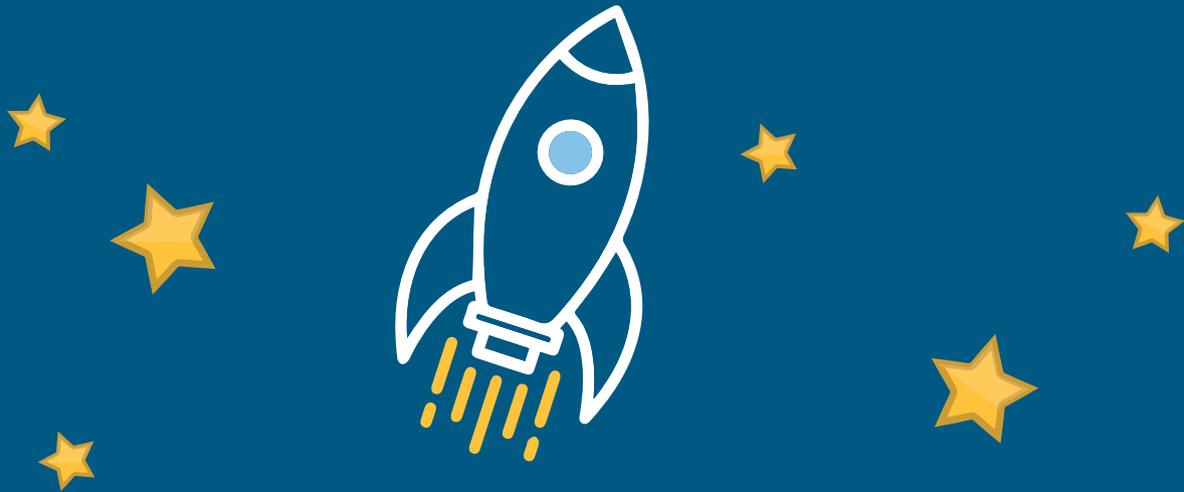


The background features a white canvas with several colorful circles in shades of green, orange, blue, purple, and pink. A thick, brown brushstroke arc is positioned above the main text. In the bottom right corner, there is a stylized green plant with three leaves and a stem.

Coastline *Great Futures*

2021-2025



We have been on a journey to get to this starting point: our plan for the next four years. We have spent the last year asking our customers and colleagues what is important to them across a range of themes: customer service, homes, communities, colleagues, and the environment.

We set no barriers to their thinking, other than asking them to be ambitious.

We were inspired in this approach by John F Kennedy, who in 1961 set out what many felt was an unachievable ambition of “landing someone on the moon”.

Our ambition may sound more mundane, but it is no less challenging.

Our ambition is to end the housing crisis in Cornwall. That is why Coastline exists.

The housing crisis impacts in many profound and unfair ways, perhaps most significantly by trapping people in poverty. People are struggling, even before Covid-19.

Building more social homes, and investing in the quality of the ones that we have, can help people escape the constraints of poverty, reduce and prevent hardship, and can help improve health and wellbeing. It can give people somewhere to live that is safe, warm and secure, and somewhere they can be proud of.

In this plan we set out our aims across the three strands of our mission statement:



Great Homes, Great Services and Great People



The housing crisis in Cornwall is both broad and deep in its impact.

It impacts on tens of thousands of people. Only about 1 in 10 homes in Cornwall is an affordable, social home, compared to about 1 in 5 across the rest of the country.

Private rents and house prices in Cornwall are unaffordable to many, often being higher than the national average, while wages in Cornwall are on average a quarter lower than for the rest of the country.



Under *Great Homes* our aims are to provide a range of housing options to meet people's different needs, to invest in new affordable homes, to invest in places and communities, and to play a leading role in delivering Cornwall's climate change action plan.



Under *Great Services* our aims are to listen to our customers and 'do the right thing', to earn and maintain trust, to provide helpful, joined-up services that are easy for all of our customers, and to continue to learn and improve.



Under *Great People* our aims are to support the people that live in our homes and communities, to work collaboratively to maximise our resources, and to build on our positive culture and values, so that Coastline can be a great place to work and volunteer.

Great Homes



We will provide a range of housing options, so that customers at different stages of their lives, with different needs and budgets, can choose a Coastline home



We will help secure a prosperous, inclusive future for Cornwall with our ambitious home building plans



We will invest in our properties, places and communities so people can feel safe, can have a sense of pride in where they live, and can have a place to call 'home'



We will create green spaces for people to enjoy, enhancing bio diversity and the health and wellbeing of people and communities



We will take a leading role in Cornwall's climate change action plan, working towards being carbon neutral by 2030



We will work collaboratively with partners to end homelessness in Cornwall

Great Services



We will keep our pledges to our customers, actively listening and trying to 'do the right thing', so that we strengthen our reputation for being trustworthy



We will make sure that our services are professional, helpful, and 'joined up', so that we make things easy for all of our customers



Our repairs service will have a reputation amongst our customers for getting things done, and for getting things right first time



We will invest in our assets and the tools we work with, so that we can continue to work more efficiently, effectively, and sustainably



We will have an open, curious culture where we learn from our successes and mistakes to find ways to deliver better services

Great People



We will work to improve the health and wellbeing of people in our homes and communities, and we will provide support for them to develop their skills so they are better able to overcome barriers in their lives



We will work collaboratively, across the Coastline family, and with our partners and stakeholders in Cornwall, to ensure our collective resources are maximised



We will all show leadership, and while we might lead with different styles, we will have a shared set of Coastline values



We will have a culture in which our people are trusted and nurtured, and supported to grow and develop their skills and careers



We will be a great place to work and volunteer, an organisation that people want to be part of, respected for what we do and how we do it



We have called this four year strategy *'Great Futures'* because we think it is right to be positive and ambitious. We do not think that we, on our own, can solve Cornwall's housing crisis. But we think it is right to say that is our aim. We believe it will inspire us, and others, to start taking the right steps, in the right direction.

But we recognise that our ambition has to be balanced with a sense of care and stewardship. Going back to the words of JFK, the ambition was not just "landing someone on the moon", but just as importantly "bringing them back safely".

That is why our plans are underpinned by what we call *'Great Foundations'*: the need to have strong governance, strong sustainable finances, and a strong set of shared values. These are the foundations on which our future will be built.



Great Homes

Great People

Great Services

Great Foundations

Great Values



Put our
Customers first
Customer focused



Be open, honest
and accountable
Trustworthy



Strive to be
the best
Learning



Value each
other
Caring

For more information on Coastline, please follow us on Twitter or like our page on Facebook

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If you require this document in another format, please get in touch.