



teachers' housing association



# ANNUAL REPORT



2020  
- 2021

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

# C hairperson's Report

I am pleased to present the Association's 54th Annual Report. In this report one year ago I noted we were working hard dealing with the challenges facing us in the early months of the Covid-19 pandemic and the national lockdown. Since that time, and through to today, our staff across the country have shown flexibility and commitment to ensure our tenant services have been maintained. This has not been easy, and whether it has been working remotely, communicating with scheme and site staff through virtual meetings, or managing repairs and maintenance programmes with the associated financial effects, I am proud of our efforts supporting tenants and services. A number of challenges remain but I am pleased to see that new lettings, plus repairs and maintenance programmes, are happening and we continue to move forward.

I must also praise our tenants who have worked with us to make communal spaces Covid secure, and to follow Government guidance helping to keep residents and staff safe. I know it has been difficult, so I offer a heartfelt 'thank you'. We will continue to put the wellbeing of our tenants at the front of our decision making.

The Association continues to explore development opportunities that fit with our strategy and a number of new projects are being explored. That said, we understand that it is vitally important to continue to invest in our existing properties and so we also have a number of improvement and replacement programmes underway.

A Tenant Satisfaction Survey was carried out in 2020 and the results published earlier this year indicate over 90% of THA tenants are satisfied with the quality of their home. The results place THA in the upper quartile of our benchmarking peers – an excellent result. We are always interested to hear from our tenants at any time of the year and I would encourage contact with our teams if tenants have any questions or concerns.

Some of our key activities are outlined in this report. I pay tribute to our staff and my colleagues on the Management Board for their commitment to provide high quality services and to explore opportunities 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.



**Maurice  
Rumbold  
Chairperson**

# What we do

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. Our 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.

We are committed to providing high quality tenant focussed services to all those living in our housing. Those who meet our eligibility criteria may apply to us directly for housing and we also work in partnership with local authorities in several areas. Having a safe and secure home is key to wellbeing and our teacher housing enables people providing key services in our communities to focus on their professional responsibilities and maintain their careers.

Our sheltered housing for older people enables people to lead independent lives with the reassurance that support is available when needed. 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 are always keen to extend our work within the communities where we operate by working with local partners.

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



## Old Etonian Housing Association

We are Managing Agents for Old Etonian Housing Association (OEHA), providing a comprehensive service to the Association's Management Committee and tenants. OEHA provides general housing primarily in the London Borough of Islington and its activities also focus on providing housing solutions for people working in education.



# Governance

The skills and experience of Members of THA's Board are wide and include specific skills in finance, housing management, property maintenance, development, IT, human resources and administration. The Board reviews its composition and membership annually and has a comprehensive appraisal and effectiveness framework. The Board has agreed to limit the size of the Board to a maximum of twelve members. THA does not make payment to Board Members. It is our general membership policy to achieve a position whereby only Board Members are shareholders.

The Board elects the Offices of Chairperson and Vice-Chairperson annually and has delegated powers to two committees as follows:

- Finance, Audit and Development
- Operations

In addition there is a Chairs' Group that also acts as the Remuneration Committee.

The Board of Management operates under the principles of the NHF Code of Governance promoting Board excellence for housing associations (2015) and follows its recommendations on good practice. The Board reviews the Association's compliance with the Code annually.

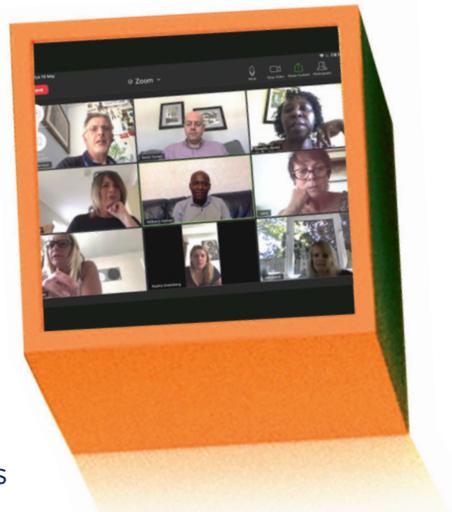
The Board and each Committee usually meet a minimum of three times each year. The Board adopted a different way of working from January 2020. Committee meetings have been suspended and the number of Board meetings increased. The Board recognises that during this period the Association is not fully compliant with the Code in respect of Section F relating to the role of the Audit Committee and specifically Clause F5 and this will be kept under review.

The Association is compliant with the Regulatory Standards published by the Regulator of Social Housing. The Board oversees the risk management of the Association, the stress testing of its business plan and the maintenance and updating of the Association's Asset and Liability Register.

## M anagement Board and Senior Staff

The Management Board determines the overall strategy for the Association and its corporate objectives. In doing so it recognises our roots in providing housing for retired and working teachers and our future focus on providing more housing for people in need, particularly those working in education. The strategic targets within our Business Plan reflect that commitment and vision.

There have been a number of changes within our Board membership this year. We welcomed Sandra Fawcett, Claire Kearney and Kiran Singh as new members and they bring housing services and I.T. skills and experience to the Board. Former Chairperson, Chris Bright, left the Board this year.



In early 2021, Michelle Cross joined THA succeeding Martin Grundy as Finance Director.



# Board Members

**Maurice Rumbold**  
(Chairperson)  
Retired Charity CEO  
Appointed 2017

**Annabel Beach**  
(Vice-Chairperson)  
HR Manager  
Appointed 2013

**Maabena Adae-Amoakoh**  
Chartered Accountant  
Appointed 2019

**Simon Beresford**  
Building Society CEO  
Appointed 2019

**Chris Bright**  
(resigned July 2020)  
Lawyer  
Appointed 2014

**Tom Casey**  
Development Director  
Appointed 2015

**Sandra Fawcett**  
Operations Director  
Co-opted 2021

**Claire Kearney**  
Digital and I.T. Manager  
Co-opted 2021

**Kiran Singh**  
Head of Customer Care  
& Nominations  
Co-opted 2021

**Peter Wilkins**  
(Chairperson Operations  
Committee)  
Surveyor  
Appointed 2013

**Felicia Wright**  
(Chairperson Finance,  
Audit & Development  
Committee)  
Accountant  
Appointed 2017

## Senior Staff

**Sian Llewellyn** BA MCIH  
Chief Executive  
Appointed 1991

**Kevin Turner** CIHM  
Housing Services Director  
Appointed 2015

**Verena Brennan** BA MCIH  
Maintenance Director  
Appointed 1995

**Martin Grundy** BA CA CPFA  
(resigned February 2021)  
Finance Director  
Appointed 2019

**Michelle Cross** ACMA, CGMA  
Finance Director  
Appointed February 2021

## Affiliated to:

The National Housing  
Federation

## Registered with:

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

## 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

## Funders

Unity Trust Bank plc

# R eview of the Year

At the time of the last Annual Report, we noted that we had just begun reacting to the Covid-19 pandemic. The last year has presented many challenges that we had not faced before and we were required to change our usual methods of working both at Head Office and across our schemes and estates. This report focuses on our work during 2020/21 which has been shaped by the pandemic.

At the start of the 2020/21 year our primary concern was how we could continue to provide services to tenants in a safe manner. With our Head Office closed, we were required to adapt to new, flexible ways of working and this was supported by the introduction of a cloud-based telephony system allowing staff to take calls from tenants no matter where they are working.

At our sheltered housing schemes and estates, the provision of some services was impacted during the first wave whilst we developed new working protocols and secured adequate PPE to help keep staff and tenants safe. At our sheltered housing schemes, communal lounges were closed and activities ceased. Our repairs service was also impacted as many tenants were shielding and unable to allow access to properties and we were only attending to essential repairs. The pandemic has impacted on aspects of our planned maintenance work at some schemes and some of these programmes have been moved back.

Unfortunately, opportunities to engage face to face with tenants in the last year have been limited and scheme visits have only recently resumed.

The government's White Paper was published in November 2020 and this will shape the ways in which housing providers engage with tenants, and in the coming year we will be completing a review of our Tenant Involvement Strategy as well as looking at the ways in which tenants can provide us with feedback on our services, both now and in the future.

In December 2020 we received the results from our Tenant Satisfaction Survey and we were very pleased with the outcome. The survey showed that 93% of tenants are satisfied with the services provided by THA and only 5% were dissatisfied. 92% of tenants were satisfied with the overall quality of their home.

This year we took 31 calls on our Phone a Manager Day. We received a mix of feedback from tenants and were again pleased to hear that tenants were satisfied overall with the services being provided. The Phone a Manger Day remains an integral part of the way we engage with tenants and we will repeat this again in 2021.

We are proud of the way our dedicated staff team rose to the many challenges presented in the last year and of the hard work they put in to ensure tenants remained safe during the pandemic and that key services were delivered.



## V alue for Money

The key purpose continues to be maximising our value by providing more homes, better services and improving the lives of our tenants. Due to COVID-19 progress has been slower than we would have liked this year. We publish a range of VFM metrics within our Statutory Accounts and these are benchmarked against other London based housing providers of a similar size. THA is a participating member of the BM320 benchmarking group for smaller housing providers.

## M aintenance

We are proud that the maintenance services provided by Teachers' Housing Association have continued to be maintained to a high standard despite the difficulties posed by Covid-19. We extend our thanks to all THA staff and to our contractors for their support in achieving an effective and responsive service for our tenants and we thank tenants for working with us during these challenging times.

Investment in our properties continues to be a priority for us and this takes a large share of the Association's annual budget. This year we invested in the following programmes:

- £331,116 on Major Repairs, including £102,679 for void property repairs
- £566,931 on Routine Maintenance, including day to day repairs and gas safety works
- £211,117 on Cyclical decoration
- £286,440 on Capital works which includes items like new kitchens and bathrooms

We continued to undertake routine maintenance and health and safety works throughout the year. At times the service was restricted to essential works but we resumed a full repairs service as soon as this was possible.

Health and safety works formed an increasing percentage of those undertaken and this trend is liable to continue in the coming years.

We were constrained in completing some of our major work programmes during the year but are pleased to report that all cyclical decoration was completed.

The major works we were able to complete included the remaining kitchen refurbishments at Verona Drive ,Surbiton, fire alarm system upgrade at Romaleyn Gardens, Paignton, the installation of new water heaters at Peter Kennedy Court, Croydon and more recently new carpets at The Anchorage, Christchurch, plus frontage refurbishment to some Bexley area properties.

Some of the larger programmes of work were held back because of Covid-19 but we will recommence programmed works as soon as we are able to do so. We appreciate the co-operation given to us by tenants that enables these improvement projects to be completed

Stock Condition data is used to inform our investment / improvement programmes over future years. The stock condition survey for our non-sheltered housing was put on hold during the year, but will be undertaken in Summer 2021.

We value feedback from tenants on our maintenance services and use this to improve performance. We monitor tenant satisfaction with both routine maintenance and programmed works and are delighted with the high level of satisfaction reported.

We continue to work closely with our specialist consultants to ensure that we comply with current requirements and implement recommendations for improvements in our properties and systems.





# Our Performance

We have provided a snapshot of our performance in key areas of activity and service below. If you would like more information on these, or a copy of our Financial Statements, please contact us.

## Properties & Rent

**Total Housing Stock = 582**

(plus 55 managed units and 10 leasehold units)

53% of our accommodation is teacher and general family housing. This includes properties let on intermediate rents. 47% of our accommodation is for older people within our sheltered housing schemes.

### Our Stock Profile

Studios	101
One Bedroom	279
Two Bedrooms	163
Three Bedrooms	23
Four Bedrooms	1
Rooms in Shared houses	15
<b>Total</b>	<b>582</b>

## Rents

Average social housing (Assured and Assured Shorthold Tenancy) Net Weekly Rents for teacher and general family housing only, excluding intermediate rents:

	2019/20	2020/21
Studio	£93.17	£94.80
One Bedroom	£118.55	£120.80
Two Bedrooms	£130.40	£133.04
Three Bedrooms	£136.25	£138.68
Four or more Bedrooms	£160.64	£162.54

Rent arrears as a % of gross rent receivable – 2.48%  
(as of 31 March 2021)

(Current tenant arrears 1.11%)

## Repairs

1439 = Total number of repairs completed (excluding cyclical and major works) (1553 in 2020)

	Response Time	Completed Within Response Time	Benchmarking Group Average 2020
Emergency	within 24 hours	100%	100%
Urgent	within 5 days	97%	96%
Routine	within 28 days	95%	98%

## Who did we House?

Profile of new tenants housed		Access to our Housing	
49 Lettings, of which 37 were new lettings			
Sheltered tenants	25	Waiting list	36
Teacher & general needs housing	24	Local Authority Nomination	1
Total	49	Internal transfers	12
		Total	49

## Voids Loss (including properties requiring major work)

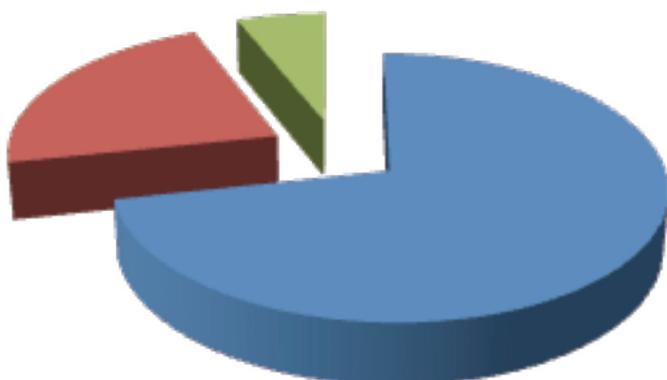
Rent loss as a percentage of rent receivable due to empty properties 3.5% (compared to 1.8% in 2020 and 1.3% 2020 Benchmarking Group Average. The average number of days to relet a property was 64.1 compared to 42.3 in 2020.)

## Equality, Diversity and Inclusion

22% Black/Minority Ethnic staff of 43 employed at 31 March 2021.

Out of the 49 lettings, 13 were to Black/Minority Ethnic households, which is 26.5% of lettings compared to 28% in the previous year.

Turnover - How was the money earned in 2021?



- Rents 72%
- Service charges 22%
- Other income 6%

Total operating costs - How was the money spent in 2021?



- Maintenance costs 29%
- Management 27%
- Service costs 27%
- Depreciation 17%
- Bad debts 0%



# Group Accounts Summary

## Income and Expenditure

During 2020-21 the Association achieved a surplus of £390,560, which is lower than the previous year. The surplus generated produces an operating surplus of 10.9% which is lower than the 18.6% average generated by other small Housing Associations.

Rental income provides 72% of total income and increased by £70,633 over the previous year as a result of the Government's rent policy for social rents. 2019-20 was the final year of the rent reduction programme and in 2020-21 social rents were permitted to rise by up to CPI+1%.

A further 25% of income is generated from service charges and income from this source has increased by £38,385 on the previous year. Service charges are set to recover the costs incurred and the reason for the increase is primarily to recover the increased costs associated with new fire safety measures.

Operating expenditure for the year totalled £3,730,799, some £227,822 higher than the previous year. The increase is largely due to higher management costs as a result of revised staffing arrangements, plus extra money was spent on Health and safety due to COVID-19. Most other cost categories, including maintenance and service charge costs, saw an increase on the previous year as the Association continues to invest in the upkeep of its property stock. A further £286,440 was spent on capitalised repairs during the year, a decrease of £247,434 on the previous year mainly due to delays in the programme due to COVID-19.

## Assets and Liabilities

Housing properties, net of depreciation, decreased by £133,553 to £18.90m. The decrease is due to no purchases of property in the year and lower investment in the upkeep of the property stock due to COVID-19. Work is ongoing to expand the Association's stock of housing both through additional development at existing sites and the acquisition of new sites and it is expected that some of this work will come to fruition in the near future.

At 31 March 2021 cash at bank and investments totalled £3,318,860, a small decrease on the previous year which is mainly attributable to the increase in loan costs.

## Financing

During the year, loans totalling £127,012 were repaid, leaving the Association with total loans outstanding of £1,787,558. An undrawn loan facility for £5m is in place to enable new development opportunities to be pursued as they arise.

## Summary

The Association had a successful year where cost increases were managed to achieve the budgeted level of surplus. We continued to use the Association's financial strength to invest in our existing properties and are well placed to develop more social housing as opportunities arise.

## Balance sheet as at 31 March 2021

	GROUP	
	2021 £	2020 £
<b>Fixed Assets</b>		
Net current assets	20,720,814	20,856,360
	792,631	678,660
<b>Total Assets less current Liabilities</b>	21,513,445	21,535,020
<b>Creditors:</b> amounts falling due after more than one year	8,036,697	8,448,834
	<b>13,476,748</b>	<b>13,086,186</b>
<b>Capital and Reserves</b>		
Called up share capital	15	13
Reserves	13,476,733	13,086,173
	<b>13,476,748</b>	<b>13,086,186</b>

## Income and Expenditure Account

	2021 £	2020 £
<b>Turnover</b>		
Operating costs	4,189,129	4,172,907
	(3,730,799)	(3,502,977)
<b>Operating Surplus</b>	<b>458,330</b>	<b>669,930</b>
Interest receivable	4,202	23,571
Interest payable	(71,972)	(95,331)
<b>Surplus for year</b>	<b>390,560</b>	<b>598,170</b>

Figures are based on the audited 2021 Financial Statements



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