

# THE COASTLINE PLAN

## 2025-30

Coastline

## Good quality affordable homes are essential

They are essential because they underpin people's health and wellbeing, and because they are a foundation without which people cannot lead their lives to their full potential. They are essential for Cornwall and for the country as a whole, because without sufficient good quality affordable homes, our businesses and essential public services cannot thrive. But despite being essential, the provision of good quality affordable homes has been neglected as a national priority for decades.

The result of this is that we are facing a national housing crisis, one that is particularly hard felt in Cornwall. The crisis is not just about the shortage of affordable homes for people to live in, but also about the poor quality of the homes many people have to live in.

Despite the extent of the crisis, and how long it has taken for us to get to this point, we remain optimistic. We believe the housing crisis is a problem that can be solved, but that to solve it will require time, and like all problems, it can only be solved with a plan.

### **This is our plan: the Coastline Plan 2025-30.**

Our aim is to end the housing crisis in Cornwall, and it will remain our aim until there are enough good quality, affordable homes in Cornwall to meet people's needs and aspirations.

We will invest in the quality of the homes and places where our customers live, to ensure they are safe, secure, well-maintained and fit for the future.

We will invest in providing the new affordable homes Cornwall so badly needs, increasing the number of homes we build, and ensuring these meet both customer and community needs.



We will invest in the quality of our services for customers, ensuring that our use of data and technology allows us to improve our productivity while enhancing our customer services.

We will ensure that we are an employer of choice in Cornwall, investing in the quality of our people so that we have the skills and knowledge we need to achieve our aims, and empowering our teams to make a difference in the work that they do.

We will ensure that our work is built on foundations of strong governance and financial sustainability, and we will ensure that we hold true to the shared values that underpin all that we do.

### **To put it another way:**



**Great Homes, Great Services,  
Great People, underpinned by  
Great Foundations**

We are not naïve. We know we cannot achieve our aims by ourselves, but we are choosing to be brave and ambitious, we are choosing to step forward to do what we can, and we want you to come with us on the journey.

### **Our values**

**Customer  
Focused**



**Put our  
Customers first**

**Trustworthy**



**Be open, honest  
and accountable**

**Learning**



**Strive to be  
the best**

**Caring**



**Value each  
other**



## Great Homes



- We will invest in customers' homes, with a commitment to the highest standards of quality, safety and compliance, to ensure customers feel their homes are well maintained and safe
- We will put 'place' at the heart of decision making, harnessing local resources and integrating nature to make our communities great places to live in and be proud of
- We will provide specialist housing solutions, maintaining our commitment to supporting people who are homeless or at risk of becoming homeless, and increasing our provision of Extra Care for older people
- We will ensure we have a deliverable plan to meet energy efficiency standards for our homes, including achieving EPC C by 2030
- We will embrace the challenge of providing the new affordable homes Cornwall needs, increasing the number of homes we build, with customer-focused forward-thinking approach to design and quality
- We will actively look for strategic opportunities to provide longer term security of delivery of new homes, and will embrace partnership working, particularly where this will leverage additional funding into Cornwall

## Great Services



- We will provide a great, customer-focused, responsive repairs service, which as well as being a cornerstone of customer satisfaction, is essential to ensure the long-term safety and quality of our homes
- We will ensure our approach to working with customers is in line with our Customer Trust Charter and Customer Pledges, treating customers fairly and with respect, listening with empathy and acting on feedback
- We will design our housing services to ensure our approach is person-centred, recognising customers' individual circumstances to help them to sustain their tenancies
- We will invest in the quality of our technology, systems and data so that we can enhance our customer services and tailor them to meet customers' needs

## Great People



- We will ensure customers are at the heart of all that we do, ensuring they can influence decision making at every level of the organisation, and can be confident their voice will be heard
- We will be an employer of choice in Cornwall, based on a supportive culture of excellence and accountability, and the comprehensive, equitable and flexible reward and benefits package we offer
- We will invest in a learning and development environment, ensuring we have the skills and knowledge that we need, and that we are able to provide high quality services for our customers
- We will embrace diversity, ensuring we are representative of our customers and communities
- We will ensure our communication and engagement with customers, stakeholders and colleagues, is meaningful, clear, relevant and accessible

## Great Foundations



- We will maintain the highest standards of governance, underpinned by our focus on our shared Coastline values
- We will ensure that our finances are strong and sustainable, balancing our vision of doing as much as we can for current and future customers, with the need to make sure we are managing risk and planning for the long-term
- We will develop and deliver a Coastline carbon plan to ensure we understand our current position, and have a path towards net zero
- We will ensure we are leveraging maximum value from our assets and our approach to funding and procurement, so that our customers' money goes further
- We will ensure our ICT infrastructure and systems are robust, secure and scalable so they can support future growth, and that the quality of our systems, processes and data is supporting a drive to improve productivity and return on investment

# Coastline

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