

A woman with blonde hair is sitting and reading a colorful children's book to a baby. The baby is wearing a blue denim jacket over a light blue shirt and is looking at the book with a smile. The background is a blurred indoor setting with a blue curtain and a red bulletin board.

thirteen

Homes. Communities. Support.

Environmental, Social and Governance Report

2024/25

Who we are and what we do

Thirteen Group provides housing and support services across England's North East, Yorkshire and Humber regions.

Today we own and manage over 36,000 homes, with over 1,600 colleagues providing services for around 100,000 customers.

Our vision is to be the most trusted housing association, with happy customers.

We keep our homes safe, secure and well-maintained and we have an excellent track record of building high-quality new homes for rent and shared ownership too (we're a strategic partner in Homes England's Affordable Homes Programme).

In 2024/25 we invested £135.6million to deliver 650 affordable new homes, and a further £114.1million to maintain our existing homes.

All three of those figures represent record highs for Thirteen.

We also increased our net surplus from £29million to £34.1million.

And we were awarded the highest possible C1/G1/V1 ratings by the Regulator of Social Housing.

But we don't just manage and build homes.

We help people into work and training.

We deliver services to prevent homelessness and support people affected by domestic abuse.

And we continue to take decisive steps towards net zero, as we reduce our impact on the environment.

The Environmental, Social and Governance (ESG) agenda is at the very heart of so much of what we do.

In this report, we'll set out how we're making a difference.



United Nations Sustainable Development Goals

Thirteen was an early adopter of the Sustainability Reporting Standard, which provides a framework for consistent, comparable and transparent reporting by housing providers on their ESG performance.

This report is the fifth summary of our performance against the standard. We've structured it to respond to the criteria within the standard.

We continue to align our ESG reporting to the UN Sustainable Development Goals too. These goals helped to form the standard.

UN Sustainable Development Goals (key)



How we've structured our report

This report outlines our work in line with the themes in the sustainability reporting standard for social housing, taking each area in turn and showcasing our achievements in line with each theme.

ESG Area	Theme	Theme Name	Theme Description
Environmental	T1	Climate change	Prevents and mitigates the risk of climate change
	T2	Ecology	Promotes ecological sustainability
	T3	Resource management	Sustainable management of natural resources
Social	T4	Affordability and security	Provides affordable and secure housing
	T5	Building safety and quality	Resident safety and building quality are well managed
	T6	Resident voice	Listens to residents' voice
	T7	Resident support	Supports residents and the local community
	T8	Placemaking	Supports residents and the wider local community through placemaking
Governance	T9	Structure and governance	Legal structure of the organisation and its approach to governance
	T10	Board and trustees	High quality board and trustees
	T11	Staff wellbeing	Supports employees
	T12	Supply chain management	Procures responsibly

You can find our detailed data tables in a dedicated section at the end of this report.



Environmental

We've committed to reaching net zero on direct business emissions by 2035 and we're taking decisive steps to achieve this. But our energy use is just one piece of the picture. We're also planting trees, enhancing biodiversity and driving down waste. In fact, improving our approach to the environment and sustainability cuts across everything we do.

In this chapter

Theme 1: Climate change

Theme 2: Ecology

Theme 3: Resource management



Theme 1: Climate change

This theme assesses how our activities impact climate change and how we are mitigating the physical risks of climate change. This theme considers the current practice and the changes being made to improve performance in the future.

EPC ratings in our homes

We continue to improve the energy efficiency of our homes through our investment programmes, alongside trialling new technologies and accessing funding routes to install energy efficiency measures in our homes.

At 31 March 2025, 75.13% of our homes have an Energy Performance Certificate (EPC) rating of Band C or above.

We continue to meet our internal target to increase the number of homes meeting or exceeding EPC C by five percentage points each year (31 March 2024: 70.09%) and this means we are on track to get 100% of homes to EPC C or above by 2030.

Data quality is key to meeting our target. We use Parity Projects Portfolio to collate our EPC data, model the improvement works required in our homes, and ensure the data we hold on our homes is robust and evidence-based. Enhancing the data we hold continues to be a key priority, and our data confidence score increased from 7.4/10 to 7.7/10 during 2024/2025.

Table 1 details the EPC ratings of our existing homes, or those completed before the start of the previous financial year and demonstrates our continued improvement in EPC ratings across our homes year on year.



Theme 1: Climate change

SAP ratings in our homes

Over the course of 2024/2025, the average Standard Assessment Procedure (SAP) rating in our existing homes increased to 72 (2023/24: 71), and the energy use intensity decreased (lower is better) to 147.18 Kwh/m²/yr (2023/24: 149.63). Retrofit work will support the ongoing reduction of carbon emissions from our residential assets, in line with our net zero strategy to achieve net zero emissions by 2050.

In 2024/25 we:

- insulated lofts in **771** homes
- installed **371** A-rated windows
- installed **484** A-rated gas boilers
- installed **21** solar PV systems
- completed **483** new EPC surveys
- renewed **1,721** expired EPCs

We are committed to maximising funding opportunities to support our retrofit activity. In 2024/2025 we secured £950,000 from the government's Warm Homes: Social Housing Fund to support delivery of retrofit programmes from 2026/2027.



We also agreed £30million funding with NatWest through a new to market Housing Green Retrofit Loan, which will be used to deliver our retrofit works and support the significant investment required to get all of our homes up to EPC C or above by 2030.

Table 2 details the EPC ratings of our new homes completed in the last financial year. We are committed to ensuring that our new homes have the best possible energy efficiency ratings and in 2024/25, all 650 of our new properties were rated at EPC B or better.

Theme 1: Climate change



Case study: Green upgrade for bungalows

We've helped customers in a Middlesbrough supported housing scheme make savings on their energy bills by installing rooftop solar PV panels on their bungalows.

The 21 bungalows had previously benefitted from air source heat pumps but were EPC D rated.

Installing the solar PV systems has improved these homes by an average of 21 SAP points and reduced their carbon footprint significantly.

Stuart and Chris Cross were the first to receive solar panels. They've lived in their home for around four years and since the solar panels were installed, they've seen their energy bills cut in half.

Chris said: ***"It's made such a difference. Our bills are much lower and it's good to know we're helping the environment too."***

The upgrade was funded through the government's ECO4 scheme and the success of this project will enable us to roll-out further ECO4 funded projects at wider scale as we seek to bring all of our homes up to EPC C or above by 2030.

Theme 1: Climate change



Greenhouse gas emissions

We are committed to ensuring all of our homes achieve a minimum rating of EPC C by 2030 and net zero by 2050. We understand the targeted investment works needed to get 100% of our homes to EPC C or better. Through regional partnerships, we are actively engaging with other social landlords to find innovative and sustainable ways to invest in our homes for the future and understand the opportunities we have to work together on decarbonisation.

Alongside this, we've committed to reaching net zero on direct business emissions by 2035. We established our approach to reducing our environmental impacts and working towards net zero in 2020. We scoped out and measured the baseline position for the organisation in 2019/20 and set our goal to reach net zero on our direct business emissions by 2035.

Taking control

Our Take Control campaign sets out how colleagues, customers and partners can play their part in helping us achieve our goals and become a much greener organisation.

Take Control



PV power generation

In 2024/25, the solar PV systems across our properties generated 944,433.03 kWh of electricity, preventing the emission of 195.54 tCO₂e into the atmosphere. We continue to utilise solar PV as one of our key methods to generate clean electricity for our offices and properties.

Theme 1: Climate change

Scope 1, 2 and 3 emissions explained

We measure emissions annually in line with our Streamlined Energy and Carbon Reporting (SECR). We do so on a voluntary basis as it provides us with a robust and recognised approach which gives us a clear picture of how we are performing and the impacts being delivered.

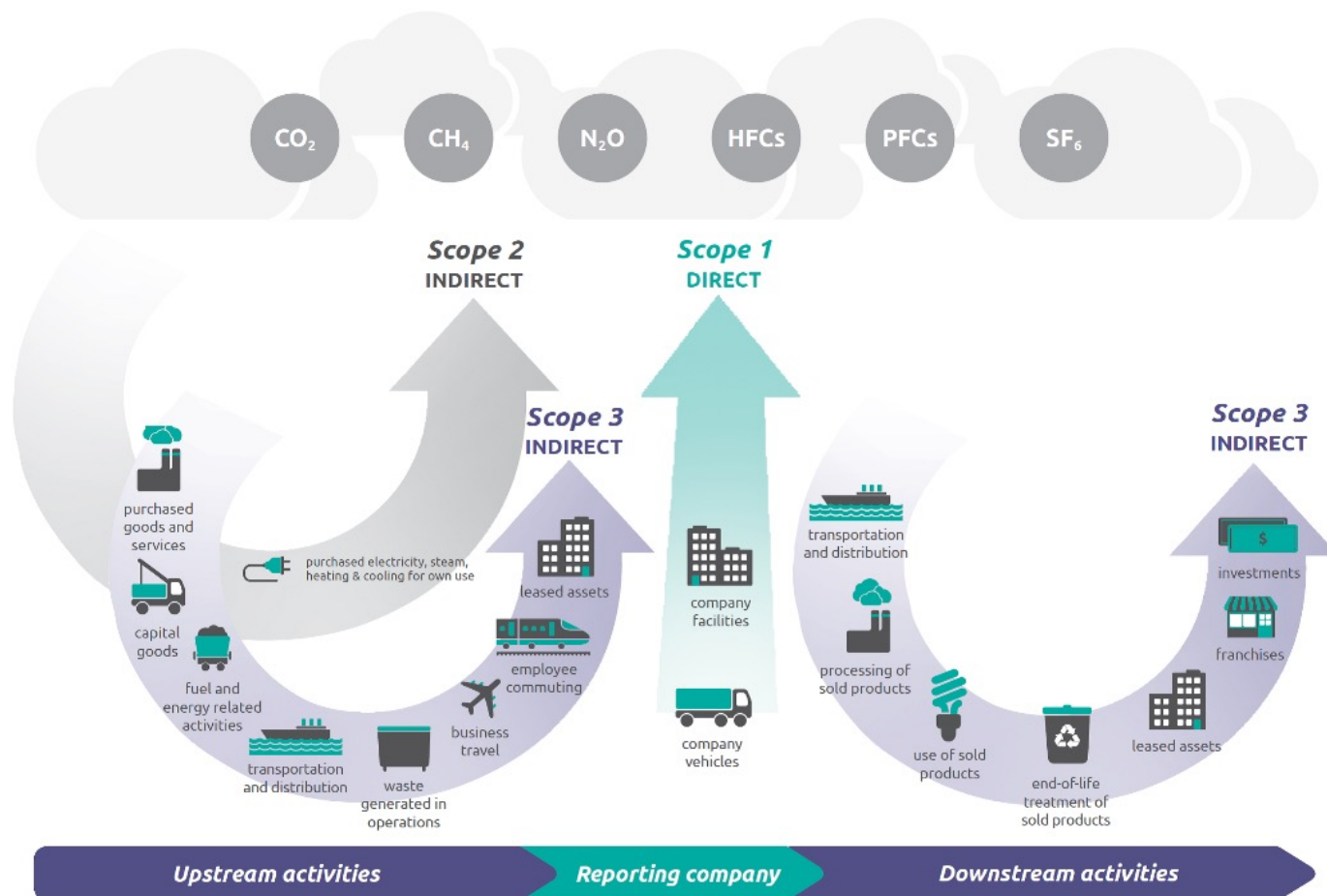
Measuring our emissions

We use the tCO₂e measure – tonnes of carbon dioxide equivalent – to calculate and express greenhouse gas emissions. We also use the intensity ratio of tonnes of CO₂ equivalent over £Million Turnover (tCO₂e/£MT) to track emissions against the growth of the business.

In 2024/25, we emitted 3,804 tCO₂e Scope 1 and 2 emissions, with an intensity indicator of 16.51 tCO₂e/£MT. Adding Scope 3 emissions brings the total to 6,262 tCO₂e with an intensity indicator of 27.18 tCO₂e/£MT.

These measurements are detailed in **Table 3** and **Table 3a**.

Between 2019/20 and 2024/25 our Scope 1 and 2 emissions have fallen by 25.1%, based on total tCO₂e. When we factor in the Scope 3 emissions this results in an overall 13.1% reduction in emissions.



Scope 1 emissions
direct emissions from
sources we own or control

Scope 2 emissions
indirect emissions from
purchased energy

Scope 3 emissions
all other indirect emissions that
occur at sources we neither own
nor control

Theme 1: Climate change

Managing environmental risks

As global temperatures continue to rise, the UK is subject to more extreme temperatures and increased frequency of natural disasters. The greatest risks to our properties are flooding, subsidence and overheating. We have worked diligently to assess risk to our stock and our asset team will use this intelligence when creating plans for future development and investment in our stock.

Flooding

It is forecast that eight million properties in the UK will be at risk of flooding by 2050 (Climate Change Committee, 2050). Our former partnership with FloodFutures, alongside use of open source flood risk data and information from government, have enabled us to assess flood risk to our properties, considering risk from coastal, pluvial and fluvial sources. We provide information to customers on how they can sign up for flood risk alerts on our website.

Overheating

The UK experienced approximately 3,000 additional deaths in the 2022 heatwaves, when temperatures reached 40 degrees. Overheating is a risk to both our customers and our



properties. We know that rising temperatures are here to stay and we want to be prepared to ensure the comfort and safety of our customers, and longevity of our properties. We have identified a number of risk factors including customer qualities, geographical and site characteristics, and dwelling designs. This will help us target retrofit measures to minimise those risks. Geographical and local context, site characteristics, dwelling design and customer demographics also feed into this work.

Subsidence

According to the British Geological Survey climate change driven subsidence will cost the

UK economy £600million by 2050, exacerbated mostly in areas with clay-based soil geology (common in Teesside) and an increased amount of tree planting carried out without prior planning of safe zones. Subsidence damages homes, foundations and structures, devalues properties, increases insurance premiums, and can impact the long-term sustainability of our assets.

We've identified properties that have risk factors such as their geological situation, tree roots which impose on the property zone, and historic mining. This, alongside a record of our previous reported subsidence incidents, will be considered within future planning.

Theme 2: Ecology

This theme assesses how we protect the local environment and ecology. The theme is made up of two criteria around managing pollutants and increasing biodiversity.

We aim to provide beautiful green spaces for our residents to enjoy, as well as creating healthy habitats that can support wildlife, sequester carbon dioxide and create a healthier atmosphere for everyone.



Our trees

We have planted 2,239 new trees since 2021. Our arboreal team manages around 6,000 trees across the communities we work in. Health and safety is of utmost importance and we will only disturb trees if they are dangerous or likely to cause harm or blocking safe access, or to carry out maintenance that is essential for the overall health and structural integrity of the tree. We estimate that there are a further 5,489 in our customers' gardens.

Using guidance provided by the Field Studies Council, we estimate our tree stock sequesters an average of 987 tonnes CO₂e per year.

Our green spaces

We have developed a number of green space metrics based around the ecosystem services of vegetation and habitats on our estates. We are able to place an average air purification, carbon storage, noise reduction and run off retention value based on metres of habitat or vegetation. We continue to monitor scientific research as these values improve.

Theme 2: Ecology



Biodiversity net gain

National biodiversity net gain policy requires housing developers to deliver a 10% net gain in biodiversity. This means a development will result in more or better quality natural habitat than there was before development. We are working collaboratively to establish a rigorous and effective strategy to ensure compliance.

An interdisciplinary working group has been put together to ensure comprehensive planning and management. The group is made up of specialists from our development, investment, procurement, environmental sustainability, community and estates teams. It aims to:

- ensure sufficient resource is available for creation and delivery
- promote the upskilling of staff to meet management requirements
- create successful delivery that benefits both the environment and our customers

Biodiversity audits

We're leading projects that are having a positive impact on biodiversity, with teams of volunteers – champions, customers and colleagues – working together to protect their local environment.

In Middlesbrough, we've left the grass to grow on selected backlands sites, while planting trees and wildflowers to open up a whole new habitat. Biodiversity audits have identified an increase in species and numbers of butterflies, moths and insects that rely on long grasses to survive.

We will be looking at the types of plants within the grasses including stinging nettles, which butterflies thrive on. We're seeing bees and insects buzzing from one flower to the next, collecting pollen. An increased number of insects means an increased food source for birds and bats too.

Increased bird calls can be heard and there are sightings of blackbirds, thrushes, tree sparrows, blue tits and goldfinches fluttering through the hedge lines, as well as robins and dunnocks.

The newly-planted trees are doing very well, with some of the faster growing ash already reaching a few feet in height. The grass around them has been left long – this encourages the trees to grow and also protects them from harm during in their first year on site. Those long grasses will die back in the winter, giving us the opportunity to carry out a thorough inspection of the trees while we can see them more clearly.

Theme 2: Ecology



Biodiversity projects

As part of an ongoing partnership with the University of York, we hosted three master's degree level research projects focusing on:

- **Advanced habitat mapping:**

Using Geographical Information Systems (GIS), project leaders have been able to comprehensively map all habitats across Middlesbrough, measure how much greenhouse gas each habitat type takes from the atmosphere, and look at vegetation cover loss and growth across winter and summer seasons so we can see which land spaces are likely to need further support in future hot summers.

- **Urban heat islands with vegetation:**

Using a combination of GIS and 'on ground' field surveys, project leaders have examined the cooling effect of a mix of different vegetation species on their surrounding areas. Are longer grasses that are cut less frequently doing a more effective job at cooling our estates than short managed grass? Or is the effect so minimal that we need to focus on trees and hedgerows for localised cooling? The answers to these questions will inform future landscaping in some of our areas most prone to overheating.

- **Vegetation disturbance:**

Using field surveys and aerial imagery, project leaders are examining the effects of footfall on green spaces. Our green spaces provide numerous benefits to our customers, taking rainfall, purifying air, reducing noise and having a cooling effect. They also provide critical habitat for wildlife. This study will give us an understanding of how human disturbance affects the diversity of plant species. For instance, is frequent trampling preventing some species coming through and is very occasional trampling helping to stamp out dominant species and making way for others? The importance of this study is expected to grow as the business moves towards creating and preserving protected biodiversity net gain sites on and around our new estates.

We expect to be ready to act on the findings of these projects from April 2026.

Theme 2: Ecology



Case study: University link-up puts green spaces under the microscope

We've been working with students from the University of York to help us improve our knowledge of our green spaces and find effective ways to increase biodiversity.

They explored three areas in our operating area and came back with some brilliant suggestions, including:

- wildflower-rich landscaping to attract pollinators
- edible gardens to support community growing
- green roofs on garage blocks and bus shelters

Their final presentation was delivered to 18 members of staff, including our chief executive, senior leaders, and environmental champions.

For the students, it's a chance to build their CV, gain professional references, and understand what a career in sustainability could look like.

For us it's a chance to bring in bright minds and fresh thinking, and really challenge the direction we're going in.

It's a win-win! And we've hosted more students since that initial cohort.



Theme 2: Ecology

Environmental management system

We continue to maintain our ISO14001:2015 certification standard and received fantastic feedback from auditors following an external inspection at our estates and recycling centre.

Our environmental management system exists to support us in mitigating environmental risks across all activity. The system begins with our environmental policy, which sets out how we address risk through our environmental manual. It identifies risk within our aspect registers, setting out operational controls and assurance processes.

The system also ensures that we are legally compliant with environmental legislation and regulation. We are always looking to improve it and reduce our negative impact on the environment wherever possible. We are the greenest we have ever been, and we will continue to strive for improvement year on year.

Take Control training and environmental champions

Since its launch in 2021, 883 staff and 32 external stakeholders have completed our Take Control environmental training, which helps staff understand our environmental ambitions

“This achievement is fantastic and testament to our commitment in making a positive impact on the environment. This is about continual improvement, and we’ll be working together to get better year on year.”

Matt Forrest,
CEO Thirteen Housing Group

and gives context to our goals. Staff are also encouraged to make their own eco pledges at home and in the workplace. This training has now been completed by 43.75% of our current staff. It is our aim to roll it out even wider so we bring all staff on board and put ourselves in the best position to reach net zero.

In addition, 45 staff from across the business are designated environmental champions. In signing up for this role, they have volunteered to act as our environmental consultants, providing feedback for business initiatives and supporting the planning and delivery of environmental awareness events such as Earth Day and National Green Week.

In 2024/25, group members supported a review of our Take Control campaign priorities, offered feedback to environmental students as part of the University of York partnership, and volunteered across National Green Week. Future consultations and events are in the pipeline.

Managing and reducing pollutants

Our environmental management system identifies where environmental risk sits within our activity and how that risk can then be mitigated. This includes the risk of polluting the natural environment we work in. The system is audited annually to ensure continual improvement is evidenced and that we continue to reduce the risk of any contaminants escaping our control.



Theme 2: Ecology

Case study: Developing green skills

As part of our Take Control campaign, we made a pledge to help future generations capitalise on opportunities in the region's green economy.

It's about upskilling local young people so we can retain the brightest young minds within our operating areas of the North East, Yorkshire and Humber regions.

In 2024/25, we held our first ever 'Green Skills Bootcamp' and hosted four geography students from Queen Elizabeth Sixth Form College in Darlington for a week.

They got involved in all sorts of things, including:

- learning about Excel analysis and having a go at analysing real life emissions data before making proposals to help us reduce our emissions
- planning their own housing estate, while demonstrating understanding of how we need to balance environmental and socio-economic needs in urban land planning

- visiting our recycling centre to learn about our furniture upcycling scheme and helping to clean and prepare some collectors' items for sale
- meeting our bees and chickens and discussing why increasing the presence of biodiversity in urban estates is so critical for nature recovery (the students even got suited up and spent time with an expert beekeeper)
- touring our 145 home Union Village development with one of our project managers to understand the complexity of regenerating urban derelict spaces and how we strive to offer fantastic homes to our customers
- receiving an expert introduction to GIS (which is often not seen by students until they reach university level) and observing the benefits of looking at social and environmental data in a spatial aspect
- receiving top tips for future job applications, including tailored advice about applying for green jobs, from members of our employability team

Finally, we challenged the students to research and deliver an innovation that they felt would benefit a social housing organisation.



We were delighted to receive four fantastic presentations covering everything from a fungi-based ashtray that consumes cigarettes to emergency lighting for coastal areas that runs on saltwater.

Theme 3: Resource management



This theme identifies the extent to which we have a sustainable approach to materials in the construction and management of properties. The theme is made up of three criteria that cover sourcing materials, water management and waste management.

Our strategy for responsibly sourced materials

By working more closely with partners and using greater interrogation, we now have a deeper understanding of the environmental credentials of our materials suppliers and the sustainability of the materials themselves.

As part of our review of our Environmental Strategy, we will also be looking at how we expect our suppliers and partners to help to increase the use of responsibly sourced materials. At present, environmental considerations and carbon reduction will be a factor in most, if not all, contracts. It is

expected that in the majority of cases, there will be an environmental element to the tender. Examples include:

- contracts which have a direct impact on the environment
- contracts which require the use of buildings by staff engaged in the delivery of the contract
- contracts which require the transportation of goods or people
- contracts which require the use of natural resources

We plan to revise our Environmental Strategy by March 2026.

Theme 3: Resource management

Our strategy for waste management

We opened a state-of-the-art environmental centre in Billingham in 2020, which gives us control over how we manage and process our waste. The centre is unique in the region and the housing sector.

Since opening the centre, we have gained control over the waste generated in day-to-day housing management. Waste generated through planned maintenance work, repairs, environmental improvements, and getting homes ready for the next customer is now redirected through the centre. This has significantly reduced the amount of waste going to landfill. In the first year of operations, 98% of all waste was diverted from landfill, which exceeded our original goal. Recycling has increased from 17% to around 40% and re-use is at 2%. Further work is ongoing to maximise waste reduction, reuse and recycling.

We have developed our environmental management system to provide a clear reporting mechanism for our performance on waste, providing assurance via the Aspects, Legal and Risk Register that all legal and waste management controls are in place.

The Tees Valley and the wider North East region have a well-established, high-quality waste management industry. We have made a conscious decision to partner with the industry where possible to ensure our waste is managed locally and to support the development of a circular economy.

Materials ranging from wood and mattresses to flo tubes and plate glass are recycled. A full list is shown in **Table 4**.

Water management

We are working to improve our understanding of the quality and availability of this data to develop our approach to water management. Once at a greater understanding, we will then be able to measure and report on the environmental impacts of our water management as part of our environmental management system. This will allow us to target improvement and report on performance against our targets.



Theme 3: Resource management

Our upcycling and re-use project

We launched our furniture upcycling workshop and warehouse project at the Thirteen Recycling Centre in February 2022. This scheme has two huge benefits. It helps customers facing severe financial challenges to furnish their homes with clean, restored, attractive furniture. It also prevents hundreds of tonnes of unwanted furniture going to landfill.

The UK currently discards around 22 million pieces of furniture and bulky waste each year, most of which goes to landfill. Only 17% is currently recycled. People often leave items behind in our empty properties when they move on, and some of it is ideal for recycling.

Living in furniture poverty can have a devastating impact on people's physical and mental health, and their social and financial wellbeing. Yet over six million people in the UK are living without essential furniture and appliances, floor and window coverings.

It is estimated that 400,000 children in the UK do not have their own beds, and beds and wardrobes are the most requested items. Our upcycling team creates 'starter packs' for customers, providing essential items to support those who need them and help get their tenancies started comfortably from day one.

We provide beds, cooking equipment, sofas, chairs, dressers, and things that may be considered non-essential, like mirrors, soft furnishings and pictures – things that make a house a home. This project supports our customers and has the added benefit of reducing our waste in landfills.

We have supported more than 360 customers and their families with upcycled furniture since the scheme started in 2022. Analysis in October 2025 shows that 88% of all customers who have been provided with furniture have sustained their tenancies.

Through a partnership we have with IKEA Gateshead, we acquire slightly damaged stock for upcycling and subsequent gifting. They have also kindly donated more than 100 sets of bedding, cots and quilts for our customers.

In 2025, we opened the doors to our brand-new upcycling pop-up shop, which has helped raise funds to provide furniture packs and essential household items to support even more customers who need a little help in setting up their home.

All funds raised go straight back into the scheme to buy essential, high-demand items such as mattresses, bedding, and household

items for furniture starter packs, as well as materials for future upcycling projects.

Targets for our Thirteen Recycling Centre (TRC):

- **Achieve a 95% diversion of waste to landfill** – currently the TRC diverts an average of 97.8% of waste from landfill, hitting our targets month on month
- **Achieve greater efficiencies and environmental performance through improved separation and reclamation of waste materials** – the TRC has increased recycling rates from 18% (external provider) to an average of 40%, and re-use to around 2%
- **Reclaim and upcycle furniture and household items from our empty homes and provide them to our most vulnerable customers to sustain tenancies** – more than 100 tonnes of furniture items have been reclaimed and upcycled to provide 'furniture packs' to over 360 customers and their families, with an associated social value of £2,368,752 and savings of up to £30,000 in waste disposal costs.

Social

We are a caring landlord and housing developer. We're here for anyone who needs a home and maybe a little help to get it. We're about investing in neighbourhoods and communities across the Tees Valley, North East, Yorkshire and Humber regions.

In this chapter

- Theme 4: Affordability and security
- Theme 5: Building safety and quality
- Theme 6: Resident voice
- Theme 7: Resident support
- Theme 8: Placemaking



Theme 4: Affordability and security

This theme seeks to assess the extent to which we provide long-term homes that are genuinely affordable to those on low incomes. The theme comprises five criteria, including the tenure mix of new and existing properties, the security of tenure, and fuel poverty.



Providing affordable housing is a core purpose of regulated housing providers. They exist to help provide housing to people who cannot afford to rent or buy in the open market. Standardised measures to demonstrate affordability are difficult to define and vary depending on local market housing costs.

The Sustainability Reporting Framework (SRF) suggests two metrics – rent levels compared to private market rents, or compared to Local Housing Allowance (LHA). In our first two ESG reports, we compared rents against the private rented sector due to difficulties in calculating the LHA across a broad geographical area.

Since then, it has been possible to compare against LHA rates. LHA rates are used to calculate housing benefit for tenants renting from private landlords. They are decided by the Department for Work and Pensions (DWP) and are based on private market rents being paid by tenants in a Broad Rental Market Area (BRMA). This is the area within which a person might reasonably be expected to live.

Our rents are lower than the LHA. Thirteen customers living in general needs and housing for older people accommodation pay approximately £3.6million per week (social and affordable rents). If they were paying LHA rent levels then this figure would be approximately £3.8million. Thirteen rents are around 95% of the LHA.

It should be noted that LHA had been frozen for four years until the government briefly increased LHA rates in April 2024. However, the benefit of this adjustment was short-lived. In April 2025, the current UK government announced that it will freeze LHA rates again until at least 2026.

As people move through life, they want more choices, so as well as homes for rent, we provide homes for shared ownership. Shared ownership is another way to buy a home. The customer buys a percentage and pays rent on the rest. Buying a percentage means a smaller deposit and a smaller mortgage. It's a quicker and less daunting first step on the ladder for many people, and customers can carry on buying shares until they own their home outright.

Theme 4: Affordability and security

Our homes

We own and manage over 36,000 homes and 96% are provided at social rent or affordable rent. **Table 5** provides a detailed breakdown of our homes by tenure type.

We place enormous importance on building new homes. If we don't build, we don't grow, and in the long run we lose our reason for being. As part of our strategic plan, we intend to invest in new builds, including for affordable

rent and low-cost home ownership, to ensure that we have the right mix and quality of homes to meet the expectations of our customers now and in the future.

In 2024/25 we invested £135.6million in building 650 properties (2023/24: £133.8m and 542), all of them for either social rent, affordable rent or low-cost home ownership. **Table 6** provides a detailed breakdown of our new homes by tenure type.

In terms of losses and gains our stock increased by 290 properties – total losses were 360 with gains of 650. **Table 7** provides a full breakdown.

We also recognise our wider impact. With a turnover of £230.4million the Gross Value Added (GVA) impact of our activities is £217million in the North East and £289million in the UK. By building 650 homes for affordable rent and low-cost home ownership we contributed £70.5million of GVA to the North East and £79million to the UK.

The Home Builders Federation estimates that in building 650 homes we:

- supported the employment of **2,258** people
- provided **27** apprentices, graduates or trainees
- increased open space community sport and leisure spending by **£585,000**
- generated **£29,250,000** towards new affordable housing
- generated **£4,062,500** towards infrastructure including **£1,833,149** towards new and improved schools
- generated **£17,333,335** in tax revenue, including **£1,308,125** in council tax revenue



Theme 4: Affordability and security

How we reduce the effects of fuel poverty on our customers

We recognise the impact of fuel costs on our customers and are taking proactive steps to maximise the energy efficiency of our homes. We take a forward-thinking, whole property approach to retrofitting properties to increase their thermal efficiency as we work towards our sustainability goals. We have already completed small-scale pilots on individual properties. The learning from these initial pilot projects will be applied across the rest of our homes.

Our rolling investment programme helps reduce customers' energy usage and includes replacing windows, doors, roofs and heating systems. Wherever possible, we also upgrade loft insulation and cavity wall insulation. This year we insulated lofts in 771 homes.

Comparison with previous years is shown in **Table 8**.



Theme 4: Affordability and security



Reducing the impact of high energy costs

Our energy team has led on a range of initiatives designed to reduce the impact of high energy costs on customers. Their activities include:

Smarter energy procurement

We've secured value for money energy contracts via our broker, Sustainable Energy First (formerly Inenco), for a further three years starting 1 October 2025. We've also applied for Section 20 Dispensation to enable procurement in the outer years (beyond 12 months), which means we can capitalise on any market lows and secure greater cost certainty.

Landlord supply meter upgrades

We've developed a smart meter deployment plan to upgrade the entire landlord supply portfolio. Key benefits include:

- accurate billing, improved forecasting, and tighter budget control
- fairer and more transparent service charge setting
- improved carbon reporting based on real-time data
- futureproofing by moving away from obsolete meters
- reduced resource demand through elimination of manual meter readings

Theme 4: Affordability and security

Heat network tariff reviews

We've completed tariff reviews across all metered Heat Network schemes (excluding Dawson House) and introduced cost-to-serve pricing to ensure fairness and sustainability. Members of our energy team, joined by representatives from our billing and metering partner, Switch2, attended resident meetings to explain tariffs, provide energy efficiency advice, and signpost to internal and external financial support services.

Smart meter rollout across housing stock

We've prioritised smart meter installations during void periods to give customers visibility of their energy consumption and spend from the moment they move in. We've also:

- installed meters, in credit mode, ensuring the supply is active without the need for top-ups
- delivered targeted rollouts in student accommodation, such as Titan House, during holiday periods
- arranged for income services colleagues to prioritise exchanges in blocks with leaseholders, ensuring accurate energy billing in service charges

Partnerships and negotiations

We've negotiated free installation of the latest G10 meters and dataloggers in some schemes, enabling customers to benefit from the latest metering and billing technology at no additional cost. We reached favourable settlement agreements with distributors where historic billing had been absent, including one case in which we halved a £70,000 liability to £35,000 and absorbed the cost in the business without passing it onto customers.

Supporting sustainability initiatives

We've worked closely with the Environmental Sustainability Team to facilitate renewable energy installations in customers' homes, most recently at Gleneagles Court, where we've installed solar panels on 21 bungalows (read more in our case study on page 8).

Winter fuel payment campaign

We ran a campaign to encourage take up of winter fuel payments from September 2024 onwards. This followed government changes which meant pensioners could only receive a winter fuel payment if they were in receipt of pension credit. We increased the income of

pensioners by £148,000 through pension credit, which also allowed them to claim the winter fuel payment of £300 towards their energy bills. Alongside this, we issued £10,300 in energy vouchers to customers living in fuel poverty.

Theme 4: Affordability and security



Security of tenure

Security of tenure, or how long someone stays in their home, is a key differentiator between social housing and the private rented sector. Evidence suggests this security makes a huge difference to people's lives and ability to find work, access informal and formal local support networks and services, and build family lives. Offering long-term tenancies to general needs residents where possible is considered good practice in the housing sector.

Because we want to provide a home for life, we only offer assured (or lifetime) tenancies for new customers moving into general needs accommodation. Before 2019 we offered fixed-term tenancies. We are working closely with those customers to extend their tenancy agreements into assured tenancies, provided they are happy with the change and do not have any issues that prevent this.

We have around 1,025 assured shorthold tenancies that are usually for a fixed term. This represents around 2.80% of our tenancies (2023/24: 2.77%). It should be noted that there are several reasons why a tenancy may be included in this category. For instance:

- properties designated for a particular specialist need (e.g. properties with floating support, move on temporary accommodation)
- privately-owned properties
- student accommodation
- properties used to assist the local authority with interim accommodation for homeless households
- customers living in a home where Thirteen is the leaseholder
- buildings for which we are not the owner but leaseholder
- where the building's use may have been repurposed
- where customers have limited leave to remain in the UK

Table 9 provides a breakdown of the type of fixed-term tenancies.

Theme 5: Building safety and quality

This theme comprises three criteria, disclosing gas safety checks, fire risk assessments and meeting the Decent Homes Standard.

The safety and wellbeing of our customers is our absolute priority, and our ongoing commitment to building safety is rigorous and thorough. We take our regulatory obligations, compliance and management of associated risks seriously.

What percentage of our homes with gas appliances have an in-date, accredited gas safety check?

We have 99.95% gas appliance compliance. A compliance report is compiled weekly which shows the following:

- the total number of properties that have expired certification
- the number of no access properties that have been forwarded to our legal team

- the number of properties where certificates could expire in the next 30 days

As a landlord we take all reasonable steps to gain access to our properties to meet our legal obligations and responsibilities.

What percentage of buildings have an in-date and compliant Fire Risk Assessment (FRA)?

We have a carefully planned programme of fire risk assessment (FRA) inspections, with the frequency of inspections being determined by our higher-risk building (HRB) matrix. All inspections are completed within legislative timeframes and our standard inspection cycle is over and above the recommendations in the Local Government Association (LGA) guidance, meaning we are going above and beyond to ensure our buildings are kept as safe as possible.

Our approach is underpinned by a complex buildings risk matrix, which includes assessing customer vulnerabilities as well as the height and layout of our buildings.

As part of the Fire Safety (England) Regulations, we have implemented a programme to inspect fire doors annually and communal doors every quarter. These inspections help us identify any fire hazards and determine what improvements can be made, looking at multiple aspects of

how the building is managed and maintained. Our building safety team works with colleagues across the business to reduce the likelihood of a fire occurring and to keep customers and homes safe.

Through our regular visits we quickly identify and record defects along with the actions or repairs undertaken to keep our customers safe. We have completed 100% of post inspections on time, ensuring that remedial works have been carried out safely and efficiently. In 2024/25, 599 FRA inspections were carried out. Further details are shown in **Table 10**.

We also introduced a new sterile communal area strategy in 2024/25 with a focus on educating our customers and frontline housing colleagues about the need to keep communal areas clear. We will continue to embed the strategy, which includes the adoption of a new process for dealing with any overdue actions, in 2025/26.

We organise and promote a year-round programme of building safety events in high rise buildings to update customers on our building safety activities and answer any questions they may have. We publish our **calendar of building safety events** on our website and for full transparency, we also publish **fire risk assessments for high rise buildings**.

Theme 5: Building safety and quality

Electrical safety

All domestic and commercial electrical installation condition (EICR) reports are 100% within the agreed 10-year target.

Legionella risk assessments

Although the risk is low for domestic properties and regular risk assessments are not required, we have committed to completing around 2,000 domestic legionella risk assessments each year.

Communal passenger lift safety

We have carried out Lifting Operations and Lifting Equipment Regulations (LOLER) inspections of 100% of our communal passenger lifts to ensure their continued safety. The frequency of lifts being serviced is based on a survey of their condition.

What percentage of homes meet the Decent Homes Standard?

The Decent Homes Standard (DHS) is a government-agreed technical definition of the statutory minimum requirement for a home to be classed as 'decent'. We maintain an excellent record on Decent Homes compliance

at almost 100%, with only one property not meeting the standard in 2024/25.

In 2024/25, we invested a record £114.1million in maintaining our existing homes. Examples of the work carried out are detailed in **Table 11**.

Our investment programme is set to improve the quality of thousands more homes in

the coming year. We're continuing to invest because we know it's vital to our existing customers and our prospects of attracting the customers we want in the future.

Read our **Investment Plan 2025/26** on our website.



Theme 5: Building safety and quality



Damp and mould

We take our responsibility to help customers with damp or mould very seriously and have produced information to help customers understand why it happens, how they can prevent it, and how they can report any issues.

To ensure that we respond effectively to any reports we have:

- a dedicated damp and mould team supported by a system that enables us to log and follow all appointments, tracking and linking the whole customer journey
- trained more colleagues, including technical officers and surveyors, to increase their knowledge of the problem and the solutions available
- put a new contractor framework in place to help us to respond to the works that are needed
- agreed new timescales, including a matrix to help diagnose issues accurately
- initiated monthly progress meetings with all contractors to ensure progress and quality monitoring
- ensured 'call backs' to customers are carried out after two months to ensure the issue is resolved
- maintained contact with customers through Voicescape, a system that texts customers awaiting works to check how they are doing and to make sure they are available when we need access to the property
- carried out post inspections of the remedial work in 100% of cases
- made use of damp and mould sensors in properties to take a proactive approach to preventing damp and mould

Theme 6: Resident voice

This theme is made up of three themes that cover board scrutiny, complaint handling and resident satisfaction.

We listen carefully to our customers because we need to know what's important to them and whether our services meet their expectations. We involve our customers in developing our services and welcome their ideas and views on where we can improve our performance. Our customers are at the heart of everything we do.

Our Tenant Satisfaction Measures (TSMs)

Feedback from our customers is important to everyone at Thirteen. It's important that we gather their views so that we know what we're doing right, what we're getting wrong and where we can improve.

In April 2023 the Regulator of Social Housing introduced performance measures, known as Tenant Satisfaction Measures. These measures aim to hold housing providers to account for their actions and give customers greater visibility of their performance.

There are 22 measures in total, and all social housing providers must report on them. The measures are split into two parts:

- Customer perception survey measures – these are collected through surveying customers directly and are detailed in **Table 12**.
- Performance measures – these are collected through management performance information and are detailed in **Table 13**.



Theme 6: Resident voice

What does customer involvement look like?

We are committed to consulting on policy and strategy development, ensuring compliance with the regulatory consumer standards, and involving customers in the scrutiny of our services and performance to hold us to account.

Our customer involvement framework provides a flexible, adaptable, value for money approach designed to support the delivery of our strategic plan and the objectives that sit within it.

Our framework is based on the following principles:

- customer involvement is embedded in the organisation and integral to our culture and development
- customers are supported and trained to participate in activities based on their interests and skills
- customers are at the heart of our decision-making
- we provide a wide range of flexible opportunities for customers to be involved so that we can reach more customers and engage with hard-to-reach groups to influence and shape the services they receive

- involved customers are overseeing our Community Fund, supporting tenancy and community sustainability
- we maximise and report the effectiveness of our customer involvement activities
- ensuring we meet regulatory requirements concerning customer involvement
- we develop and maintain a sense of ownership and responsibility with our customers, specifically for building safety and regulatory compliance

We have developed a database of customers who want to be involved; giving the time they can and in the area they choose. The projects are mapped out in a series of work streams, with a customer taking on the stream lead role, keeping projects on track. The work streams include:

- **Compliance with consumer standards:** Reviewing the requirements of each of the standards and testing the organisation's compliance to provide assurance to Customer Committee and the board.
- **Performance monitoring:** Reviewing operational and financial performance, customer satisfaction, complaints and the customer involvement recommendations tracker.

- **Policy consultation:** All policies are developed in consultation with customers before being signed off by the board.
- **Strategic and service reviews:** Getting involved in reviewing, developing and shaping services.
- **Community Fund:** We have a Community Fund dedicated to supporting local initiatives and groups to add value to local areas.

We invite customers to open days twice a year to promote the work that our involved customers have been doing and encourage more people to share their views with us.

The customer voice is very much heard and well received by the Thirteen board. Customers make in person presentations of their consumer standards reports and performance stream reports to Customer Committee. The chair of the involvement framework attends every Customer Committee and board meeting and takes an active part in discussions.



Theme 6: Resident voice

In 2024/25 the involved customers:

- gave assurance to Customer Committee and board that we are compliant with the Transparency, Influence and Accountability Standard, Safety and Quality Standard, Neighbourhood and Community Standard, and Tenancy Standard
- helped to shape and create the **Customer Annual Report**
- sat on interview panels for customer facing staff including the director of change and transformation, head of housing and director of repairs and maintenance roles
- provided recommendations on how our hardship fund is allocated to customers in need
- recommended changes to letters sent to customers for their annual gas servicing appointment
- helped with the design of our mobile Touchpoint van
- started our journey as a pioneer traveller for the Stop Social Housing Stigma Campaign, holding open days to promote the work involved customers have done and allowing customers the opportunity to speak to colleagues



- reviewed performance, customer satisfaction and complaints data and made recommendations to improve services

Thirteen Community Fund

We offer grants of up to £600 from our Community Fund to support groups and partner agencies that positively contribute to wellbeing and sustainability in our neighbourhoods.

We encourage applications from groups and

organisations working in our communities, including community groups, local and national charities, residents' associations, voluntary organisations, public sector bodies, local authorities and our own service teams.

During 2024/25, we received 95 applications, 89 of which were approved by customers, with 78 different groups benefiting from funding totalling £51,995.71. Working with these grants, community groups were able to obtain match funding totalling £103,263.74.

Theme 6: Resident voice

Complaints and how we deal with them

We believe that every relationship matters, choices can make a difference and we can change things for the better. We are proud to hold the Customer Services Excellence Award, and on several visits, the assessor has noted that:

“There is a very clear commitment to deal with problems fully. Staff have carried out customer journey mapping of their processes to ensure they are efficient, effective and speedy. There is an escalation process for informal complaints that cannot be resolved at the first point of contact. Staff responding to informal complaints work to the maxim of ‘own it and fix it’.”

“The speed of resolution shows that Thirteen takes complaints very seriously and recognises the value of speedy resolution. The very quick average resolution time merits Compliance Plus.”

In 2024/25 we received 2,376 Stage 1 complaints, which is an increase of 742 (45%) compared with 2023/24. We responded to and resolved 98.3% of these within our target of five working days (2023/24: 92%). In 2024/25 we received 279 Stage 2 complaints 2023/24: 160). We carry out analysis of complaints every month and this information is shared with our leadership team, service directors and heads of service. This information is also shared and scrutinised quarterly with our involved customer group, member responsible for complaints, chair of Thirteen board, and Customer Committee so that all stakeholders are kept informed of complaints performance, as well as any trends and learning. As part of our commitment and drive to improve continuously, we introduced separate meetings with our board chair and Customer Committee to keep the voice of the customer at the forefront of all of our discussions and decisions.

As is standard across the housing sector, if we cannot resolve a complaint within our two stage process, customers have the option to refer it to the Housing Ombudsman. In 2024/25 we received 13 determinations, four of these complaints were classed as maladministration and three were classed as severe maladministration by the Ombudsman, which



highlighted record keeping as the main reason for the findings. In response to this we have re-launched an internal campaign reminding colleagues to record all conversations within our customer relations management (CRM) system and have carried out additional training for all colleagues

We take all Housing Ombudsman service decisions very seriously and aim to ensure that the failings identified do not happen again. It is important that all of our customers have access to an independent body that will investigate their complaints. We continue to cooperate fully with the ombudsman service to make sure we're doing right by our customers, identify learning opportunities, and take on board any feedback resulting from complaints taken to them.

Theme 7: Resident support

This theme assesses the effectiveness of our initiatives to support individual residents. The theme comprises two criteria covering what support is provided and how successful it is.

Our support services offer

We go beyond bricks and mortar to develop targeted help and support to people in need. Our ever-growing range of services includes support to get into work or training, help for young people leaving care, and homeless support.

Here's a summary of our services (**Table 14** provides more detail on the impact our services have):

1. Support for young people

We help young people – including care leavers and those at risk of being homeless – to live independently. We provide supported accommodation for young people in Middlesbrough. We work closely with them to

develop a personal support plan, which can include help with budgeting, managing money and accessing training and employment. We also provide support relating to mental and sexual health, addiction and diet issues.

2. Support for young families

We work with young families, each receiving tailored support to meet their needs. With our help and in an accommodation-based setting, young parents can build up their independent living and parenting skills before we support them to move on to their own tenancy and lead independent successful lives.

3. Support for ex-offenders

We work with partners in the criminal justice system, including the police, prisons, the National Probation Service, community rehabilitation organisations and offender management services. We work with ex-offenders to offer a range of support, including accommodation and help for people in crisis. Our performance in delivering our accommodation support contract with the Ministry of Justice is the best of any provider in the country. We also deliver longer-term support through our Future Steps contract

across the Tees Valley, Durham and Darlington, including wellbeing, housing, employability and practical tenancy support. All of this work contributes towards reducing reoffending and helps customers to move on successfully with their lives.

4. Support for customers

We offer tailored support to help customers set up and sustain their tenancies. We provide a person-centred approach to ensure they get the help they need to set up or maintain their tenancy. As part of the package, we also refer customers to longer-term services to give them the support they need to meet their future aspirations and needs, such as referrals into our employability service. As part of this offer, we maximise customers' incomes, and during 2024/25 we supported over 1,200 customers and increased their income by £746,000. We also issued hardship payments of £70,000 to enable customers to deal with financial difficulties, or to provide furnishings to set up their tenancies, and used our internal Landlord Discretionary Housing Fund of £1,077,000, which helped our customers experiencing financial hardship due to bedroom tax.

Theme 7: Resident support

5. Domestic abuse support

We know that domestic abuse can happen to anyone. We support people in their homes or our specialist accommodation, offering tailor-made programmes that recognise and respond to the unique needs of people who have experienced domestic abuse. This may include assistance to remain safely at home, using our target hardening funds to make the property secure. Alternatively, it can involve helping someone move to alternative accommodation or providing supported accommodation for victims who need to move in an emergency. During 2024/25 we supported 562 households experiencing domestic abuse.

6. Support for vulnerable and older people

We work with partners to provide specialist accommodation and support to help customers who are older, have a learning disability, are neurodivergent, or have enduring mental health issues to live independent, successful lives.

We have a range of affordable housing options including extra care schemes and sheltered housing for older people. We are currently progressing with our analogue to digital transformation to provide the most up to date falls technology which enables customers to live independently and well for longer.

7. Support for refugees

Our resettlement service supports more than 260 vulnerable refugees in the Redcar and Cleveland area. We provide a range of support for families or individuals arriving in the country under the UK Resettlement Scheme to help them integrate into the UK and live independently here. We take a multi-agency approach to support, working closely with health, schools, local religious institutions, employability specialists and colleges. During 2024/25, we developed a bespoke employability programme with female refugees, utilising their existing sewing machine skills, which has resulted in some customers successfully gaining employment with a local textiles company. We also worked with community leaders to develop a mobile mosque offer.

8. Employment support

We offer a range of employability services for our customers and the wider public across the Tees Valley. We're here to help them achieve their career goals and hit personal targets. Our employability service supports people who are not in employment, education or training, as well as anyone looking to change career or find a new job. As well as providing a core offer of employability support to any Thirteen tenant,

which Thirteen funds itself, we have a number of contracted services.

One of our most successful contracts is Tees Valley Move Forward, which works with customers who are economically inactive and far away from the labour market and who may lack the confidence to get back into work. We successfully helped 239 people to get into work through this contract alone. We also provided 42 paid "New Start" work placements, which gave people six month employment placements paid at the National Living Wage, with 96% successfully moving onto further employment thereafter.

9. Support for single homeless people with complex needs

We provide accommodation and support to single people and couples who are either street homeless or at serious risk of becoming street homeless. We work closely with the local authority, drugs, alcohol, and mental health services and probation to provide effective person-centred support to customers who would otherwise be homeless. We support customers for up to two years and work towards moving customers to their own independent tenancy thereafter.

Theme 7: Resident support



How do we measure success?

We have reviewed how we deliver our support services, including looking at how we measure the success of the services we offer.

We have historically focussed on measuring our outputs. Although this is useful, it only tells us part of the story so we're working to better understand the difference we are making by digging deeper into the stories our customers tell us.

We are getting better at putting a value on the difference we are making i.e. quantifying social value within the activities we deliver directly, such as our care and support service and the benefits expected within our procurement framework.

For example, by helping 358 people into employment, 81 people into volunteering in the community, and supporting a further 1,141 residents, our employability services have created £5.34million in social value.

Theme 7: Resident support

Case study: The welder who met the King!

A Stockton man went from job worries to securing an apprenticeship that will see him work in a mammoth offshore wind factory at Teesworks.

Dale Cliff was a mechanical fitter living from contract to contract and taking jobs in retail in between.

But with support from the Tees Valley Move Forward scheme, he secured a plate welding apprenticeship with SeAH Wind.

And it will culminate in him working in SeAH Wind's vast 810 metre-long offshore monopile manufacturing facility on the Teesworks South Bank site.

He even ended up chatting with the King when he visited the factory!

"Me and the other apprentices were right at the front and we got to speak to the King and shake his hand," he said.



"He was asking how we were getting on. It's not every day you get to meet the King!"

The Tees Valley Move Forward scheme helped 239 people from the "economically inactive" group into work, against a contract target of 62.

It sees employment advisors supporting people throughout their journey to make sure they get the support they need to achieve their goals and aspirations.

We've helped people move into all sorts of roles including HGV drivers, carers, machine operators, mechanics, and teaching assistants.

The Valley Move Forward programme is a UKSPF scheme we deliver as part of the Housing Employment Network North East (HENNE), a partnership of 11 social housing landlords, on behalf of the Tees Valley Combined Authority.

Theme 7: Resident support

Case study: Life changing jobs scheme helps 40 people onto the career ladder!

We're helping people take their first step towards a new career.

Through the New Start element of the Tees Valley Move Forward contract, we were able to provide people who are economically inactive with paid work placements.

And it has been truly life changing.

Local people were placed with a range of employers including roofing companies, cafés and care providers – we helped 40 people onto the career ladder in the scheme's first year.

One of those to benefit was Rachel Heads, 32, who completed a placement at a café in Stockton-on-Tees.

Rachel, who has a learning disability, said: "Being out of work made me feel sad and bored.

"It's not easy to get a job. But now I've got a job I feel happy and fulfilled. Without New Start I think I'd still be at home feeling sad and depressed."



"New Start" scheme is changing lives

Theme 8: Placemaking

This theme highlights the wider set of activities we undertake to create well-designed homes and places that meet local needs and provide great places for people to live and enjoy. The theme is made up of one criterion – a space for the housing provider to give examples of their placemaking or place-shaping work.



We aim to create engaged, thriving, empowered places where people want to live. More than just designing spaces, placemaking brings together diverse people to improve a community's cultural, economic, social and ecological situation.

Our ambition is outlined in our **Community Resilience Strategy 2022-27**. This is our five-year commitment to demonstrate how we engage, support and collaborate with others. The strategy sets out a path to help us create quality places and sustainable communities where our customers are proud to live. The approach is underpinned by six key principles:

- our work will be targeted and evidence-based
- interventions will be sustainable and community-led
- we'll work in partnership to address community needs
- we'll address inequalities through our projects
- interventions will help people to live and age well
- we'll embrace our role as an anchor institution

Locality planning

Underpinned by the Community Resilience Strategy, locality planning is our approach to delivering social regeneration alongside our major development and investment programmes.

We create sustainable communities by ensuring our customers and the wider community are at the heart of everything we do. We are targeting six key areas and have brought together colleagues, partners and customers to develop a shared vision and five-year delivery plan for each area.

This work is guided by a toolkit that includes:

- estate ranking – giving us our areas of focus
- community resilience map – assets, issues and opportunities
- community intervention tracker – holistic view of the challenges that our communities face
- community consultation in each locality plan area – find out what our communities think

Theme 8: Placemaking



Locality planning (continued)

This has helped us to identify our six locality areas:

- Grove Hill, Middlesbrough
- Pallister Park, Middlesbrough
- Gresham, Middlesbrough
- Dyke House, Hartlepool
- Primrose Hill, Stockton
- Owton Manor, Hartlepool

Robust consultation across all six areas has been carried out. Each community has told us what they value about where they live and what social, environmental and economic improvements they would like to see.

Each plan is being delivered alongside colleagues from across the organisation and through a locality community forum with representation from people who live, work or are interested in the area.

You can see the progress we have made on our website in our **Quality places, thriving neighbourhoods – Year 3 delivery and outcomes 2024/2025** report.

Governance

Thirteen is a registered society under the Co-operative and Community Benefit Societies Act 2014. We are regulated by the Regulator of Social Housing (RSH), ensuring we meet the standards they set to protect the interests of our customers.

In this chapter

Theme 9: Structure and governance

Theme 10: Board and trustees

Theme 11: Staff wellbeing

Theme 12: Supply chain management



Theme 9: Structure and governance

This theme assesses our overall structure and approach to governance. The theme comprises six criteria covering the regulator, code of governance, risk management and ownership.

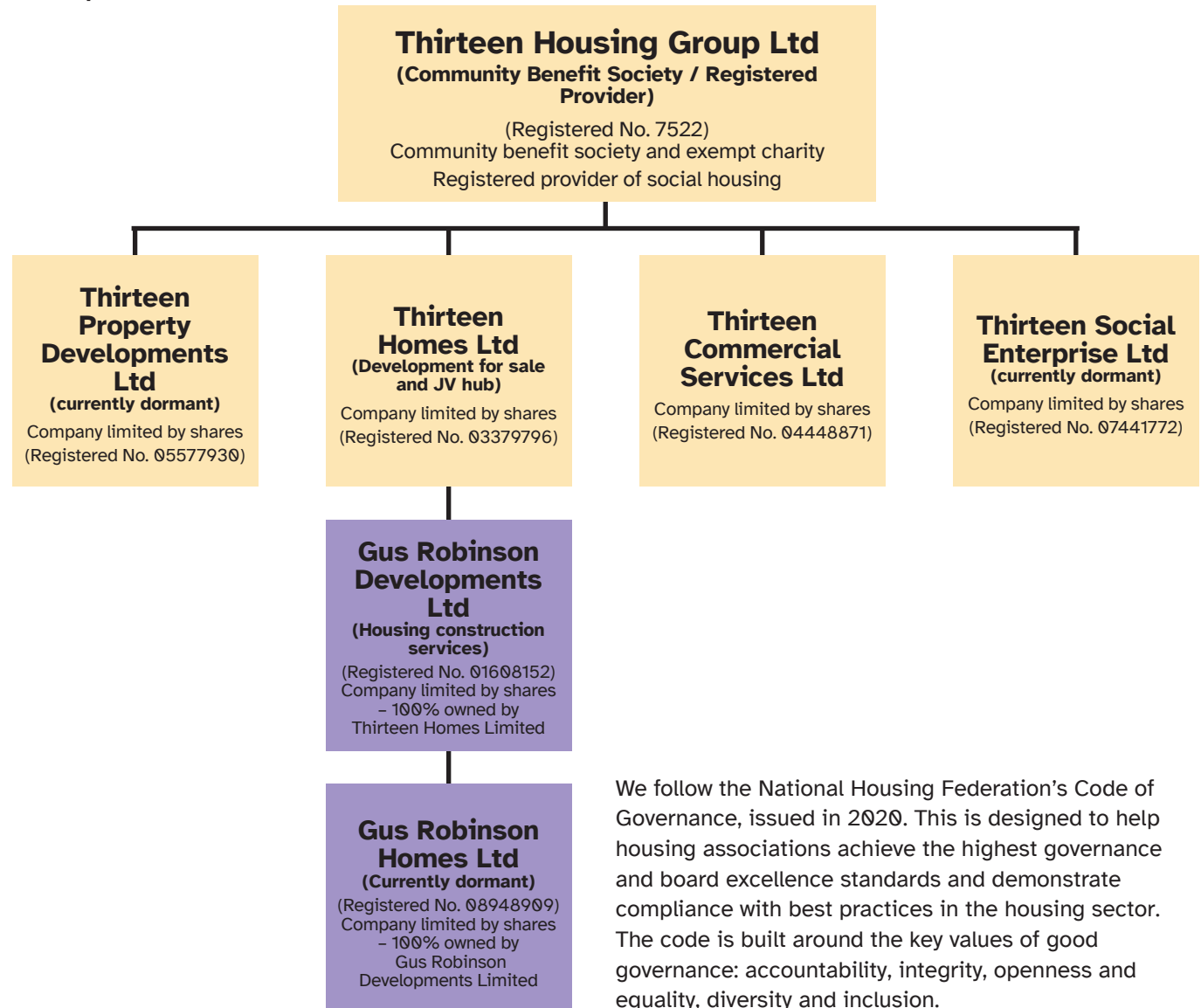
We are a community benefit society registered with the Financial Conduct Authority and under the Co-operative and Community Benefit Societies Act. Thirteen is the parent organisation and landlord of the group and owns all the group's assets.

Our principal activities are:

- the management of social housing
- developing affordable homes
- housing-related support and employability services

During 2024/25 the RSH confirmed our consumer, governance and financial viability grades at C1/G1/V1. This judgement is the highest rating achievable and confirms a continuing culture of strong governance, financial viability, sound financial management arrangements, as well as a commitment to the Consumer Standards.

Group structure



We follow the National Housing Federation's Code of Governance, issued in 2020. This is designed to help housing associations achieve the highest governance and board excellence standards and demonstrate compliance with best practices in the housing sector. The code is built around the key values of good governance: accountability, integrity, openness and equality, diversity and inclusion.

Theme 9: Structure and governance



Our strategic assurance framework consolidates our approach to assurance. It identifies the critical components of an effective assurance framework, including risk management, stress testing, internal controls, business continuity, internal audit, insurance and governance.

The framework enables our board and committee members, as well as our leadership team and service directors, to better understand, manage and review assurance arrangements. It ensures that the outcomes of our assurance activity are used to inform strategic decisions and protect and improve the business.

Regarding strategic risk management, the board agrees on a set of strategic risks at least once a year, considering any risks that could result in us being unable to deliver our strategic ambitions or deliver its core business.

The Thirteen board reviews the status of these risks each time it meets. It consciously seeks assurance to understand the wider strategic impacts, inform decision-making, demonstrate effective governance and maintain our reputation.

The board ensures appropriate and effective assurance and risk management arrangements are in place.

The board has delegated authority to the Audit and Risk Committee to scrutinise risk controls and mitigating actions. We operate a 'three lines of defence' approach to assurance, which incorporates:

- management controls and oversight
- assurance and performance reporting, independently scrutinised by an appropriate body, board or committee
- external, independent assessments, including internal and external audit and consultant reports where appropriate

Risk management is embedded across all projects and functions. We have a set of key risk indicators and financial golden rules to act as early warning indicators, triggering an appropriate response.

Thirteen has not been subject to any adverse regulatory findings in the last 12 months that resulted in the enforcement or other equivalent action (this would include data protection breaches, bribery, money laundering, HSE breaches or notices).

ESG is managed through the three specific themes:

- Environmental – through our Environmental Strategy and ISO 14001
- Social – as a housing provider our business strategy is centred on our social purpose and we work within the regulatory framework and the Consumer Standards
- Governance – through the Board Framework and People Strategy

This ensures that ESG risks are incorporated into our overall risk register and overseen by the Audit and Risk Committee.

Theme 10: Board and trustees

This theme assesses the board and trustees' quality, suitability and performance. The theme is made up of 11 criteria, including the board's demographics, experience and independence.

We have developed our governance and customer involvement frameworks to ensure a diverse range of people have input into our governance processes. This ensures that we consider resident voice at board and senior management level.

Board and trustees

The group is governed by a board of 11 non-executive directors and one executive director (the chief executive), supported by one subsidiary board (Thirteen Homes) and five committees – Customer; Remuneration; Audit and Risk; Finance; Development and Investment – with day-to-day management delegated to the executive team.

The chairs of each of the five committees hold positions as non-executive directors on the Thirteen board, with six independent non-executive directors, including the chair of Thirteen.

Non-executive board directors are appointed for a fixed term of three years, subject to a satisfactory annual performance review unless the board determines a different fixed period before the appointment. Non-executive board directors appointed under this article retire at the end of their fixed term but may be reappointed by the board up to a maximum term of nine years in exceptional circumstances. Terms of office can be extended where the board agrees that circumstances exist where it would be in the best interests of Thirteen for a board member to serve for a longer period. Examples include skills gaps as a result of a board member leaving or unable to recruit relevant skills.

In the interest of ensuring independence, different people hold the roles of the chair of the board and the chief executive.

The average length of the board members' service is three years and for the two-year period 2023 to 2025, turnover was 16.5% with two board members leaving at the end of

their term of office. During the same period, three of the seven members of the executive management team left.

The Audit and Risk Committee assures the board that we comply with our statutory duties. One of the board members on the Audit and Risk Committee has recent and relevant financial experience. Further information can be found on the **Committee Members page** of our website.

There are no current executives on the Remuneration Committee, as we have agreed that it is not appropriate to have executive representation on committees.

All board directors have been appointed with the support of an external consultant to achieve a complementary blend of skills and experience to ensure that the board possesses the necessary competencies to carry out its duties. This is supported by a board succession and performance review programme, as well as board induction, development and training. A review is carried out each year and recommendations are reported to Remuneration Committee. The next report will be presented in November 2025.

KPMG was appointed as Thirteen Group auditor in 2021 following a competitive tender exercise.

Theme 10: Board and trustees

Board and trustees (continued)

We carry out internal board reviews annually and conduct independent reviews every three years.

The process for handling conflicts of interest is detailed within the Transparency Policy and Code of Conduct for board members. All board members must complete a declaration of interest form and update it annually or whenever their circumstances change.

Declarations of interest are requested at the start of each meeting. Members are required to declare any conflicts relating to matters to be discussed. They are also expected to declare throughout the meeting should a matter of conflict arise. The nature of the conflict will determine whether they can still participate in discussions or need to be excluded from the further discussions or the meeting.

Our Register of Board and Committee Member Interests is published on the **Board directors page** of our website.



Theme 10: Board and trustees

Our commitment to equality, diversity and inclusion

The board is committed to improving its diversity profile, focusing initially on women, young people and people from minority ethnic communities. At the end of the reporting period (31 March 2025) there were five female members, and the average age of the board members was 57. Other key facts:

- 58% of the board is male, compared with 49% of the operating population
- 90% of members are aged 45 - 65+, compared with 43% of the operating population
- no members report having a disability, compared with 22% of operating population
- 100% of members are heterosexual, compared with 97% of the operating population
- 83% of board members are white, which is representative of the operating population, which is 94.33%
- 55% of members are Christian, compared with 67% of the operating population

As part of the Equality, Diversity and Inclusion Framework, the board has accepted the National Housing Federation's 'Chairs Challenge' that sets a number of objectives including:

- understanding the current make-up of Thirteen's workforce, including all staff executives and board members, and to measure future success
- running a workshop with the board to co-create a vision
- prioritising diversity in succession planning, with recruitment focussed on areas of under representation including diversity characteristics and skills
- applying the inclusive recruitment toolkit
- considering an associate board member programme
- holding the chair to account via annual appraisals of progress in creating a culture of inclusion and encouraging a more diverse and equal board
- monitoring progress through annual reporting and utilising the National Housing Federation's EDI data tool to assess how representative our board is of the communities we serve

The Customer Committee

The Customer Committee was launched in 2022. It brings together a group of customers to have a bigger say in how we deliver services at Thirteen.

Our Customer Committee includes five of our customers, as well as a board member and a member of our Audit and Risk Committee. As part of their role, the committee looks at recent feedback and performance information collated by our involved customers to give their perspective on the services and business decisions that impact customers. The committee also reviews reports from our involved customers so they can give feedback to the Thirteen board about the standards that housing associations need to meet.



Theme 10: Board and trustees

The Thirteen Customer Involvement Framework

Our Customer Involvement Framework sets out how we consult customers about our services and how they hold us to account. The customers involved ensure that our consultation and scrutiny activities encompass the views of a diverse range of people.

Customers who lead on scrutiny attend the Customer Committee to report their findings. This includes making recommendations for service improvements, scrutinising complaints and reporting on consumer standards to either confirm our compliance or make recommendations about mitigating actions we can implement.

Reports to leadership team and board detail the customer involvement and consultation that has taken place and provide confirmation that equality, diversity and inclusion assessments have been completed, while identifying any barriers to access and mitigating actions taken.



Theme 11: Staff wellbeing

This theme assesses how colleagues are supported and how their wellbeing is considered by Thirteen. The theme is made up of five criteria, including salary information, additional support for colleagues and the average number of sick days.

Our strategic priorities of happy customers, fantastic homes and brilliant people underpin our goal 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, here at Thirteen, we have a brilliant culture and we reward great people, that it's a great place to work, their families and friends know and admire what they do, and they feel proud of Thirteen as their employer.

We are committed to ensuring all our colleagues are fairly rewarded for their work. In developing our pay offer, we benchmark our salaries against other housing providers and major local and national employers, considering pay trends to ensure we can attract and retain the best talent in our business.

Living Wage and median gender pay gap

While we're not an accredited Living Wage Employer, we match the Living Wage Foundation (LWF) rate. In our last two pay settlements, we matched our entry-level salary point to the LWF rate, ensuring all our staff are fairly rewarded for their work.

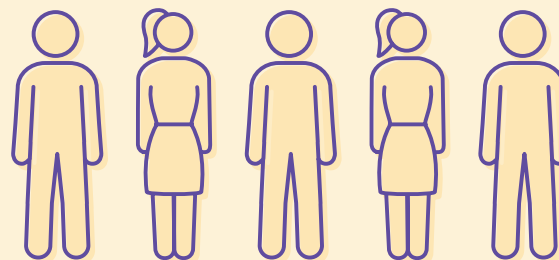
The median full-time salary is £31,600 a year in Middlesbrough. Thirteen's median salary is £35,264.

The gender pay gap shows the difference between male and female employees' mean and median earnings. This is represented as a percentage of male earnings.

Thirteen female colleagues earn 3.68% less than their male colleagues on average (mean). The midpoint (median) earnings of male and female colleagues differ by 1.67% which indicates that the median female salary in the organisation is just lower than that of the median male salary when expressed as a percentage of median male pay.

We are planning a comprehensive review of all role profiles - they will be subjected to a rigorous assessment to ensure there is no gender bias within role descriptions and that they do not inadvertently discourage applications from women. More details are in our **Gender pay gap report**.

Mean Gender Pay Gap



April 2024

3.68%

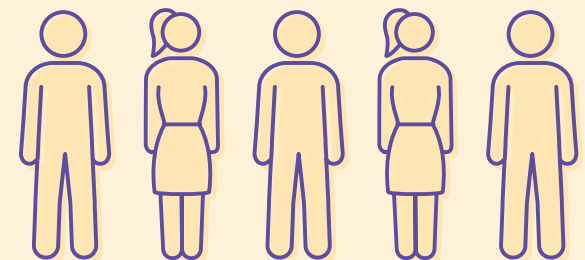
April 2023

2.88%

April 2022

2.73%

Median Gender Pay Gap



April 2024

1.67%

April 2023

0.95%

April 2022

-3.78%

Theme 11: Staff wellbeing



CEO salary

The CEO-to-worker pay ratio demonstrates a housing provider's pay dispersion between the CEO and the organisation's median earner. A 2025 Inbucon Executive Reward survey of 256 housing associations suggests the average pay ratio between CEO and employee is 4.14:1. At Thirteen the pay ratio is 6.5:1.

Equality, Diversity and Inclusion (EDI)

We have an Equality, Diversity and Inclusion Policy and are committed to achieving equality of opportunity, valuing diversity and promoting an inclusive culture for everyone.

This policy is supported by a framework and agreed objectives, delivered through a more detailed action plan. It is driven by our strong commitment to be a caring landlord and employer, with the ability to attract and retain a highly skilled and motivated workforce to join us on our journey as we invest and contribute to the regeneration of the neighbourhoods we serve.

Early in 2023 we revisited our long term 'Road Map' so that at Thirteen:

- equality, diversity and inclusion will be an organisational value not simply a project
- equality, diversity and inclusion will be embedded into company culture and policies
- initiatives relating to equality, diversity and inclusion are systematic and for the long term
- we will understand the impact or the difference we are making

Our approach to embedding an inclusive work culture has been recognised with a Bronze TIDE (Talent, Inclusion and Diversity Evaluation) Award. It looks at a range of measures, including:

- inclusive leadership
- strategy and planning
- diversity data monitoring

- inclusive recruitment
- employee voice and engagement
- values and behaviours

This award reflects our commitment to creating a more inclusive and diverse organisation for both colleagues and customers.

We've been continuing to work on the priorities we set in June 2024, which were identified from looking at the data we held about our workforce and how we wanted to develop our inclusive culture. These include:

- improving the diversity of our workforce to enable us to become more representative of the communities we serve
- increasing the number of females in construction roles, including trade operatives
- improving the quality of our workforce diversity data
- developing, promoting and supporting colleague led diversity groups
- developing the organisation's awareness and response on neurodiversity
- understanding the difference our training offer makes in terms of equality, diversity and inclusion

Theme 11: Staff wellbeing

Health and wellbeing

The health and wellbeing of colleagues remains a priority. We use colleague data and are mindful of factors in the external environment so that we can respond to the changing needs of our workforce.

As part of our culture work, colleagues highlighted flexibility as an area where greater consistency was needed, as experiences varied across the business. We gathered extensive feedback, which informed the development of our guiding principles for flexibility. The principles set out what Thirteen expects of colleagues and what colleagues can expect from Thirteen, bringing greater clarity to an area that was previously less defined.

We've also been reviewing our approach to neurodiversity, and as part of this we celebrated Neurodiversity Week, during which colleagues hosted a podcast, sharing their experiences, busting some myths and explaining how colleagues can support each other. We now offer neurodivergent trait screening for all colleagues who are studying as part of their employment with the aim of providing greater support where needed.

As part of our commitment to fostering a respectful and inclusive workplace and in line with recent updates to the Equality Act 2010, including the Worker Protection Act 2023, we have introduced 'Creating a Respectful Workplace: Preventing Sexual Harassment' training for all colleagues. These sessions have been highly engaging, raising awareness and sparking meaningful discussions. We are on track for every member of our workforce to complete a session by early 2026.

Mental health support

We continue to have a small group of mental health advocates who are active in the workforce, and provide them with training on relevant topics to ensure their skills are up to date. They attend team meetings to promote the services they offer, present at health and safety inductions to raise awareness among new starters and are there to signpost colleagues to appropriate support services.

In addition to our Employee Assistance Programme, which provides colleagues with access to confidential help and advice on a wide range of matters whenever they need it, we also partner with an independent cognitive behavioural therapist. This specialist service

offers high-quality support to colleagues at times when they need it most. It consistently delivers strong therapeutic outcomes and is rated internally as an excellent resource.

Support with trauma

Our TRiM (trauma risk incident management) Service is bedding in with great feedback from colleagues, who say they value the space and time to be able to talk through challenging circumstances in the workplace. Our TRiM practitioners attend clinical supervision sessions twice a year to ensure they are supported in the right way. We're not aware of many other housing associations offering this service to colleagues, and we are proud to be leading the way.

Dealing with sickness absence

Sickness absence has always been a key priority for us, and through our manager-led approach we strive to address it proactively and with sensitivity. To support managers in this, we provide comprehensive resources, including bespoke training, guidance from HR business partners, access to occupational health, and dedicated tools to help manage trauma and neurodivergent conditions.

Theme 11: Staff wellbeing

Non-work related stress, hospitalisation/surgery/recovery and musculoskeletal conditions continue to be our main reasons for absence. The average days lost to sickness per employee in 2024/25 was 12.7, exceeding our target of 11. This remains a key area of focus for us and we have kept the same target in place for 2025/26. While continuing to support colleagues, we're reviewing our absence process to ensure it provides the right level of support and is robust enough to support the business to deliver a great service to customers.

Supporting learning and professional development

To support every colleague on their learning and development journey, we've created a structured framework built around three key areas:

- **Role-based learning expectations:**

This includes all mandatory training that colleagues are responsible for completing and maintaining, based on their role and tier. It ensures everyone has the essential knowledge and skills to perform effectively.

- **Personal growth opportunities:**

For those who want to take initiative and expand their capabilities, we offer a wide range of resources to support personal

development. These opportunities are designed to help colleagues deepen their knowledge, enhance their skills, and broaden their experience.

- **Aspirations to progress:**

For colleagues who are ambitious and ready to take the next step, we provide access to development pathways that build on personal growth. This includes support for career progression and leadership development.

Professional qualifications

Where professional qualifications or ongoing development are essential to a role, we're committed to providing both time and financial support, including reimbursement of relevant professional fees. For example, in response to the government's Competence and Conduct Standard for Social Housing, we've identified affected roles and are actively supporting colleagues to achieve the required qualifications within the expected timeframes.

Even when formal qualifications aren't mandatory, we consider requests for support as part of our internal learning and development offer, especially where there's a clear link to local workforce plans or our broader strategic workforce planning. We aim to address current

and future skills gaps, and wherever possible, we utilise the apprenticeship levy to fund these opportunities.

In 2024/25 we:

- funded 21 colleagues to pursue professional qualifications or role-relevant courses
- continued full funding for all seven trainees on their development pathways
- expanded our online training offer, accessible to all colleagues, with topics ranging from time management to emotional intelligence - each course includes knowledge assessments to help identify further development needs

Thanks to our ongoing commitment to colleague development and other business activities, we proudly retained the Investors in People Gold Standard for the second consecutive time.

Theme 11: Staff wellbeing

Case study: Judges' praise as Thirteen scoops EDI award

"It is clear that the team at Thirteen don't just promote equality, diversity, and inclusion; the staff live these values every day."

That was the judges' verdict when we were crowned winners in the Best Commitment to EDI and Workplace Welfare category at the Direct Works Awards 2025.

The award recognised our work to champion equality, diversity and inclusion and create a fair and supportive workplace, including:

- prevention of sexual harassment training
- neurodiversity awareness training
- equity and respect workshops
- themed activities linked to health awareness days (e.g. promoting men's health checks and menopause training)
- our 'Women in Construction' campaign to address underrepresentation in trades roles
- carrying out full property inspections in the homes of blind or visually impaired customers to identify any damp and mould or health and safety risks

The judges went on to say: "Creating equal opportunities for all, a more inclusive place to work, and an environment where differences are not just accepted but celebrated, where colleagues have greater self-awareness and confidence, enabling them to manage staff with diverse



needs, effectively and empathetically, are all at the heart of Thirteen's 'Better Together' culture."

"This category was new for this year and highly contested, but Thirteen was outstanding to the judges because it is clearly a brighter, more inclusive place thanks to these initiatives.

"They're building a truly inclusive and supportive environment where all colleagues and customers are valued and given the support they need to thrive – congratulations!"

Theme 12: Supply chain management

This theme assesses whether we procure responsibly. The theme is made up of two criteria assessing how social value and environmental impact are considered.

As a major purchaser of goods and services, we recognise the part we can play in supporting the local economy.

Over £120million (68%) of our total spend through procurement is spent locally. Within the 'asset and repairs and maintenance' category, local spend is higher, accounting for 86% (c£31million) of the total.

In our procurement activity, social value accounts for at least 10% of the overall score. We regularly review our social value framework to ensure we can deliver on our six key principles.

Thirteen's six key principles of social value

1. Employing local

We recognise that training and employment provide significant opportunities to create a resilient and innovative local economy, so we will create training, employment and development opportunities, focusing on local priorities wherever possible.

2. Buying local

We understand the social, environmental and economic value of buying local. We support local organisations and encourage our partners and suppliers to do the same.

3. Creating more resilient communities

We recognise we can drive community wealth through our business activities, share resources with local communities and encourage partners to do the same.

4. Protecting the environment

We are committed to decarbonising and safeguarding our world and encouraging others to share this commitment.

5. Supporting good employers

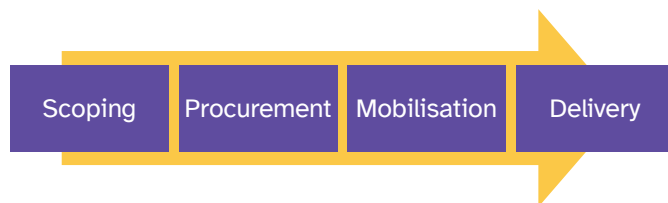
We value the wellbeing of our colleagues and will work with our partners and suppliers to do the same.

6. Involving customers

We are committed to involving customers and ensuring that others are also committed to this.

Theme 12: Supply chain management

We recognise that clear objectives and early engagement with potential partners are essential to delivering maximum value. The framework requires social value to be considered within the four key stages shown in the diagram below:



We have also adopted the national themes, outcomes and measures (TOMs) approach to allow us to frame our ambition in clearly stated outcomes and measures relating to:

- employment
- environment
- supporting regional business
- promoting social innovation
- safer and more resilient communities

This methodology is also being employed within our programme management framework so that business as usual activities, which may not involve procurement, also take account of social value considerations.



In 2024/25 we were able to build this work into our 'Big 3' programmes – development, regeneration and investment – and by working within the framework, we contributed over £6million of social and local economic value comprising of:

- 28.25 FTE staff employed
- 485 apprenticeship weeks delivered

- 222 hours dedicated to supporting young people into work
- 366 apprenticeship weeks for specific groups
- £40,800 through 'in-kind' donations to community projects

In addition, £15million went into the local supply chain.

Tables

Table 1 EPC ratings in our homes – existing homes

The table below details the EPC ratings of our existing homes or those completed before the start of the previous financial year.

EPC rating	2022/23 %	2022/23 Number	2023/24 %	2023/24 Number	2024/25 %	2024/25 Number
A	0.53%	179	0.53%	178	0.60%	202
B	10.90%	3,653	11.81%	3,955	12.65%	4,272
C	53.64%	17,982	57.75%	19,337	61.88%	20,898
D	33.03%	11,073	28.41%	9,513	23.09%	8,097
E	1.88%	631	1.49%	498	0.89%	300
F	0.01%	3	0.01%	2	0.003%	1
G	0.003%	1	0.00%	0	0.00%	0
Total	100%	33,522	100%	33,483	100%	33,770

Table 2 EPC ratings in our homes – new builds

The table below details the EPC ratings of our new homes completed/for which an EPC rating was registered in the last financial year.

EPC rating	2022/23 %	2022/23 Number	2023/24 %	2023/24 Number	2024/25 %	2024/25 Number
A	0.23%	1	0.00%	0	9.69%	63
B	95.17%	414	100%	318	90.31%	587
C	4.60%	20	0.00%	0	0.00%	0
Total	100%	435	100%	318*	100%	650

* Number of new homes that received EPC ratings within the reporting year.



Tables

Table 3 Details of our streamlined Carbon and Emissions Reporting (tCO₂e only)

		2021/22 Emissions in tCO ₂ e	2022/23 Emissions in tCO ₂ e	2023/24 Emissions in tCO ₂ e	2024/25 Emissions in tCO ₂ e	Change 2023/24 – 2024/25	Change 2019/20 – 2024/25
Scope 1 emissions	Gas	1,173	968	1,001	977	-2.4%	-21.5%
	Fleet fuel	1,417	1,340	1,491	1,546	3.7%	-3.1%
	F-gas	0	129	318*	142	-55.4%	647.4%
Scope 2 emissions	Purchased Electricity	1,514	1,489	1,391	1,139	-18.1%	-48.7%
Total direct emissions		4,104	3,926	4,202	3,804	-9.5%	-25.1%
Scope 3 emissions	Business mileage	103	148	173	192	11.0%	-26.7%
	Amenity gas	1,678	1,683	1,628	1,982	21.7%	14.1%
	Amenity electric	69	133	100	284	185.1%	125.4%
Total indirect emissions		1,850	1,965	1,901	2,458	29.3%	15.7%
Total emissions		5,954	5,891	6,102	6,262	2.6%	-13.1%

* A technical issue led to the release of some F-Gas from our air conditioning units. We are planning to upgrade the units in 2025/26.

Table 3a Intensity indicators

The table below tracks the intensity ratio (tCO₂e/£MT) and change between 2022/23 and 2024/25.

	2022/23 Emissions in tCO ₂ e/£MT	2023/24 Emissions in tCO ₂ e/£MT	2024/25 Emissions in tCO ₂ e/£MT	Change 2023/24 – 2024/25
Scope 1 & 2 emissions	19.831	20.395	16.51	-19.0%
Scope 3 emissions	9.924	9.228	10.67	15.6%
Total emissions	29.755	29.623	27.18	-8.2%

Tables



Table 4

The following materials were managed at the Thirteen Recycling Centre between April 2021 and March 2025.

Category	Unit	2021/22	2022/23	2023/24	2023/24
General waste	tonnes	699.75	853.02	843.46	1214.56
Wood	tonnes	416.58	517.08	526.62	475.76
Scrap metal	tonnes	72.23	79.74	96.79	79.41
Tyres	tonnes	2.06	1.76	2.08	0.67
Fridges	tonnes	40.72	36.16	38.72	14.71
TV monitors	tonnes	21.55	17.00	24.2	7.58
Flo tubes	tonnes	0.22	0.06	0.11	0.01
Soil and rubble	tonnes	299.54	410.18	843.46	105.98
Mattresses	tonnes	18.50	11.70	127.40	21.04
Plasterboard	tonnes	4.82	6.52	9.56	15.60
Paint tins	tins	1,662	909	1,729	1966
Plate glass	tonnes	39.64	16.66	58.7	36.12
Cardboard	tonnes	10.19	13.46	9.90	12.12

Tables

Table 5 Our homes by tenure type

Homes under management	2022		2023		2024		2025	
	Number	%	Number	%	Number	%	Number	%
Social rent	25,876	73.07%	25,785	72.28%	25,798	71.70%	25,445	70.13%
Affordable rent	4,751	13.42%	5,044	14.14%	5,257	14.61%	5,612	15.47%
Housing for older people (social rent)	2,360	6.66%	2,377	6.66%	2,312	6.43%	2,376	6.55%
Low-cost home ownership	1,006	2.84%	1,117	3.13%	1,309	3.64%	1,564	4.31%
Social leasehold	716	2.02%	726	2.04%	727	2.02%	726	2.00%
Supported social rent	286	0.81%	282	0.79%	250	0.69%	242	0.67%
Non-social rental	209	0.59%	179	0.50%	180	0.50%	179	0.49%
Intermediate market rent	123	0.35%	90	0.25%	57	0.16%	49	0.14%
Non-social leased	87	0.25%	72	0.20%	89	0.25%	88	0.24%
Total	35,414	100%	35,672	100%	35,979	100%	36,281	100%

Table 6 Our homes by tenure type – new homes built

Product	2021/22	2022/23	2023/24	2024/25
Social rent	0	19	52	37
Affordable rent	349	278	277	347
Shared ownership	70	139	213	266
Private sale	18	19	0	4
Total	437	455	542	654

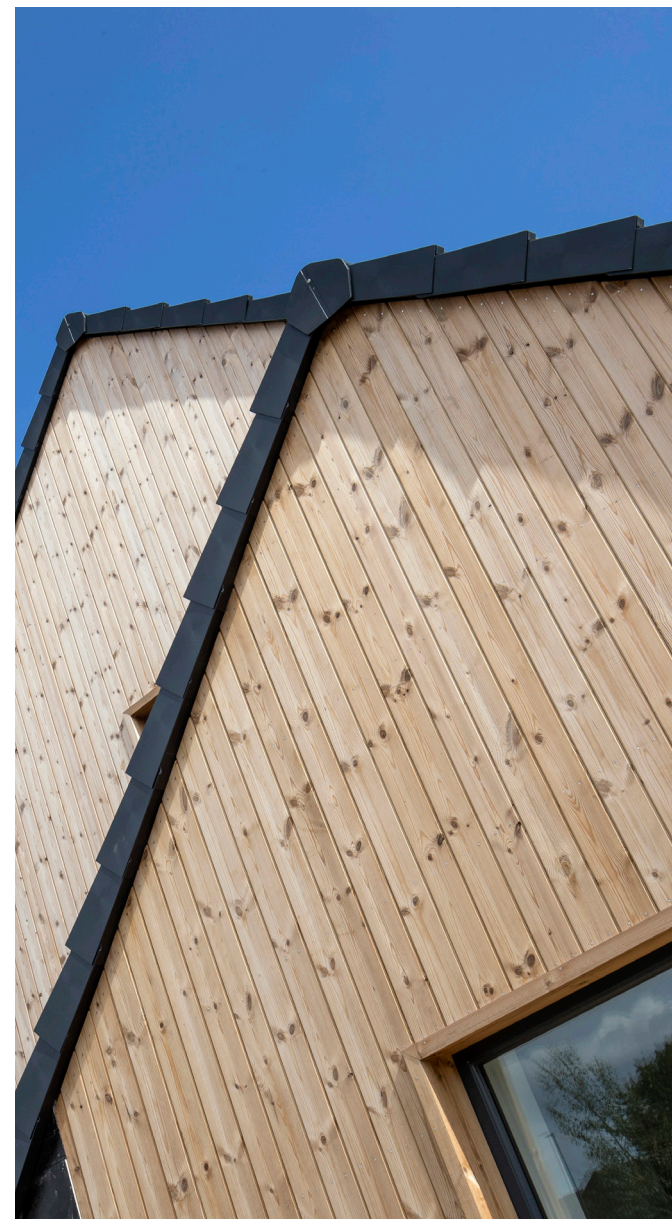
Tables

Table 7 Stock losses and gains

	Units developed or newly built	Units sold or demolished	Transfers and acquisitions	Total
Social rent – general needs (exc. affordable rent)	37	-334	0	-297
Affordable rent – general needs	347	-14	0	333
Social rent – supported housing and housing for older people	0	-1	0	-1
Affordable rent – supported housing and housing for older people	0	0	0	0
Low-cost home ownership	266	-11	0	255
Care homes	0	0	0	0
Other social housing	0	0	0	0
Total	650	-360	0	290

Table 8 Reducing energy bills by energy efficiency works

Work	2020/21	2021/22	2022/23	2023/24	2024/25
Air source heat pumps	43	26	14	5	0
Loft insulation	0	125	140	3,394	771
Cavity wall insulation	0	48	250	280	0
Gas boilers replacing electric night generation	0	32	0	0	0



Tables

Table 9 Security of tenure – fixed term tenancies

Tenure	2022/23 Number	2022/23 %	2023/24 Number	2023/24 %	2024/25 Number	2024/25 %
Assured	27,062	77.84%	28,711	78.98%	28,760	78.56%
Starter Tenancy	4,207	12.10%	3,911	10.76%	3,877	10.59%
Assured Shorthold	1,050*	3.02%	1,009*	2.78%	1,025	2.8%
Equitable	3	0.01%	7	0.02%	4	0.01%
Licence	207	0.60%	227	0.62%	210	0.57%
Secure	200	0.58%	175	0.48%	162	0.44%
Student (Fixed)	89	0.26%	95	0.26%	98	0.27%
Shared Owner	927	2.67%	1,190	3.27%	1,443	3.94%
LSE (Leasehold Elderly)	144	0.41%	143	0.39%	143	0.39%
RTB Freehold	48	0.14%	49	0.13%	50	0.14%
RTB Leasehold	829	2.38%	833	2.29%	835	2.29%
Total	34,765	100%	36,350	100%	36,607	100%

* For the purposes of this report considered to have no security of tenure.

Table 10 Fire risk assessment and other work

Action	2022/23	2022/23	2024/25
Number of fire risk assessments carried out	361	666	599
Number of fire door checks or inspections	2,060	2,648	2,458
% of post inspections completed on time	99.4%	99.70%	100%

Tables

Table 11 Improvements we've carried out to help meet the Decent Homes Standard

Component	2021/22	2022/23	2023/24	2024/25
Windows: provided/renewed double glazing and front doors	830	1,832	648	371
Front door: provided/renewed double glazing and front doors	1,255	768	423	176
Boilers: includes investment, one-off boilers and empty properties	1,414	1,281	626	484
Kitchens	0	1,603	866	657
Roofs	488	0	490	879
Bathrooms	N/A	1,264	170	170
Number of rewires	N/A	N/A	422	788
Sum spent on eradicating serious health risks	N/A	N/A	£3.3million	£6.5million
Number of properties benefiting from damp and mould works	N/A	N/A	1,306	2,574
Sum invested in decarbonising properties	N/A	N/A	£2.4million	£0
Number of properties benefiting from decarbonisation work	N/A	N/A	58	0
Total number of homes benefiting from investment works	N/A	N/A	1,578	1,487

Tables

Table 12 Tenant Satisfaction Measures – perception measures 2024/25

Tenant Perception Measures (TSMs)	Rental properties	Low-cost home ownership
Proportion of respondents who report that they are satisfied with the overall service from their landlord	77.0%	57.2%
Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the overall repairs service	79.2%	N/A
Proportion of respondents who have received a repair in the last 12 months who report that they are satisfied with the time taken to complete their most recent repair	74.2%	N/A
Proportion of respondents who report that they are satisfied that their home is well maintained	78.9%	N/A
Proportion of respondents who report that they are satisfied that their home is safe	82.6%	84.1%
Proportion of respondents who report that they are satisfied that their landlord listens to tenant views and acts upon them	69.9%	54.2%
Proportion of respondents who report that they are satisfied that their landlord keeps them informed about things that matter to them	75.0%	61.3%
Proportion of respondents who report that they agree their landlord treats them fairly and with respect	80.8%	66.9%
Proportion of respondents who report making a complaint in the last 12 months who are satisfied with their landlord's approach to complaints handling	39.2%	30.6%
Proportion of respondents with communal areas who report that they are satisfied that their landlord keeps communal areas clean and well maintained	75.0%	61.3%
Proportion of respondents who report that they are satisfied that their landlord makes a positive contribution to the neighbourhood	70.8%	55.0%
Proportion of respondents who report that they are satisfied with their landlord's approach to handling anti-social behaviour	65.7%	46.7%

Tables

Table 13 Tenant Satisfaction Measures – management performance information

Tenant Perception Measures (TSMs)	Rental properties	Low-cost home ownership	Combined
Complaints			
Number of Stage 1 complaints received per 1,000 homes	57.7	78.6	N/A
Number of Stage 2 complaints received per 1,000 homes	6.3	10.8	N/A
Proportion of Stage 1 complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales	97.7%	97.5%	N/A
Proportion of Stage 2 complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales	93.9%	100%	N/A
Anti-social behaviour			
Number of anti-social behaviour cases opened per 1,000 homes	N/A	N/A	83.5
Number of anti-social behaviour cases that involve hate incidents opened per 1,000 homes	N/A	N/A	1.5
Building safety			
Proportion of homes for which all required gas safety checks have been carried out	N/A	N/A	99.9%
Proportion of homes for which all required fire risk assessments have been carried out	N/A	N/A	100%
Proportion of homes for which all required asbestos management surveys or re-inspections have been carried out	N/A	N/A	100%
Proportion of homes for which all required Legionella risk assessments have been carried out	N/A	N/A	100%
Proportion of homes for which all required communal passenger lift safety checks have been carried out	N/A	N/A	100%
Decent Homes Standard and repairs			
Proportion of homes that do not meet the Decent Homes Standard	0.0%	N/A	N/A
Proportion of non-emergency responsive repairs completed within the landlord's target timescale	77.2%	N/A	N/A
Proportion of emergency responsive repairs completed within the landlord's target timescale	95.3%	N/A	N/A

Tables

Table 14 Impact of our support services in 2024/25

Employability services	
Total number of customers supported	1,141
Number helped into employment, education and training	865
Number who are Thirteen tenants	531
Number of customers moved into employment	358
Number of customers moved into education	12
Number of customers moved into training	495
Number of customers moved into community groups/volunteering	81
Number of customers moved into community groups/volunteering (UKSPF)	42
Customers sustaining a minimum of six months' paid employment	127
Customers supported to gain benefits they are entitled to (UKSPF)	170
Customers in receipt of benefits they are entitled to (UKSPF)	51
Number of people supported to access basic skills (UKSPF)	88
Sheltered housing, extra care and older people	
Number of customers supported in older persons' accommodation	3,024
Care and support services	
Number of homelessness prevention (Key Steps) customers provided with accommodation and intense support for move on	1,141
Number of customers receiving domestic abuse support	865
Number of customers residing/supported in Sunderland Rough Sleeping Accommodation Programme (RSAP)	531

Tables

Table 14 Impact of our support services in 2024/25 (continued)

Care and support services (continued)	
Number of refugee customers supported by resettlement team	358
Number of customers supported living in homeless families accommodation (Penrith Road)	12
Number of customers supported living in young parents' accommodation or accessing floating support (Anna Court, School View, Coney Avenue and floating support)	495
Financial outcomes achieved through tenancy support interventions (payments direct to customers or onto rent account)	81
Hardship awards made to customers and payments to rent accounts from Landlord Discretionary Housing Fund (LDHF)	724
Number of customers supported by the tenancy support team	127
Customers supported to gain benefits they are entitled to (UKSPF)	170
Customers in receipt of benefits they are entitled to (UKSPF)	51
Number of people supported to access basic skills (UKSPF)	88

Tables

Table 14 Impact of our support services in 2024/25 (continued)

Support services for ex-offenders	
<p>Ministry of Justice Accommodation Service</p> <p>Supporting male offenders in custody and the community with accommodation related issues across the North East. Support provided around addressing accommodation barriers, independent living, sourcing, sustaining and relinquishing accommodation. Service started in July 2021.</p>	<p>18,133 referrals received 15,706 accepted 11,459 engaged in support</p> <p>Overall outcomes June 2021 – March 2025:</p> <p>Accommodation – 1,379 Bank accounts – 100 Benefit claims – 183 (£79,094) Bonds – 314 (£155,436) DHP – 35 (£7,041) Furniture grants – 153 (£33,485) Other grants 179 (£49,343) New Roots funding – 28 (£1,000) Overall monies gained: £343,020 Homelessness assessments – 567 Relinquish tenancy – 151 Tenancy sustainment – 389</p>
<p>Future Steps tenancy support for ex-offenders</p> <p>Tenancy Support service for those with offending backgrounds. Support can be long-term if needed to assist tenancy sustainment and aid development of independent living. Service started in early 2022.</p>	<p>Overall outcomes to March 2025:</p> <p>378 customers supported 79.15% sustained a tenancy for three months or more 7.65% reoffending rate 83.16% gained a financial inclusion outcome 61.48% achieved a digital inclusion outcome 79.59% achieved skills and limitations outcome 191 engaged with employability services £896,201.23 monies gained £156,316.45 personal debt reduction achieved</p>