





Introduction

As part of Coastline's commitment to sustainability, we have adopted the Sustainability Reporting Standard for Environmental, Social, Governance Reporting (ESG) which holds us accountable for reporting on different themes across the business. The report looks at our performance over the 2023/24 fiscal year and highlights areas for improvement and focus for 2024/25.

The reporting standard is split into 12 themes with 46 individual criteria. Further enhanced reporting options highlight best practice and give an in depth understanding of how activities impact the wider business performance.

These targets are in line with the Sustainable Development Goals and align to the Government's environmental goals.

ESG table of goals and targets

The below table summarises the reporting themes and categories of the SRS assessment and links these to the wider United Nations Sustainable Development Goals (SDGs).

ESG Area	Theme #	Theme Name	Description	SD	G Goal	SDG	Target
	T1	Climate Change	Prevents and mitigates the risk of climate change	13	Climate Action	13.2	13.2 Integrate climate change measures into national policies, strategies and planning
Environmental	T2	Ecology	Promotes ecological sustainability	15	Life on Land	15.5	15.5 Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and by 2020, protect and prevent the extinction of threatened species.
						15.9	15.9 By 2020, integrate ecosystem and biodiversity values into national and local planning, development processes, poverty reduction strategies and accounts
	T3	Resource Management	Sustainable management of natural resources	12	Responsible Consumption and Production	12.5	12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse
						12.6	12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle
	T4	Affordability and Security	Provides affordable and secure housing	11	Sustainable Cities and Communities	11.1	11.1 By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums
				10	Reduce Inequality	10.1	10.1 By 2030, progressively achieve and sustain income growth of the bottom 40 per cent of the population at a rate higher than the national average
						10.2	10.2 By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status
Social	T5	Building Safety and Quality	Resident safety and building quality are well managed	11	Sustainable Cities and Communities	11.1	11.1 By 2030, ensure access for all to adequate, safe and affordable housing and basic services and upgrade slums
	T6	Resident Voice	Listens to residents' voices		Sustainable Cities and Communities	11.3	11.3 By 2030, enhance inclusive and sustainable urbanization and capacity for participatory, integrated and sustainable human settlement planning and management in all countries
	T7	Resident Support	Supports residents, and the local community	11			
	Т8	Placemaking	Supports residents and the wider local community through placemaking				
	T9	Stucture and Governance	· ·	16	Peace, Justice and Strong Institutions	16.6	16.6 Develop effective, accountable and transparent institutions at all levels
	T10	Board of Trustees	High Quality board of trustees				0.5.0
Governance	T11	Staff Wellbeing	Supports Employees	8	Decent Work and Economic Growth	8.5	8.5 By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value
	T12	Supply Chain Management	Procures responsibly		Responsible Consumption and Production	12.7	12.7 Promote public procurement practices that are sustainable, in accordance with national policies and priorities



Environmental



Theme 1 – Climate Change

C1 – Distribution of EPC ratings of existing homes (those completed before the last financial year)

% Homes	Response
% homes rated A	0.13
% homes rated B	27.41
% homes rated C	59.43
% homes rated D	10.77
% homes rated E or worse	0.61
% homes without rating	1.67

Enhanced Reporting

Average SAP rating of existing homes (those completed before the last financial year)

The average SAP rating of existing homes is 74.04.

Energy use intensity [kWh/m²/ year]

The energy use intensity of our existing homes is 111.6 kWh/m²/ year.

C2 – Distribution of EPC ratings of new homes (those completed in the last financial year)

% Homes	Response
% homes rated A	0
% homes rated B	100
% homes rated C	0
% homes rated D	0
% homes rated E or worse	0
% homes without rating	0



C3 – Does Coastline have a Net Zero target and strategy? If so, what is it and when does Coastline intend to be Net Zero by?

Coastline does have a Net Zero target and strategy which is assured through a Golden Thread with quality data, an investment programme, and active engagement and communication with customers, colleagues and stakeholders.

We have aligned our plans with the National Housing Federation Decarbonisation Roadmap which will provide practical direction to enable all social landlords to build net zero into their long term planning. There are many unknowns on the path to decarbonised social housing and therefore we will review the Roadmap on a regular basis and as and when new Government policies emerge.

We will have reduced our carbon footprint and be on a journey with a clear pathway to meet National aspirations of Carbon Zero by 2050 with a plan in place to meet this by 2040.

C4 – What retrofit activities has the Coastline undertaken in the last 12 months in relation to its housing stock?

How do these activities align with, and contribute towards, performance against Coastline's Net Zero strategy and target?

We are in partnership with HACT and PNZ Carbon where they are facilitating the funding for the decarbonisation of homes owned by Coastline, by originating and selling Verified Carbon Units (carbon credits) backed by the emission reductions and social value achieved by the retrofit activities.

C5 – Scope 1, Scope 2 and Scope 3 Green House Gas emissions.

Emissions	2023/24	2022/23
Scope 1: t CO2 equivalent	553.81	476.52
Scope 2: t CO2 equivalent	178.62	161.18
Scope 3: t CO2 equivalent	6209.19	10,394.53
Total emissions	6941.62	11,032.23

Enhanced Reporting

Does the housing provider qualify for SECR reporting?

Yes

SECR Intensity Ratio for Total Emissions (Scope 1-3)

145kgCO2 equivalent per homes managed

C6 – How has the housing provider mapped and assessed the climate risks to its homes and supply chain, such as increased flood, drought and overheating risks?

How is the housing provider mitigating these risks?

83.33% of homes are at a low risk of flooding and 16.67% are at a high risk of flooding.

Offices are at a low risk of flooding.

88.1% of homes are at a medium risk of overheating. No homes are a high risk. Offices are at low risk of overheating.



Theme 2 – Ecology

C7 – Does the housing provider have a strategy to enhance green space and promote biodiversity on or near homes?

If yes, please describe with reference to targets in this area. If no, are you planning on producing one in the next 12 months?

We will have improved external environments through the planting of wild flowers, trees, orchards, and the creation of allotments in collaboration with our customers, the Wildlife Trust, many other stakeholders and utilising grant funded projects. The Community Investment team are actively encouraging customers to get involved with biodiversity projects, for example our homeless customers have been working on flower beds and vegetable patches at our homeless centre. We also have had multiple skip amnesty days within the local communities that help reduce fly tipping and outside waste. Cornwall Council requires that we meet 10% Biodiversity Net Gain in order to move ahead with our new build schemes.

C8 – Does the housing provider have a strategy to identify, manage and reduce pollutants that could cause material harm?

If so, how does the housing provider target and measure performance?

Yes, to demonstrate our commitment to minimise environmental impact, we have a strategy in place to track, manage, and reduce pollutants.



Theme 3 – Resource Management

C9 – Does the housing provider have a strategy to use or increase the use of responsibly sourced materials for all building and repairs works?

If so, how does the housing provider target and measure performance?

Yes, the majority of our repairs and maintenance materials are provided through a supply agreement with Bradfords. Bradfords provides us with an annual ESG report, detailing their procurement processes.

Enhanced Reporting

% of materials from responsible sources

40.54% of materials are responsibility sourced.

C10 – Does the housing provider have a strategy for waste management incorporating building materials?

If so, how does the housing provider target and measure performance?

Yes, the Head of Innovation, Sustainability and Procurement has developed kitchen, bathroom and void specifications which outline timelines for replacements and upgrades. For void properties, environmental impact reviews are carried out and materials are recycled where possible.

Enhanced Reporting

% of materials that are recycled and/or diverted from landfill.

In 2023/24, 13.67% of materials were recycled and/or diverted from landfill.





Social



C12 – For properties that are subject to the rent regulation regime, report against one or more Affordability Metric:

1) Rent compared to Median private rental sector (PRS) rent across the Local Authority

66.4%

2) Rent compared to Local Housing Allowance (LHA) 65.2%

C13 – Share, and number, of existing homes (owned and managed) completed before the last financial year, allocated to:

	Number of Homes	% of Homes
General Needs (Social Rent, Almshouse)	2222	43.22
Intermediate Rent	114	2.22
Affordable Rent	1328	25.86
Supported Housing	98	1.91
Housing for Older People	832	16.2
Low-cost Home Ownership	543	10.57
Care Home	0	0
Private Rented Sector	1	0.02
Other	0	0

C14 – Share, and number, of new homes (owned and managed) completed in the last financial year, allocated to:

	Number of Homes	% of Homes
General Needs (Social Rent, Almshouse)	11	5.91
Intermediate Rent	0	0
Affordable Rent	57	30.65
Supported Housing	0	0
Housing for Older People	30	16.13
Low-cost Home Ownership	88	47.31
Care Home	0	0
Private Rented Sector	0	0
Other	0	0

Enhanced Reporting

Number of homes disposed of in the last 12 months, by tenure type

59 homes were disposed of over the year

Number of homes acquired in the last 12 months, by tenure type

A total of 191 new homes were built in 2023/24.

C15 – How is the housing provider trying to reduce the effect of fuel poverty on its residents?

We hold door knocking events with Community Energy Plus and South West Water to increase our offer for customers

South West Water- highlight arrears hot spots, working with our tenancy sustainment co-ordinators to support our customers and help to clear arrears and set up payment plans. There are also schemes like Fresh Start and Restart

Community Energy Plus- give energy advice, help support and signpost customers, give energy grants and vouchers and work with our customers to clear arrears

We also offer a sustainability fund which is used to clear arrears where applicable

Development: building quality new homes which are energy efficient and have heating systems which are affordable to use;

Sales: selling older less efficient homes which are often not affordable to heat;

Environmental and Sustainability: Production of customer videos (with customer group) to ensure that sustainable heating systems are being used effectively. Publication of advice and guidance on website in terms saving money. Signposting to Community Energy Plus advisors. Bulk procurement of utility services for all communal areas to help reduce Service Charge costs. Water saving partnership with Cenergist (South West Water consultants) to complete water use audits, reduce leaks (waste) and install water saving devices. Installation of sensor technology in new and older homes to monitor indoor environment, temperature / humidity, heating use patterns to identify those underheating or overheating homes. Referral to tenancy team where applicable. Energy monitoring projects at resident properties. Articles in newsletters. Advice on Environmental section of website and social media posts

Income / Tenancy teams: Benefits advice. 6 week tenancy support visits on new tenancies. Proactive welfare contacts to customers that may be vulnerable. Sustainability fund available for customers that are struggling to meet fuel costs

CITs: Follow up customer conversations and home visits to ensure that they are able to use sustainable heating systems on Heat the Streets. Use of SWITCHEE monitoring to check customer heating system use

Services: installation of LED build in all Void properties



C16 – How does the housing provider provide security of tenure for residents?

We will issue a lifetime assured tenancy to any new and existing tenant who was assessed under the terms of the lettings policy or by agreement with the local authority. These tenancies will include a 'starter tenancy' for the first 12 months and will automatically roll into a full assured tenancy unless we notify the resident that they are being extended by six months. We will only extend starter tenancies once and the tenant has the right of appeal if it is decided to either extend the starter period or end it. A fixed term tenancy may be issued for a period of up to five years for those general need tenants not subject to a starter tenancy. There may be exceptional circumstances where a shorter fixed term period is issued — this will not be any shorter than a two-year period. We will carry out a review of a fixed-term tenancy 12 months before the end of the fixed-term.



Theme 5 – Building Safety and Quality

C17 – Describe the condition of the housing provider's portfolio, with reference to:

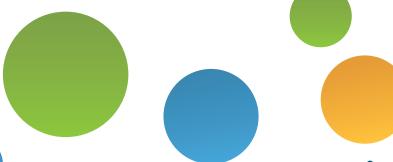
Building Safety Measure	% of Homes
Gas safety checks	100
Fire risk assessments	100
Electrical safety checks	99.57
*Asbestos management surveys or re-inspections	100
*Legionella risk assessments	100
*Communal passenger lift safety checks	100
Care Home	0
Private Rented Sector	0
Other	0

^{*}Enhanced reporting metrics

C18 – What % of homes meet the national housing quality standard?

Of those which fail, what is the housing provider doing to address these failings?

99.96%



C19 – How do you manage and mitigate the risk of damp and mould for your residents?

Customers have access to the Customer Guide to Ventilation through our website which outlines ways in which they can reduce condensation and therefore the risks of damp and mould. There are various other damp and mould guides that customers can read for further information. The Damp, Mould and Ventilation Policy describes how Coastline will adopt a proactive approach to resolving condensation, damp and mould issues in homes by working with customers, support agencies and cleaning and ventilation specialists. We make it easy for customers to report damp and mould, installing sensors to accurately collect data and inform our decision-making on how best to solve the issue. We have a dedicated damp and mould repairs team who are responsible for preventative works and ensuring that reports of damp and mould are reviewed within two working days and specialist surveys are completed within 20 working days.

Enhanced Reporting

How many cases of damp and mould were reported in the period that required action?

What % of the housing providers portfolio do these homes account for? 603 damp and mould cases were reported during 2023/24, accounting for 9.95% of our total stock.





Theme 6 – Resident Voice

C20 – What are the results of the housing provider's most recent tenant satisfaction survey?

How has the housing provider acted on these results?

The Tenant Satisfaction Measures survey was carried out between May and June 2024. Our overall satisfaction was 81%

Based on the responses from our TSM survey, we have developed an Improvement Action Plan that outlines the commitments and activities we will take to improve our services. These fall into four key themes: day-to-day repairs, neighbourhood management, communication / customer services and complaints handling.

C21 – What arrangements are in place to enable residents to hold management to account for the provision of services?

Scrutiny reviews, Communication and Consultation Group, Development Customer Group, Voids Customer Group, Environmental Group, surveys, consultations, complaints process.

C22 – In the last 12 months, in how many complaints has the national Ombudsman determined that maladministration took place?

How have these complaints (or others) resulted in change of practice within the housing provider?

We monitor complaints monthly through the four TSM KPIs, analysing this data by age, complaint theme, tenure, location and customer EDI data. A quarterly complaints report is presented to the Customer Experience Committee and to the Board. We actively learn from our complaints and as part of the TSM action plan, aim to improve the communication around complaints for our customers.

10



Theme 7 – Resident Support

C23 – What are the key support services that the housing provider offers to its residents?

How successful are these services in improving outcomes?

Homeless Service- The number of people helped by our Homeless Service this year increased dramatically from 685 last year to 1,608 in 2023/24. We offer a range of accommodation services for people affected by homelessness including crisis accommodation, move-on homes and supported housing services. We work closely with clients of our Homeless Service to help them increase their confidence, skills, training and more, often helping them to rebuild lives after they have been through a crisis. Our hub at Chi Winder offers a number of services for homeless people across the year. This includes access to showers and laundry, food vouchers, support services covering issues such as housing, money and benefits, drugs and alcohol advice, education, employment, job applications and training. Clients can also access the Health for Homeless health service here — a GP service that runs clinics every day for people not registered with a local doctor. The number of people helped by the homeless service and also those helped into training and work are calculated as quarterly KPIs.

Extra Care- The Miners Court Extra Care scheme contains 64 self-contained flats for older people who have care and support needs but allows them to live independently. The service runs a Day Centre three times a week to encourage residents and non-residents to try new activities. There are 5 monthly PIs and 1 KPI that measure extra care performance, such as CQC supervision compliance, customer satisfaction with the team and percentage of care and support plans complete. The care and support plans are managed using the Birdie digital system which enables the team to optimise the amount of face-to-face contact with customers.





Theme 8 – Placemaking

C24 – Describe the housing provider's community investment activities, and how the housing provider is contributing to positive neighbourhood outcomes for the communities in which its homes are located.

Provide examples or case studies of where the housing provider has been engaged in placemaking or placeshaping activities.

Neighbourhood Action & Engagement

We actively invested in community wellbeing through a range of Neighbourhood Action Days, litter picks, walkabouts, and summer fun events. These initiatives were designed to:

- Improve the physical environment of neighbourhoods.
- Foster stronger relationships between residents and Coastline staff.
- Encourage community pride and cohesion.

These events were held across multiple locations, including Goonhavern, Grampound Road, and Quintrell Downs, where new homes were also delivered.

Customer Involvement & Empowerment

Through the Coastline Conversation and the Customer Voice Group, customers were empowered to:

- Review and shape services.
- Participate in decision-making.
- Co-create community initiatives.

This participatory approach ensures that services are tailored to local needs and that customers feel a sense of ownership over their communities.





Supported Housing & Social Impact

We celebrated Starts at Home Day, highlighting the impact of supported housing. Our services helped over 1,600 individuals experiencing homelessness, offering not just shelter but pathways to stability and independence.

Placemaking Through Development

We delivered 191 new affordable homes and began construction on 54 more, with a focus on:

- High-quality, energy-efficient design.
- Integration into existing communities.
- Enhancing local infrastructure and green spaces.

We completed our largest development to date in 2023–24, contributing significantly to local housing supply and placemaking goals.

Case Study: Flood Risk Management

In partnership with Zurich, we implemented a flood alert system to proactively manage environmental risks. This included:

- Real-time alerts for at-risk properties.
- Deployment of pumps and barriers.
- Preventative inspections and community reassurance.

This initiative demonstrates our commitment to resilient placemaking and protecting vulnerable communities from climate-related risks."



Governance

Theme 9 – Structure and Governance

C25 – Is the housing provider registered with the national regulator of social housing?

Yes

C26 – What is the most recent regulatory grading/status? G1 V2

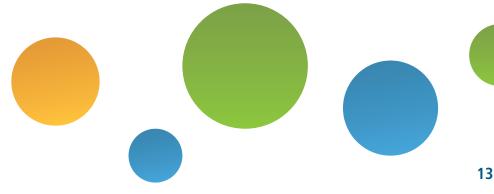
C27 – Which Code of Governance does the housing provider follow, if any?

NHF Code of Governance 2020

www.housing.org.uk/nhf_catalog/publications/code-of-governance-2020

C28 – Is the housing provider Not-For-Profit?

Yes





C29 – Explain how the housing provider's board manages ESG risks.

Are ESG risks incorporated into the housing provider's risk register?

Coastline has a Risk Management and Assurance Policy under which the Board is responsible for approval of the Strategic Risk Map and associated Risk Appetites. Board delegates oversight of implementation of the Policy to the Audit, Risk and Assurance Committee who receive quarterly Risk Reports, but Board retains overall responsibility and receives an annual Risk Report. There are 10 Strategic Risk Themes and in terms of ESG risks, these are covered under several of these themes. The Executive Team is responsible for the Group Risk Map which 'operationalises' the Strategic Risk Map. Again, ESG are covered across several of these Group Risks. However, in terms of possible area of improvement, the level to which 'Environment' is covered within the Group Risk Map is intended to be reviewed as part of a forth coming updated of the Group Environmental Strategy.

Enhanced Reporting

Is the housing provider required to report against TCFD?

C30 – Has the housing provider been subject to any adverse regulatory findings in the last 12 months (data protection breaches, bribery, money laundering, HSE breaches etc) - that resulted in enforcement or other equivalent action?

No, the housing provider has not been subject to any adverse regulatory findings in the last 12 months that resulted in enforcement or other equivalent action (e.g., data protection breaches, bribery, money laundering, HSE breaches or notices).

Theme 10 – Board and Trustees C31 – How does the housing provider ensure it gets

'C31 – How does the housing provider ensure it gets input from a diverse range of people, into the governance processes?

Does the housing provider consider resident voice at the board and senior management level?

Does the housing provider have policies that incorporate Equality, Diversity and Inclusion (EDI) into the recruitment and selection of board members and senior management?

Board Characteristics	% of the Board
What percentage of the Board are women?	36
What percentage of the Board are BAME?	0
What percentage of the Board are residents?	10
What percentage of the Board have a disabil-ity?	0
Average age of the Board	56.1
Average Tenure of the Board	3.1
Care Home	0
Private Rented Sector	0
Other	0

C32 – What % of the housing provider's Board have turned over in the last two years?

What % of the housing provider's Senior Management Team have turned over in the last two years?

10%

C33 – Number of board members on the housing provider's Audit Committee with recent and relevant financial experience.

C34 – What % of the housing provider's board are non-executive directors?

90%

C35 – Has a succession plan been provided to the housing provider's board in the last 12 months?

Yes

C36 – For how many years has the housing provider's current external audit partner been responsible for auditing the accounts?

3

C37 – When was the last independently-run, board-effectiveness review?

November 2022 with a review due in June 2024

C38 – How does the housing provider handle conflicts of interest at the board?

Board has adopted NHF Code of Governance. Board members are required to adhere to NHF Code of Governance, Coastline Articles, Group Standing Orders, Code of Conduct and Probity Standard all of which refer to the management of conflicts of interest. Board members are required to make a declaration of their relevant outside interests which may present a potential or actual conflict at appointment, when a new potential conflict arises and in an annual declaration. In addition, at the beginning of each Board meeting members are required to declare any conflicts with any Agenda items. All unconflicted members then vote on whether conflict can be 'authorised' and allow the member to remain or if not authorised the respective Member would withdraw from that part of the agenda.



Yes

C40 – What is the housing provider's median gender pay gap?

2.2% compared to 6.1% in 2022/23

C41 – What is the housing provider's CEO:median-worker pay ratio?

5.1:1

C42 – How is the housing provider ensuring equality, diversity and inclusion (EDI) is promoted across its staff?

Coastline has a strategic framework in the form of an annual action plan for equality, diversity and inclusion and an EDI Steering Group that meet quarterly. The Board, Executive Team and the involved customer framework lead this, whilst also enabling and encouraging departmental initiatives and development through service improvements. Equality, diversity and Inclusion is considered in all our strategies, policies and decision-making processes. Coastline monitor the effect of strategies and policies as they are reviewed to ensure they are fully inclusive.

To achieve our aims, we will take action to address discrimination faced by particular groups, as well as action to promote and achieve diversity in employment and service. This will include actively working with other agencies and community organisations to promote equality and eliminate discrimination, harassment, victimisation and any other conduct that is prohibited.



Training on Equality, Diversity and Inclusion is part of the core training programme for all colleagues and volunteers as each have a responsibility to:

- Ensure that they understand the values and benefits of equality, diversity and inclusion;
- Demonstrate an understanding of the commitment to equality, diversity and inclusion, and anti-discrimination practices;
- Alert managers to any instances of apparent discrimination or any perceived problem in relation to employment or to the provision of services; and
- Undertake initial training and refresher training every three years.



C43 – How does the housing provider support the physical and mental health of its staff?

Wellbeing champions help coordinate events to celebrate different occasions and aim to provide a range of activities and accessibility options so all colleagues and customers are able to get involved. Our EDI Steering Group also invites 'guests' to its quarterly meetings, to talk about areas of specialism, and later in 2024/25 we are looking to do some more collaborative work between our internal EDI group with our Customer Engagement Forum, so customers and colleagues can work more closely together to represent the communities we serve.

C44 – How does the housing provider support the professional development of its staff?

We will continue to support our people growth plans, accommodating the increasing complexities in a variety of business areas. We will review and develop a fair, comprehensive rewards and benefits package, increasing visibility and accessibility for all. We will continue to invest in training and development, to enable staff to attain formal qualifications, meet mandatory training requirements and enhance skills through the provision of a generous training budget. Continuing to provide targeted management and leadership training programmes, and development of a performance management process that aligns organisational and personal needs. We will continue to be adaptive as Coastline and colleague needs evolve. We will continue to improve performance management and capability, develop a clear framework that will recognise, reward and support performance improvement. We will create clear learning pathways for each job role, ensuring transparency, support and investment for colleagues so they can excel in their roles and in readiness for progression where desired. We will enhance our rolling programme of development, adopting a blended learning approach of traditional methods of learning and digital learning solutions.



What measures are in place to monitor the delivery of this Social Value?

Procurement will play an active role in helping our residents back to work and Coastline currently requests that apprenticeship and job opportunities are considered directly by our suppliers as part of the tender process. Our procurement activities have grown to include the potential for negotiated discounted rates for a variety common goods and services that our residents could benefit from (for example; energy, home contents insurance, mobile telephones, and energy efficient electrical white goods). These agreements include purchasing of furniture and appliances for furnished supported accommodation provided by Coastline.

Social Value is an essential part of our procurement processes and an area which we should continue to develop. We are more likely to achieve our goals and customer support if we are clear from the outset what benefits we are trying to secure on their behalf. A large part of social value for Coastline is about creating communities in which people want to live, enjoy and spend their time. Our aims are to create sustainable local areas that cover every need, providing access to all the necessary services and resources, and promoting greater wellbeing and satisfaction.

As part of our Approved Supplier and Contractor application process we will include questions relating to Modern Slavery and Living Wage Commitment to ensure that all suppliers align payment structures with the Living Wage and meet their responsibilities under the Modern Slavery Act 2015.



C46 – How is Environmental impact considered when procuring goods and services?

What measures are in place to monitor the sustainability of your supply chain when procuring goods and services?

Coastline will carry out procurement activities in an environmentally responsible manner by ensuring that the process considers sustainability issues. This will allow us to comply with legislation and deliver our environmental strategy. This will also allow us to ensure that suppliers' policies are considered at tender and that responsibly sourced materials are specified. We have adopted a preference for recycled or reused materials, all timber originates from legal and sustainable sources which is clearly documented, energy efficient appliances and fittings are used, and we continue to investigate alternative materials that have a lower environmental impact. We use local suppliers and contractors where possible to minimise the environmental impact and contribute to the local economy.



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