



“Housing people in need - particularly those associated with education.”

ANNUAL REPORT

2017-18

CHAIRPERSON'S REPORT

I am delighted to introduce the Association's 51st Annual Report. Our anniversary celebrations throughout the past year were an opportunity to celebrate our success, however we also recognise the need to find more ways of providing good, safe and affordable housing to people in need as the Association progresses.

We adopted a new Business Plan this year which affirmed our mission to house people in need, particularly those associated with education. To support our development strategy we secured an additional loan facility. We will continue to use our assets to grow and strengthen the organisation while providing as many homes as we can. The need for housing for people working in education continues to grow and we are determined to extend this area of our work.

Whilst we are committed to developing and acquiring more homes, we are also aware of the importance of investing in our existing property portfolio to ensure that our homes are safe, secure and well maintained. Sadly, the tragic fire at Grenfell Tower demonstrated the importance of good safety and protection arrangements in all housing schemes.

We are a small, specialist association. We continue to provide sheltered housing for older people and the importance of that was illustrated by our work in support of the "Starts at Home" campaign last Autumn.



CHRIS BRIGHT
CHAIRPERSON

We were able to demonstrate the importance of our schemes in enabling people to maintain their independence, reduce hospital admissions and support local communities.

Detailed in this report you will see outlined some of our key activities. There have been further changes in our staff team this year and I pay tribute to all our staff and my colleagues on the Management Board for their determination to provide high quality services to our tenants and to provide more homes.

This Annual Report contains only a summary of our activities. Please contact us if you would like more information or would like to work with us.

WHAT WE DO

“Housing people in need - particularly those associated with education.”

Teachers' Housing Association provides housing for rent to people in need, particularly those associated with education. The Association has properties in the London Boroughs of Bexley, Brent, Croydon, Haringey, Kingston-upon-Thames and Waltham Forest. The properties range in size from studio flats to four bedroom houses. People working in the field of education in any of these six boroughs are eligible to apply to rent our properties. In addition to our family housing we provide sheltered housing for over 300 older people in Birmingham, Brighton, Christchurch, Croydon, Hull, Paignton and Stoke-on-Trent.

TEACHER & FAMILY HOUSING

We are committed to providing a high quality tenant focussed service to those living in our teacher and family housing. In addition to those who accessed our housing via local authority partnerships we were able to house a further 28 people working in education this year. Many of those who apply to us for housing are struggling to maintain their careers due to personal challenges which can include financial or health issues, homelessness and stress. Our ability to provide secure, safe housing and a responsive service means that they are able to focus on their professional commitments and the needs of their students.

Partnership working is key to achieving our objectives. The housing we provide for teachers makes an important difference in the wider community and assists those working in the education sector.



Ms C had a long commute to the school where she worked and was living in an expensive house share. She had little money to spare and no real work/life balance. She saw an advert about THA on her staff notice board and applied for housing.

“Applying to THA was easy. Any queries that I had were dealt with quickly and all staff were kind and courteous. Since moving in to a THA property, my life has become easier. Thanks to the location of the property being close to my school, I have a life/work balance. Moving into a THA property has given me a new lease of life.”

“Everyone I have dealt with at THA has been friendly. Apart from the occasional repair request, I seldom have to call but the few times that I have, they have been courteous and processed my request speedily. I would highly recommend THA”.

OLD ETONIAN HOUSING ASSOCIATION

We are Managing Agents for Old Etonian Housing Association (OEHA) who provide general housing primarily in the London Borough of Islington. OEHA's activities also focus on providing housing solutions for people working in Education. We provide a comprehensive management service to the Association's Management Committee and its tenants. The Association has committed to supporting teachers employed at Holyport College and continues to provide homes for five people working in education in the Windsor area.

I heard about THA from a work colleague. I was living in a small one bedroom flat with my husband and two daughters. Living in such constricted accommodation proved very stressful for all our family and the cramped conditions contributed to my newborn daughter's illness. We were unable to afford bigger accommodation and felt trapped and agitated.

"With the help of THA and their very experienced staff, we finally feel like we live in a home, not small, temporary and overpriced accommodation as we used to".

"My toddler now has a safe environment to grow in and I can finally relax knowing that my daughters have everything they need to grow up happily."



HOUSING FOR OLDER PEOPLE

Our sheltered housing offers affordable accommodation for older people enabling them to continue to live independent lives but with the reassurance that support is available. We focus on providing a high level of service delivery as well as working closely with local partners to support our tenants. As part of our commitment to providing a responsive service to tenants we continue to provide a designated scheme manager and on site staff at each of our older person housing schemes, except New Park Gardens.

We demonstrated the importance and value of sheltered housing for older people when we participated in the National Housing Federation's "Starts at Home" campaign in the autumn. We took this opportunity to publicise case studies for people whose lives have improved significantly since moving into our schemes. We also campaigned with local MPs for each of our scheme by publicising the importance of funding for this type of housing.

A wide variety of activities are undertaken in our sheltered housing schemes. These are organised by tenants and staff and range from fitness classes, coffee mornings and day trips to garden fetes and gardening clubs. We are always keen to extend our work within the communities where we operate. In a number of our schemes we work with local healthcare and support groups to provide classes and services attended by our tenants and others living nearby.



GOVERNANCE

MANAGEMENT BOARD

Our Board and committees meet a minimum of three times a year. The Board delegates authority to two committees:

- Finance, Audit and Development
- Operations

The Management Board has adopted the National Housing Federation's Code of Governance – promoting board excellence for housing associations (2015). We follow its recommendations on good practice. We undertake an annual review of compliance with both the Code and our governance arrangements and have achieved full compliance with the Code.

The Governance section of the Association's comprehensive risk register recognises the risk of poor skills and the need for regular review, particularly when considering new business. The Board undertakes regular reviews of its Members' skills, experience and performance. The Board has agreed to limit the size of the Board to a maximum of twelve members. The Association does not make payment to Board Members.

It is our general membership policy to achieve a position whereby only Board Members are shareholders. However we continue to be supported by a number of additional shareholders whose interest we welcome.

It's been a busy year for the Board. Implementation of the Board Effectiveness Framework continued with delivery of our action plan for improvement. The Board has adopted a new Business Plan detailing our strategic objectives. Our Business Plan is subject to rigorous sensitivity and stress testing.

We have also adopted a new Performance Management Framework for the Association which includes tighter targets and will help us improve efficiency and service delivery. Strategies for key areas such as Development and Risk Management have been reviewed during the year. The Board has reviewed the results of our sustainability reviews which are completed as part of our Asset Management Strategy and support our future investment decisions.



Roger Hinton retired from the Board in July. During his tenure as a Board Member he served as Chairperson of the Board for six years. During his office, Roger led the Association through a number of changes, focussing always on our key strategic objectives whilst recognising and supporting our operational activities. He was a keen attender of our tenant consultation meetings. We record our thanks to him for his commitment, support and encouragement.

The Association's Board Members play an active role beyond their governance responsibilities as demonstrated this year by their visits to our schemes and attendance at tenant meetings where they were able to hear directly from our tenants about our performance and suggestions for improvement.



In addition to its annual review of compliance with the NHF Code of Governance, the Board receives assurance regarding compliance with the regulatory standards published by the Regulator for Social Housing, including assurance regarding stress testing of our Business Plan and maintenance of our Asset and Liability Register.

BOARD MEMBERS

Mr C Bright (Chairperson)
Lawyer
Appointed 2014

Ms A Beach (Vice-Chairperson)
HR Manager
Appointed 2013

Mr T Casey
Development Director
Appointed 2015

Mr K Cole
(Chairperson Operations
Committee)
Retired Housing Manager
Appointed 2011

Ms C Friedenthal
Housing Manager
Appointed 2016

Mr G Gilbert
(Chairperson Finance, Audit &
Development Committee)
Accountant and Company
Director
Appointed 2010

Mr R Hinton
Retired Chartered Secretary
Appointed 2001 –
Retired July 2017

Mr M Rumbold
Retired Charity CEO
Appointed 2017

Mr P Wilkins
Surveyor
Appointed 2013

Mrs F Wright
Accountant
Appointed 2017

SENIOR STAFF

Ms S Llewellyn BA MCIH
Chief Executive
Appointed 1991

Mr K Turner
Housing Services Director
Appointed 2015

Ms V Brennan BA MCIH
Maintenance Director
Appointed 1995

Mr P Smith FCCA AMCT
Finance Director
Appointed 2017

AFFILIATED TO:

The National Housing
Federation

- The Charity Commission as
an Exempt Charity under the
Charities Act 1960
(Reg. No. 255199)

REGISTERED WITH:

- The Regulator for Social
Housing as a Registered
Provider under the Housing
Act 1974 (Reg.No.LH0426)
- The Financial Services
Authority as a registered
society under the
Co-operative and Community
Benefit Societies Act 2014
(Reg. No. 17955R)

SOLICITORS

Vivash Brand LLP
Nonsuch House
538-542 London Road
Sutton
Surrey SM3 9AA

REGISTERED AUDITORS

Mazars
Chartered Accountants
Times House
Throwley Way
Sutton
Surrey SM1 4JQ

INTERNAL AUDITORS

The Internal Audit Association
Artillery House
Fort Fareham
Newgate Lane
Fareham
PO14 1AH

BANKERS

National Westminster Bank plc

50TH ANNIVERSARY

In January 1967, members of the governing body of the Benevolent and Orphan Fund of the National Union of Teachers, now known as the Education Support Partnership decided to form a housing association. Teachers' Benevolent Fund Housing Association was formally established in May 1967.

Throughout 2017, a programme of events was held to celebrate the milestone achievement of our 50th Anniversary. These included an event in London with staff, board members, shareholders, contractors, consultants, partners and many others who support our work.

Tea parties were held at each of our sheltered schemes across the country and we developed a range of promotional material to mark the anniversary. This included a short film available on our website which demonstrates the importance of THA's work and the services we provide. www.teachershousing.org.uk

Our anniversary year gave us an opportunity to take stock and reflect on our achievements. As a small specialist association we affirmed our commitment to providing safe, secure and affordable housing, supporting those working in education.



REVIEW OF THE YEAR



DEVELOPMENT - BUILDING OUR FUTURE

The focus for our Development Strategy continues to be provision of more homes for rent to people working in education in London. This year we secured new loan funding to support our development programmes. We are keen to work independently and in partnership with others to secure our development objectives.



We continue to use our Asset Management Strategy to identify opportunities to develop more homes on our existing schemes and properties.

This year we started work at one of our street properties in Brent to create an additional flat. The project also includes refurbishment of two existing flats to create better homes. There have been no property disposals this year.

We reviewed our development targets this year and have appointed additional consultants to enable us to achieve our objectives. We are keen to work both independently and in partnership with others to secure additional properties. Please contact us if you would like to discuss partnership working.

SERVICE DELIVERY AND TENANT INVOLVEMENT

Staff in our housing services team worked hard this year to maintain service delivery despite turnover of personnel. The team has now consolidated and is working hard to provide a responsive and professional service to our tenants. Staffing within our schemes has been stable. Our scheme staff, who include scheme managers, deputies, cleaners, handypersons, kitchen staff, caretakers and gardeners, are key to delivery of our high quality services. Their contribution and commitment is vital to our success.



Our Tenant Involvement Strategy demonstrates our commitment to tenant led services.

We offer a broad range of opportunities for tenants to comment on our services and performance which includes consultation meetings, surveys, scheme walkabouts, a Reading Panel and our annual Phone a Manager Day. Listening to our tenants is at the core of our service delivery.

The section of this report "Our Performance" provides specific detail about our performance outcomes. We continue to have concerns about the length of time taken to let properties and have introduced key targets to improve performance in this area. We are keen to work with local partners and communities to publicise our services and used our 50th anniversary year to launch additional publicity.

Set out below is a snapshot of progress made in achieving some of the service delivery targets and offers agreed with our tenants.

What we said we would do	What we have done
<p>We will continue to operate a Reading Panel comprising of tenants and will review the Terms of Reference to be more interactive</p>	<p>Tenants have been encouraged to join the Reading Panel via our consultation meetings and Newsletters. We have 11 members, including 6 from our sheltered housing schemes and 5 from our general family and teacher housing.</p> <p>The Operations Committee receives detailed feedback on how comments from the Reading Panel have impacted on policies and Panel Members are provided with feedback on the outcome of their comments</p> <p>This year the Panel were asked to comment on the Tenant Decant Policy and the Tenant Alterations and Improvements Policy. The Panel will review the Allocations Policy in the coming year.</p>
<p>We will undertake a comprehensive Tenant Satisfaction Survey every 3 Years and report on the results</p>	<p>We commissioned a survey in 2017. Overall satisfaction was 88% (92% in sheltered schemes, 86% in general family and teacher housing). We published a summary report on the survey outcomes which is available on our website.</p>
<p>We will continue annual property "walkabouts" at our estate properties where tenants will be invited to attend</p>	<p>We held "walkabouts" at a number of our estates/schemes. These are a useful way of identifying areas for improvement. Action plans are produced and we continue to see positive outcomes from these events.</p>
<p>In most areas we will hold consultation meetings with tenants</p>	<p>Seven consultation meetings were held this year. During these meetings we focus on discussion about how we can improve service delivery. This includes presenting proposed service charge budgets where applicable and discussing whether the various service contracts provide value for money for tenants. These meetings are a key opportunity to consider issues relevant to tenants in individual schemes and are usually attended by Board Members as well as staff.</p>
<p>We will hold an Annual Phone a Manager Day</p>	<p>This was held in October. We received 27 calls compared to 29 the previous year. The majority of calls were again from our sheltered schemes. Tenants rang with a wide variety of comments and queries. We were pleased to receive positive feedback from many of the callers.</p>
<p>We will operate within targets set out in our Service Charter</p>	<p>We continued to operate within the targets set within our Service Charter.</p> <p>We received 4 complaints this year compared to 5 last year. Of these, 1 was closed at Stage 1 of our procedure, 2 progressed to Stage 2 and 1 to Stage 3.</p>
<p>We will aim to complete day to day repairs within our published timescale.</p>	<p>Our performance for completion of repairs within target response times was mixed this year. We exceeded our target for completion of Urgent repairs within response time at 97% but missed our targets by 1% for Emergency (100%) and Routine (95%) repairs. Overall, 97% of repairs were completed within our target response time.</p>

VALUE FOR MONEY

The Board has adopted a Value for Money (VFM) Strategy for the Association. At THA we believe the purpose of VFM is to maximise our value by providing more homes, better services and improving the lives of our tenants. We are committed to managing our assets to obtain the best return through understanding the differences within our stock profile and the needs of our current and future tenants and other stakeholders. We aim to enhance both financial and social value.

This year we have published VFM metrics as detailed by the Regulator for Social Housing and some additional performance indicators within our Annual Financial Statements. These have also been benchmarked against other London based housing providers of a similar size.

We are participating members of the BM320 Benchmarking Group. This gives us the opportunity to promote and share good practice with associations of a similar stock size and explore ways of improving our performance. Group membership also enhances our service delivery reviews through comparing costs and reviewing outcomes as part of our VFM Strategy.



This year much of the focus of the benchmarking group has continued to be on exploring efficiencies through collaborative working between associations.



MAINTENANCE

Maintenance of tenants' homes is a matter of great importance to the Association. The Maintenance Team strive to provide an efficient, effective and high quality service to tenants whilst maintaining the Association's properties to a high level within available budgets. In order to achieve these aims we work closely with scheme staff who support our ethos of achieving an effective and responsive service to the tenants in their schemes. We are grateful to tenants for providing access to their homes as required so that maintenance and safety checks can be undertaken.

Investment in our properties continues to be a priority for the Association and maintenance expenditure accounts for a large percentage of the Association's overall expenditure. In 2017/18 we invested £432,350 in Major Repairs and £246,167 on Capital works, £392,967 on day to day routine repairs (including gas safety works) and £204,433 on cyclical decoration projects.

The tragic events at Grenfell Tower during the year brought fire safety within social housing properties into sharp focus. We undertook a review of procedures within THA and issued guidance to tenants on fire safety. We have introduced additional checks within the properties and carried out a number of fire safety related works during the year.

Our Maintenance team at Head Office regularly hold meetings with the Caretaking and Maintenance staff from our London sites to ensure a consistent approach to best practice and quality of service is shared across our teacher and general housing stock.



We completed a number of Major Repair programmes during the year. These included several large projects such as replacement of the retaining wall at The Anchorage, Christchurch and kitchen refurbishments at Dunham Gardens, Hull.

We also commenced a full refurbishment of two lifts at Romaleyn Gardens, Paignton. We continued to carry out electrical installation tests across the schemes and completed any remedial works arising from these tests. We also replaced a greater number than usual of gas boilers which had failed during the year.

Our performance on Routine Maintenance is reported more fully in other sections of this report. In outline we continued to exceed targets for completion of Urgent categories but were under target by 1% for both Emergency and Routine repairs. Obtaining access to properties was a major factor in not achieving target across all categories.

We would like to thank tenants and staff for their feedback on the service received from the maintenance department. Returning the feedback forms and questionnaires provided for all types of maintenance, including major projects and day to day repairs, is useful information for us and helps shape improvements and future service.

OUR PERFORMANCE

Below we provide a snapshot of our performance in key areas of activity and service. If you would like more information on these, or a copy of our final Accounts, please contact us.

PROPERTIES AND RENT

Total Housing Stock = 580

(plus 55 managed units and 11 leasehold units)
47% of our accommodation is for older people.

Our Stock Profile

Studios	102
One Bedroom	276
Two Bedrooms	163
Three Bedrooms	23
Four Bedrooms	1
Rooms in Shared houses	15
Total	580

RENTS

Average social housing (Assured and Assured Shorthold Tenancy) Net Weekly Rents:

	2016/17	2017/18
Studio	£80.89	£80.17
One Bedroom	£87.50	£93.23
Two Bedrooms	£106.67	£112.48
Three Bedrooms	£137.97	£134.08
Four or more Bedrooms	£165.56	£162.26

Rent Arrears as a percentage of gross rent receivable = 3.5%
(current tenant arrears = 1.8%)
[Benchmarking Group average for current tenant arrears 2017 = 2.6%]

REPAIRS

1522 = Total number of repairs completed (excluding cyclical and major works) (1231 in 2017)

	Response Time	Completed Within Response Time	Benchmarking Group Average 2017
Emergency	within 24 hours	99%	100%
Urgent	within 5 days	97%	97%
Routine	within 28 days	94%	96%

WHO DID WE HOUSE?

Profile of new tenants housed		Access to our Housing	
Older people in sheltered housing	35	Direct Applications	54
People employed in education	31	Internal Transfers	9
Working full time	0	Choice Based Lettings	3
Not seeking work	3	Local Authority Nomination	3
Total	69	Total	69

VOIDS LOSS

Rent loss as a percentage of rent receivable due to empty properties 1.59%
(compared to 1.62% in 2017 and Benchmarking Group average in 2017 of 1.37%)

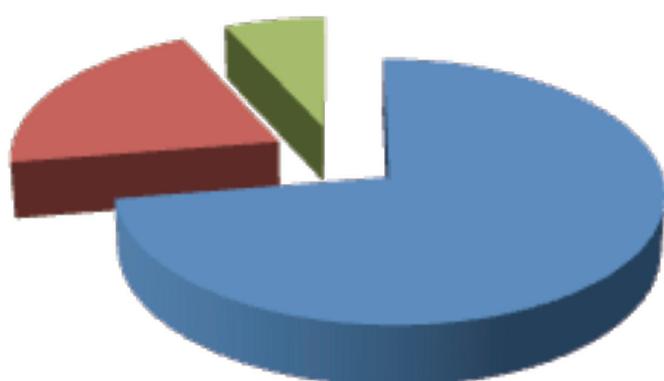
The average number of days to relet a property was 40.7, compared to 40.0 in 2017.

EQUALITY AND DIVERSITY

19% Black/Minority Ethnic staff of 42 staff employed at 31 March 2018

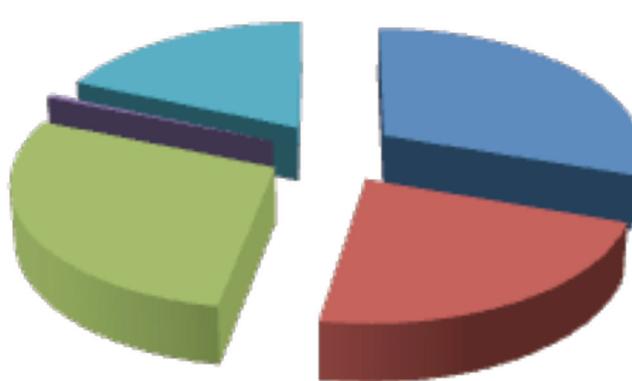
22% Black/Minority Ethnic households of total lettings (including transfers)
[Benchmarking Group average 2017 = 24%]

Turnover - How was the money earned in 2018?



● Rents	72%
● Service charges	21%
● Other income	7%

Total operating costs - How was the money spent in 2018?



● Management costs	30%
● Maintenance costs	29%
● Service costs	22%
● Depreciation	18%
● Bad debts	1%

GROUP ACCOUNTS SUMMARY

INCOME AND EXPENDITURE

Total income for the year ended 31 March 2017 increased by £105,142 to £4,191,864. This increase is in part, due to the full year's income on the Holmesdale Road properties that were completed in February 2017.

In accordance with the Government's rent reduction legislation our social housing lettings rents decreased by 1%. Teachers' Housing Association lessened the impact of the rent reduction through acquiring and developing new housing which is let at sub-market rents which ensure affordability but are exempt from the rent reduction legislation. Our rental income, net of voids, was increased by £53,151 (1.7%).

Total operating costs increased by £53,460, to £3,495,756. Operational maintenance costs were £35,065 lower at £994,935. However additional investment in housing by way of capitalised improvements amounted to a further £391,860, which is an overall £115,795 increased investment in our properties compared to last year. The overall maintenance cost was 33% of income.

"Other" costs were £12,914 higher, in part because of lower charge for bad debts offset by a higher depreciation charge in respect of capitalised repairs in 2017.

The surplus for the year after net financing costs was £647,072 being 15.4% of total income. (2017 14.4%).

ASSETS AND LIABILITIES

Housing properties, net of depreciation, decreased by £180,000 to £18.72m. The Association continued to invest in new housing properties and its existing property stock. During the year we commenced development of an additional unit at an existing property where we are also improving two of the units by reconfiguring them.

At 31 March 2018 cash at bank was £3,002,923, an increase of £540,000 from 2017. This is partly due to the timing of payments around year-end and the lower development spend.

The other net assets were £17,000 higher than 2017; this was due to an increase in other debtors. Creditors were £5,000 higher this is due to an increase in accruals for the on-going major repair works at Romaleyn Gardens and Dunham Gardens.

FINANCING

During the year no further loans were drawn down and £329,612 was repaid against the loans outstanding. Total interest paid on loans during the year amounted to £60,397.

Total loans outstanding at the year end were £1,978,000 repayable over varying periods up to 2027.

We obtained new loan funding in 2018 to enable us to deliver our development objectives over the next three to five years. Our housing investment is financed from the net cash generated by our operational activities and loan finance obtained.

SUMMARY

The Association had a successful year where the impact of rent reduction was mitigated, some savings in expenditure achieved and other costs were held in check. We continued to use the Association's financial strength to invest in our existing properties (33% of income) and develop more social housing.

Balance sheet as at 31 March 2018

	GROUP	
	2018 £	2017 £
Fixed Assets	18,821,185	19,005,575
Net current assets	1,981,459	1,430,207
Total Assets less current Liabilities	20,802,644	20,435,782
Creditors: amounts falling due after more than one year	8,888,356	9,168,563
	11,914,288	11,267,219
Capital and Reserves		
Called up share capital	15	18
Reserves	11,914,273	11,267,201
	11,914,288	11,267,219

Income and Expenditure Account

	2018 £	2017 £
Turnover	4,191,864	4,086,722
Operating costs	(3,495,756)	(3,442,296)
Operating Surplus	696,108	644,426
Gain on sale of property	0	255,000
Interest receivable	11,361	17,358
Interest payable	(60,397)	(73,221)
Surplus for year	647,072	843,563

Figures are based on the audited 2018 Financial Statements



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We would like to thank all those who agreed to be photographed for the Association's publicity portfolio.