	5,719.40	5,842.70	5,968.50	6,096.70	7,529.50	9,275.90
Grants received	29,983.10	23,081.60	27,459.40	38,129.70	43,891.60	44,769.40	45,664.80	23,289.10				
Interest Received (cash)												
Total Cash flow from investing activities	-125,009.10	-97,449.00	-122,436.80	-139,113.10	-160,193.30	-161,021.40	-162,695.10	-133,807.20	-43,599.10	-39,640.00	-64,579.60	-102,825.80
Cash flow from financing activities												
Interest paid	-14,654.60	-14,928.30	-15,949.90	-18,064.50	-20,147.90	-23,001.10	-25,972.00	-28,738.20	-28,232.30	-26,695.60	-4,047.50	-730
Capital Repayments	-3,645.90	-5,403.80	-12,695.40	-10,288.70	-19,805.10	-14,379.10	-25,269.70	-13,802.80	-12,098.50	-11,395.90	-15,000.00	
Loan Working Capital Movements												
Loan Working Capital Drawdowns		48,448.80	85,974.20	101,776.10	127,374.90	127,248.90	140,674.40	83,998.50	28,232.30	26,695.60		
Loan Working Capital Repayments		-4,665.50	-16,373.70	-23,820.00	-21,809.90	-20,439.50	-21,662.80	-21,645.80	-56,601.60	-61,115.00		
Total Cash flow from financing activities	-18,300.50	23,451.30	40,955.20	49,602.90	65,612.10	69,429.10	67,769.90	19,811.80	-68,700.20	-72,510.90	-19,047.50	-730
Cash & cash equivalents at the beginning of year	94,798.40	20,645.40	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	54,482.00	514,630.00
Net Change in Cash & cash equivalents	-74,153.00	-645.4	0	0	0	0	0	0	0	0	47,746.20	51,977.00
Cash & cash equivalents at the end of year	20,645.40	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	20,000.00	102,228.10	566,607.00

Thirteen Board



Chair of Thirteen Board
George Garlick

George is the Chair of Thirteen.

He has worked in the North East for 22 years as chief executive of Stockton-on-Tees Borough Council and Durham County Council. A qualified solicitor, he lives in Norton.



Chair of Audit & Risk Committee
Annette Clark

Annette is a former Director of Aviva plc. During her 20 years with Aviva, she led the Human Resources and Operations (Customer Services) functions, leading business units of 7,000 employees based across the UK and overseas.

Annette has an LLB Law Degree and has a particular interest in all aspects of employment law.



Senior Independent Director and Chair of the Remuneration Committee
Professor Mark Simpson

Mark is Pro Vice-Chancellor (Learning and Teaching) at Teesside University. He has a PhD in Criminology and BA (Hons) in Politics, and he has published in the areas of youth crime, drug use and policing.

He is a Principal Fellow of the Higher Education Academy and a Fellow of the Royal Society for the Encouragement of Arts, Manufactures and Commerce.



Chair of Development and Investment Committee and Interim Chair of Thirteen Homes Board
Anthony Riley

Anthony has worked in housing for 35 years for several local authorities and housing associations.

He has held several executive positions leading both development and operational teams.



Thirteen Board Director
Robert Cuffe

A Teessider by birth, Bob spent over 30 years in local media, latterly as Regional Managing Director of Trinity Mirror North East, publishers of the Gazette in Middlesbrough and the Chronicle, Journal and Sunday Sun in Newcastle.

Bob works with several organisations as Chair, Vice-Chair and non-executive director.



Thirteen Board Director
Catherine Wilburn

Katy is a researcher and analyst by profession. For the past eight years, her career has focused solely on research in the social housing sector, working directly with more than 60 registered social housing providers across the UK, supporting them to continually improve and enhance the services offered to tenants and residents.

Born, raised and now with a family of her own in Norton, Katy is a proud advocate of her local area and its heritage and is ambitious for its future.



Thirteen Board Director
Richard Buckley

Richard is Managing Director of Buckley Burnett, a development consultancy and project management company.

Starting his career at Ward Hadaway, Richard became a regional director and ran the development side of Tees Valley Regeneration before setting up Buckley Burnett.



Thirteen Board Director
Chris Newton

Chris is Global Head of Facilities Management at Citi, the American multi-national investment bank and financial services corporation.

A Chartered Surveyor (MRICS) with a degree in quantity surveying, a post-graduate degree in real estate and property management, and an MBA from the University of Durham, Chris is also a member of the Institute of Workplace and Facilities Management.

He has led corporate real estate teams in retail and banking with the remit for acquisitions, fit-outs, facilities and disposals.



Chair of Treasury Committee
David Swann

David has worked in corporate finance with large multi-national companies such as Rolls-Royce, Wellcome and BAT. David also sits on the board of a charity supporting adults with autism.

He has a degree in Mechanical Engineering and an MBA and is a former president of the Association of Corporate Treasurers.



Chief Executive of Thirteen and Thirteen Board Director
Ian Wardle

Ian joined Thirteen as our Chief Executive in 2016. He spent the first ten years of his career in the private sector and the last ten years in local government. Ian started his career in Middlesbrough as a graduate trainee at George Wimpey (now Taylor Wimpey), later becoming a land negotiator, land manager and development director. He was then a project director for the Sunnyside Regeneration Project in Sunderland. Moving into local government, he joined Redcar & Cleveland Borough Council as Head of Regeneration Services, later becoming Director of Regeneration Services with responsibility for a range of front-line and corporate services and the delivery of large capital regeneration projects. Before joining Thirteen, Ian was Managing Director of Reading Borough Council, responsible for delivering hundreds of services across the town while making substantial savings and managing 2,500 colleagues with a turnover of £480m per annum. Ian is responsible for leading Thirteen, overseeing the implementation of board decisions, progress towards meeting corporate objectives and ensuring the business continues to move in the right direction. Ian has held several non-executive and trustee roles for a housing association, university, community interest company, a charity and a school. Ian is currently a board member for the Northern Housing Consortium.

Leadership team



Executive Director of
Business Change and Improvement
Heather Ashton

Heather is responsible for corporate affairs, people, business change, IT and cyber & data compliance. Heather's role is to support the business as it transforms, improves services and streamlines systems and processes. Creating a great day at work culture is a key priority for Heather and her team as they continue to shape the people policies to suit a dynamic and agile way of working.

Heather has a great deal of experience within the housing sector and brings private sector and commercial experience, having spent many years in a range of Finance and IT roles in the commercial sector – retail, manufacturing and travel. She is Deputy Chair and Trustee at NCFE, a governor at Middlesbrough College, representing Thirteen on the CBI's North East Council.



Executive Director of
Business Growth
Chris Smith

Chris' focus is on business growth, including leading strategic partnerships with Homes England, local authorities, health organisations, universities, the community and the voluntary sector.

Chris is responsible for identifying and developing bids and secure new business ventures, contracts, partnerships and commissioned/contracted services and work with partners to create housing and service solutions for their housing, support and care needs. This team leads on the physical shaping of neighbourhoods and optimisation of our services and products around our existing homes, new homes and neighbourhoods, including community development/social regeneration.

Chris is a board member of the Northern Housing Consortium and the health and wellbeing board in Middlesbrough. She is a director of the arcc consortium; a company set up to run the Transforming Rehabilitation contract on behalf of the Ministry of Justice.



Interim Chief
Development Officer
Colin Rae

Colin leads Thirteen's development programme, delivering homes for affordable rent and shared ownership, as well as market sale homes via Thirteen Homes and independent living schemes.

He has more than 35 years' experience in development and construction, and before joining Thirteen was group executive director for development at Places for People, where he was responsible for a £200m UK-wide development programme encompassing several large-scale, multi-tenure development projects.

Colin has a strong interest in off-site construction and sustainable, zero carbon development and is a member of the Royal Institution of Chartered Surveyors, Academy of Urbanism the Chartered Institute of Housing.

Leadership team



Executive Director of
Assets
Paul Jenkins

Paul is the strategic lead on property compliance, building safety, asset optimisation, investment planning and delivery for Thirteen. Paul also implements our stock environmental management activity, focusing on decarbonisation, sustainability and climate change adaptation.

In addition, Paul is responsible for the facilities management services delivered by Thirteen.

Paul is a Chartered Member of the Institute of Civil Engineers with a background in consulting engineering, strategic asset management and infrastructure investment.



Executive Director of
Customer Services
David Ripley

David's role focuses on customer experience, including neighbourhood operations, repairs and support services, ensuring these services meet customers' housing and support needs and going beyond to delight our customers.

David joined us in 2017 as Director of Business Development and then, in the summer of last year, moved into the Investment and Maintenance role. David brings a breadth of housing and customer experience. He puts improving customer experience at the heart of what we do, with an inquisitive and supportive approach.

David leads repairs, neighbourhoods, customer experience and support services – key operations that support thousands of customers.



Chief Financial Officer
Jane Castor

Jane manages Thirteen's financial affairs, financial strategy, governance and acts as company secretary.

Jane is a Fellow of the Institute of Chartered Accountants in England and Wales and has a wealth of financial, commercial and governance experience gained in the public and private sector.

Before joining Thirteen, Jane worked at Homes England and its predecessor bodies for the last 16 years, most recently as Finance Director responsible for multi-billion-pound annual budgets and balance sheets.

Jane is from Teesside and is keen to ensure that we optimise the efficient use of resources to impact customers positively.

