

thirteen

Managing and building homes

Homes and So Much More

Strategic Plan Summary 2019-2024



Customers are Always at the Centre of What We Do

Thirteen is a housing association. A housing association with strength, capacity and ambition. Strength, capacity and ambition to deliver for our customers who are always at the centre of what we do. They're why we exist.

A succession of unions between social housing providers over 20 years has led to Thirteen becoming the largest housing association in the North East and amongst the biggest 25 nationally.

But we're about more than just homes. Our experience extends to supporting vulnerable people with thoughtful and effective services, improving our homes and estates as well as building new places for people to live.

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

So, when it comes to Thirteen, there may be preconceptions about the number, just as there are with some people and places. But for us, the name is a signal that we challenge set assumptions and take a fresh look to create opportunities and seek out the potential in everyone.



The Need for a Strategy to Provide Homes and So Much More

We consolidated in 2017. That meant we brought together the landlords and care and support arm that made up the Thirteen Group to become one single housing association for all our tenants and customers.

Making that change meant increased financial stability, spending and bargaining power and the ability to save money to fund new services, as well as releasing financial capacity to invest in our homes and neighbourhoods.

We're now working hard to realise and maximise those benefits.

We're still locally responsive. After all, the Tees Valley is our heartland. Now we're a single stronger organisation, rather than a federation, we have the scale, expertise and funds to do much more to regenerate our core area. We're continually innovating, improving and growing. We're not a business that just wants to work alone.

With that in mind, we welcomed Gus Robinson Developments to the group in 2018 to help play a more significant role in the development of the North of England's housing requirements for Thirteen, as well as other organisations that need construction and building services. The range of properties we own and build in our neighbourhoods offers something to suit all needs, from renting, buying, or even part-buying a home.

However, we don't just offer a choice of home. Extra services are on hand to help people live safely, happily and be part of a real community.

Our plans for the next five years are mapped out over the coming pages, starting with some of our key achievements last year, followed by the challenges now facing us and how our priorities and associated actions will help us deliver whilst facing these issues.



Who We Are

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

Our purpose is to provide homes, support and opportunities to grow.

We own and manage just under 34,000 homes in an area spanning North Tyneside to York, with the majority of properties (30,000) in the Tees Valley area.

We're not-for-profit and focus on delivering our charitable objectives of providing housing, care and support to those who need it.

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

Our 1,500 colleagues reach out to 70,000 customers. Putting them at the heart of everything we do helps us shape the business and makes us strive to be the best, constantly making improvements.

We have plans to build almost 3,300 new homes over the next five years as well as investing £411m in improving the homes we manage. With 365 vehicles on the road, we're on course to deliver 151,000 repairs this year.

But that's not all. For people that may need a helping hand, we offer a range of housing support services such as money advice, sheltered accommodation, extra care schemes, adaptations to homes, help with anti-social behaviour and more.

Our additional services help more than 6,500 people.

Our purpose is to provide homes, support and opportunities to grow



Our Thirteen Philosophy

At Thirteen we're all about providing homes, support and opportunities to grow. With a vision of a caring landlord and housing developer, we understand that everyone is an individual. We offer a home for their life. Whether that's a space to enjoy with family, a haven to return to every night or somewhere to put down roots, we're there to provide what customers prefer.

Putting customers at the heart of our business helps us shape the organisation and continue to ensure we're there for anyone who needs a home, and maybe a helping hand too. Our vision extends beyond homes to investing in neighbourhoods and the wider Tees Valley too.



1. Our mission – why we are here

We provide homes, support and opportunities to grow.

2. Our vision

As a housing association, we are a caring landlord and housing developer. We're here to help anyone who needs a home. We're about investing in neighbourhoods and making a major contribution to the regeneration of the Tees Valley.

3. Our priorities

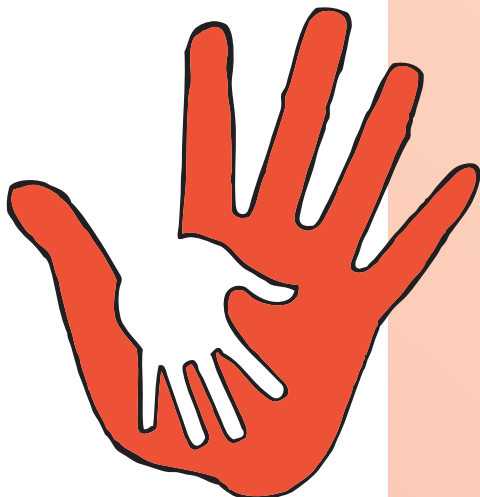
1. Great customer experience
2. Delivering quality places to live and improving neighbourhoods
3. Being Team Thirteen - considerate, smart and progressive

4. Our geographic focus

We operate across the North East and North Yorkshire. Our regeneration and social value work has a focus on the Tees Valley.

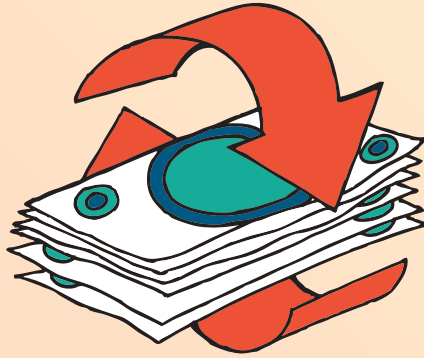
5. Our values

- Considerate: in our behaviour
- Smart: in the way we do things
- Progressive: we move things on

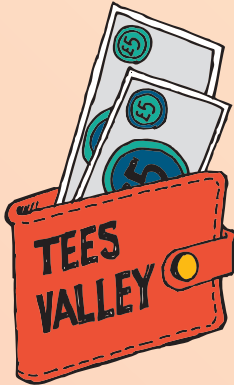


Putting customers at the heart of our business

Growing commercially to
boost our surplus



Investing in the Tees Valley



Investing in neighbourhoods



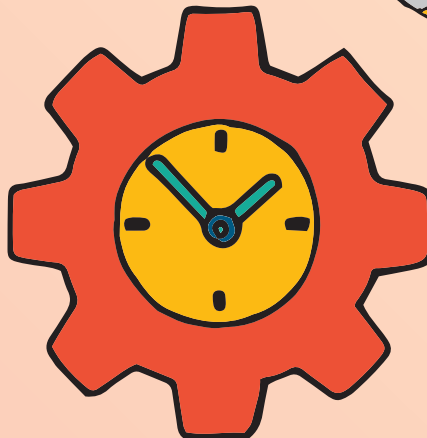
Providing employment
opportunities



Providing good quality homes



Improving our services



What We've Achieved

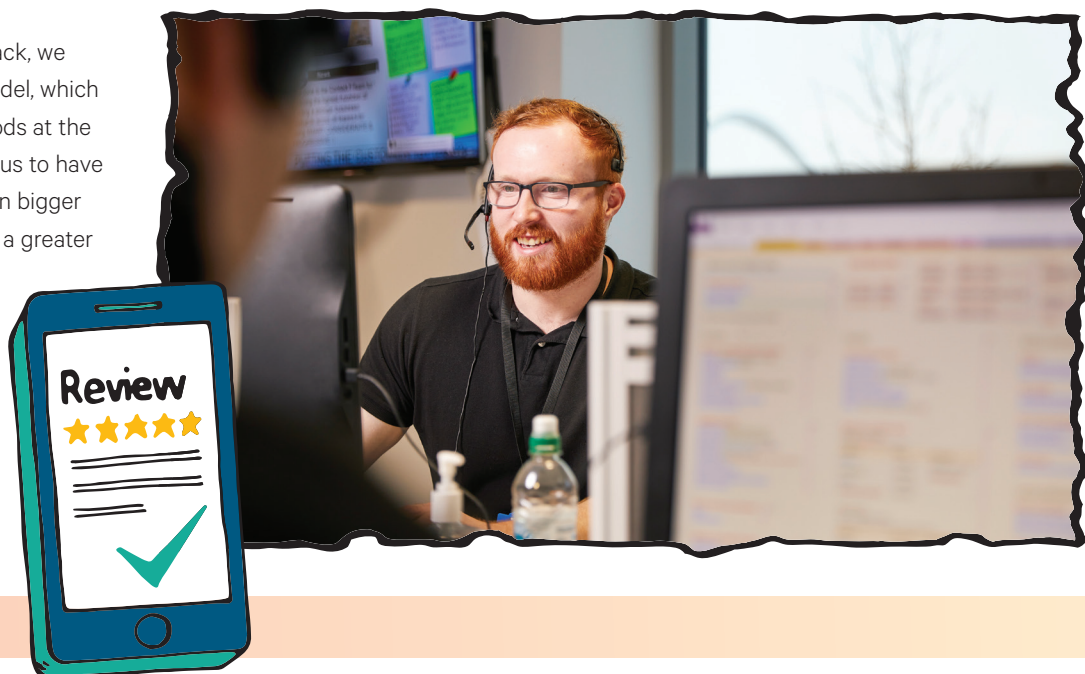
Our plan for 2018-2023 had four priorities for the organisation and we made significant progress with each one. Here are just some of our achievements:



Priority 1 – Delivering Great Customer Service

Last year, customers told us that improving customer satisfaction, completing repairs first time and quicker and ensuring customers understand the services on offer were some of their key actions.

- Overall customer satisfaction improved to 87.4% which was an increase of 2.8% since the previous survey in 2017
- Nine out of ten customers said they were happy with the quality of their home and nine out of ten customers said their rent provided value for money
- We introduced a new repairs IT system in September 2017 and, along with improved ways of working, a total of 97.7% of repairs were completed right first time and the average time to complete a repair was quicker, at 9.7 days
- Learning from customer feedback, we introduced a new operating model, which puts tenants and neighbourhoods at the heart of our business, enabling us to have a more visible presence, an even bigger impact in our communities and a greater tenants' voice
- We saw strong results in satisfaction testing in key areas such as gas servicing and repairs, helping to ensure we're meeting customer expectations
- We reduced average call waiting times from 59 seconds to an average of 17 seconds in May. On average all calls are answered in 30 seconds - an improvement from 59 seconds last year
- We improved complaints management with a centralised approach, reducing the average response time from 8.3 days to 2.5 days and 100% within the target time of five working days
- We introduced weekend working for some teams and we are looking at piloting later working for others
- We carried out more training and education on our internal systems to ensure more customer queries are dealt with at the first point of contact
- We made changes and enhanced our website to make it easier to navigate and understand what we offer, and started to map out our customer offer even further so we can promote and market our homes and services to existing and potential customers in the best way possible
- Our customer scrutiny panel made 74 recommendations to improve services





Priority 2 – Being a Social Entrepreneur



Any surplus generated is being reinvested into our existing homes and neighbourhoods, as well as into developing new properties and enhancing services

Last year, customers told us that saving money, having a clear understanding of our social impact and making it clear how to access our support services were some of the most important issues for them.

- We generated a surplus of £27.7m (2017: £37.5m), which is being reinvested into our existing homes and neighbourhoods, as well as into developing new properties and enhancing services
- Our operating margin was around 30%, which is in line with our peers in the sector
- Thirteen's gearing, calculated as total loans as a percentage of total assets less current liabilities, was reduced from 30% to 24%, releasing capacity to build new homes, invest in existing properties and improve services
- The group consolidation and subsequent restructure of the loans portfolio reduced the overall cost of capital and released capacity to invest in new areas of business
- There were 618 referrals to support services - £2.7m of benefits and £1.3m in Universal Credits were gained for claimants
- Our New Directions programme, which provides support for people aged 15 to 29 to find work, training and education and works to match young people with jobs, achieved a number of successes including:
 - 527 new sign-ups
 - 321 people received an offer of employment, apprenticeship or training
 - 309 people took up the offer or employment, apprenticeship or training





Priority 3 – Contributing to Regenerating the Tees Valley

Last year, customers told us that building affordable homes, agreeing a standard for the quality of a Thirteen home, focusing on estate regeneration and empty homes and improving homes needing investment were key.

- We achieved 295 on-site starts on affordable new build homes and completed 206 new build affordable homes
- We agreed a new standard for the quality of a Thirteen home
- We focused on estate regeneration and reduced empty properties
- In Middlesbrough, 20 empty properties were brought back to life in North Ormesby and we started to build 92 new homes in Grove Hill

- Our approach to the management and maintenance of five of our high-rise blocks was agreed
- Environmental improvement schemes were delivered in some areas, with some activities still in progress
- New house types got underway and we now have an in-house architect. The design team's initial plans were upgraded following consultation with colleagues and customers
- A new procurement framework was implemented with Prosper (formerly North East Procurement) to help reduce costs and increase value for money in the investment programme

We achieved
295 on-site starts
on affordable new build
homes and completed
206 new build
affordable homes

- We continued to identify people at risk of homelessness:
 - 449 people/families were prevented from becoming homeless
 - 669 referrals were made to the Key Step homeless project
 - 11 formal homeless cases were dealt with
 - 1,458 advice cases were handled
 - 81 people were helped from supported accommodation into a home





Priority 4 – Being Team Thirteen

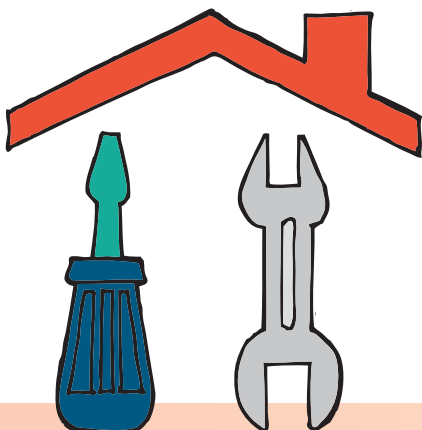
Last year, customers told us that ensuring we are legal, compliant and safe, ensuring the delivery of a continuous value for money programme and improving our staff satisfaction levels were at the top of their list.

- We kept our top level G1 and V1 regulatory judgement, confirming that governance and financial arrangements are still strong following the consolidation of the group
- We completed a self-assessment on compliance with regulation and legislation and continued to have an appropriate set of performance measures, including gas and fire safety
- We set up a specific cyber security team to help us better understand the threats, prepared for the introduction of the General Data Protection Regulations and reviewed and improved our disaster recovery plan
- We made £6.5m in savings through our continuous value for money programme



- We delivered a reshape of our internal structures to ensure we have sufficient capacity and skills and started the implementation of an organisational development programme
- Work to review systems and processes is ongoing and e-enablement is implemented wherever possible and appropriate as part of any process review
- We improved our staff satisfaction levels. A recent staff survey with a 79% response rate resulted in an average score of 7.6 when colleagues were asked if they would recommend Thirteen as a place to work
- We introduced annual impact reports showing our delivery and the differences we have made in local authority areas

We kept our top level G1 and V1 regulatory judgement, confirming that governance and financial arrangements are still strong following the consolidation of the group



What Issues Affect Us?

Throughout 2019, we know the findings and recommendations from the Grenfell and Building Regulations enquiries will be vital for our asset management and housing operations.

The uncertainty around Brexit and its impact on the national economy, together with rising inflation, is a potential risk and also one we'll be monitoring closely.

Despite negative comments nationally, the local housing market maintains a steady state. Housing policy is changing and this something we welcome, especially the additional investment for affordable housing, flexibility on tenures and clarity on Local Housing Allowance and supported housing.

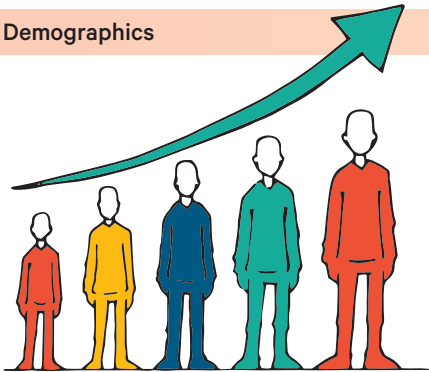
Overall, conditions are fairly positive to support our business strategy, although we keep an eye on local economic headwinds and market confidence.



What Issues Affect Us?

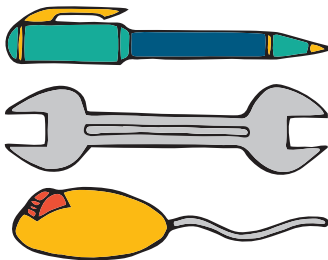
Key issues about our core operating area

Demographics



- The Tees Valley population stabilised at over 670,000 and is expected to grow to 701,000 by 2037
- A demographic shift is underway with a decrease in the numbers of 20 to 65s by 2037
- Increase in the number of children and teenagers by 2037
- Number of people aged 65+ is expected to increase by 41% in the next 20 years
- 96% of households describe themselves as White British, with 1.4% Asian/Asian British, other white groups 1.2% and other ethnicities at 0.8%

Jobs and skills



- 17,100 enterprises and 220,000 employee jobs
- Median weekly earnings in the Tees Valley have increased to £507
- Large rise in private sector employment (80%)
- 127,000 jobs need filling by 2022
- 87.9% of people who work in the Tees Valley live within the area
- The employment rate in the Tees Valley is 68.8, lower than the UK average of 73.5

Business and finance



- The Tees Valley contributes over £10.6bn to the national economy
- England's largest port and an international airport
- Extensive supply of enterprise zones
- Low business density
- Highest business start-up rates in the UK
- A 20% rise in digital companies

Properties/Property types



- 306,500 occupied homes in the Tees Valley
- 47% of households fall in Council Tax Band A (double the national average)
- 2,000 new homes each year need to be constructed across the Tees Valley
- Over 5,000 vacant homes
- Greenfield locations have become the predominant housing supply as this is where the demand is for new homes, making it difficult to cross-subsidise brownfield and regeneration sites

Rental/Ownership options



- 182,000 owner occupied homes; 55,000 in social rent, 41,000 private rented
- Level of social rent is higher than the national average (20% compared to 12.5%)
- Private rented sector is lower than the national average (15% compared to 16.8%)
- Housing in the Tees Valley is more affordable than most parts of the country – in 2015 the price of a median priced property was £136,000, 5.3 times the median average salary of £25,530. In England as a whole the ratio is 9.9. In the Tees Valley, only 27% of take-home pay would be spent on renting a two bedroom home, whereas it would be 41% of pay in England

Education



- Tees Valley primary schools are above the national average, with high quality schools and excellent performance
- 90% of primary schools are rated good or outstanding by Ofsted
- One in three secondary schools require improvement or are classed as inadequate by Ofsted
- Take-up of apprenticeships is much higher in the Tees Valley than nationally, with 5.2% of 16-35 year olds starting an apprenticeship in 2014/15, compared to 3.4% nationally

Moving home



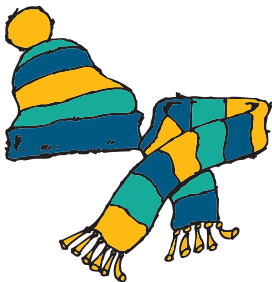
- In 2012, most people wanted to live within the Tees Valley, with only 16% of people wanting to move out of the Tees Valley to live in a better/more pleasant neighbourhood
- Projected housing need for the next 15 years across the Tees Valley is almost 30,000 dwellings
- Older people are needing to downsize, preferring bungalows rather than flats

Housing market



- Properties are selling and letting in the Tees Valley, although we have to be realistic that price and location are sensitive

Standard of living



- Areas of severe deprivation with polarity increasing
- 12.5% of households are 'fuel poor' (35,000 households – one of the highest in the country)

Changes in our operating environment since last year



- New entrants into our operating environment such as 'for profit' organisations purchasing Section 106 properties from housebuilders
- Local authorities creating their own housing companies
- Lifting of the housing revenue account borrowing cap as councils look to build houses themselves
- Competition for certain skill sets
- The pool of building contractors becoming smaller
- Our move to 'land-led' development
- Our purchase of Gus Robinson Developments

What we are Going to Deliver – Our Action Plans

We've had the same four priorities for the organisation since 2016. This has been helpful as it's provided clarity when we've been delivering so much change and improvement within Thirteen. We've now reflected with colleagues and board directors and feel priority two – being a social entrepreneur – is much more part of day-to-day operations now.

Because of this we're focusing on three priorities, and elements of being a social entrepreneur are intrinsic in all three of them. The three priorities are:

- 1. Great customer experience**
- 2. Delivering quality places to live and improving neighbourhoods**
- 3. Being Team Thirteen – considerate, smart and progressive**

Priority One: Great Customer Experience

We want customers to see us as the housing association of choice. That means even further cementing our commitment that everyone should get the same quality of service, no matter where or how they come into contact with us.

Some people may want to get on the home ownership ladder, rent a property or have a repair carried out at that first point and we want to make sure we give the same service we'd expect as a customer ourselves.

That's not just when it comes to our homes. We know that some people need a helping hand and that's why we continue to focus on accommodation-based support and specialist support services too.

Outcomes we will deliver

- More of our tenants staying with us longer
- Letting more of our homes and quicker
- Improved customer experience
- Less debt owed to Thirteen

Key actions:

1. Touchpoint Programme

We're investing in our Touchpoint programme, including a high street presence and new digital approach, and investing in our contact team at the end of the phone, to make all our services more accessible, direct, quick and easy.

2. Replace choice based lettings

When it comes to renting a home, meeting the expectations of current and prospective tenants is key. We'll deliver a new digital platform, making it easier for people to get a home with us, manage their tenancy and access our services.

3. Further improvements to our repairs service

Our new repairs system, introduced in 2017, is better for allocating repairs and has meant a massive improvement in the service. We're now planning further improvements to the repairs system to improve productivity and effectiveness.

4. Promote our total service offer

As well as the core services we provide as a housing association, we need to promote the full and varied range of additional services available to current and potential customers, including specialist housing, support services and independent living.



Priority Two: Delivering Quality Places to Live and Improving Neighbourhoods

The quality of neighbourhoods is as important as the quality of the housing and contributes to quality of life. We can't create a sense of community but we can help put in place 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 exactly what's right to help communities thrive.

We'll continue to maintain and invest in our houses and estates. We provide a range of new homes and tenures to address the housing needs in our operating area. 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 Tees Valley.

Outcomes we will deliver

- Improved customer experience
- More tenants staying with us for longer

People's lives are changed as we help them into healthier, independent living



Key actions:

1. Investing in our homes

Last year we invested £34m in our homes and neighbourhoods and this year, our continuous programme of improving our stock will continue. A typical year sees 4,000 homes receive work, including new roofs, kitchens, bathrooms, windows and doors and energy efficient boilers installed.

2. Neighbourhoods at the heart

We'll carry out a number of pilots to make improvements in neighbourhoods, with intensive neighbourhood management to ensure tenants have a safe home and quality neighbourhood, making sure they can, and want, to stay.

3. Building new homes

As people move through life they want more choice. Last year we spent £29m on developing new homes. Our plan is to build almost 3,300 places for people to live over the next five years including affordable properties, those for shared ownership and homes for market sale.

4. Thirteen Plus - health and independence

People's lives are changed as we help them into healthier, independent living. That's where Thirteen Plus comes in, in addition to our core homes and services. Our range of specialist accommodation is tailored to people's needs, including care leavers, the homeless, teenage parents, people with profound learning disabilities and victims of domestic abuse. We also offer home adaptations to enable older people to stay in their homes longer and supported accommodation when they choose to move on. We're also planning to build 700 homes for people with specialist needs.

5. Thirteen Plus - additional support services

As mentioned above, we go beyond bricks and mortar to develop targeted help and support so people who need some help can live more successfully. The ever-growing range of support services includes money advice, help with Universal Credit, tenancy enforcement, financial planning and help to get into work or training, gardening services and homeless support.

6. High-rise properties

During 2018 we carried out a review of our 18 high-rise blocks and concluded that we'd rehome people from five of these buildings, then demolish them and replace them with new housing. We're now part-way through finding new homes for the affected households. We're also going to deliver fire suppression to our remaining high-rise blocks, with one block already completed.

Priority Three: Being Team Thirteen

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.

Making sure we deliver high quality services to our 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.

Outcomes we will deliver

- Remain financially sound
- Employer of choice
- Invest in our people
- Strong governance, ensuring we remain legal and safe and fully compliant
- Embed agile working arrangements

Thirteen colleagues are passionate about what they do. They care about making a difference and striving to improve

Key actions:

1. Be Thirteen - improving our colleagues' experience of working with us

Thirteen colleagues are passionate about what they do. They care about making a difference and striving to improve. Proud of our achievements, we also know we have areas to improve and these are firmly in our plans. We need to remain flexible, with a clear focus on our role in helping to address housing need and improving services for the people in our area. Each element of the employee life cycle is of vital importance; from 'attract me', to 'get me started', to 'develop me', right through to 'wish me farewell', enabling us to attract and retain excellent colleagues, knowing when someone leaves us, they remain an ambassador for the organisation.

2. Right space, right place

With the introduction of our new operating model, not as many colleagues are using our two main offices. We've been carrying out a review and will finalise this to determine the most efficient way to run our support office. We'll also explore providing more bases within neighbourhoods and support agile working with investment in systems and equipment.

3. Doing things differently

We have a track record of making efficiencies so that we can deal with cost and income pressures without impacting on service delivery. Many of our services are already low-cost compared to other housing associations, but we know we can still explore doing things differently to achieve additional cashable efficiencies that can be reinvested back into the business. With that in mind, we'll continue to explore high-cost areas and look at ways of delivering services differently.

4. Financing the plan

We already know we have significant financial capacity to deliver this plan after consolidating the landlords and care and support arm in 2017. To deliver the level of investment planned within our existing homes and neighbourhoods, as well as in new homes, we'll need to secure additional borrowing that's within our financial capacity, so we can deliver the ambition of the plan.



Thirteen's Board Directors



George Garlick

Chair of the Thirteen Board

George 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.



Andrew Lean

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

Andrew is retired from his role as Senior Advisor to the Homes and Communities Agency. Previously, his senior civil service career included direct responsibility for policy making and management around the Urban Programme, Single Regeneration Budget and the Olympics.



Brian Dinsdale

Thirteen Board Director and member of Treasury Committee

Brian had a long career in local government before establishing his own interim management company in 2005. He was Chief Executive of Hartlepool council for 14 years and for Middlesbrough Council for two years. He received an OBE for services to local government in 2002.

He is currently Chair of the North Tees and Hartlepool NHS Foundation Trust. Brian is a member of the Chartered Institute of Public Finance and Accountancy and has Bachelor of Arts in Social Sciences.



Clare Brayson

Thirteen Board Senior Independent Director and Chair of the Remuneration Committee

Clare has over 30 years of experience in marketing and customer service management. This experience has been gained in financial services with Northern Rock and in social housing with Home Group. Her customer experience includes responsibility for call centres and administration. She has an MBA from Newcastle University.



Mark Simpson

Thirteen Board Director and member of the Remuneration Committee

Professor Mark Simpson 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, Manufacturers and Commerce.

Thirteen's Board Directors



Annette Clark

Thirteen Board Director and Chair of Audit and Risk Committee

Annette is a former Director of Aviva plc. During her 20 years with Aviva she led both 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.



Chris Newton

Thirteen Board Director

Chris is Facilities Management Director for Lloyds Banking Group, a role delivered via their strategic partnership with Mitie. He started his career as a Quantity Surveyor for a number of North East property companies before becoming involved in property management and was instrumental in the integration of property across Lloyds Banking Group. Chris is a member of RICS and IWFM.



Richard Buckley

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

Richard is the Chair of Thirteen Homes Ltd, a subsidiary company of Thirteen. He is Managing Director of Buckley Burnett, a development consultancy and project management company. Richard has other interests in BIM development investment vehicle.

His career started at Ward Hadaway as a planner after leaving Newcastle University. He went on to become a regional director and run the development side of Tees Valley Regeneration before setting up Buckley Burnett.



Steve Nelson

Thirteen Board Director and member of Development and Investment Committee

Steve is a Stockton Borough Councillor who was previously a Cabinet Member for housing. He is currently Cabinet Member for Access, Communities and Community Safety and has a number of other community roles. He chairs the Safer Stockton Partnership and the Taxi Trade Association, and is a director of the charitable organisation's Catalyst and FRADW. Steve is also a governor at Frederick Nattrass School.

Steve is committed to social inclusion and is a member of Stockton's Infinity Partnership, Central Locality Forum and Stockton's Domestic Violence Steering Group.

Leadership Team



Ian Wardle

Chief Executive and Executive Board Director for Thirteen

Ian joined Thirteen as our Chief Executive in 2016. The first ten years of his career were spent 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 as well as the delivery of large capital regeneration projects.

Prior to joining Thirteen, Ian was Managing Director of Reading Borough Council with responsibility for delivering hundreds of services across the town while making substantial savings and managing 2,500 staff with a turnover of £480m per year. Ian is currently a Governor at Teesside University.

In April 2018 he took over as the Secretary for Homes for the North which is an alliance of almost 20 large housing associations who want to deliver more homes across the North of England.

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.

Leadership Team



Heather Ashton

Executive Director of Resources

Heather is responsible for the group's support services including finance, IT, HR, research, policy, performance and governance. She also acts as company secretary and leads and provides oversight for the group's customer income and debt functions.

Heather has worked in the quasi-public sector for the last ten years in both housing and higher education. She has many years of commercial experience in both the retail and manufacturing sectors.

Having qualified as an accountant a number of years ago, she also holds a Diploma in Company Direction from the Institute of Directors and is a Chartered Member of the CIH.



Chris Smith

Executive Director of Service Delivery and Development

Chris leads on the neighbourhood functions for Thirteen including housing management, support services, customer experience and regeneration. She is also responsible for the development and delivery of the new homes programme for rent and sale, as well as wider business development opportunities for Thirteen.

Chris is a board member of 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.

Leadership Team



Russell Thompson

Executive Director of Property Services

Russell has responsibility for Thirteen's in-house repairs and maintenance function, major refurbishment programmes and investment covering all of the group's properties as well as neighbourhood services of cleaning, caretaking and concierge services.

This includes managing property assets, contract management, repairs and maintenance, cleaning, caretaking, concierge, investment, surveying and estimating and compliance with property legislation.

Russell has a wide range of experience having worked on major projects with a variety of companies and public sector organisations throughout his career. This covers property services, large organisational change and consultancy support for organisations across the country.



Craig Taylor

Managing Director of Thirteen Homes

Having joined in 2018, Craig is responsible for the delivery of Thirteen Homes' private sale programme. This includes land acquisition, technical development, construction and sales of all housing for sale. Delivery of the programme enables additional surplus to be generated and returned to Thirteen for investment in core services.

Craig has over 20 years commercial development experience across a number of private sector industries, but predominantly and latterly within housing. His core area of expertise is sourcing, acquiring and developing land assets.

Craig graduated from Northumbria University with a BSc (Hons) in Construction Management before undertaking an MSc in Real Estate and Property Management from Salford.

Notes

Notes

In a world where life can be a challenge for some people, we provide homes and so much more. We're for anyone who needs a home and maybe a little extra help to get it. We're against inequalities that limit our potential.

We value empathy, flexibility and reliability, provide homes, support and opportunities to grow and we offer a home for your life.

The homes and support services that Thirteen provides are just the beginning.

They provide the foundation from which to develop. A place to grow independence. Somewhere to begin a family. The security to enjoy retirement. The opportunities are limitless.

Work with us...

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

But we're not a business that just wants to work alone. We can provide services on behalf of your organisation. Our skilled colleagues and committed board members all work tirelessly to support over 70,000 tenants and customers, bringing a breadth of experience and a can-do attitude.

All this in an organisation of size and scale and in a strong financial position, but that still remains locally responsive.

At Thirteen, we're a willing partner – so just get in touch if you'd like to work with us.

Contact us

0300 111 1000

customerservices@thirteengroup.co.uk

www.thirteengroup.co.uk