Teachers' Housing Association

Corporate Plan

2026-2031

www.teachershousing.org.uk

A Welcome From Our Leadership Team

Welcome to our Corporate Strategy, which sets out our priorities for 2026–2031, alongside our refreshed vision, values and mission. It is underpinned by a strong financial business plan to ensure our ambitions are sustainable and deliverable.

Teachers' Housing Association (THA) is a small, specialist housing association with a clear social purpose. Founded in 1967 to address the shortage of affordable housing for teachers, we now own and manage around 600 homes. These include general needs housing in London and sheltered housing for older people across England. While our offer has expanded to include other key workers, our connection to education remains central to who we are. We believe that as a smaller organisation, we are in a unique position to truly listen to our tenants and to develop and operate customer services accordingly.

The need for affordable housing is acute and growing. Demand from teachers alone far exceeds what THA can deliver, reflecting a wider national housing crisis. This presents a clear opportunity for THA to focus on education and related professions, providing high-quality, affordable, sustainble homes that build on our history and expertise. Evidence of unmet demand is strong, and strengthening our profile and partnerships within education will be a key strategic priority.

Demand is also rising for affordable sheltered housing for older people, while many providers are withdrawing from this sector. This creates opportunities for THA to grow in a space where it strengthens existing schemes and long-term viability.

In the early years of the Corporate Plan, our focus will be on improving our existing homes and customer services while continuing to explore carefully considered opportunities for growth. All investment decisions will be made to ensure THA remains resilient while responding to pressing housing needs.

Thank you to our Board, Tenant Panel and staff for your support and input in pulling this together. We'd really value your feedback, as our customers' voices are essential in shaping what we do. Please do get in touch if you'd like more information.

Vision, mission & values

As part of the business planning process, our Executive Team, Board and our Tenant Panel realigned our mission, vision & values as below:

Vision

By 2031 THA will be a recognised provider of accommodation for key workers especially those with a background in education and will be delivering new housing supply in line with the national and local housing strategy.

Mission

To provide good quality affordable housing for our tenants, delivering new homes for key workers, especially those with a background in education.

Our values

TIDE – How we move forward through living our values together.

- Trustworthy – We're clear, transparent and do what we say.
- Inclusive – We're inclusive to all and put people first by listening and understanding.
- Determined – We make it happen.
- Evolving – We learn and adapt to improve our services.

Our strategic objectives

Our Board has signed off the following strategic objectives which will support us to achieve our vision - these are supported by details plans.

Objective 1 - Provide good quality housing and customer services

THA will provide high-quality, affordable, energy efficient, safe homes and services that meet the diverse needs of our tenants. Our homes will be well maintained and fully compliant with all relevant regulatory and quality standards.

Objective 2 - Financial sustainability

THA will be financially sustainable, demonstrating our capacity to deliver agreed operating surplus targets, and maintain strong, strategic asset management.

Objective 3 - Modernise systems & processes

THA will be a modern, efficient organisation that uses systems, data and technology to enhance how we work and improve services for tenants and customers.

Objective 4 - Diversity & excellence

THA will be a diverse and inclusive organisation who attract and retain a professional workforce that care passionately about what they do and the services they provide to tenants and customers. Through increased tenant engagement, we will develop an understanding of our tenants' needs to effectively target our services and deliver fair, equitable outcomes.

Objective 5 - Deliver a sustainable programme of growth

THA will have a sustainable programme of growth to provide additional homes that support the national, local strategic housing agendas.

Objective 1 - Provide good quality housing and customer services

THA will provide high-quality, affordable, energy efficient, safe homes and services that meet the diverse needs of our tenants. Our homes will be well maintained and fully compliant with all relevant regulatory and quality standards.

How We Will Measure Success

- High levels of customer satisfaction.
- Full landlord compliance with statutory requirements.
- Clear and visible KPIs, with performance meeting or exceeding targets.
- Repairs completed within agreed target timescales.
- Achieving and improving EPC compliance in line with our targets.
- Successful delivery and reporting of Year One of our investment plan.

Our Commitment:

Tenant Voice and Influence
We will work closely with the Tenant Panel and the wider tenant community to ensure that tenant voices shape our strategic direction. We will strengthen the relationship between the Tenant Panel and the Board, and ensure that we collect and analyse relevant data. This includes feedback and complaints so that we continuously learn and improve from customer engagement.

Long-Term Investment Planning
We will maintain a robust long-term investment plan for our homes, informed by regular stock condition surveys. We will clearly communicate our investment programme to tenants, so they understand planned improvements and timescales.

Energy Efficiency Improvements
We will implement a programme to ensure our properties achieve a minimum of EPC C by 2030, alongside a broader programme of energy efficiency and sustainability improvements.

Health, Safety and Compliance
We will maintain a strong focus on health, safety and regulatory compliance. A comprehensive and ongoing programme will ensure all properties are maintained safely and meet statutory requirements.

Technology and Systems
Explore the introduction of enhanced technology and systems in 2026/27 to strengthen service delivery, compliance management and performance monitoring.

Consumer Standards Compliance
We will take a proactive approach to reviewing compliance with Consumer Standards, ensuring we continue to meet existing expectations and adapt to any new regulatory requirements.

Transparency and Governance
We will provide transparent reporting to the Board and the Tenant Panel on performance and achievements in this area.

Repairs Supply Chain Review
During 2026/27, we will review our repairs supply chain to ensure arrangements are optimised for both customers and the organisation, improving value, efficiency and service quality.

Objective 2 - Finance sustainability

THA will be financially sustainable, demonstrating our capacity to deliver agreed operating surplus targets and maintain strong, strategic asset management.

How We Will Measure Success

- Improved efficiency across the organisation
- Reduced supply chain costs
- Increased operating margin
- Reduced management costs
- Lower cost per tenant while maintaining service quality
- Delivery against revenue and capital expenditure KPIs
- Achievement of agreed operating surplus targets

Our Commitment:

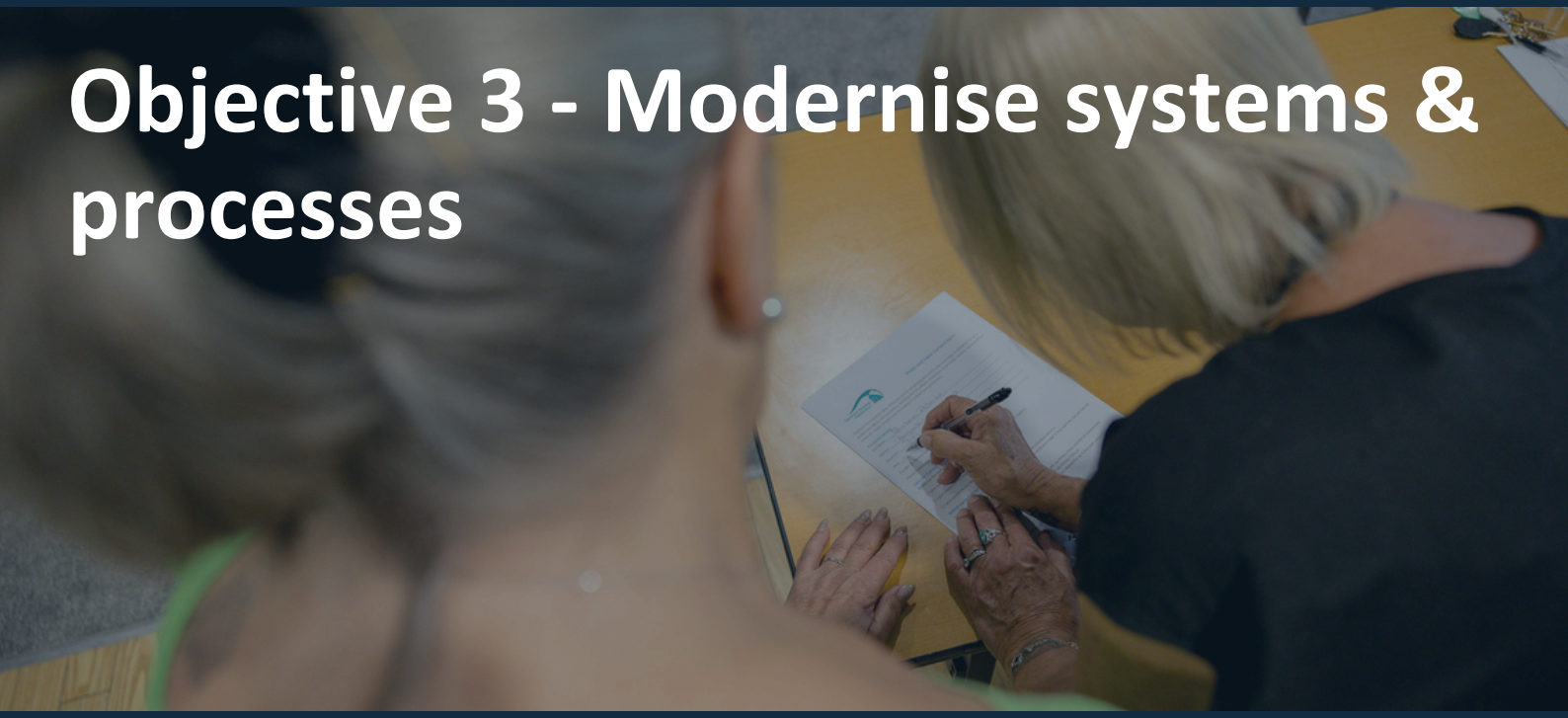
Operating Surplus
We will achieve our budgeted operating surplus in 2026/27, ensuring the organisation generates sufficient resources to reinvest in our homes and services.

Long-Term Financial Planning
We will maintain a fully stress-tested 30-year financial and investment plan for our properties, clearly demonstrating the long-term viability and resilience of the business.

Value for Money
We will develop and implement a new Value for Money strategy to ensure we deliver the best possible outcomes for our tenants while strengthening financial performance and efficiency across the organisation.

Financial Covenant Compliance
We will remain fully compliant with all financial covenants, maintaining strong financial governance and lender confidence.

Objective 3 - Modernise systems & processes



THA will be a modern, efficient organisation that uses systems, data and technology to enhance how we work and improve services for tenants and customers.

How We Will Measure Success

- Active and consistent use of core systems across the organisation
- Reduced reliance on spreadsheets for asset management and landlord compliance
- Improved data accuracy and reporting capability
- Enhanced digital services for tenants, including improvements to the website and online access
- Demonstrable improvements in efficiency and service delivery

Our Commitment:

Optimising Existing Systems
We will improve our use of the G2 system to ensure we are maximising its functionality, improving data quality, reporting and operational efficiency.

Asset Management and Compliance Systems
We will invest in a dedicated asset management and compliance system to strengthen oversight, improve reporting accuracy and reduce reliance on manual processes.

Document Management and Integration
We will undertake a project to enhance our use of SharePoint, improving document management, collaboration and day-to-day integration across teams.

Continuous Improvement
We will actively seek opportunities to modernise and improve the organisation, ensuring our systems and processes remain fit for purpose.

Benchmarking and Best Practice
We will benchmark our performance and systems against comparable smaller organisations to identify innovation, efficiency opportunities and best practice.

Objective 4 - Diversity and excellence

THA will be a diverse and inclusive organisation who attract and retain a professional workforce that care passionately about what they do and the services they provide to tenants and customers.

Through increased tenant engagement, we will develop an understanding of our tenants' needs to effectively target our services and deliver fair, equitable outcomes.

Our Commitment:

- Ensure that we embed the EDI strategy in our day-to-day practices.
- Incorporate our values into our leadership and management framework.
- We will actively listen to tenants through our panel and other forums, using their insights to shape and target our services to meet their needs.

How We Will Measure Success

- Better data on equality and diversity.
- Staff engagement improved customer engagement improved.
- A more diverse board and management team that aligns with our geographic areas of operation.
- Development of more inclusive homes and services based on tenant needs.

Objective 5 - Deliver a sustainable programme of growth

THA will have a sustainable programme of growth to provide additional homes that support the national, local strategic housing agendas.

How We Will Measure Success

- Increase in the total number of homes delivered over the course of the strategy.
- Effective use of grants and funding to maximise delivery.
- Successful delivery of planned development projects in line with strategic targets.

Our Commitment:

Active Development Strategy

- We will maintain a clear five-year development strategy that sets out our plans to deliver new homes in line with strategic objectives. We will focus on increasing housing supply through Section 106 and other development opportunities within the London area.

Partnerships and Funding

- We will work with the Greater London Authority (GLA) and other relevant organisations to maximise the use of Key Worker Living Rent grant funding and other financial opportunities to deliver new schemes.

Reinvestment from Disposals

- We will reinvest proceeds from property disposals back into the delivery of new homes, ensuring sustainability and growth of our housing stock.

Regulation & Governance

Teachers' Housing Association is a registered social landlord with exempt charitable status. We are registered with the Regulator for Social Housing (RSH) (Registration No. LH0426) and are also registered as a Co-operative and Community Benefit Society (Registration Number 17955R).

We are affiliated members of the National Housing Federation (NHF), and our Board operates under the NHF Code of Governance. Our services to tenants and complaints handling fall within the scope of the Housing Ombudsman.

We are committed to the highest standards of regulation and will ensure a key part of our plan is maintaining compliance with the RSH's regulatory standards. This Corporate Plan has been approved by the Board. Progress on delivery of the plan will be overseen closely by the Board and they will ensure that the organisation manage the associated risks accordingly.

Get in touch

Teachers' Housing Association

Head Office, 3rd Floor, Headland House, 72 Acton Street, London WC1X 9NB

www.teachershousing.org.uk

enquiries@teachershousing.org.uk