



# Corporate Plan 2024-27

April 2026 update



## Foreword from Chief Executive, Tom Woodman

It's no surprise that the world continues to change at pace. Whether technological such as artificial intelligence, economic such as those caused by conflict in the Middle East, or social such as the continuing crisis in adult social care, these changes are often felt most strongly in the communities we serve.

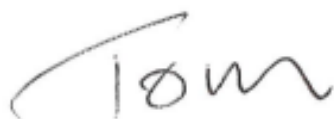
Those impacts, coupled with rising costs and increasing regulatory expectations, mean that we must continue to evolve. At the same time, the needs and expectations of our residents are changing, and we must respond with clarity, focus and purpose. This update to our corporate plan ensures that our work remains relevant, grounded in reality and aligned to the challenges and opportunities ahead.

A big part of this update comes directly from what residents have told us. Their experiences, feedback, frustrations and ideas have shaped where we go next. When people take the time to share what is not working or what could be better, it gives us clear direction. Listening properly, responding quickly and learning from feedback will continue to sit at the heart of how we improve.

This plan also reflects the significant contribution of our colleagues. Delivering great services, maintaining high-quality homes and running a sustainable business relies on the skill, commitment and professionalism of our team. I am proud of the way colleagues continue to adapt, support one another and focus on what matters most to residents. Our investment in people, culture and capability is essential if we are to deliver consistently high standards and meet the expectations set out in this plan.

All of this brings us closer to our simple but powerful vision: homes people love, and a landlord you can trust.

This is a focused and practical plan. It reflects the realities we face, the ambitions we hold and the responsibility we have to our residents and communities. I am confident that, by working together as one team and continuing to listen and learn, we will deliver on our commitments and make a meaningful difference.



Tom

# Our vision



Homes people love,  
and a landlord you can  
trust



# Our values

## Friendly



- we offer a welcoming environment for customers and colleagues
- we are approachable and accessible
- we talk and write in plain language

## One team



- our one Teign and Templar team is made up of many people working together with the same shared vision
- we provide joined-up services that give customers and colleagues the same quality of experience whoever they are talking to
- we know that to be successful we rely on and support our colleagues

## Listen and learn



- we listen carefully to customers and colleagues, checking that we are doing the right thing
- we ask for feedback about all aspects of our work, and use it to improve and change how we do things in future
- we keep on learning, changing, and letting people know what we have done

# Our purpose - why are we here?

We are a non-for-profit landlord providing good quality homes at below-market rents, on long-term tenancies. This enables:

- residents to put down roots and turn houses into homes
- people-centred housing services that ensure sustainable tenancies and viable communities
- investment in properties and places on a long-term basis

We know that a good-quality, secure and affordable home is a fundamental enabler of many other aspects of people's lives, including health, education, work and community.

We also know that to be most effective, our work must have boundaries. We will be more successful for the greatest number of people by focusing on providing the best housing services we can. Where the needs of a resident or community will be best served by other agencies we will work in partnership to ensure that those services are in place.





# Strategic aims

We will focus our work in three strategic aims that describe how we will fulfil our purpose and achieve our vision.



**Great services**



**Great homes**



**A sustainable business**

# Cross-cutting themes



As well as our strategic aims, we have three cross-cutting themes that run through all our work. Look for the below icons throughout the document to highlight when these themes are being put into action.



Safety and wellbeing



Diversity and inclusion



Value-for-money

# Great services



We will undertake an end-to-end review of the complaints process to ensure it is accessible, timely, and consistently applied across all services. The process will prioritise early resolution and learning from customer feedback.



We will deliver a structured C2 to C1 improvement plan, with a particular focus on our approach to addressing anti-social behaviour (ASB), complaints, and enhancing our understanding of residents' individual needs, enabling us to tailor our support and communication. We will improve our engagement and communication with residents to build their confidence and trust in us.

We will review the Independence and Wellbeing Service, taking into account the recommendations made by the Scrutiny Panel, to ensure the service meets the needs of residents. We will work closely with partner agencies where they are better placed to support residents.



# Great homes

We will deliver a comprehensive retrofit programme to improve the energy performance of our homes, ensuring properties achieve at least an EPC C rating. The programme will aim to reduce energy costs for residents, lower carbon emissions and contribute to more sustainable, comfortable homes.



We will remove and replace the external render and wall insulation at Douglas House, prioritising resident safety, comfort and quality of work. The project will be managed to minimise disruption, with clear and timely communication to residents at every stage.



We will use the findings from our comprehensive stock condition surveys to target our asset investment. We will align investment with actual property needs, enhancing long-term quality, safety and sustainability of our housing stock.



We will continue our ongoing development programme to build new homes that address current and future housing needs, while continuing to invest in the maintenance and improvement of our existing housing stock. We will provide safe, high-quality and sustainable homes for residents and protect the long-term value of our properties.

# A sustainable business

We will insource the management of our maintenance services to improve service quality and increase value for money. Teams will move to a single office as part of our 'one team' approach.



We will deliver a range of value-for-money initiatives to ensure services provide maximum benefit to residents and resources are used efficiently. This includes strengthening our procurement capabilities to secure high quality at competitive prices, developing smarter practices and reviewing contracts to optimise performance and cost-effectiveness. We will work within our boundaries as a good landlord.



We will develop and enhance our digital and data capabilities to enable better decision-making, transparency and continuous learning. This includes improving data quality, implementing KPI dashboards and embedding a new performance & assurance framework.



We will ensure we have the right people, in the right roles, with the skills, knowledge and behaviours needed to deliver excellent services. By attracting, developing and retaining talented staff, we will continue creating a culture of high performance, consistent service quality and strong resident focus.



# How will we know our corporate plan is working?



We will track key indicators that tell us whether we are delivering **great services, great homes and a sustainable business**. If we are seeing progress in these areas, we know our plan is working.

## Tenant Satisfaction Measures

We will see steady improvements over time, supported by clear action plans where performance needs to improve

## Complaints

We will learn from complaints, reduce repeat issues and see fewer cases escalate to stage 2 or the Housing Ombudsman.

## Decent Homes

We will maintain full compliance with the Decent Homes Standard, ensuring our homes are safe, warm and in good repair. We expect to see fewer reactive repairs caused by poor property condition, reflecting effective planned investment.

## Disrepair Cases

We will reduce the number of disrepair claims and associated legal costs. We will see a reduction in repeat issues, demonstrating that our homes are well maintained, and we respond effectively when things do go wrong.

## Colleague Satisfaction, Retention & Absence

We will build a positive and supportive workplace where colleagues feel valued and motivated. Improvements in staff survey results, stronger retention, and reduced sickness absence will show that we have a healthy and engaged workforce, able to deliver excellent services for our residents.

## Customer Satisfaction

Survey responses will show that we are meeting residents' expectations, listening and acting on feedback and delivering on our commitments.

## New Homes

We will deliver new homes in line with our development strategy. Positive feedback from residents and strong demand for our homes will show that we are building the right homes in the right places.

## EPC Ratings

We will continue to improve the energy efficiency of our homes, increasing the number of properties achieving EPC C or above. Residents will be able to warm their homes more affordably and our impact on the environment will be reduced.

## Regulatory Judgement

We will maintain our G1 governance and V2 viability grades from the Regulator of Social Housing and achieve a C1 consumer grade when reassessed.

# Supporting strategies and plans



Our corporate plan is supported by our strategies, which provide further detail on how we will deliver our aims and objectives:

- Customer Services (October 2026)
- Asset Management (October 2025)
- Development (April 2026)
- People (July 2025)
- Thirty-year business plan (May 2026)

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