

# Coastline

## Corporate Plan



2017-21



## Welcome to the Coastline Group's 2017-21 Corporate Plan

Led by a charitable housing association, the Coastline Group owns and manages more than 4,200 homes in Cornwall.



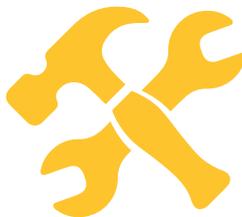
### Our mission and vision

We exist to provide housing for those in need, to help improve the neighbourhoods that people live in, and to provide services that improve the quality of our customers' lives.

We aim to make a financial surplus to support our mission and vision. All of our surpluses are re-invested into our charitable work.



**Great Homes**



**Great Services**



**Great People**

**We have a track record of success and over the lifetime of our previous Corporate Plan from 2013 to 2016 we:**

- Achieved upper quartile customer satisfaction of 90%;
- Improved our productivity, with our operating margin (a key measure of our productivity) increasing from 27% to 32%, putting us in the top half of housing associations;
- Completed 213 new homes for rent and low cost home ownership;
- Invested £12.1 million improving the quality and energy efficiency of our existing homes; and
- Were recognised by the Sunday Times as the one of the Top 100 Not for Profits to work for in the country (number 75).

**We are proud of these achievements, and we believe we are in a strong position to deliver an ambitious Corporate Plan for 2017-21 that includes transformational and challenging targets:**

- We will build 1,000 new affordable homes for rent and low cost home ownership;
- We will ensure that none of our homes cost more than £600 per year to heat;
- We will have all of our core customer services available on line, and 50% of our customers will be choosing to use these services;
- We will grow our income while ensuring that we also increase our productivity, improving our operating margin to 38%, allowing us to invest more in homes and services; and
- We will be recognised as a brilliant company to work for, reaching the Top 50 of the Sunday Times Best Companies.

**Looking forward over the period of the new Corporate Plan, we recognise that change will continue to be present in our operating environment, and to succeed we will need to embrace the challenges and opportunities that this changing environment will bring. Only by facing up to the future in this way can we continue to improve, to increase our productivity and be more creative in solving the challenges that we and our customers face.**

**We are confident that our culture and values, allied with our clear strategic vision, will enable us to meet the objectives we have set ourselves, and to match the high hopes and expectations that the Government and the people of Cornwall have of us.**





## Great Homes

- We will build 1,000 new affordable homes for rent and low cost home ownership.
- We will transform our asset base, selling up to 2% of our older homes a year and ensuring that none of our homes cost more than £600 a year to heat.
- We will establish a profit making private homes model to provide funding for our charitable work.



There is now agreement across the political spectrum that there is a national housing crisis. This crisis is felt keenly in Cornwall, where affordability and a lack of quality homes are key issues holding back quality of life and economic development.

To tackle this, Cornwall has adopted a Local Plan that sets a target of building 52,500 new homes by 2030. Coastline has a role to play in achieving this target, and the 1,000 homes that we aim to build over the lifetime of this Corporate Plan will not only house 1,000 families, but will also create 900 jobs and add over £40 million to the Cornish economy.

While part of the crisis we face is that high house prices and low wages make it difficult for many to afford to purchase their own home, issues with affordability in Cornwall are not limited to home ownership. This means that construction of affordable rented homes continues to have a key role to play in our plans. To ensure that we can build the types of homes we believe are necessary in Cornwall, the cost of building new affordable homes will increasingly be supported by profits from homes that we develop for sale, rather than from government grant.

We will also continue to have a strong focus on the quality of the existing homes that our customers live in. We plan to invest £25 million in these homes, with a particular focus on affordable warmth, while also increasingly having a critical eye to which homes we should be retaining. This will result in a significant increase in the number of existing homes we sell, with income from any disposals being reinvested in building new affordable homes for rent and sale.



## Objective



To build our share of the new homes needed to meet the needs of those that live in Cornwall



To continue to improve the overall quality of our homes



To transform how we manage our assets, replacing our older more expensive homes with higher quality new ones



To establish a profit making private homes model to cross subsidise our charitable work



## 2021 Measures



1,000 new affordable homes completed, including 130 homes for older persons



No home costing more than £600 a year to heat



Selling up to 2% of our existing homes a year, with all the proceeds re-invested in new homes

# 45

45 homes for private sale, completed with the proceeds re-invested in building new affordable homes for rent and sale



## Current status

# 70

An average of 70 homes built a year during the last Corporate Plan period



26 homes at Band E or lower



Around 0.5% of our homes sold each year through either the Right to Buy or our disposals programme



Development Strategy 2016-21 in place, including plans to develop private homes for sale



## Great Services

- We will have all of our core customer services available on line, and 50% of our customers will be choosing to use these services.
- We will provide a repairs service that is easy for customers and that delivers choice and quality, with 99% completed right first time.
- We will do more for vulnerable groups, with a new homeless facility and a further 130 homes for older people completed.



While customer satisfaction is less relevant to current Government priorities than it has been in the past, it remains a key measure for Coastline. It remains key not just because Coastline aspires to provide high levels of customer service, but because good customer service correlates with efficient customer service.

Central to our plans to provide high quality service, while also ensuring that we can improve our productivity, is the investment in our IT infrastructure to enable staff to work more efficiently and to enable customers to access easy to use 'self-service' options online.



## Objective



To ensure our customer service offer is digitally accessible and easy to use



To achieve exceptional levels of customer satisfaction



To provide a repairs service that is easy to use and delivers choice and quality



## 2021 Measures



All of our core customer services available for customers on line

50% of customers choosing on line services

50% of our existing homes re-let through our 'HomeZone' letting portal

# 93%

Customer satisfaction levels of 93%

Transactional monitoring of customer satisfaction in place



Customers able to manage repairs appointments on line

99% customer satisfaction with repairs service

99% of repairs completed 'right first time'



## Current status



Customers can currently access their rent accounts and pay rent on line

10% of customers access our services on line

# 90%

Customer satisfaction in the 2015 STAR survey was 90%

Transactional customer satisfaction surveys are currently limited to our repair service



99.7% customer satisfaction with repairs through transaction surveys

99% of repairs completed 'right first time'



Great Services



## Objective



To help people back into work and training



To establish a sustainable model for delivering homeless services and expand the support we provide



To increase the number of older customers that we support



## 2021 Measures



500 people helped back into work or training



A new permanent home for our Homeless Service opened

250 vulnerable people helped each year



130 new homes for older people, including a new Extra Care Complex

Coastline Assist customers increased by 20%



## Current status



From 2014 to 2016 Inspiring Futures helped 95 customers into work, 179 into training and ten into apprenticeships or volunteering roles.



Planning application submitted for a new purpose built homeless facility

200 vulnerable people helped each year



One Extra Care Complex in Redruth

214 Coastline Assist customers



## Great People

- We will be recognised as one of the best housing associations to work for in the country, in the top 50 of the Sunday Times Not For Profit Best Companies.
- We will invest in our staff so that they can deliver to their full potential.
- We will live up to the values we share.



We want every member of staff to feel proud to work for Coastline, and to be recognised as a brilliant employer. We will continue to invest in our people, who will be empowered to deliver improved productivity and growth. This is central to our commitment to delivering more homes for people in Cornwall, without a corresponding increase in our costs.



## Objective



To be recognised as one of the best places to work in Cornwall, and one of the best housing associations in the country



To invest in our staff so that they can deliver to their full potential



To ensure that we live up to the values we share



## 2021 Measures



Sunday Times Top 50 Not For Profit employer



All staff have continuous career development plan in place



At least 90% of staff feel that our behaviours are in line with our values



## Current status



Sunday Times Top 75 Not For Profit employer



Investment of around £500 per year in training for each member of staff

'Management Development Framework' development launched

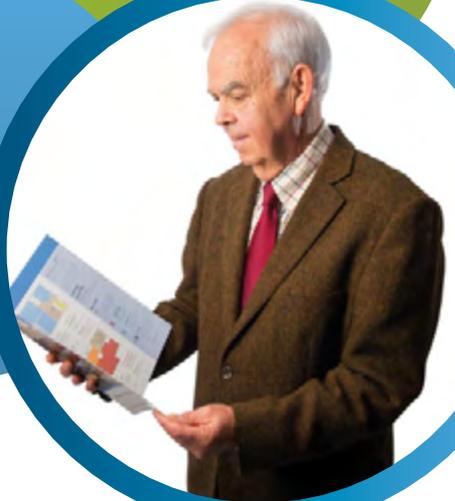


Staff survey in 2015 found that 78% of staff felt that behaviours were in line with values



## Great Foundations - financial strength and good governance

- We will grow our income while ensuring that we become more productive in how we work, improving our operating margin to 38%.
- We will drive down the average cost of our debt to 4.5% so that our operating surpluses go further.
- We will retain the highest possible 'G1 V1' regulatory status.



To achieve the aims of this Corporate Plan we will need to build our strong foundations of financial strength and good governance. We have a strong Board and Executive Team, and an open approach to doing business that ensures that decisions are made based on the best available information and evidence. We make no apologies for being focused on ensuring that we have strong surpluses, a strong balance sheet and improving productivity, but we never forget that we only seek to make surpluses to support our work, and so are only a means to an end.



## Objective



To grow our income while ensuring that we become more productive in how we work



To continue to drive down our average cost of debt so that our operating surpluses go further



To ensure that our Board and governance arrangements remains strong and keep pace with the changing dynamics of the Group



To ensure that Coastline has the capacity and capability to deliver the objectives of this Corporate Plan



## 2021 Measures

# 38%

Operating margin of 38%

# 4.5%

Average cost of debt 4.5%



Retention of the highest possible 'G1 V1' status throughout the life of this Corporate Plan.



We will pursue joint / partnership working and other strategic alliances where this will contribute towards achieving the aims and objectives of this Corporate Plan



## Current status

# 32%

Operating margin of 32%

# 4.75%

Average cost of debt 4.75%



Annual reviews in place to assess the mix of skills on the board and overall board effectiveness



We have signed up to the NHF's code on mergers and strategic alliances

We have an active approach to working in partnership with other stakeholders

# Coastline

## Our Values

Our values underpin everything that we do, from how we work with customers and each other on a day to day basis to how we make long term strategic decisions.





**Put our  
customers first**

### **Customer focused**

We will deliver the best possible services to our customers. We will always put our customers first and ensure feedback from customers shapes our services.



**Be open honest  
and accountable**

### **Transparent**

We will be open, honest and accountable so that we are trusted. If we get things wrong we will admit it, and pass on what we have learnt to others. We will publically share how we are performing against our promises.



**Strive to be  
the best**

### **Brave**

We challenge ourselves and each other and set high performance standards. We are constantly seeking to improve. We will learn from our mistakes.



**Value  
each other**

### **Caring**

We are open with each other, and treat each other with respect. We will be fair and engage with all our staff, rewarding appropriately. We seek and benefit from a diverse set of people with differing perspectives.

# Coastline

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