

A stylized map of the coastline of British Columbia, Canada, rendered in a dark purple color. The map is set against a white background with several yellow circles of varying sizes scattered around it. The text is overlaid on the map.

THE COASTLINE PLAN

**PEOPLE, CULTURE AND
COMMUNICATIONS
STRATEGY**

2025-30

A dark blue circular logo with a white arc above the word "Coastline" in white text.

Coastline



Introduction

The People, Culture and Communications Strategy underpins our aspirations to meet the overarching vision and aims of the Coastline Plan, aligned to our mission statement of providing Great Homes, Great Services and Great People.

Putting customers first is at the heart of Coastline's mission. In order to achieve that we need to attract, develop and retain committed and talented people to put their efforts into delivering this mission and making Coastline the number one social housing provider to work for in Cornwall.

We believe in improving and tailoring service delivery to meet the unique needs of our customers, driving productivity and efficiency gains. We will do this by ensuring we have the right people in the right roles to utilise their skills and abilities. We will give them the tools and support needed to feel empowered to make a difference in the work that they do. We will support the organisation and our colleagues through what we expect to be a period of growth.

The demographics and nature of the majority of employment opportunities in Cornwall mean the skills and people we need to achieve our mission and solve the housing crisis, are currently in short supply. We are confident that for those aligned with our values, we are a brilliant place to work. We value loyalty and commitment, and offer the same in return. We engage with and invest in our people, and are recognised as both an Investors In People Gold and an Investors in Volunteers organisation. Our future growth plans and our ambitions are to invest in and value our existing colleagues, and to work collaboratively with local authorities, businesses and education establishments to help improve the wider skills shortage in the region and ensure Coastline Housing is known as the employer of choice to work for in Cornwall.

We want to improve, maintain and build safe, efficient, good quality houses in our communities to help solve the housing crisis in Cornwall. We can only achieve this with a workforce of capable and passionate individuals, whether that be in customer facing roles or support teams. It is vital our People, Culture and Communications Strategy complements Coastline's Strategic Plan and other core business strategies.

We do all of this to increase the productivity and capability of our workforce, and ensure customers' services are delivered in a pragmatic, caring and solution-focused way.



Approach

Central to this is not just why, or what we do, but how we do it. Culture is what we create when people are not looking. It is how we support, treat and communicate with our colleagues and how we look and feel as a business.

"Culture eats Strategy for breakfast" - meaning it is not sufficient just to say why and what we will do. Coastline's focus is therefore on 'how' we will do it.

Our values underpin everything we do. Every decision taken must put our customers first and we must be open honest and accountable for our actions. We will always strive to be the best and value one another through how we communicate and in our behaviours.

We aim to create a safe, secure and empowering environment, one with empathy, dignity and respect, and where our belief that every accident is preventable prevails. We utilise the principles of Insights to understand and communicate with one another effectively and encourage a learning environment, through coaching and mentoring. Coastline strives to be a place people feel able to personally and professionally grow and thrive, to challenge and be challenged.

Honesty and transparency are at the heart of our communications, and we approach the management and development of colleagues with both a consistency and with nuance. We consistently strive for excellence, but are nuanced in how we achieve it. Our environment aims to be individual and person-centred because our colleagues are also our customers, which we strive to put first and are at the heart of what we do. Put simply, our people are our culture.

Our Aims



People and Culture

We will

- **Maintain our commitment to providing a comprehensive, fair, equitable and flexible reward and benefit package.** We are committed to being an accredited Living Wage and Living Pension employer which also undertakes annual benchmarking, working with local and national benefits providers to give our colleagues access to a range of financial discounts, advice and resources. With so much of our lives spent at work it is not just about the bottom line. We recognise people need a variety of financial, social, physical and emotional support which is why we strive to be an employer that supports the whole individual through our variety of inclusive activities and benefits.
- **Invest heavily in a learning and development environment.** This is an essential element to support the growth in the number of expected apprenticeships offered at Coastline. We do this through corporate and personal training plans, sponsoring qualifications and professional subscriptions and identifying opportunities for internal growth and movement. The early stages of the employee – employer relationship is a critical one in ensuring this is positive, healthy and trusting. This starts with strong induction and support which we continue through ongoing training and development opportunities. We are passionate about ‘growing our own’ and our aim is for everyone to achieve their required level of job satisfaction in whatever part of the business they work. We strongly believe this will improve employee engagement levels and drive increased productivity.
- **Recruit the right people first time.** Ensuring that our recruitment processes include timely identification of vacancies and that managers work in an efficient candidate-friendly way that maximises the potential for leveraging our aim to be the employer of choice locally. Recruiting managers will be skilled in identifying and securing talented individuals to work with us at Coastline.
- **Create a culture of accountability by holding colleagues, at every level, accountable for their actions.** We provide the tools, the support and the stability that creates a psychologically safe environment, where people can be their best, make mistakes and benefit from learned experiences. We expect managers to consistently adhere to established management procedures that align with our values framework and address performance concerns robustly and consistently. We will hold each other accountable, engage in open and, where necessary, difficult conversations. We will exemplify transparency and honesty in our leadership so that radical candour is the culture, not the strapline.



- **Ensure that we have a culture that demands the highest standards of professional competency and conduct.** We will ensure that we exceed the minimum requirements of the Competence and Conduct Standard for social housing staff once the final details are known.
- **Continue to embed a culture of wellbeing and support.** We have an Employee Assistance Programme, an in-house counsellor, Mental Health First Aid and Wellbeing Champion groups and hold wellbeing and social activities regularly. We encourage anyone with a passion for wellbeing to get involved, and regularly communicate the services available to ensure everyone can access what they need, when they need it.
- **Embrace a culture of diversity within our workforce.** We aim to be representative of the customers and communities we serve and will focus our work on minority and disadvantaged groups wherever needed. We will celebrate each other’s differences and through our Equality, Diversity and Inclusion steering group, we will champion EDI activities. We will continue to support colleagues who lead internal focus groups, like our Menopause Café and Neurodiversity Network.
- **Provide more than just the basics.** We will continue to provide things like British Sign Language, suicide Awareness and challenging behaviour training. Our colleagues will be thoroughly equipped and able to work successfully with our most vulnerable customers.



Engagement

We will

- **Ensure internal engagement is clear, transparent, relevant and accessible.** We will consult and engage on key issues, utilising our Staff Forum and other colleague-led groups. We aim to always deliver when we say we will, and communicate clearly when plans may change. This is key to building a psychologically safe environment, where colleagues really trust our reputation and where we demonstrate that we live up to our values and the promises we make.
- **Ensure external engagement is regular, relatable and relevant.** We regularly consult with our Customer Experience Committee and Customer Voice groups and are working to actively engage a more diverse range of customer representatives. We seek regular feedback and ensure that our customers know that when they tell us something, we will listen, hear and act. We strive to be not only the social housing provider of choice for our colleagues, but for our reputation as an excellent landlord to spread far and wide.
- **Utilise a range of platforms for all our engagement, including digital and in print.** We will share our work, the achievements of our people and opinions of our leadership team, in ways that can be accessed by our broad demographic. We will constantly review and adapt our engagement to ensure we are learning from experience, feedback and making the most of changes and improvements to technology.
- **Coastline is a Living Wage Employer, a Disability Confident Leader and proudly hold the Investors in Volunteers accreditation and Investors in People Gold.** These are not a tick box for us. They are the commitments on which we build our plans.



By 2035


We will

Have invested in a self-sustaining culture of care, inclusivity and excellence, which is built and maintained through continually listening, learning and adapting to the needs of our customers, colleagues and the communities we serve. Our long-term ambition is to continue working towards ending the housing crisis in Cornwall



Coastline

Find us on  Facebook,  LinkedIn,  Instagram,  TikTok and  Threads

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