



# Cornerstone Housing **The Big Plan**

2025 - 2030

*Our vision for providing safe, stable, affordable homes and thriving communities*



# Our Big Plan



By 2030, through our Big Plan, we will have:

- delivered more new homes to create great places to live
- supported strong, thriving communities by working in partnership with residents and organisations
- created places people are proud of by investing in homes and neighbourhoods.



Our purpose “Home is what makes everything else possible. By offering safe, stable, affordable homes, Cornerstone opens the door to health and wellbeing, work and education, family, friends and communities”



## Foreword Adam Carrick, Chair

“ Cornerstone is all about providing affordable, high-quality, rented and shared ownership homes across Exeter and the surrounding areas. Every year, we create more homes to meet the growing needs in our region because we believe that a home is what makes everything else possible.

Our vision is: “we work with residents and organisations to create places that people are proud to come home to, which residents can afford to live in, and that provide a comfortable, healthy and safe place to be. We are kind, caring and ready for the future.”

We have listened to Cornerstone residents, colleagues, and other organisations to develop this Big Plan, which is shaping what we will do over the next five years to achieve our vision. Our plan is ambitious, but we are committed to working together to make a real difference for our residents and their communities.

”

Adam Carrick

# Message from Harriet Bosnell, Cornerstone CEO

“ The Big Plan is about delivering more homes, enhancing communities, and providing excellent quality services for both new and existing Cornerstone residents. We’ve listened to you during the Big Plan Neighbourhood Door knock, met with you as communities, read your feedback in surveys, and heard what you would like us to hear through telling us when you get in touch , whether it’s to share what we’ve done well or to help us to resolve a complaint when we’ve got things wrong for you. This plan is about acting on your collective feedback and making a real and positive difference to residents’ lives this year and for future years too.

To deliver this plan, we will have nine supporting strategies, covering customers and communities, property and building safety, development of new homes, value for money, wellbeing and equity, governance, greener ways, knowledge and information, and our people. Each strategy will have detailed action plans, and progress will be monitored by our residents, colleagues, and the Board.

You have our commitment that as Cornerstone, we will continue to be ambitious, responsible, positive, and kind in how we go about our work. More than ever, we will be connected, actively building trusting, productive relationships with residents, colleagues, communities and partner organisations to achieve our vision. ”

We are excited to be working in partnership to deliver this plan with and for Cornerstone residents and their families.



Harriet Bosnell



# Cornerstone values

Our values reflect how we behave and are rooted in our cultural foundations, which are unique to Cornerstone.

## Ambitious

This includes improvement, pace and speed, being creative, forward-thinking, alert to change, focusing on outcomes

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## Responsible

This includes getting the basics right and doing them well, the key aspect of safety, managing our resources, avoiding waste, attention to detail, thinking about the implications of our actions

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## Positive

We see the opportunities in situations, we are 'glass-half-full', we start with yes, we work with people to find solutions, we make people feel good about themselves

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## Kind

We focus on people, we prioritise the needs of others, we are compassionate and courageous in decision-making, we challenge each other, we focus on wellbeing, respect for individuals, and deal with difficult issues sooner rather than later

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## Connected

We recognise that diverse and inclusive participation best addresses complex challenges and opportunities. We look beyond our own resources; we actively build trusting, productive relationships with residents, colleagues, communities, and partner organisations in service of our mission; and we seek to learn and share our learning.



# Setting the current scene

**Increasing numbers of people in housing crisis in Exeter with more people than ever before going to the council as homeless**

**11% of our residents want us to build more homes, with some worried about housing for their family and friends**

**Household energy bills are increasing by another 6% in 2025**

**84% increase in households in temporary accommodation, including 160,000 children**

**More building safety laws**

**Housing contributes to over 30% of the UK's carbon footprint**

**Collecting and using good-quality data about our homes and residents is a must.**



# What you told us

Nearly a third of you gave feedback to us, these are some of the things you said about us and our services.

“  
Communications – such as notifications when work will cause noise or stress  
”

Residential area could be tidier

“  
Employ more staff to deal with neighbourhood issues  
”

“  
React quicker with regard to nuisance neighbours  
”

“  
Somewhere where I could dispose of unwanted items  
”

“  
Poor service from out of hours  
”

“  
We need Cornerstone to build more homes, as without that, where will our friends and family be housed now and our children in the future?  
”

“  
Brilliant – you do complaints quickly; repairs are done quickly  
”

“  
Feeling of being looked after... feels like you care  
”

“  
Really good, efficient at solving any problems  
”

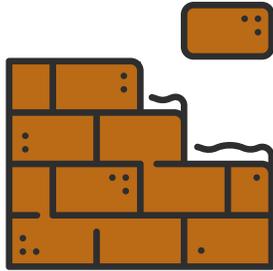
“  
Problems are always listened to on the phone. I want to stay with Cornerstone  
”

“  
Helpful with any repairs and rent arrears  
”

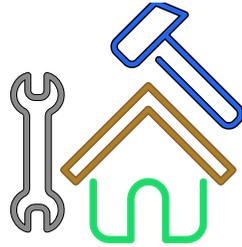


# Your priorities

We asked you what our priorities should be for the next five years. These are your top five



Building new homes  
11%



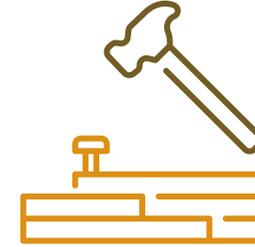
Dealing with minor repairs  
9%



How safe you feel in your homes  
8%



How we manage rent and arrears  
9%



Major improvements to your homes  
7%

## These are the main themes from the your feedback:

Improve **communication**, especially with our emergency out-of-hours repair service and noisy jobs that could impact household members with disabilities

Respond more quickly to **anti-social behaviour** affecting the quality of life for you and the wider community

Quicker **repairs**, particularly in locations further away from Exeter

Keep rent and service charges **affordable**

Invest in our **neighbourhoods**, be more visible and resolve issues

The communal areas **cleaning and grounds maintenance** needs to get better

# The Big Plan Aims for 2025–2030



# Customers and Communities

## Communication

offers choices, and provides consistency, reliability and kindness



## Access to housing

More information about this and balanced settled communities



## Residents recommend us as their landlord

Net promoter score 52 or higher, it is currently 52



## Complaints

Great customer service, skilled staff



## Knowing who is behind the door

Understanding your needs and providing advice and support



## Tackling anti-social behaviour

In partnership with others, communicating well, and swift action



## Working together

With other organisations to make a difference to the lives and wellbeing of you



## Listening

Resident roadshows and inclusive experiences



## Community presence

Connecting with you and community partners through neighbourhood action days



## Pride in neighbourhoods

Safety, comfort, and positive community experiences



## Neighbourhood satisfaction

In the top 25%, currently 71.4% are satisfied



## Overall resident satisfaction

is in the top 25%, currently 86.7% of residents are satisfied



## Anti-social behaviour satisfaction

how we manage cases in the top 25%, currently 64% are satisfied







# How we use your money

Aims

Outcomes

## Your feedback

Prioritising things that make the most difference



## Efficient and Effective

Influencing all our work and measuring our progress to goals



## Good business

A business plan that supports us to deliver our ambitious plans for new homes and net zero



## Funding

Finding opportunities for additional funding and grants



## Rent lost on empty homes

Meeting our target of 1%



## Rent arrears

In the top 25% compared to our peers



## Cost per home

Achieve our annual cost per home target of £2157



# How we run Cornerstone



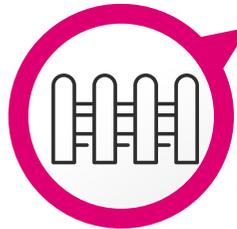
# New Homes



**Positive social and environmental impact**  
Prioritise working with partners that create this



**Thriving communities**  
Using biodiverse planting, good drainage, access to schools and transport



**Working together**  
To make sure we plan for the maintenance of homes with electric vehicle charging and air source heat pumps



**High quality design**  
Setting our own standard for environmentally and socially responsible homes



**400 new homes**  
In the next 5 years, 25% will be social rented and will use renewable energy sources



**Doing things differently**  
Regeneration, modern methods of construction and developing homes on land we own or buy



**Prioritising family homes**  
But also building single person homes where design and location are suitable

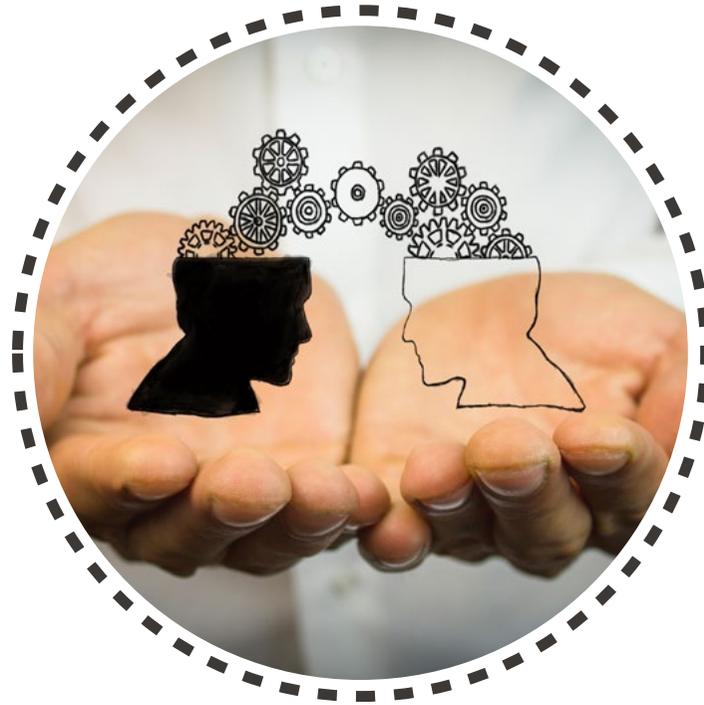


# Knowledge and Information



Having good quality data on homes and you and using it to drive positive change.

**Improve**



Regular updates to our Board and you on progress with our knowledge and information strategy

**Updates**



Our customer relationship system will be expanded and will provide useful, reliable and accurate information

**Systems**



Improve collection and recording of your diversity data to ensure our services meet your needs

**EDI**

# Wellbeing and Equity



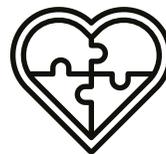
Aims

**Customer knowledge**



Using it to create comfortable and affordable homes for all our diverse customers

**Community connections**



Stronger with residents, local authorities, MP's and other community-based organisations

**Promote inclusivity**



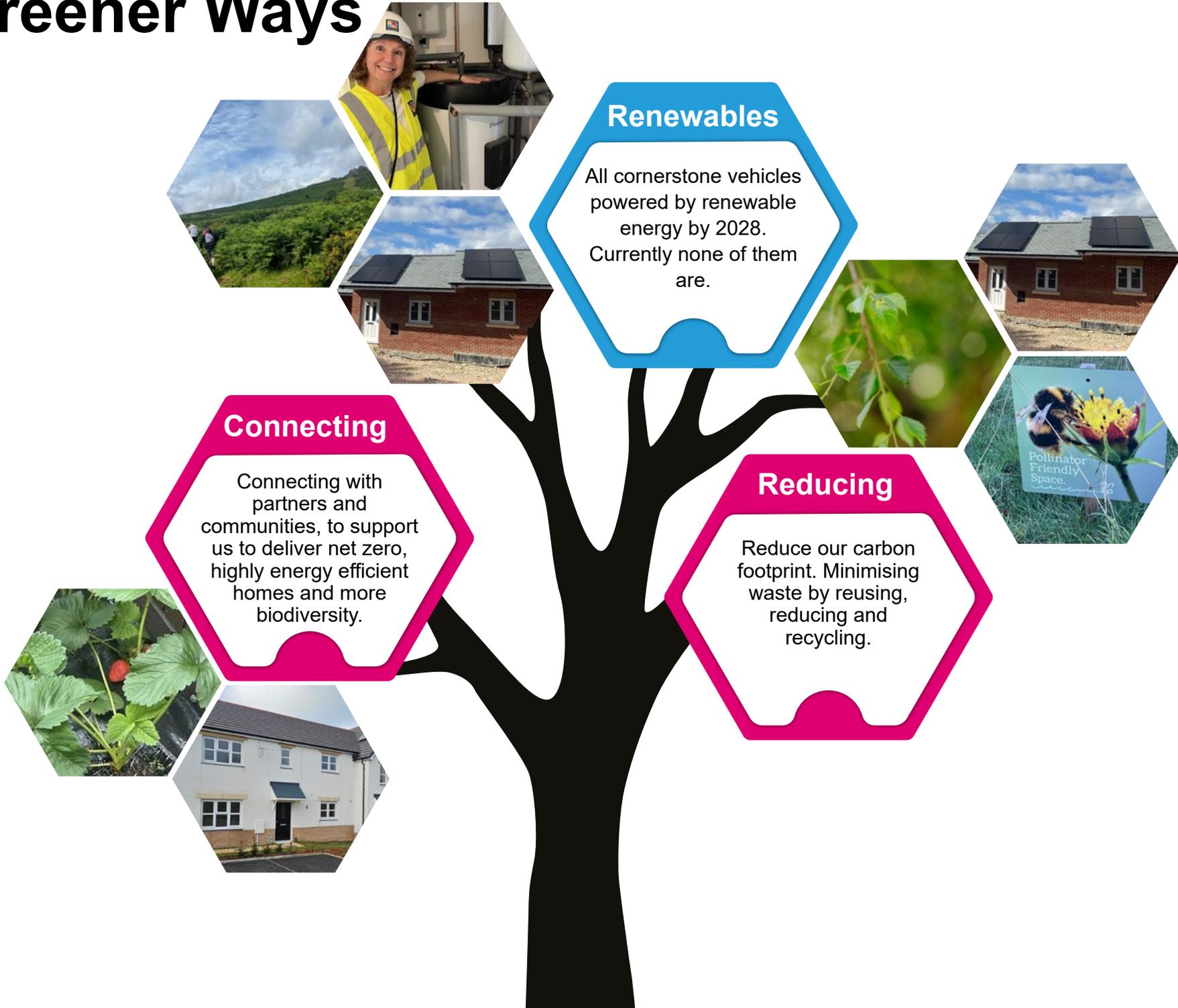
Communicate to promote this and listening to diverse views

Outcomes

# Greener Ways

Aims

Outcomes



# Property and Building Safety

Aims

Outcomes

Having better sight of the condition of our residents' homes

## Safe maintained homes

keeping residents informed about their repairs, current satisfaction with repair times is 89.1%

## Reducing repair delays

All homes to be rated C or above by 2028 so they are cheaper to run

## Energy Performance

Make sure our workforce is ready to maintain our homes of the future with new technologies

## Investing in skills

By continuing to replace components such as kitchens, bathrooms, heating in communication with residents

## Improving homes

Number of non-decent homes reduced we are currently at 0.9%

## Non-decent homes

Responding to feedback from residents at roadshows to prioritise the work we do on homes

## Resident priorities

Fixing issues with homes to a high quality and at the first visit

## Response repairs

In communities to protect residents from fire, damp and mould, and other hazards in the home

## Partnership working

Understand how we can improve and support feelings of safety

## Neighbourhood safety

100% of homes meet the required safety standards including for gas, fire, electrical, water and asbestos

## Safety Standards

of our repairs service so we can increase the number of jobs we complete in a day

## Improving efficiency



# Our People



Aims

## Training

A programme that helps us deliver our 'Big Plan' aims and supports a positive culture at Cornerstone



## Supportive environment

Where staff have access to both internal and external support services



## Linking up

with local partners to provide local development opportunities



## Collaborative

Colleagues working together across the organisation for you



## Improve employee satisfaction

from 75% to 90%



Outcomes

# What we will do in a nutshell

## **Listen more to residents**

We will hear what you think and make changes based on what you say

## **Build more homes**

We will build 400 new homes. Some will be for people who need extra help

## **Help the planet**

Our homes will use less energy and be better for the environment

## **Make neighbourhoods nicer**

We'll clean up shared spaces and fix things faster

## **Be kind and helpful**

We will be friendly, polite, and quick to solve problems



# How we'll know it's working



**We'll check in on these things regularly.**

- Residents are happy with their homes and services
- Repairs are done quickly
- Homes are warm and safe
- We are building enough homes
- We are helping the planet





**If you've read our Big Plan and want to get in touch with us then please do by the below channels.**

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