

A photograph of two men in orange safety vests. The man on the right is smiling and looking towards the man on the left. The man on the left is seen in profile, wearing glasses. They are outdoors, with a building and a car in the background. The word 'thirteen' is written in white at the top left.

thirteen

Delivering our Business Strategy

How we performed
in 2024/25

Introduction

‘The most trusted housing association, with happy customers.’



That’s the goal we set ourselves in our **Business Strategy 2024-2035**.

So, how did we get on in year one?

Well, before we get into that let me set out how the strategy is structured – I’ll keep this brief!

It’s built on three foundations: Happy customers, Fantastic homes, and Brilliant people.

Under each, we’ve got clear strategic priorities.

And sitting underneath those strategic priorities is a set of key measures.

It’s the key measures that we’re focusing on in this report.

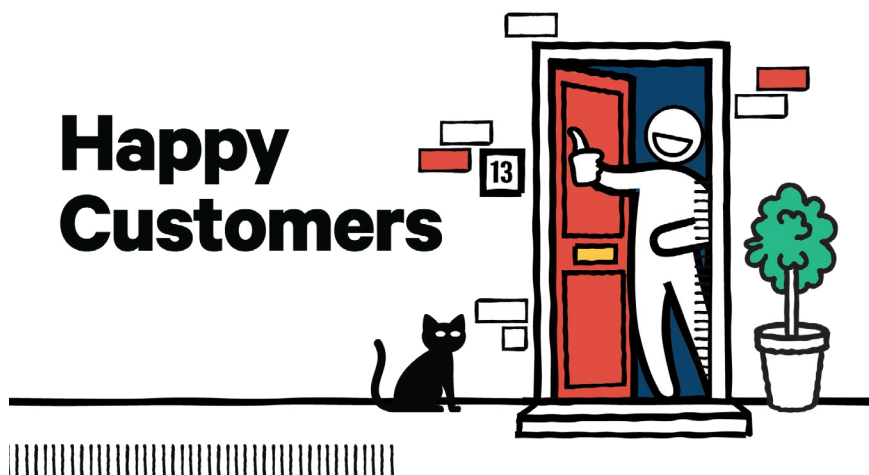
After all, they enable us to be accountable, track progress, and make sure we stay on course.

So, how *did* we get on in year one? Read on to find out...

Matt Forrest
Chief Executive



Happy Customers



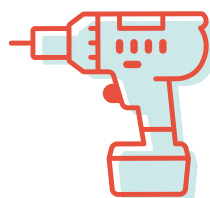
2024/25 scorecard

Satisfaction with our services (overall) (full year)



Actual
90.0%¹ | Target
88.0%

Satisfaction with repairs service (overall) (full year)



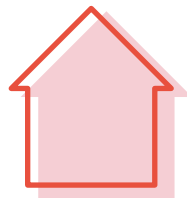
Actual
90.7% | Target
89.0%

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



Actual
77 | Target
72

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



Actual
2.6%² | Target
2.1%

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



Actual
2.6% | Target
3.0%

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



Actual
75.8%³ | Target
85.0%

Tenancy turnover (rolling 12 months)



Actual
6.9% | Target
7.5%



2024/25 scorecard

New supply delivered – social housing (at year end)



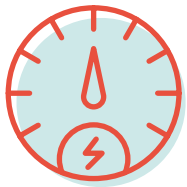
Actual
650⁴ | Target
650

Strategic sale of properties (at year end)



Actual
57⁵ | Target
54

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



Actual
75.2% | Target
75.0%

% of spend on maintenance through investment vs reactive repairs



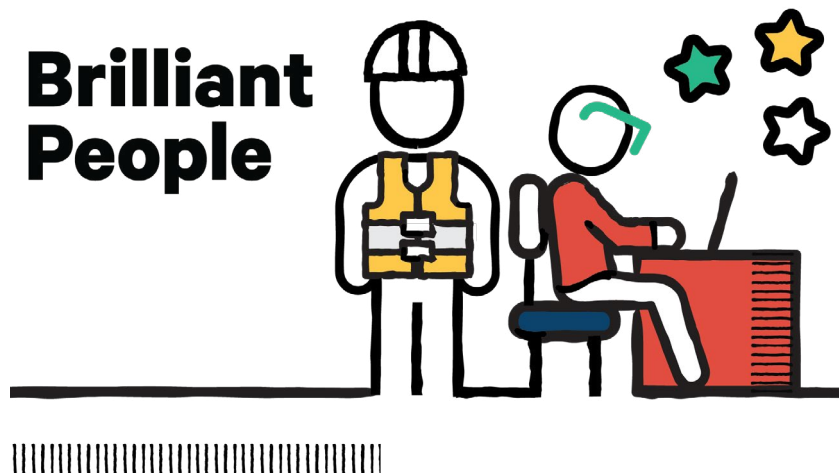
Actual
43% | Target
45%

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



Actual
92%⁶ | Target
95%

Brilliant People



2024/25 scorecard

Colleague net promoter score
(would recommend Thirteen) (at year end)



Actual

11⁷

Target

18

EBITDA MRI interest cover
(at year end)



Actual

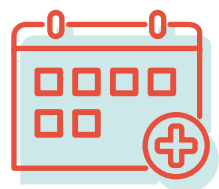
159.4%⁸

Target

144.1%

*provisional
year-end position

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



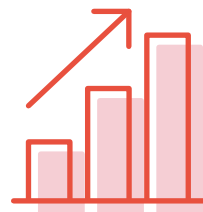
Actual

12.7⁹

Target

11.0

Cash efficiencies delivered
(full year)



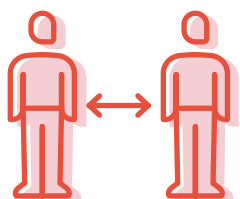
Actual

3.5%

Target

3.0%

Voluntary staff turnover
(rolling 12 months)



Actual

7.4%

Target

7.0%

Notes on our performance

1. **Satisfaction with our services (overall):** We opened a new Touchpoint store in Hartlepool and launched a mobile Touchpoint van in 2024/25 after customers told us how much they value face-to-face access to services.
2. **Empty homes loss (% of debit):** Our focus on tackling issues such as damp and mould impacted on our capacity to get empty homes ready to relet as we prioritised the safety of our existing customers. We are doing some work to give us a better understanding of these challenges and this will inform our future approach to empty homes.
3. **Repairs completed within target timescale (non-emergency):** While some providers have chosen to lengthen their target timescale in response to an unprecedented rise in demand for repairs, we have maintained ours at 28 days for non-emergency repairs. We have invested in our in-house repairs service, creating an additional team to help us complete more repairs within target timescale.
4. **New supply delivered – social housing:** The delivery of 650 new homes in a year is a record high for Thirteen.
5. **Strategic sale of properties:** This measure was introduced to provide assurance at a time of change in our processes but will be discontinued now that those processes have been embedded.
6. **Satisfaction with the quality of new build homes:** Private developers have to achieve 90% customer satisfaction with new homes to be awarded a five star rating by the Home Builders Federation. We achieved a 92% score but set ourselves a higher target of 95%.
7. **Colleague net promoter score:** This score can range from -100 to +100 and a score of 0 to 20 is considered “good”. Net promoter score insights are very limited so we are shifting to new measures and methodology in 2025/26 to gain a deeper understanding of whether staff feel engaged and motivated.
8. **EBITDA MRI interest cover:** This score is very healthy indeed. We have set a lower target for 2025/26 to release some of this financial capacity so we can increase investment in new and existing homes.
9. **Average days lost to sickness per FTE:** This remains a key area of focus for us and the current target will remain in place.



Key measures explained

Happy customers

Satisfaction with our services (overall) (full year)

The percentage of customers that reported satisfaction of 7 out of 10 or above when surveyed about repairs, anti-social behaviour and new lettings services.

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

A score ranging from -100 to +100 that measures the willingness of customers to recommend a company's products or services to others. The UK average is 44.

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

The total current tenant rent and service charge arrears expressed as a percentage of the totals charged in the year. Includes arrears outstanding from the previous year.

Tenancy turnover (rolling 12 months)

The number of properties where there has been a tenancy termination in the previous 12 months, expressed as a percentage of the total number of properties.

Satisfaction with repairs service (overall) (full year)

The percentage of customers that reported satisfaction of 7 out of 10 or above when surveyed following completion of a repair.

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

The total value of void loss expressed as a percentage of the total annual rent and service charges due.

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

The percentage of non-emergency repairs completed within timescale (28 days for appointment repairs and 60 days for planned repairs).



Key measures explained

Fantastic homes

New supply delivered – social housing (at year end)

The number of new homes completed or brought into group stock.

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

The percentage of properties that have an EPC rating or verified rdSAP data scoring of C or above.

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

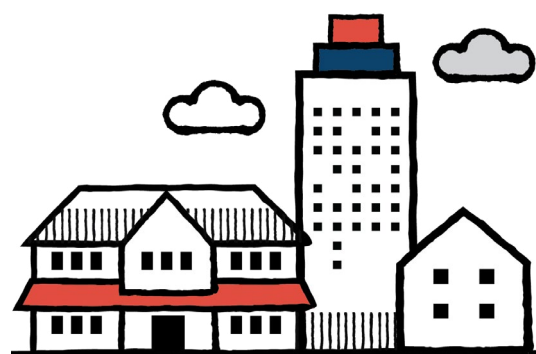
The percentage of customers that responded with “very satisfied” or “fairly satisfied” when surveyed about the quality of their new build home.

Strategic sale of properties (at year end)

The number of individual residential and commercial properties sold following an options appraisal.

% of spend on maintenance through investment vs reactive repairs

The percentage of our overall maintenance spend that is spent on planned/proactive repairs, with the remainder being spent on reactive repairs.



Brilliant people

Colleague net promoter score (would recommend Thirteen) (at year end)

A score ranging from -100 to +100 that measures employee satisfaction with Thirteen as a place to work.

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

The average number of days lost to sickness per full time equivalent employee in the last 12 months.

Voluntary staff turnover (rolling 12 months)

The number of staff leaving voluntarily in the last 12 months, expressed as a percentage of the overall number of staff employed.

EBITDA MRI interest cover (at year end)

EBITDA MRI stands for Earnings Before Interest, Tax, Depreciation, and Amortisation, Major Repairs Included. It is a key indicator for liquidity (cash) and investment capacity and seeks to measure the level of surplus that a registered provider generates compared to interest payable.

Cash efficiencies delivered (full year)

The total cash efficiencies delivered expressed as a percentage of social housing lettings costs.





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Managing and building homes

We publish quarterly updates on how we're performing against the key measures in our Business Strategy on our **Delivering our Business Strategy** webpage.

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

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