

CORPORATE PLAN  
2018 - 2023



**TAMAR  
HOUSING**



your home, our vision

# About us

Tamar owns and manages over 600 homes in Plymouth and the surrounding local authority areas. Our partnership with Rentplus has extended the geographical area to include areas in Devon, Dorset and Somerset.

## TAMAR'S VALUES

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- We value our Residents, Staff and other stakeholders
- We are committed to growth and improvement
- We lead, listen, learn and inform
- We are honest, approachable and fair
- We are responsive, respectful and realistic
- We are committed to equality in opportunity and choice
- We promote and demonstrate value for money

## ABOUT RENTPLUS

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Rentplus is an affordable rent-to-buy housing model that offers working households the support they need to move into home ownership.

Rentplus lease new homes to Tamar who will in turn let the homes to local applicants who are given the opportunity to purchase their home at a future date with a gifted 10% deposit.

Rentplus is funded by institutional and pension funds and requires no public subsidy or housing association finance.









# Achieve excellent customer service

### WE HAVE

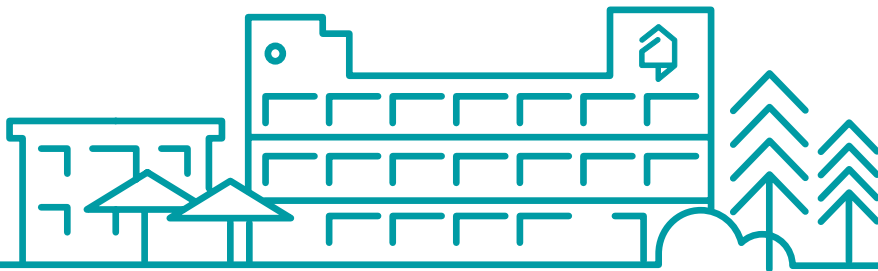
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- Appointed a new repairs service provider
- Employed a specialist advisor to help and support residents with their debt and benefit issues
- Updated our IT systems to better track communications and complaints
- Increased the use of social media to disseminate information to our residents
- Rewritten our residents handbook to take account of changes to our services and facilitate easier access for printing

### WE WILL

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- Work to improve the level of service we provide
- Maintain office cover to ensure enquiries and requests are dealt with promptly
- Improve our digital offer to help residents communicate with us more easily
- Monitor the new repairs service to ensure it meets the needs of our residents
- Offer a wider range of tenures to meet the aspiration of new and existing residents
- Work to achieve a recognised landlord accreditation





## Strategic Objective 02

# Promote resident involvement

### WE HAVE

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- Supported the Residents' Group to scrutinise many aspects of the business.
- Assisted the Residents' Group review of various housing policies and agreed the appropriate changes
- Produced regular newsletters updating residents on Tamar and local events
- Increased our social media presence on Facebook and Twitter

### WE WILL

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- Review fire safety arrangements with the Residents' Group and communicate the results to all residents
- Increase our digital offer to ensure we reach more Residents through a variety of different mediums
- Review our website to include more interactive features to encourage engagement and feedback
- Continue to work with the Residents' Group to review housing management policies







NEW CONTINENTAL





# Maintain financial strength

## WE HAVE

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- Tested the robustness of our 30 year financial business plan
- Reviewed our asset management plan to maximise our capacity for new development
- Assessed the financial resources required to deliver Rentplus affordable rent-to-buy homes
- Arranged additional bank funding to support new development
- Updated our risk management profile

## WE WILL

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- Continue to closely monitor cash flows
- Set clear definitions for assessing impact of the risks identified in our risk map
- Explore other opportunities to fund the delivery of affordable housing
- Maintain a robust business planning and governance framework
- Continue to stress test our 30 year financial model to ensure viability





## Strategic Objective 04

# Provide more homes

### WE HAVE

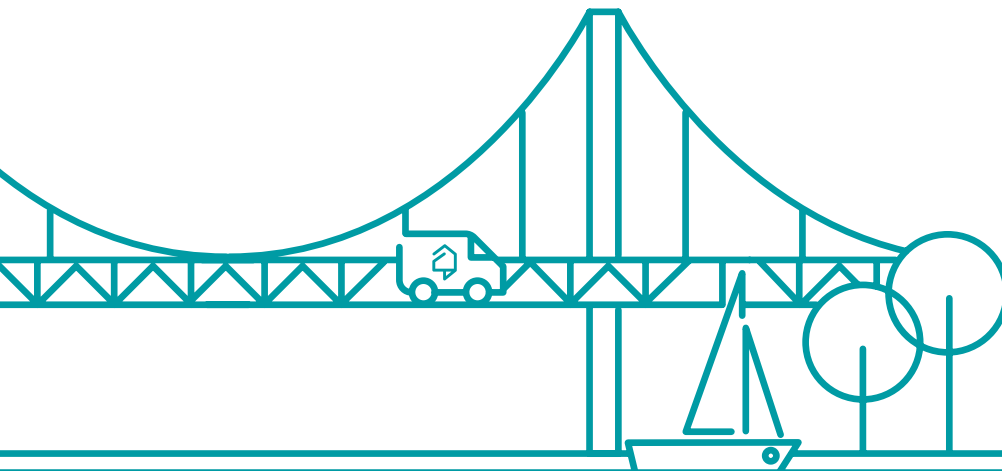
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- Delivered, allocated and let over 58 new Rentplus homes
- Funded 21 new homes for rent
- Established a pipeline of 200+ homes
- Explored new tenures to provide more homes

### WE WILL

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- Deliver 200 Rentplus homes in the next 3 to 5 years with a further 250 homes by 2025
- Work with new partners to deliver a large mixed tenure scheme of 130 affordable homes
- Continue to dispose of poor quality stock to support our new build programme
- Deliver 20 new affordable rented homes by year 3 of this plan





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# Achieve value for money

## WE HAVE

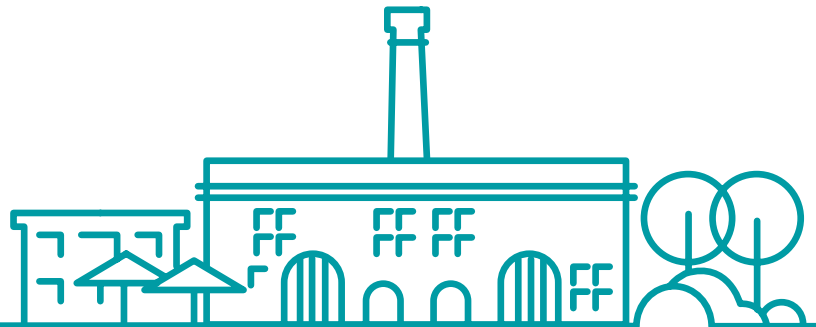
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- Assessed our social impact on the environment
- Reduced our average void re-let time to 14 days
- Implemented a new housing and finance IT system
- Maintained the annual cost per dwelling spent on responsive repairs

## WE WILL

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- Reduce costs and drive efficiency
- Increase value from external contracts, partnerships and formal collaboration
- Re-invest receipts from planned property disposals into the development of new homes
- Reduce our management cost per home by 15% by 2023





## Strategic Objective 06

# Ensure strong leadership

### WE HAVE

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- Strengthened the skills set of the Board with the appointment of relevant professionals
- Continued to offer Board training, briefings and updates on the issues facing the sector
- Produced a Board succession plan to help ensure strong leadership continues over the next nine years
- Held two Board strategy days each year to allow members to consider and discuss emerging issues and opportunities

### WE WILL

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- Ensure that the Board continues to set the strategic direction of the organisation
- Maintain the range of Board skills required to provide strong leadership
- Recruit another resident Board member
- Encourage Members to attend training and conferences to ensure an up to date knowledge of the sector
- Motivate and monitor the senior management team to deliver the strategy and lead the operational functions
- Continue to meet our Regulator's Governance and Viability standard











# Strive to be an employer of choice

## WE HAVE

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- Reviewed salary levels and benefits
- Encouraged suggestions and contributions from staff
- Offered support for staff members to attain a professional qualification
- Established a comfortable, working environment
- Introduced additional discretionary benefits

## WE WILL

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- Offer new opportunities for career progression within the organisation
- Continue to treat everyone with respect
- Create four trainee posts to assist the local employment market
- Carry out regular staff surveys and analyse the results
- Work to achieve a recognised employer accreditation



# Corporate plan targets



## **BY YEAR 3 OF THIS PLAN - SHORT TERM**

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1. Complete 200 Rentplus affordable rent to buy homes
2. Have 100 leaseback affordable rented homes within our portfolio
3. Continue to improve our service to residents and customers
4. Improve our digital offer to customers
5. Continue to dispose of older properties to regenerate our stock
6. Reduce our management cost per unit by 10%
7. Achieve a recognised employer accreditation

## **BY YEAR 5 OF THIS PLAN - MEDIUM TERM**

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1. Have a portfolio of 350 Rentplus affordable rent to buy homes
2. Increase the number of our owned and managed to homes to 1000+
3. Link with other 'not-for-profit' organisations to explore cost savings
4. Achieve a recognised landlord accreditation
6. Reduce our management cost per unit by a further 5%

## **BY YEAR 2030 - LONG TERM**

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1. Explore options to operate an in-house repairs service to achieve VAT savings
2. Consider opportunities for a merger
3. Develop other tenures to cross subsidise new affordable rented homes

# The people of Tamar Housing

## BOARD MEMBERS

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- Christopher Lunn  
Chair
- Tim Shobrook  
Vice Chair
- Vicki Sewell  
Chair of Audit
- Philip Sanders  
Chair of Development
- Maggie Jones
- Michael Pearson
- Gareth Pinwell
- Roger Pipe
- Craig Sullivan

## SENIOR MANAGEMENT

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- Julie Barnett  
Chief Executive
- Stuart Francis Dubois  
Operations Director
- Hilary Fursdon  
Finance Director

## MANAGEMENT TEAM:

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- Liz Farmer  
Corporate Services Manager
- Nicky Taylor  
Finance Manager
- Callum Turner  
Head of Development

## SOLICITORS

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- Capsticks LLP
- Foot Anstey LLP

## PARTNERS INCLUDE

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- Homes England
- National Housing Federation
- Plymouth Housing  
Development Partnership
- Rentplus UK
- Wayfarer Consortium





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Tamar Housing Society Limited is a charitable housing association registered with the Regulator of Social Housing (number L2209) and a registered society under the Co-operative and Community Benefit Societies Act 2014 (number 17390R)