

Using behavioural insights to engage communities and achieve Net Zero

Rhys Campbell, Senior Advisor - BIT



In partnership with



Cabinet Office



Why start by talking about behaviour?

*“The UK has reduced emissions by 40% since 1990 while its economy has grown. This progress has come largely from things that have not involved consumers **changing their behaviour**. In order for the UK to meet the Net Zero target, there is an urgent need to identify and implement solutions for promoting greater engagement and action from citizens and consumers.”*

1. Research has found that the potential energy savings from measures targeting behaviour such as providing feedback or community based initiatives to change social norms can range from 5-20%.¹
2. Evidence suggests wider adoption of net zero homes is mostly constrained by the reluctance of builders to build such homes,² which like other behaviours can be changed.
3. How we frame information, craft policies, and engage citizens can have a profound impact on how we behave and what we choose to do!

Notes: 1) EEA Technical Report (2013). *Achieving energy efficiency through behaviour change: what does it take?* <https://www.eea.europa.eu/publications/achieving-energy-efficiency-through-behaviour/file>

2) Singh, R., Walsh, P. and Mazza, C. (2019). Sustainable Housing: Understanding the Barriers to Adopting Net Zero Energy Homes in Ontario, Canada. *Sustainability*, 11(22).



Is it enough to convince us to act?



Why we need to think about behaviour

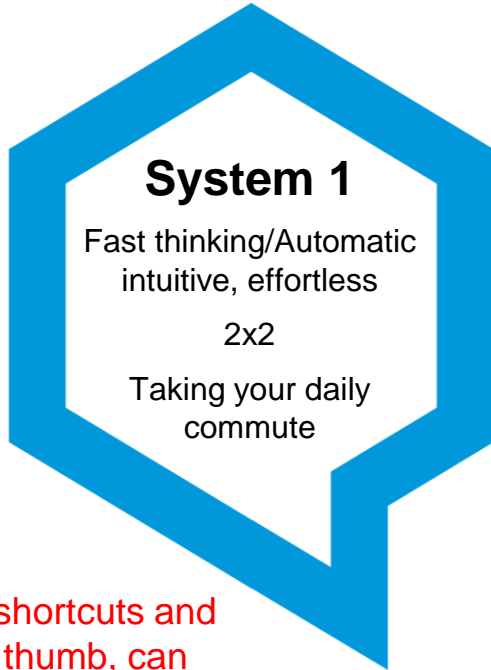


The Intention-Action Gap



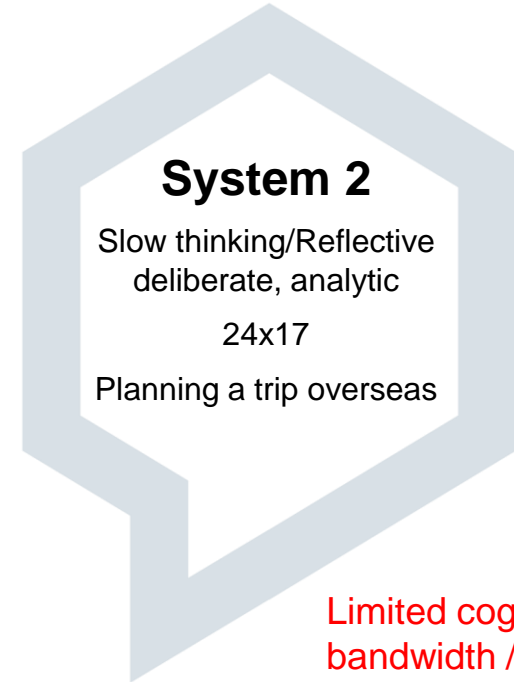
What are behavioural insights?

Understanding what drives our behaviour



“It turns out that the environmental effects on behavior are a lot stronger than most people expect”

Daniel Kahneman,
Nobel Laureate



Mental shortcuts and rules of thumb, can be biased

Limited cognitive bandwidth / energy to use all the time

System one's rules of thumb



If it easily comes to mind, it must be more likely



Follow the crowd whenever possible

Pay more attention to things that seem unusual

Take the path of least resistance

Trust people who are likeable

Policy example: understanding what drives insulation



This is what BIT specialise in - applying BI to policy



We started life inside Cabinet Office, before “spinning out”
Our mission has not changed: **to help people make the choices that improve their lives and society.**

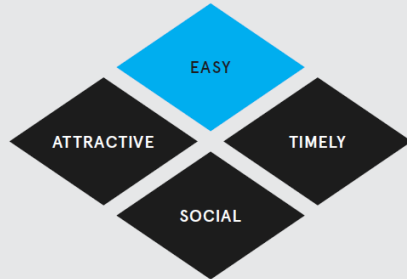
- Spreading and applying behavioural science throughout the civil service
- Making public services more cost-effective and easier for citizens to use



Engaging citizens and changing behaviour using behavioural insights



THE
BEHAVIOURAL
INSIGHTS TEAM.



The EAST framework

EAST

Four simple ways to
apply behavioural insights

Owain Service, Michael Hallsworth, David Halpern,
Felicity Algate, Rory Gallagher, Sam Nguyen, Simon Ruda, Michael Sanders
with Marcos Petenur, Alex Gyani, Hugo Harper, Joanne Reinhard & Elspeth Kirkman.

IN PARTNERSHIP WITH  Cabinet Office **Nesta**



Make it Easy

Make it Easy:

- Simplify information and streamline / bundle options (choice overload).
- Use checklists and clear signposting to make actions easy to identify and follow
- Use defaults to offer new citywide services
- Invest in infrastructure that makes energy efficiency easy

Building Renovation Passports outline a long-term (up to 15-20 years) step by step renovation road map, tailored to the specific building after an on-site energy audit.

We recently ran an online experiment with 1,502 Irish homeowners to evaluate the effect of bundling renovation options and found people chose just over 2 more upgrades, and spent a hypothetical extra €2,800, when options were bundled together.



International examples



[Nyheter](#) [Senteret](#) [Webinar](#) [Demoer](#) [IDE](#)

Smartgrid stands for the power system of the future that uses information and communication technology and new measurement and control systems.

► [More about Smartgrid](#)

IVL SWEDISH ENVIRONMENTAL RESEARCH INSTITUTE

Stockholm's Innovations in District Heating & Cooling





Make it Attractive

Make it Attractive:

- Identify and tackle the real motivations. E.g., people emphasise comfort, so need to promote how green homes are still warm.
- Address present bias and risk perceptions by bringing forward future savings or guaranteeing them.

Energiesprong - or 'energy leap' – is a whole house renovation as well as new-built standard and funding approach. Customers are offered:

- a whole-house renovation in just one week;
- a net-zero energy performance contract based on annual energy balance (pay as you save);
- a single customer interface to monitor everything; and
- Guaranteed indoor temperature of 21 degrees and a set allowance of energy consumption



Make it Social

Make it Social:

- Provide feedback on what others are doing - pro-env behaviour, particularly in the home is invisible to others
- Leverage networks to disseminate key information and motivate people

Solar power is contagious. These maps show how it spreads.

By Brad Plumer | @bradplumer | brad@vox.com | Updated May 4, 2016, 12:00pm EDT



Making 'behaviour' more observable



Green number plates 'could boost sales of electric cars' in UK

Behavioural insights unit proposes new colour for registration plates to help 'normalise the idea of clean vehicles'



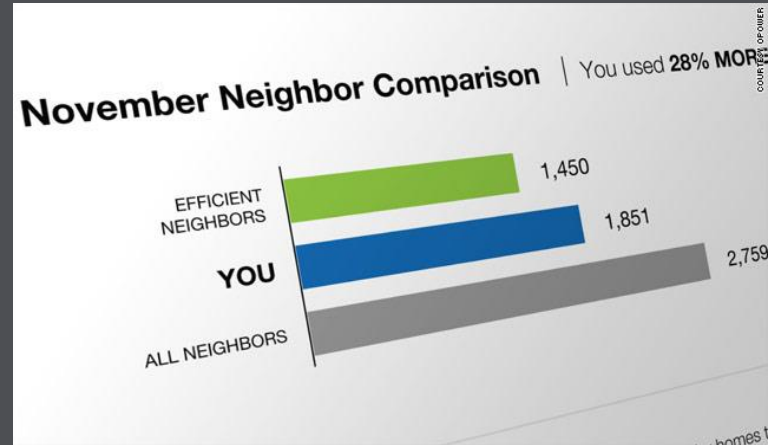
▲ Green registration plates are already in use in China. Photograph: Roman Pilipey/EPA-EFE/Rex/Shutterstock

Green license plates to normalise the idea of clean vehicles

Could green house numbers or displaying building energy ratings do something similar?



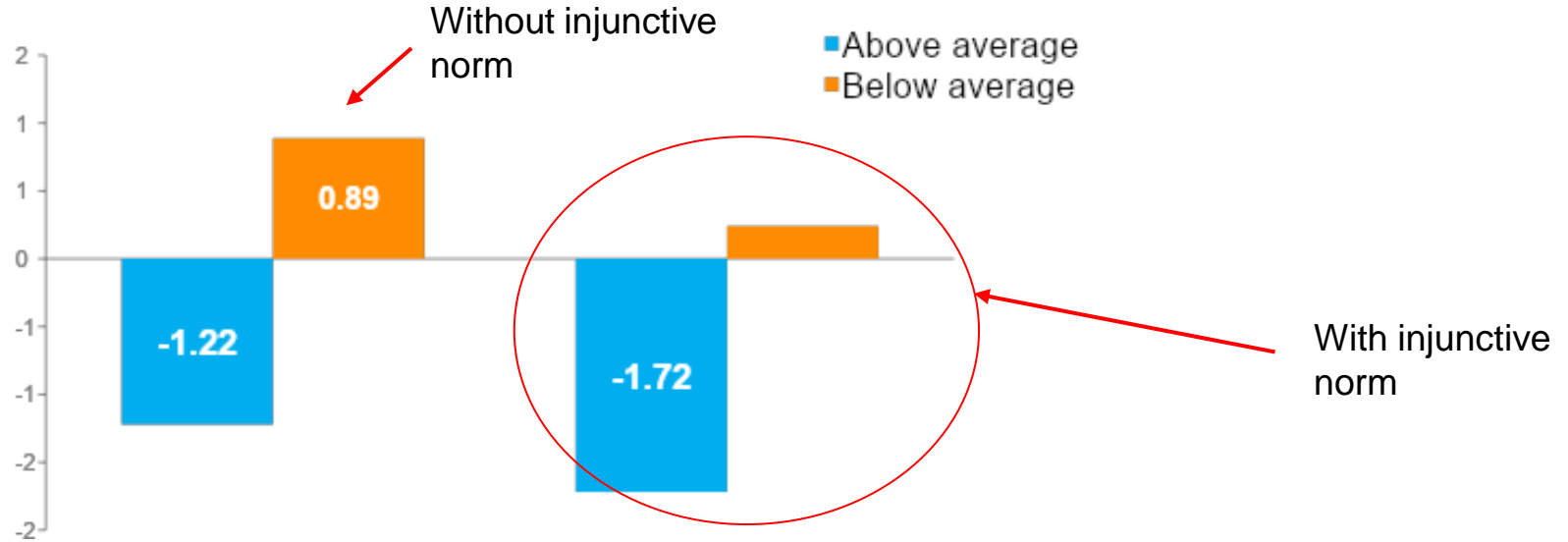
Using social comparison to increase resource efficiency





Social norms can drive positive (and negative) behaviours

Change in energy consumption per day (kWh)



Source: Schultz et al. (2007) The constructive, deconstructive and reconstructive power of social norms



Make it Timely

Make it Timely:

- Communicate when people are most receptive, e.g., link info to home renovations, or contact after just moving house.
- Gain incremental commitments from people, and help them plan how they will act in the future.
- Bring forward consideration of future costs and benefits

BIKETOWN

Haven't met BIKETOWN yet?
Take a spin on us!

Use promo code **NEIGHBORHOOD** for
BIKETOWN rides with either:

- 1 Free Day Pass
- 4 Free Single Rides, or
- First month free of an Annual

TO GET STARTED

- Read this card
- Find bikes near you using the app
(biketownpdx.com/app)
- Use the app to register your bike

Yes! New movers were nearly four times more likely to sign up than those who lived near a new station, regardless of the message.



**Encourage take up of
more expensive, but
more efficient (smart)
technology or homes**



We can harness (or overcome) our tendency to discount the future



Energy		Washing machine
Manufacturer Model		
More efficient A B C D E F G Less efficient		B
Energy consumption kWh/cycle <small>(Based on standard test results for 60°C cotton cycle) Actual energy consumption will depend on how the appliance is used</small>		1.75
Washing performance <small>A: higher G: lower</small>	A B C D E F G	
Spin drying performance <small>A: higher G: lower Spin speed (rpm)</small>	A B C D E F G	1400
Capacity (cotton) kg		5.0
Water consumption		5.5
Noise (dB(A) re 1 pW)	Washing	5.2
	Spinning	7.6
<small>Further information contained in product brochure</small>		

Indesit IDVA735 vented tumble dryer

£185

- Rated B for energy efficiency
- Max drying load 7kg
- 12 Sensor-dry programmes
- 2 heat settings
- Reverse tumble dryer
- Venting from rear
- Flexible vent hose
- **H** 85cm 33½" **W** 59.7cm 23½" **D** 58.4cm 23"
- **Tumble dryer installation £8**
- **Guarantee 2 years**

Add to your peace of mind with a repair and protection plan for your home appliances

Special 4 Year cover for Indesit on selected refrigerators and freezers

+ Added Care for your home appliances

Lifetime electricity running cost **£51**

Need help installing an appliance?

Lifetime electricity running cost **£51**



**How can we help
people get back into
work?**



Help job seekers plan using implementation intentions

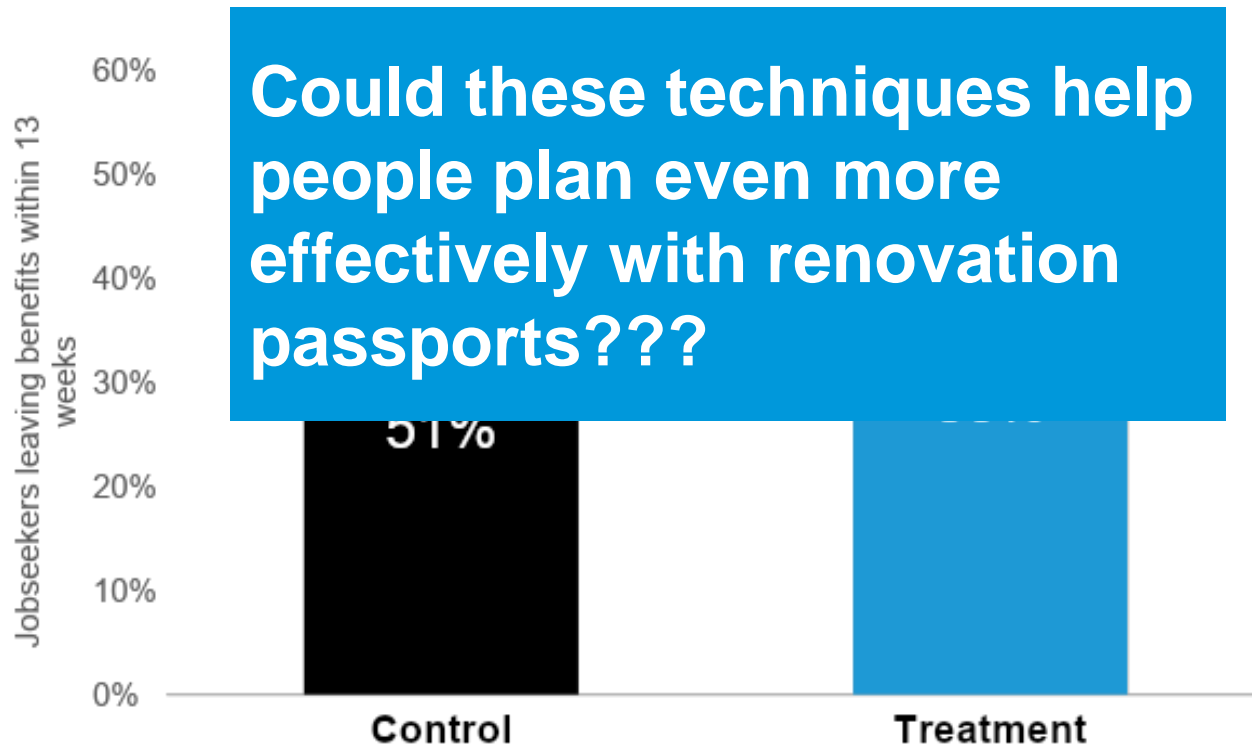


Date when commitments made:..... Date when commitments reviewed:..... Commitments made to:..... (Write your commitments)		Implementation intentions: what, when, how? <i>'I will look for work for 2 hours every weekday straight after I drop my children at school.'</i>	
Use the space below to fill in your commitments for this week. This page contains some information about what you may write down. Discuss these with your advisor. Remember that searching for work should be a full time job in itself (roughly 40hrs/week) and you can do to make your search for work as effective as possible.			
Commitment: Make sure you include WHAT you are going to do and WHEN and/or WHERE . You may find it more effective if you link your commitment that you would undertake anyway.	Job seeker signature	Advisor signature	Outcome: What happened and what can you bring with you to discuss?
I will look for work for 2 hours every weekday straight after I drop my children at school		discuss	
I will tailor my CV to the retail sector		John and Sons updated CV	
I will do a CV drop at the Westfield centre on Friday afternoon, after lunch.			
Please write down your next appointment here: I will see Jane, my advisor, on the 23rd April 2012 at 11am.			
Other job seeking activities undertaken:	Job seeker signature	Advisor signature	Outcome: What happened and what can you bring with you to discuss?

Anchoring: setting a high target

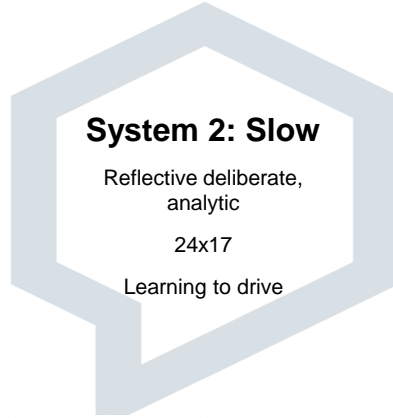
Do you think you could apply for 20 jobs over the next two weeks?

... jobseekers finding a job faster





Conclusion



The Intention-Action Gap



THE BEHAVIOURAL INSIGHTS TEAM

EAST
Four simple ways to apply behavioural insights

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IN PARTNERSHIP WITH Cabinet Office Nesta

Thanks for your time!

If you would like to discuss any of these ideas or work with us to implement them, please do get in touch.



Rhys Campbell

@B_I_Tweets

rhys.campbell@bi.team



Behavioural solutions should be well targeted



Define your target audience: Do you want to change the behaviour of homeowners, builders or policymakers?



Define your target behaviour: This should be as specific as possible, e.g., increase uptake of Green home grant, encourage more solar panel installations etc.

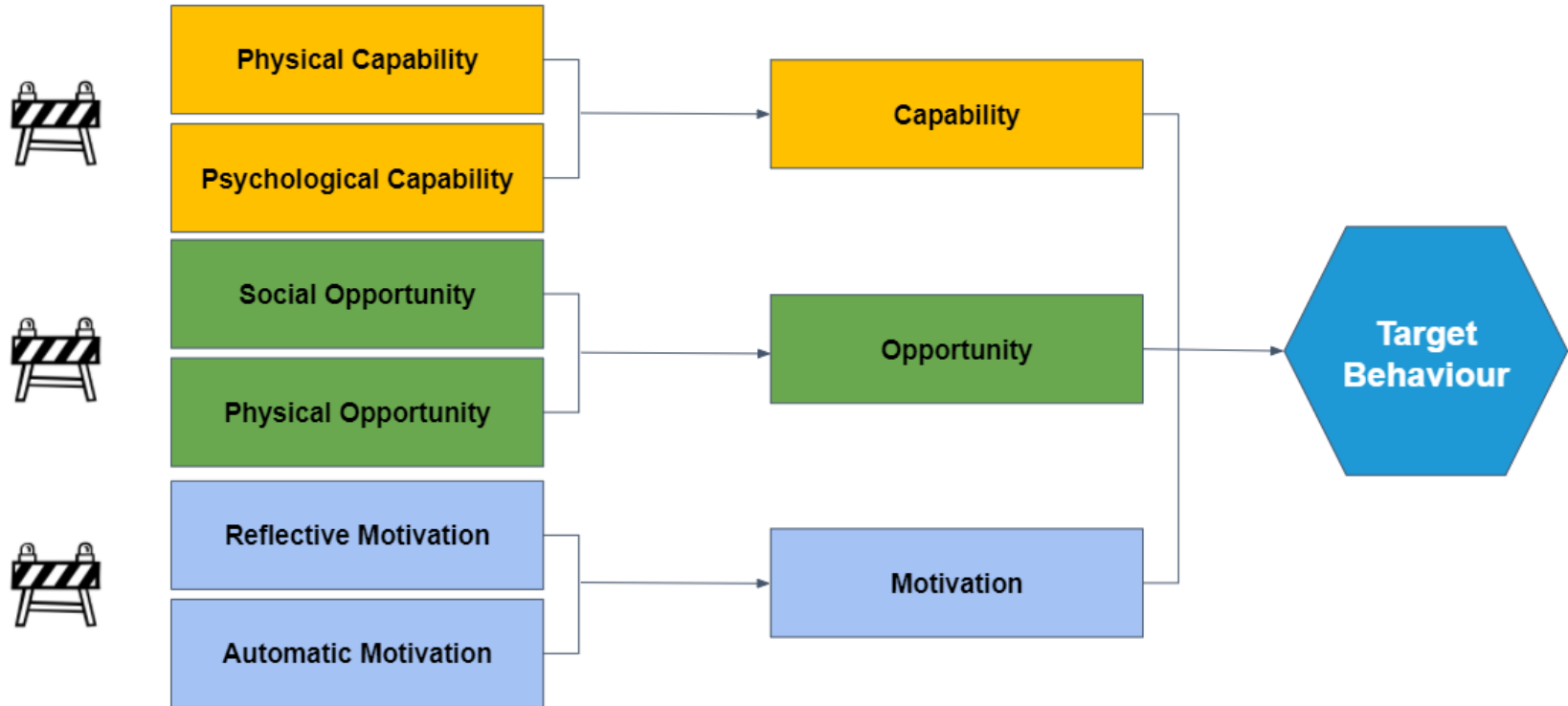


Understand the barriers to that specific behaviour: Why aren't people currently doing this? Is it capability, opportunity or motivation?

Identifying what is preventing the target behaviour



COM B Model





What are the barriers to greener homes?

Barrier	Retrofitting	New homes
Lack of knowledge / awareness	Many homeowners are not aware of different options for retrofitting their home and improving energy efficiency, or where to look for information.	Many builders are unaware of green building technology, techniques and where to find these. There may also be a skills gap if it requires specialists to install.
Costs and risk perceptions	Cost is a barrier, compounded by the fact that these are all upfront while the benefits are delayed. Some may doubt the change will bring about the promised savings, or won't be as comfortable to live with.	Higher upfront costs to build or buy can put people off, while the promised savings are uncertain and may not be adequately costed into the new home. Also a fear that the home won't be as warm and comfortable
Friction costs / hassle	Retrofits are a complex and disruptive process, which is both off putting and difficult to navigate. E.g., requires multiple contractors, research and coordination across home improvement projects.	Too many options can lead builders to stick to what they know. Regulation needs to be both clear to be easily understood, and consistent over the long term to give people and firms the confidence to act and not be pulled in different directions. Needs to be easy!
Lack of social opportunity	We do not know if others are doing, or want to do, the same thing, so we are less likely to think about it ourselves.	Not only may a lack of social connections impede the dissemination of information through networks, but a lack of visible champions locally can further lead to developers not valuing energy efficiency.

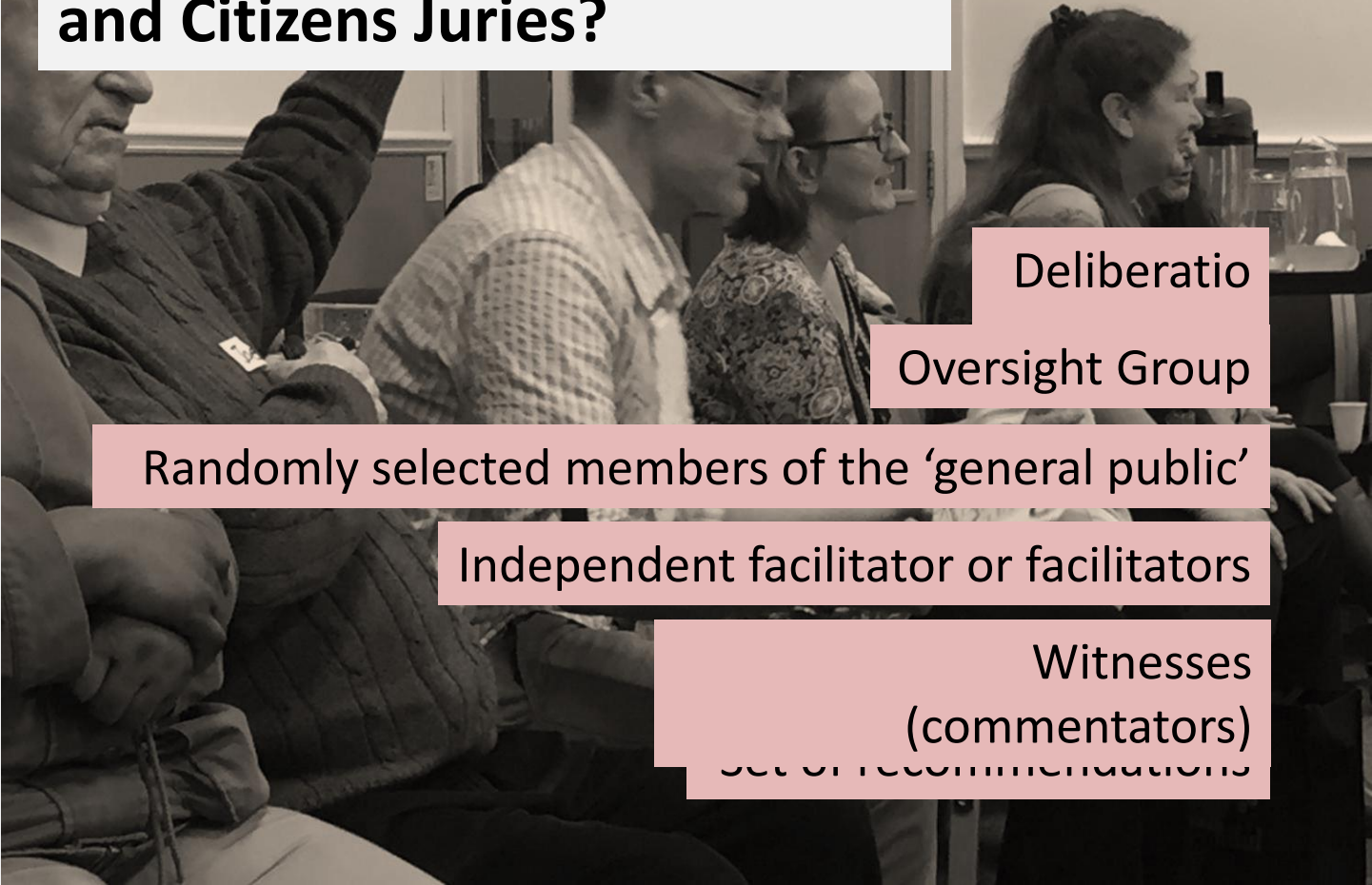
Getting Communities on board with Net Zero



Educating and Engaging Residents

Jez Hall, Shared Future CIC

What are Citizens' Assemblies and Citizens Juries?



Deliberation

Oversight Group

Randomly selected members of the 'general public'

Independent facilitator or facilitators

Witnesses
(commentators)

Set of recommendations

Mini – publics

Citizens' Assemblies



40-200 randomly selected people
e.g. Irish Citizens' Assembly

Citizens' Juries



20-40 randomly selected people
e.g. Leeds Climate Change Citizens' Jury

Leeds Climate Change Citizens' Jury

Sept-Nov 2019

8 evenings and 1 day,
25 participants



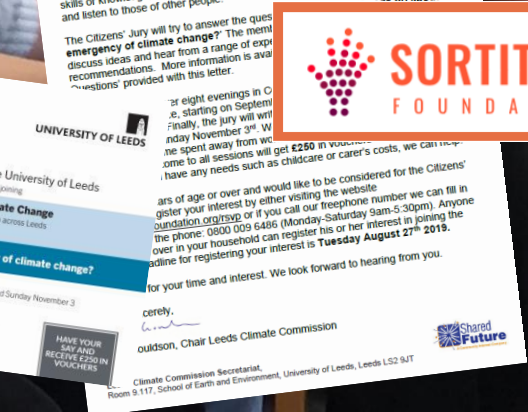
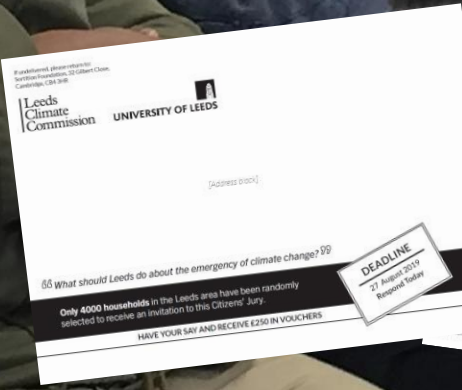
Oversight panel

Kendal Climate Change Citizens' Jury: Oversight Panel

Kendal Town Council,
Cumbria County Council,
South Lakeland District Council,
Cumbria Action for Sustainability,
Extinction Rebellion,
Kendal Activists Saving the Little Earth (KASTLE)(youth climate change),
National Farmers Union,
James Cropper PLC,
Kendal BID (Business Improvement District),
Kendal Futures,
Lancaster University,
Frieda Scott Charitable Trust,
South Cumbria Flood Partnership,
Tim Farron M.P.

Recruitment

Wide Mailing
Large pool of applicants recruited
Final selection



Who are on a Citizens' Jury?

Leeds had 21 regular attendees

A Random Stratified Sample of the General Public

Age 15-29 (6), 30-44 (5), 45-59 (6), 60+ (4)

Gender Males (11)/Females (10)

Ethnicity White (16), Asian, Black (5)

Indices of deprivation (on deciles): 1-2 (7), 3-4 (2), 5-6 (4), 7-8 (5), 9/10 (3)

Disability Yes (6), No (15)

Geography city core, inner urban, outer urban, market town, non urban

Attitude to climate change: Very concerned: (6), fairly (10), not concerned (5)

The question in Leeds

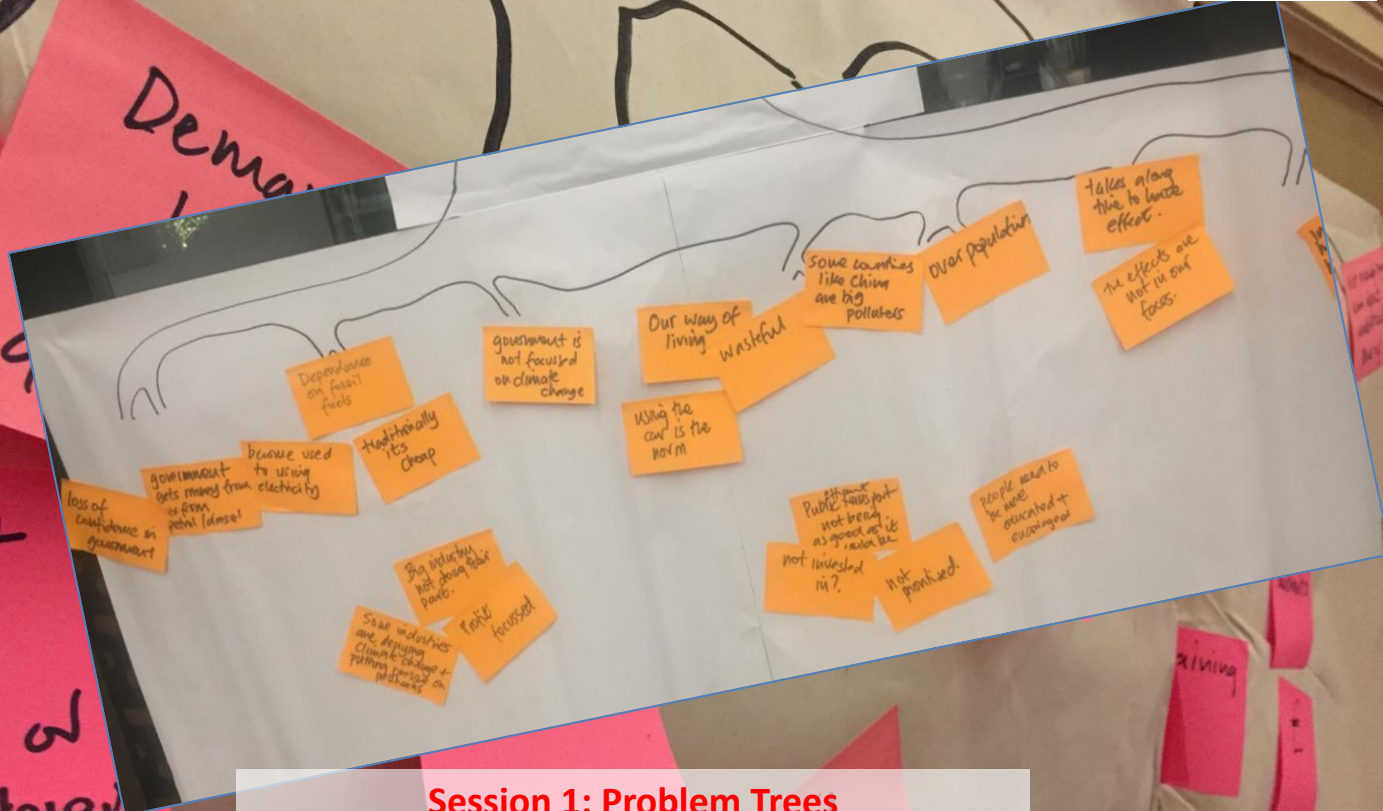
‘What should Leeds do about the emergency of climate change?’



Session 1: Building relationships



Session 1: Lived Experience



Session 1: Problem Trees

Should decision-making
be valued by
health + social
care separate

Commentators (witnesses)

6:30 Welcome
6:35 Visioning activity
BREAK
Commentators:

- 20 minute presentation
- Red cards to stop jargon
- Small group discussions
- Question and Answer

What should
Leads about
the en of
Climate

53
DATA MODELLING
Over 20 years of venue design ex
edge technology, we have creat
Rating to rank football stadium
ual 50 2019. The rating exam
- Match Day Experience - focusing on
view, sound, space and travel.
- Broadcaster & Partner Appeal - looking at
branding and sponsorship credentials, ven
flexibility and appeal to broadcasters.
- Match Impact - assessing sound,
compactness and stand effect.
We can generate a rating per stand or for an entire
stadium to help our clients achieve their goals. The
league tables generated by this groundbreaking
are available in the Football 50 2019 Annual Re

Leeds Sessions 2-4:

Suggested by oversight panel

Session 2: Introduction to climate change and its impacts:

Professor Julia Steinberger / Dr Cat Scott

Session 3: Leeds and climate change:

Professor Andy Gouldson (Leeds Climate Commission)

Paul Chatterton (Our Future Leeds)

Session 4: How does change happen?

Andrew Simms (Rapid Transition Alliance)

Penny Wangari Jones/ Sai Murray (Racial Justice Network)

Leeds Sessions 5-8:

Suggested by participants

Session 5: Transport

Paul Foster: Leeds City Council, Transport Projects Manager

Mark Goldstone: W and N Yorkshire Chamber of Commerce

Millie Duncan: Leeds Climate Commission (on the airport).

Session 6: Housing

Neil Evans: Leeds City Council, Director of Resources and Housing

Steve Batty: Engie, Sustainability Places & Communities UK & Ireland

Andy Walker: Sure Insulation (retro fitting)

Steve Rowley: Leeds Property Association

Cindy Readman: Save our homes LS26 (Residents/homeowners).

Session 7: Communication / Community Involvement

Jamie Clarke: Climate Outreach

Rob Greenland: Social Business Brokers CIC

Lydia Dibben: Extinction Rebellion Leeds

Julian Pearce: Social Communications

Alexis Percival: trustee of Roundhay Environment Action Project.


Session 8: Leeds City Council / Finance

Councillor Lisa Mulherin: Leeds City Council

Andrew Sudmant: School of Earth and Environment: Leeds University.

Recommendation writing

Typically session 8 and 9



**Draft
Review
Prioritise
Report**

Launching the Recommendations

Session 10: Stakeholder workshop

Led by members of the Jury

Followed by

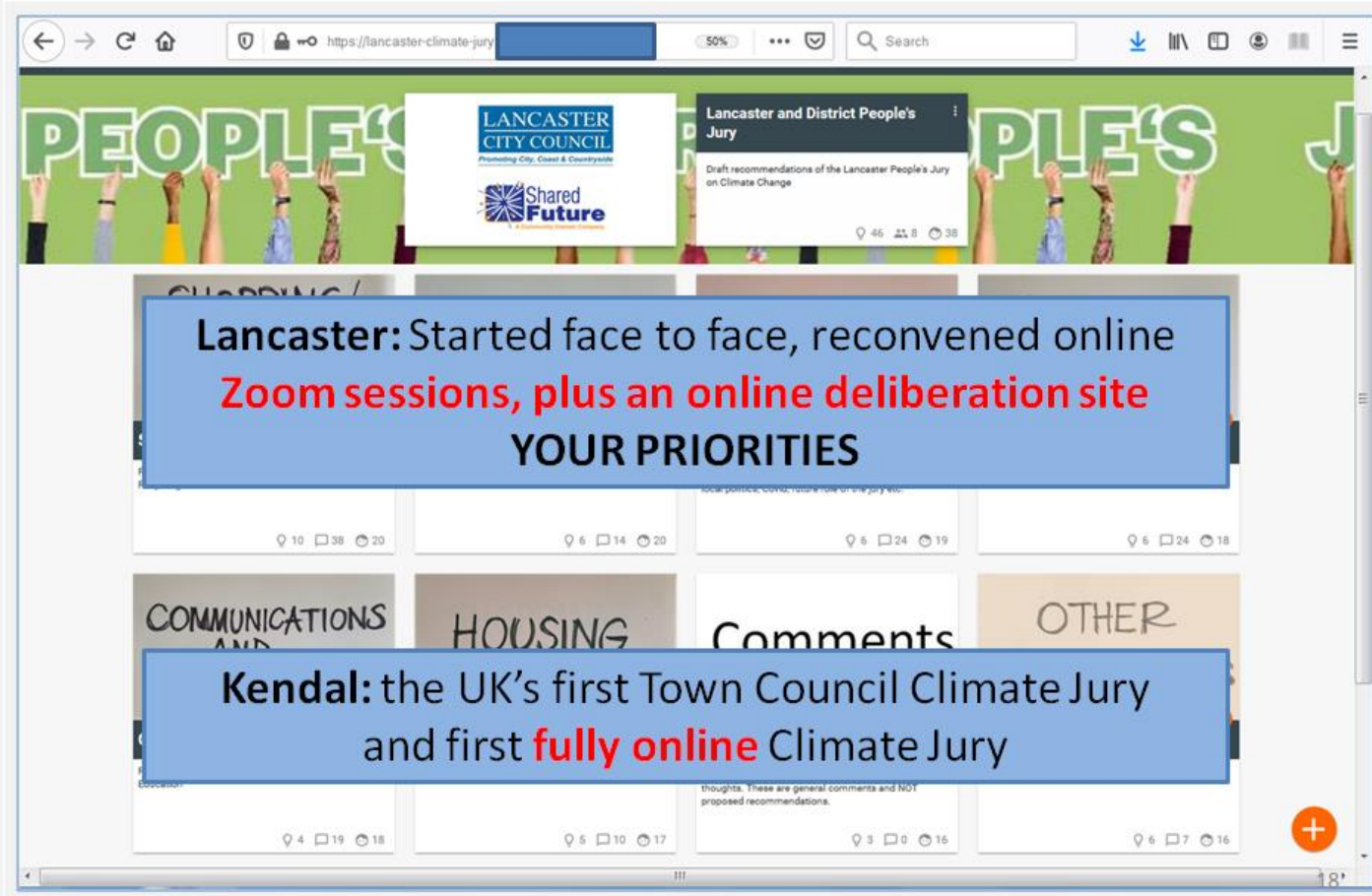
Action Planning Sessions and

Official Responses

Remembering the role of

Communications and Outreach

Responding to Covid? Move it



← → ↻ 🏠 🔒 https://lancaster-climate-jury 50% 🔍 Search

LANCASTER CITY COUNCIL
Promoting City, Coast & Countryside

Shared Future

Lancaster and District People's Jury

Draft recommendations of the Lancaster People's Jury on Climate Change

46 8 38

**Lancaster: Started face to face, reconvened online
Zoom sessions, plus an online deliberation site
YOUR PRIORITIES**

10 38 20 6 14 20 6 24 19 6 24 18

COMMUNICATIONS AND HOUSING Comments OTHER

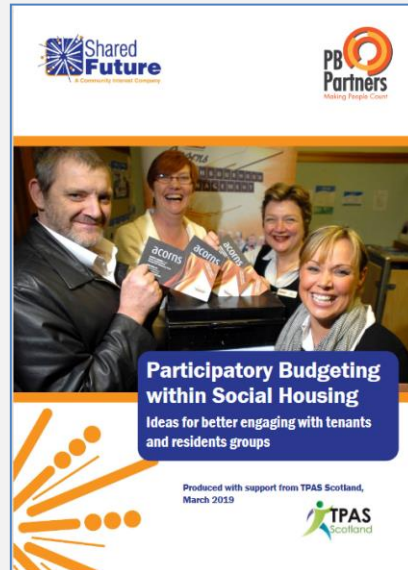
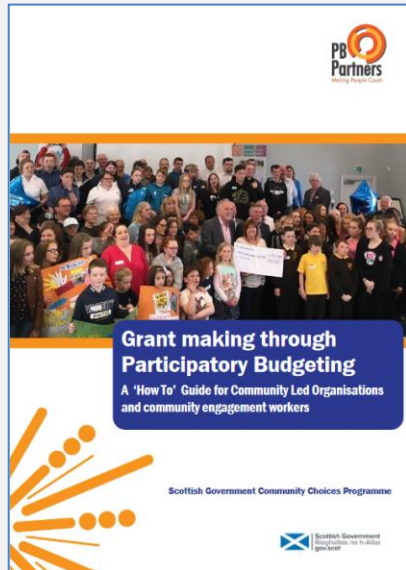
**Kendal: the UK's first Town Council Climate Jury
and first fully online Climate Jury**

4 19 18 6 10 17 3 0 16 6 7 16

18

Connecting with other approaches

Housing Associations, Cooperatives, and Arm's Length Management Organisations are well placed to initiate and lead **Participatory Budgeting (PB)** as they have well structured tenant engagement processes, and much of their income comes directly from rents.



The aspirations of a city, a business or a public body are not found in their vision statement... they are found in their budget.

Widening the Spectrum of Participation

Communicating



Consulting



Involving



Partnership



Decision
making



Scope of Participation Activity



Question: How do Housing providers see their leadership and influencing role, across the wider local economy, being strengthened by these approaches?

Question: How do you see this fostering behaviour change **with and by citizens** (especially those sceptical or unsure about their role, the need for urgent action, or their influence on climate change?)



Engaging communities in climate action within a whole system approach

Dr Mark Fishpool

Director

Middlesbrough Environment City

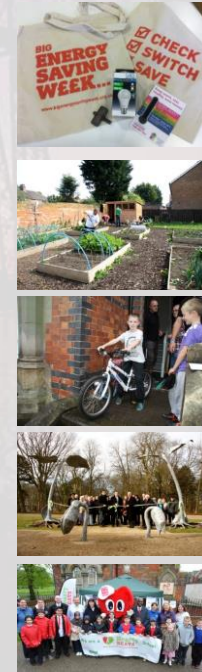


Middlesbrough Environment City

- Independent charity and company limited by guarantee – with its own Board of Directors.
- Work closely with Middlesbrough Council and community partners on promoting healthy and sustainable living – Middlesbrough Council is also a core funder.
- Using the ten principles of One Planet Living to promote sustainable living in Middlesbrough.

Holistic Approach

- Tackling climate change and reducing the use of resources.
- Promoting healthy lifestyles.
- Sustainable transport.
- Heritage and physical environment.
- Education and awareness-raising.



The Ten Principles of One Planet Living

 Health and happiness Encouraging active, sociable, meaningful lives to promote good health and wellbeing	 Local and sustainable food Promoting sustainable humane farming and healthy diets in local, seasonal organic food and vegetable protein
 Equity and local economy Creating safe, equitable places to live and work which support local prosperity and international fair trade	 Materials and products Using materials from sustainable sources and promoting products which help people reduce consumption
 Culture and community Nurturing local identity and heritage, empowering communities and promoting a culture of sustainable living	 Travel and transport Reducing the need to travel, and encouraging walking, cycling and low carbon transport
 Land and nature Protecting and restoring land for the benefit of people and wildlife	 Zero waste Reducing consumption, reusing and recycling to achieve zero waste and zero pollution
 Sustainable water Using water efficiently, protecting local water sources and reducing flooding and drought	 Zero carbon Making buildings and manufacturing energy efficient and supplying all energy with renewables

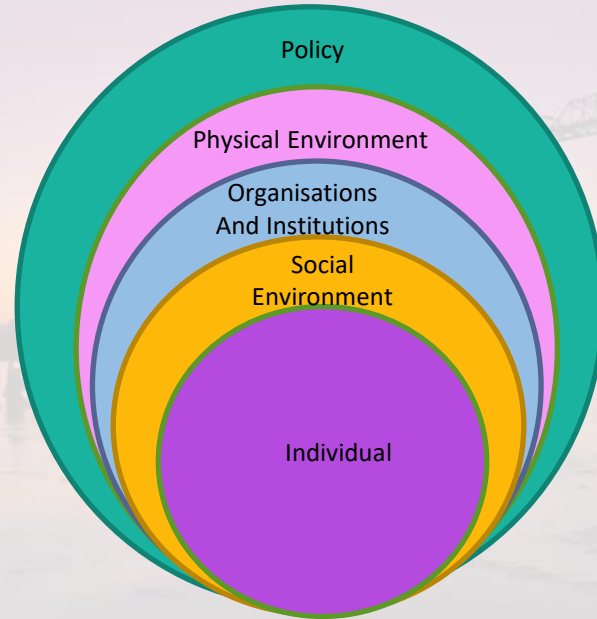
A Just Transition

For our disadvantaged communities, the concept of a *just transition* is a significant factor – disadvantaged communities are likely to be lower carbon emitters, so identifying motivation is more complex.

Those who are least responsible for the climate emergency are the likely to be the most impacted.



Whole System Approach

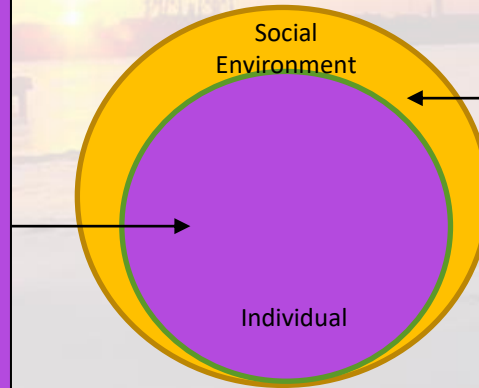


COM-B Model of engagement and affecting behaviour:

- Capability
- Opportunity
- Motivation



- Access to a roadworthy cycle
- Confidence to cycle
- Knowledge of safe routes
- Skills to maintain a cycle
- Conflicting priorities



- Acceptability amongst peers
- What are people saying about cycling on social media
- Attitude of other road users to cyclists

Safe Cycling Training

- Bikeability schools cycle training – safe cycling training for over 800 children each year.
- Also other support – such as learn to ride sessions for new cyclists.
- Pedestrian training for Year 3 pupils across Middlesbrough, Stockton and Hartlepool.

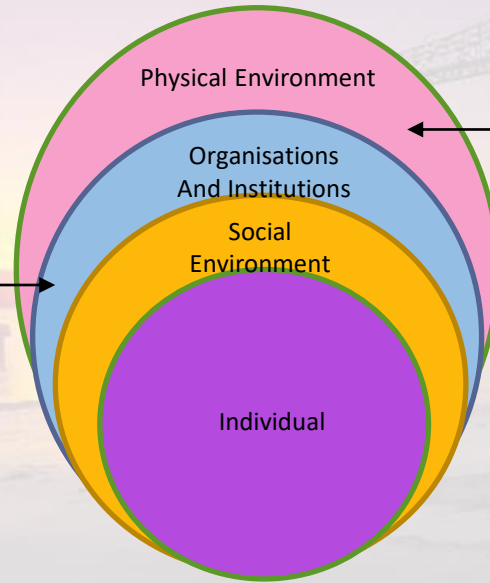


Bike Academy

- Middlesbrough Bike Academy – cycle maintenance training, cycle recycle courses and Dr Bike.
- Cycle recycle schemes using donated and redundant cycles.



- Flexible working hours
- Support for emergency situations
- Joining a cycle to work scheme
- Location of facilities such as cycle parking
- Cycling, walking and public transport information to offices, events, activities
- Attitudes to cyclists

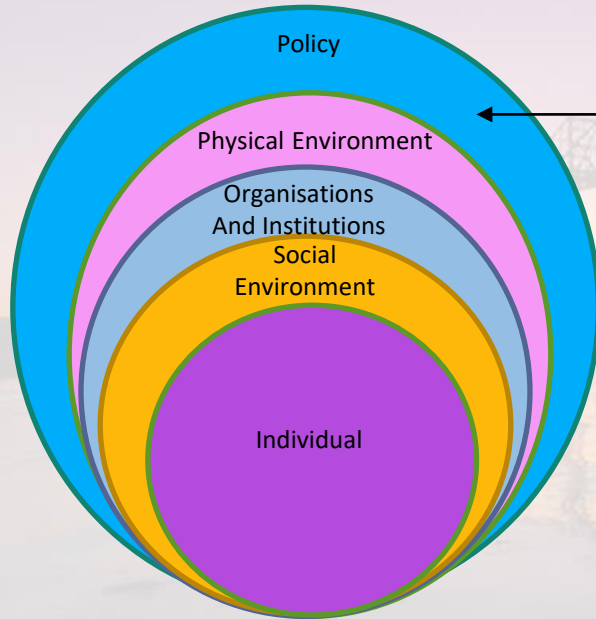


- Provision of well designed, safe and convenient cycle routes
- Provision of safe and secure cycle parking
- Showers and lockers in work places
- Buiding cycling into (re)development
- Multi-modal journeys (bikes and trains, buses etc)

Middlesbrough Cycle Centre and Shopmobility

- North East's first, secure, staffed town centre cycle park with showers and lockers.
- Hire of mobility scooters and other mobility aids for town centre shoppers.





- National policy to promote cycling, including “Gear Change”
- Changes to the Highway Code – relies on enforcement
- Organisational policies e.g. location of cycle parking, shower facilities, flexibility of working hours

Middlesbrough Food Partnership

- Partnership of local organisations developing a local and sustainable food system.



The **Middlesbrough Food Action Plan** provides a way for all residents and businesses to get involved with sustainable food



Find out more and get involved at
www.growingmiddlesbrough.org.uk

Training in Growing



Cookery Courses

- Healthy Cooking on a Budget.
- Slowcookery.
- Healthy Microwave Cooking.
- Cultures Cooking Together.
- Building climate awareness into cooking courses.



Tackling Food Poverty - Eco Shop

- Partnership with FareShare North East to use surplus produce.
- Each EcoShop is run by volunteers and is self-sustaining.
- £2 donation for 10 items plus fresh fruits and vegetables.
- 1.5 tonnes of food is redistributed per week across 16 active EcoShops = approximately 3,700 meals.



Space for Growing



Ibrahim, Albert Park Community Garden



Fairtrade

- The international dimension to sustainable living.
- Ensures that growers in the developing world get a fair price for their products.
- Also supports health, education and climate projects in growers' communities.
- Middlesbrough has been a Fairtrade Town since 2007.
- And from here into food policy.....



Climate Action Middlesbrough

- Climate Action Fund is a ten year programme from the National Lottery Community Fund to engage local communities in action to tackle climate change.
- Climate Action Middlesbrough will create a community-led movement for positive change towards a sustainable environment, enabling individuals and communities to influence decision-making and take action on climate change, working towards making sustainable lifestyles the norm using a whole system approach.

Climate Action Middlesbrough

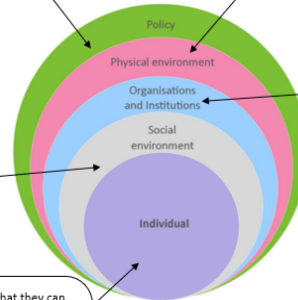
- Engaging communities in policy decisions.
- Finalising and implementing the Council's Green Strategy using the One Planet Living principles, ensuring that it is community as well as Council led.
- Existing partnerships building tackling the climate emergency into their plans and strategies
- Individual organisations developing policies around the climate emergency and building actions to tackle climate change into their existing and future work programmes.

- Nature recovery networks - making new space for nature, maintaining ecosystem services such as pollinating insects in the face of climate change pressures.
- Habitats for carbon sequestration – permanent meadows, existing woodland, marshes all taking carbon out of the atmosphere, as well as new tree planting.
- Enhancing biodiversity as climate change adaptation.
- Linking with capital programmes for cycleways and walking routes.
- Ensuring that climate adaptation and mitigation are built into new developments, for example community growing areas, sustainable transport routes, meaningful greenspace, water management.
- Redesigning existing open space for biodiversity gain and climate change adaptation.

- Develop an understanding of the impacts and actions that can be taken to address the climate emergency.
- Development of a community voice and self-efficacy through engagement in projects and decision making.
- Building a social movement at a community level – including young people-led, to move social norms.
- Community led initiatives to tackle climate change at a local level, such as community energy schemes, promoting waste reduction and recycling in their communities, food growing, renewable energy and biodiversity.
- Peer mentoring within communities to educate, raise awareness and move social norms.

- Develop an understanding of the impacts and actions that they can take as individuals to address the climate emergency.
- Developing self-efficacy to influence change throughout the system.
- Contributing to the creation of a social movement at a local level.
- Taking actions at a household level that address climate change (personal behaviour change).
- Emphasis on working with young people to create a lasting ownership around climate responsibility.

- Developing an understanding of how the climate emergency is impacting on their services.
- Engaging in decision-making around tackling climate change.
- Looking at their policies and practices to see how they can build in climate change adaptation and mitigation into the plans, policies and working practices.
- Reviewing their interactions with beneficiaries and clients to raise awareness of climate emergency with them and the actions they can take as individuals.
- Benefits for service users from actions aimed at reducing climate impacts.



In Summary

- Working with local partners and trusted organisations.
- Understanding needs and motivations – engaging people where they are.
- Holistic approach.
- A just transition.

How do we get customers on board?

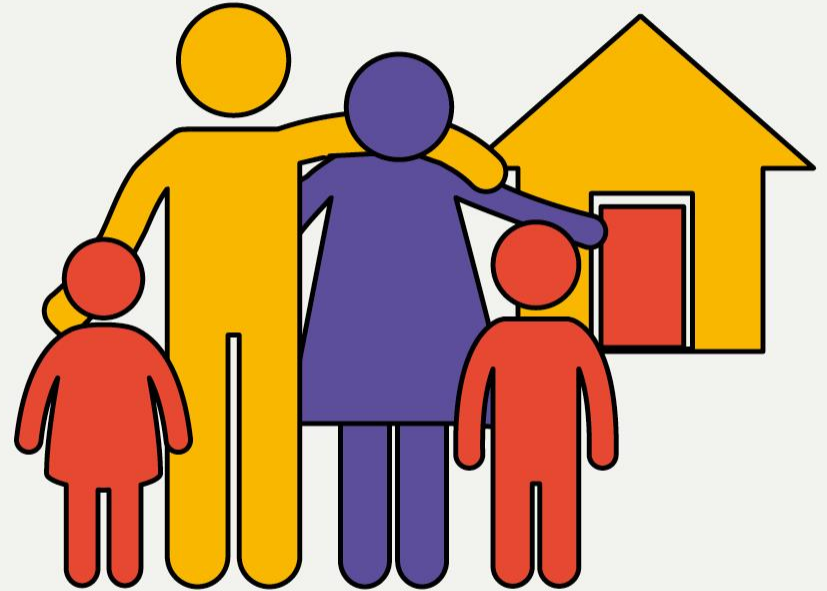
Samantha Granger
Head of Environmental
Sustainability



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Managing and building homes

Landlord & housing
developer
Homes for rent and sale
34,000 homes
70,000 customers
North Tyneside to York



TAKE CONTROL₂



Business

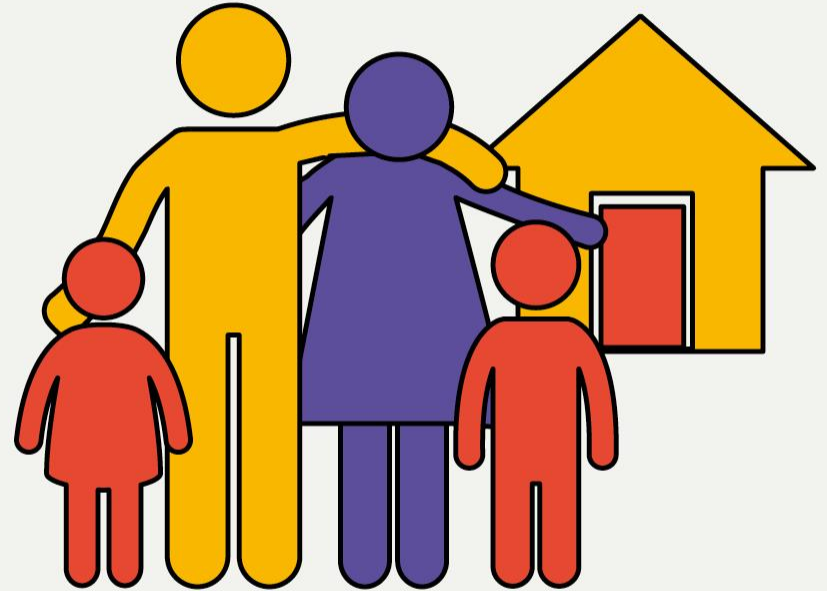


Homes



Customers

So what does this mean for our customers?



Clear on the impacts:

- Upscale pilots
- Capture customer experience
- Real benefits realised
- Understand learning



Know our customers:

- Current position
- Data and Insight
- Drivers for change
- Flexible approach



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Collaborative in our approach:

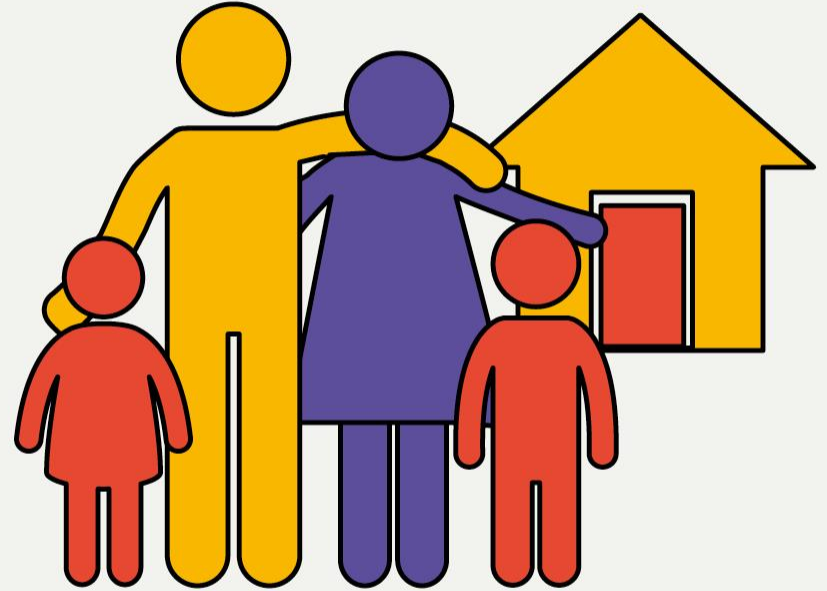
- Learning from others
- Build partnerships
- Local & Regional



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Managing and building homes

Getting started



Questions?



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