Our Growth and Development Strategy 2026–2031

Summary

Teachers Housing Association (THA) wants to provide more good-quality, affordable homes while continuing to invest in the homes and services our existing tenants depend on.

Our strategy sets out how we will grow carefully and responsibly between 2026 and 2031. It supports our wider priorities of providing good-quality housing, remaining financially secure, improving how we work and delivering sustainable growth.

Our plans for growth

We aim to provide up to **75 additional homes over the next five years**, although this will depend on affordability, available funding and economic conditions.

Our main focus will be on providing general-needs housing in London, particularly in or near areas where we already own and manage homes. We will consider:

- Buying newly built homes that are ready for occupation
- Purchasing affordable homes provided through planning agreements
- Buying suitable existing properties
- Developing new homes where affordable land is available
- Working with local authorities, education providers and other partners to identify opportunities

We expect the new homes to be mainly for **social, affordable or specific key worker rent**. This could include homes for key workers who cannot access social housing but may struggle to afford private rents.

Looking after our existing homes

Growth will not come at the expense of existing tenants or their homes. We have surveyed our properties so that we understand their condition, the investment they need and the work required to improve their energy efficiency.

We will continue to prioritise safe, well-maintained homes that meet tenants' needs. We will also consider the long-term future of properties that are very expensive to maintain, difficult to improve or no longer financially sustainable.

If a property is considered for sale, this will be carefully assessed and any decisions affecting tenants will be handled sensitively and in accordance with our responsibilities as a landlord. Where homes are sold, our strategy aims to replace them through new development or acquisitions wherever this is financially possible.

Affordable and sustainable homes

All potential new homes will be assessed for quality, location, accessibility, affordability and energy efficiency.

We will avoid purchasing properties that are likely to require excessive investment to meet future environmental standards. Our aim is to support the move towards more energy-efficient homes, including achieving an Energy Performance Certificate rating of at least EPC C where required and contributing to longer-term carbon-reduction goals.

Making responsible financial decisions

THA must remain financially strong so that we can continue to maintain homes and provide reliable services.

Before purchasing or developing any property, we will carry out detailed checks to confirm that the proposal:

- Is affordable over the long term
- Represents good value for money
- Meets an identified housing need
- Is in a suitable and manageable location
- Provides homes of an appropriate type and size
- Meets our quality and energy-efficiency standards
- Does not put investment in existing homes or tenant services at risk

We will seek grant funding wherever possible to help us provide genuinely affordable homes.

Our long-term financial plan will be reviewed regularly to reflect changes in borrowing costs, construction prices, inflation and operating costs.

How projects will be managed

THA currently uses specialist external advisers to support development work. This enables us to access the right expertise while assessing value for money for each project.

Every proposed purchase or development will go through a series of formal checks and approval stages. These cover the initial idea, financial assessment, design and planning, appointment of contractors, construction and final handover.

Projects will be overseen by senior staff and progress report to the THA Board. Progress, costs and risks will be monitored throughout.

What this means for tenants

Our approach is to grow at a sensible pace and only when it is right for THA and its tenants. Our first responsibility remains providing safe, affordable and well-maintained homes, along with dependable services.

Careful growth should help THA remain strong, make better use of its resources and provide more affordable homes for people who need them. We will keep tenants informed about proposals that may affect their homes or communities and provide opportunities for tenants to share their views where appropriate.