



ANNUAL REPORT TO CUSTOMERS 2010/11



Great Homes, Great Services, Great People.

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Welcome



Annual Report to Customers 2010/11

We are the Annual Report Action Team, made up of customers and staff who have worked in partnership to develop this year's Annual Report to customers. We have designed it so everyone has the opportunity to see what Coastline has been doing during 2010/11, how it has been performing, the successes and what improvements will be made over the coming twelve months.

We would like to thank all the people who supported the development of the report, customers, staff and partners.

We are proud of what we have achieved by working as a team.

Meet the Team

- A** Chris Towner – Chair of the Customer Scrutiny Panel
- B** Claire Reeves – Neighbourhood and Involvement Manager
- C** Gerry Lee – Vice Chair of the Involvement and Empowerment Sounding Board
- D** Kelvin Lightfoot – Chair of the Neighbourhood and Community Sounding Board (not pictured)
- E** Kevin Brown – Head of Housing Services
- F** Michaela Chamberlain – Policy and Performance Coordinator
- G** Sue Roberts – Chair of the Home Sounding Board
- H** Sue Shepherd – Chair of the Tenancy Sounding Board
- I** Tracey Eustice – Communications Officer
- J** Tony Waddington – Customer Director

Also supporting the development of this report were:

David Wingham – Director of Corporate Services

Louise Beard – Director of Housing and Care



Introduction

Coastline is a not for profit company limited by guarantee and registered with the Tenant Services Authority. We own and manage over 3,800 homes mainly in the West of Cornwall and provide services to many more people. Coastline has two wholly owned subsidiaries – Coastline Services Limited and Coastline Care Limited.

Our Mission

We have adopted a clear and concise statement of our purpose and what we stand for.

Great homes, great services, great people

Our Values

To complement our Mission, we have developed a set of values which underpin everything we do. We will:

- Put our customers first
- Be open, honest and accountable
- Nurture innovation and creativity
- Respect people's differences and be sensitive to their needs
- Respect and protect the environment

Our Objectives

Our objectives are the targets which represent our ability to achieve our mission. We will:

- Provide excellent services to our customers
- Maintain our homes and neighbourhoods to high standards
- Develop new homes in partnership with local communities
- Make our business financially stronger for the future

The work we do is regulated by you and the Tenant Services Authority (TSA), which has a framework that sets out national standards that we must meet.

Tenant Services Authority National Framework



Involvement and Empowerment

- Outcomes:*
- Customer service, choice and complaints
 - Involvement and empowerment
 - Understanding and responding to your diverse needs



Home

- Outcomes:*
- Quality of accommodation
 - Repairs and maintenance



Tenancy

- Outcomes:*
- Lettings
 - Rents
 - Tenure



Neighbourhood and Community

- Outcomes:*
- Neighbourhood management
 - Partnership working
 - Anti-social behaviour



Value for Money

- Outcomes:*
- Value for Money



Governance and financial viability

- Outcomes:*
- Governance
 - Financial Viability

Local Offers

During 2010/11 we worked with you to find out your priorities within the National Standards. Your priorities have become Local Offers and they show exactly what you want us to deliver and how you want us to improve. Your Local Offers went live in April 2011 with clear targets for 2012; you will be able to monitor and scrutinise our performance against them.



Involvement and Empowerment

Recognising your priorities

LOCAL OFFER	2012 TARGET	REPORTS
We will ensure all documents are in plain language	100%	Annually
We will acknowledge official complaints within two working days and respond within 10 working days	100%	Quarterly
We will increase the number of involved customers and support and empower them to get involved	100%	Annually



GERRY LEE

Vice-Chair, Involvement and Empowerment Sounding Board

Effective communication is the key to maintaining the partnership between Coastline and customers; responding to our needs in a quick and effective manner forms a bond of trust. Knowing that we have a voice – and one that is listened to – will encourage more of us to get involved and have our say.

The Involvement and Empowerment Sounding Board will be monitoring the Offers to ensure we achieve your targets. However, we have already started to monitor how we are performing against your priorities and have taken the following steps:

1. We have been working to ensure that all our documents are accessible to all and during 2011/12 we will be working with you to develop a customer crystal mark to demonstrate that you have approved a document.
2. During 2010/11 we acknowledged 100% of official complaints within 2 working days and investigated and responded to 48% within 10 working days. In the other 52% of cases, where it was not possible to respond fully to the complaint within 10 working days, a time extension was agreed with the customer.
3. During 2010/11 we have continued to increase the number of involved customers by over 800. We supported and empowered 20 resident associations to make a difference in their communities.

DID YOU KNOW?

We received 98% for complaint handling from Quality Housing Services (QHS).

"All customers making a complaint are treated fairly and with respect."

Tony Waddington, Customer Director



Customer Service, Choice and Complaints

WE ARE REQUIRED TO:

- Provide choices, information and communication that is appropriate to the diverse needs of customers
- Have an approach to complaints that is clear, simple and accessible that ensures that complaints are resolved promptly, politely and fairly

Our Customer Service Advisors are proud of the customer service they provide. In 2010/11 we answered 46,150 calls, at an average time of 12 seconds and answered 88% of your enquiries at first point of contact.

Average time taken to answer customers' telephone calls

Top quartile standard (10.8 seconds)



Coastline Housing (12 seconds)

"We measure what we do against the top Housing Providers in Britain."

Debbie Greenaway,
Contact Centre Manager

DID YOU KNOW?

You told us you wanted a log number for each contact with us. This was introduced and is now provided for each call.

We have maintained an "Enhanced Standard" accreditation from Quality Housing Services (QHS). They check our customer service through inspection days and mystery shops. In 2010/11 we scored 100% for every mystery shop.

Coastline Resident Action Feedback Team (CRAFT) customer inspectors also scored us with top marks for our phone and reception service.

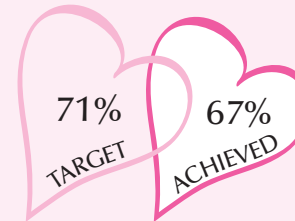
We welcome complaints and compliments, we listen and learn. In 2010/11 we received 102 compliments and 85 complaints and as a result made four improvements to services.

Handling of customer complaints

Complaints handled within policy guidelines



Customer satisfaction with how complaints are handled



Our plans to improve

In 2011/12:

- We will review all leaflets and will work with you to ensure that they are easier to understand, with a clear Coastline brand
- We are relocating to one site in Barncoose, Redruth to provide you with a new contact phone system and new reception area designed by you. This will provide two free internet access points and, among other things, will allow you to access Cornwall HomeChoice property adverts

GERRY'S ANALYSIS

I think that Coastline is doing well against this TSA Outcome. However there is room for improvement.

For example the leaflets produced need to be much easier to understand and easily identifiable.



ACTION TEAM RATING





Involvement and Empowerment

WE ARE REQUIRED TO:

- Offer you a range of opportunities to influence priorities policies and the delivery of housing related services.
- Consult with you to agree local offers.
- Provide you with a range of ways to influence and scrutinise performance against the National Standards and Local Offers.
- To support you to be more effectively involved.

We are committed to putting customers at the heart of everything we do. We have worked in partnership with you to develop a range of ways for you to have your say and get involved.

During 2010/11 we increased from 225 involved customers to 1,125 'Friends' and 166 'Ambassadors'. You can be a 'Friend' by filling in surveys, taking part in doorstep consultation and attending events. You can be an 'Ambassador' by being actively involved in a customer group.

During 2010/11, around 100 customers re-designed the involvement and empowerment structure. There are now four Customer led sounding boards that monitor and review your Local Offers. The sounding boards work in partnership with the Customer Scrutiny Panel to ensure we deliver excellent services.

"We are currently working with you to enhance performance to take everyone's views into account."

Claire Reeves, Neighbourhood and Involvement Manager

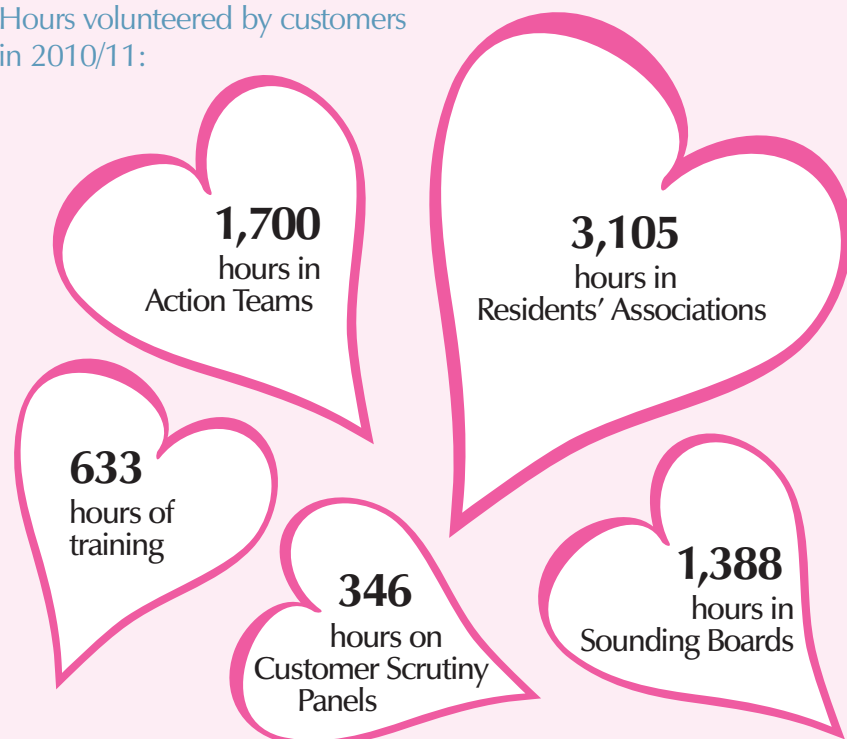
During 2010/11 the customer led Community Development Fund Action Team provided grant funding to community groups totalling £15,000.

10 customers from other housing providers attended the Involvement and Empowerment training programme, which reduced our training costs and gave you the chance to learn and compare with others.

DID YOU KNOW?

Funding was awarded to the RedYouth street dance group in Redruth.

Hours volunteered by customers in 2010/11:



Customers satisfied that their views are taken into account

Ranked 51st in the country out of 196 HPs



“We are currently working with you to enhance performance, to take everyone’s views into account”

Claire Reeves, Neighbourhood and Involvement Manager

2010 saw the first Annual Involvement Awards take place which recognised customers and projects that have made a real difference to the local community. This was recognised by the Tenant Participation Advisory Service (TPAS) and recognised in their national magazine as best practice.

“These awards clearly demonstrate that we have been successful in finding this year’s involvement brightest stars. Our customers are committed to making a real difference and we want to encourage others to continue to get involved.”

Louise Beard, Director of Housing and Care

DID YOU KNOW?

During 2010/11 we:

- supported 27 community events
- supported 20 Residents’ Associations
- supported two Area Panels

We worked in partnership to deliver a DreamScheme for the first time over the summer holidays. In Pengegon 28 young people got involved and made a positive contribution to their community.

During 2010 we worked in partnership with you and were the first Housing Provider to gain the TPAS Accreditation in Resident Involvement in Cornwall and the second in the South West. This makes sure we are delivering the highest standard.

Our plans to improve

In 2011/12 we will:

- Work with you to further develop the role of customer representatives in neighbourhoods
- Work in partnership with young people to deliver a second Dream Scheme
- Assist the Customer Scrutiny Panel to develop skills to challenge us and make recommendations for improvements



GERRY'S ANALYSIS

I think that Coastline are committed to involving customers in the design and delivery of their services.

The six-monthly consultation events give all involved customers an opportunity to have their say.



ACTION TEAM RATING





Understanding and responding to your diverse needs.

WE ARE REQUIRED TO:

- Treat all customers with fairness and respect
- Understand the different needs of our customers

In order to meet your individual needs we collected information about you. In 2010/11 we collected 90% of diversity information which helped us to tailor our services by:

- Developing a pictorial tenancy agreement recognised as best practice by Housemark
- Appointing a Board Diversity champion
- Providing documents in large print
- Providing a magnifying glass in our reception
- Providing documents in other languages
- Developing Equality Impact Assessments for key policies
- Allowing extra time for customers to answer the front door
- Visiting or phoning customers
- Signposting customers to the relevant support agencies
- Having a portable hearing loop available
- Issuing an Equity and Diversity tool-kit for small contractors

DID YOU KNOW?

We work closely with Places for People Housing Group who achieved 3 stars for diversity. They are our critical friend.

“Our Equality and Diversity Strategy aims to make sure no-one is disadvantaged by the work we do”

David Wingham, Director of Corporate Services

Chart (diversity info)



Our plans to improve

In 2011/12:

- We will collect information from you so that we can address the changes in policy from the Government.
- We will collect information from you so that we can tailor our services to meet your specific needs
- We will work with you in appointing a customer diversity representative for each Sounding Board.

GERRY'S ANALYSIS

I think that Coastline is working hard to obtain the diversity information of customers.

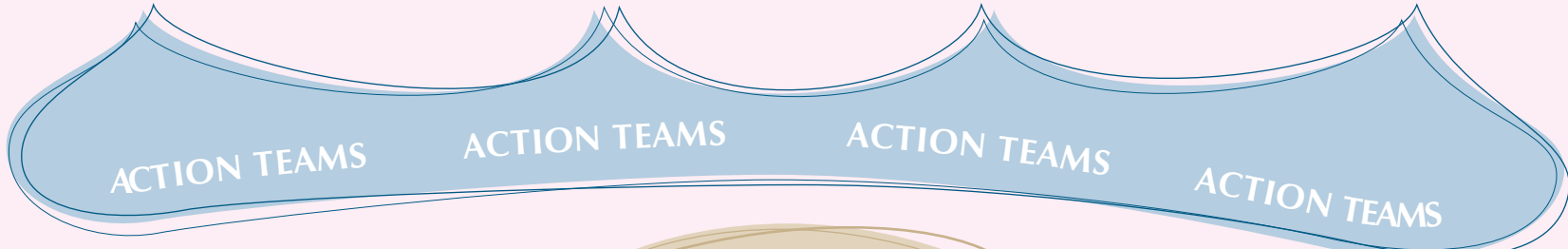
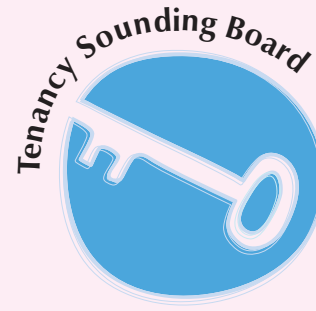
It is important that they understand the impact of services on individuals to ensure they meet their needs.



ACTION TEAM RATING



How we involve you





Home

Recognising your priorities

LOCAL OFFER	TARGET	PROGRESS
We will develop a Warm Home Standard and implement over the next 5 years	By 31/03/11	Annually
We will acknowledge your repair appointment by letter within 5 working days	100%	Quarterly
We will ensure that repairs are carried out within agreed timescales	E – 99.8% U and R – 99.0%	Quarterly

E = Emergency, U = Urgent, R = Routine

Whether you're old or young, a single person or part of a large family, everyone wants to live in a home that offers a comfortable and secure environment. The repair targets help to maintain Coastline's high safety standards and implementing the Warm Home Standard will help to make our homes more efficient.

Sue



SUE ROBERTS
Vice-Chair, Involvement and Empowerment Sounding Board

The Home Sounding Board will be monitoring the Offers to ensure we achieve your targets. However we have already started to monitor how we are performing against your priorities.

So far:

1. In consultation with customers we have developed an Affordable Warmth Strategy and Warm Home Standard that runs alongside the Asset Management Strategy. This will allow the Company to continue to improve the energy efficiency of our homes and challenge fuel poverty. In conjunction with our involved customers, we will be implementing new improvements as identified within the strategy, monitor and report on the outcomes annually.
2. During 2010/11 we acknowledged 100% of your repair appointments by letter within 5 working days. You have asked that during 2010/11 we monitor this Offer for Value for Money and report back to you.
3. During 2010/11 we completed:
 - 99.6% of emergency repairs within 1 day
 - 98.1% of urgent repairs within 5 days
 - 97.7% of routine repairs within 20 days



Quality of Accommodation

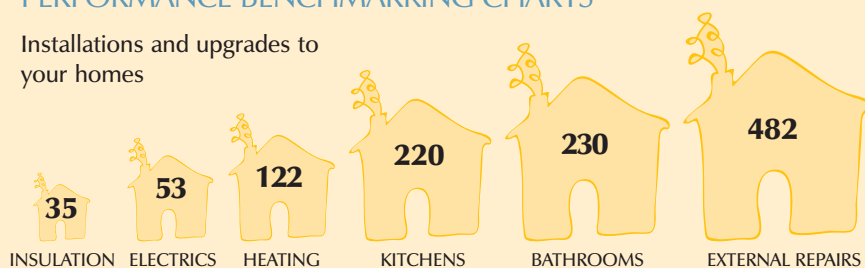
WE ARE REQUIRED TO:

- Meet and maintain the Decent Homes standard by 31 December 2010
- Meet relevant design and build standards if these are higher than the decent homes standard

99.5% of our homes met the Decent Home Standard at 31 December 2010. You have assisted us in developing the Decent Homes Plus standard to continue improving homes in the future.

PERFORMANCE BENCHMARKING CHARTS

Installations and upgrades to your homes



The External Painting and Repairs Action Team tendered, evaluated and awarded the contract to Technique which has resulted in a general reduction in costs of £150,000 per year, while reducing the current maintenance cycle from 7 to 5 years. The savings achieved will be used year on year to undertake additional work identified either within the year's programme or from work identified by Neighbourhood Inspections from outside the programme.

The HeatCare and ElecCare Action Teams have continued to monitor the contracts with Blue Flame resulting in improvements to the service received by our customers.

“In 2010/11 we serviced 100% of all your gas and solid fuel heating systems which made us one of the top performers in the country”

James Kidd – Asset Manager

We are committed to supporting you to live independently in your home. You told us that adaptations take too long, so in 2010/11 we agreed that £28,314 could be used to install minor adaptations within 5 working days.

In 2010/11 we installed 650 minor adaptations of which 255 were fitted without delay. These included handrails, lever taps, optical/flashing smoke detectors and removal of door thresholds.

Our membership of the Asset Management Improvement Partnership (AMIP) tells us how we are performing in comparison to similar organisations, as follows:

- All of our properties have current Safety Certificates relating to gas, oil and solid fuel installations
- External Painting and Repairs customer satisfaction achieved 97.25%, and was in the top 25% in the country

DID YOU KNOW?

Customer Action Teams have been involved in awarding and monitoring contracts with our partners – driving up standards and saving you money.

DID YOU KNOW?

We obtained £67,000 grant funding for heating installations.

SUE'S ANALYSIS

I am very pleased that we are introducing the enhanced Decent Homes Plus Standard which will further improve customers' homes and neighbourhoods and that Coastline is committed to building new affordable homes to help meet housing need across Cornwall.



ACTION TEAM RATING



New Homes

During 2010/11 we completed 53 new homes in Redruth, Helston, Falmouth and Lewannick, providing a mix of 2 and 3 bedroom houses and 1 and 2 bedroom apartments, available for both rent and shared ownership.

The Design Panel is a customer Action Team which helps shape the design of new homes. They agreed that Smart Meters would be installed and 45 have been installed during 2010/11.

"We visited new development sites and other housing association sites so that we could compare."

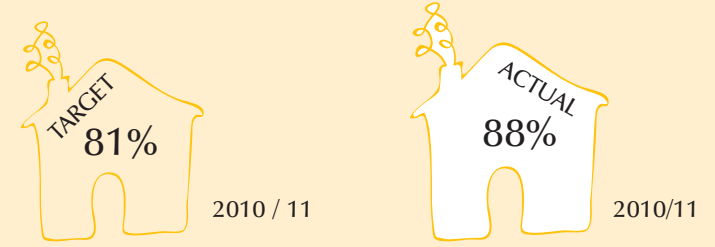
Pam Maude – Customer Design Panel member

The Spinnakers, Falmouth was awarded the Best Social Housing Development of the Year by Premier Guarantee. It was also selected for a 'Quality Assurance and Impact Visit' by the Homes and Communities Agency (HCA). Lisa Broom, Design Standards and Sustainability Officer for the HCA commented that this is a "quality development, providing much needed homes in Falmouth."

Average days from practical completion to date of sale



Shared ownership purchasers satisfied with sales process



Shared ownership enables you to buy a share of a home. During 2010/11 we sold 21 shared ownership homes.

We were awarded grant totalling £3.7m from the Homes and Communities Agency (HCA) and Local Authority.

We make sure that our development schemes meet the needs of the local communities.

New homes are developed to ensure they are energy efficient to reduce running costs for you.

Our plans to improve

In 2011/12 we will:

- Increase energy efficiency of homes through maximising insulation and renewable energies to increase the SAP rating by 4%
- Install 101 new kitchens and 119 new bathrooms
- Implement the Asbestos location identifications system (ALIS)
- Develop 125 new homes
- Reduce waiting times for adaptations to within 90 days



Repairs and Maintenance

WE ARE REQUIRED TO:

- Provide cost effective repairs and maintenance services and offer choice to customers and to get it right first time
- Ensure that you are safe in your home

Our repairs service is vitally important to you – you told us so in our last customer satisfaction survey and we are committed to providing you with a high quality, efficient and effective service.

In 2010/11 we carried out 7,746 repairs to your homes. 96% of you who returned the forms were satisfied with the work.

DID YOU KNOW?

During 2010/11 we spent £835,000 on day-to-day repairs.

During 2010/11, you played an important part in improving the repairs service. You assisted us in implementing an enhanced appointments service, so that you know when a repair will be carried out and can be at home for us. You also worked with us to develop plans to introduce mobile working.

“We have continued to deliver a valued repairs service with high levels of customer satisfaction.”

Mark Reed – Planned and Responsive Repairs Manager

In addition to monitoring our existing contracts, we have been able to continue to fully involve customers in the design and procurement of new contracts.

In 2010/11 we asked our main contractor to introduce vehicle tracking to help with the organisation of repair planning and identify delivery costs.

We use customer profiling information to help us deliver tailored services. During 2010/11 we fitted lever taps as standard to all properties.

We now also offer to pack up and refill the contents of kitchen units during Decent Homes works in vulnerable customers' homes.

Our plans to improve

In 2011/12 we will:

- Introduce mobile working to save fuel costs, by reducing travel
- Review area working arrangements to increase contractor efficiency and provide better customer service
- Increase the number of repair appointments that are made each day to drive forward additional savings
- Monitor and benchmark the ratio of emergency and urgent repairs compared to routine repairs
- Increase the number of quality post inspections to ensure that work is carried out to the highest standards

SUE'S ANALYSIS

I know that the repairs service is really important to customers.

We need to work more efficiently and am glad to see mobile working beginning to be used to drive down costs



ACTION TEAM RATING





Tenancy

Recognising your priorities

LOCAL OFFER	TARGET	PROGRESS
We will work in partnership with Cornwall Council to ensure that new and complete housing benefit claims are processed within 8 weeks	80%	Annually
We will develop a partnership agreement with Cornwall Homechoice and report outcomes to you		Annually
We will offer up to 6 empty properties to clients of The New Connection per year		Quarterly

Nobody wants to get behind on their rent or get into debt. I am pleased to see that Coastline support people with their Housing Benefit claims and provides advice and assistance about making ends meet. Close links with Cornwall Homechoice have meant that homes have been re-let quickly and continued support for The New Connection has helped tackle the very real issue of homelessness.

Sue



SUE SHEPHERD
Chair of the Tenancy Sounding Board

The Sounding Board is monitoring the Offers to ensure we achieve our targets and we have so far found that:

1. The Income Management Team are all trained to verify Housing Benefit forms to speed up the

assessment process.

Not all claims are submitted via Coastline and Cornwall Council are unable to break

their turnaround time down to each housing landlord so this offer is almost impossible to measure accurately. Consultation took place in July 2011 and we agreed to amend this offer

2. During 2010/11 a partnership agreement was developed with Cornwall Homechoice and all registered social housing providers in Cornwall
3. During 2010/11 two homes were offered to clients of The New Connection

DID YOU KNOW?

The Crisis Centre provided temporary sleeping accommodation for clients in need and was occupied at 94.5% capacity.

DID YOU KNOW?

The Supported Housing Team:

- *carried out accompanied viewing of houses for all new supported customers*
- *agreed support plans with all supported customers*
- *carried out an introductory meeting with all new supported customers within three days of them moving in*



Lettings

WE ARE REQUIRED TO:

- Make the best use of available housing
- Contribute to Cornwall Council's housing function and sustainable communities

DID YOU KNOW?

Every new customer receives a welfare visit after 4 weeks in their new home.

In 2010/11 we let 260 homes in partnership with Cornwall Homechoice, the countywide choice based lettings scheme. Our homes are re-let as fairly and quickly as possible. We advertise our homes on a weekly basis, in a similar style to estate agents. We also work closely with The New Connection homeless service and provided two permanent homes for their clients in 2010/11.

18,000 people are currently registered as in need of a home in Cornwall. 794 of our homes are currently under-occupied. You may feel that a smaller home will better suit your needs, so we will work with you to help you move.

DID YOU KNOW?

During 2010/11 we let 47 homes from our own housing and transfer list which you are able to join.

You worked with us to improve the Re-let Standard in 2010/11. This resulted in an improvement in customer satisfaction, with 98.56% saying they were satisfied with their new home.

We are part of 'Homeswapper', which allows you to view matches and 'swap' your home.

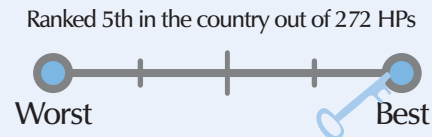
We provide all new customers with:

- A welcome box of essential supplies designed by you to help reduce the cost of moving to a new home
- A meter box key for safety
- A Coastline Housing bag, magnet and key ring to make it easy to contact us

As part of Housemark benchmarking club we are proud to be 5th for re-let times which means that our income is maximised to deliver excellent services to you.

Minimising unoccupied properties

HOMES RE-LET WITHIN 10 DAYS



Our plans to improve

Housing Benefit is changing and we need to tackle these changes head on. In 2011/12 we will:

- Work with you to ensure your home is appropriate for your needs
- Expand our own Housing Register from the old Kerrier area to include our homes across Cornwall
- Hold a sign up day for new customers every week, to meet us and other new customers

SUE'S ANALYSIS

I think that Coastline is doing well re-letting homes quickly, which is really important for our communities.



ACTION TEAM RATING

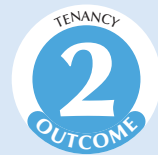


SUE'S ANALYSIS

I think that Coastline is doing very well to reduce rent arrears and support customers in rent arrears.



ACTION TEAM RATING



Rents

WE ARE REQUIRED TO:

- charge rents as per direction from the TSA

Our Income Management Team assist with housing benefit claims and make agreements with you to pay your rent, service charges, Activelink, and recharges. We will assist you to budget and maximise your income.

Our rent arrears performance has improved for the seventh year running. Rent arrears were £660,000 and have now been reduced to £250,000. This means we collect more income which provides services that are important to you.

In 2010/11, we changed the way the service is delivered focusing on face to face contact through home visits. We carried out over 2,000 visits last year, and 52 members of staff participated in four 'Blitz' days, designed to promote financial inclusion awareness and to assist those with debts.

Results from four 'Blitz' days (584 visits)

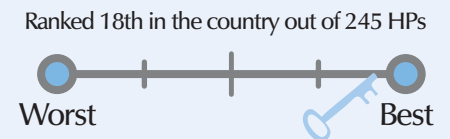


Each Christmas we hold a prize draw of 55 prizes for you if you have a clear rent account. Last year the top prize was a Wii console and games.

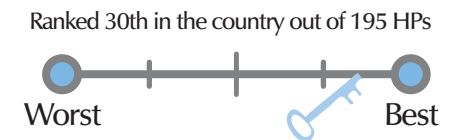
We work with you to address financial hardship. We help you to find basic bank accounts and affordable borrowing.

Rent arrears and evictions

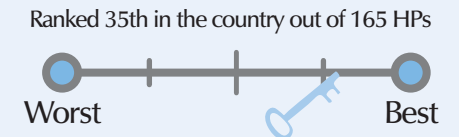
GROSS ARREARS
£237,972 (1.57%)



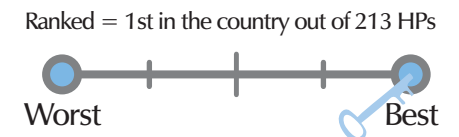
FORMER TENANT ARREARS
£106,753 (0.70%)



WRITE-OFFS
£31,024 (0.20%)



EVICCTIONS
None



Every customer in arrears is visited in their own home, ensuring everyone can access the service. Payment options allow you to choose the way to pay your rent in a way that suits you. We send text reminders, emails, letters and make calls depending on your preference.

The Housing Quality Network (HQN) have recognised our work to maximise income and help you with your debts as best practice and we will present at the HQN national conference in 2011/12.

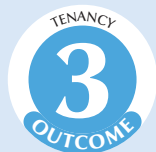
DID YOU KNOW?

1,275 of you pay by direct debit which costs Coastline £0.11 per payment in comparison to paypoint which costs £0.49 per payment.

Our plans to improve

In 2010/11 we will:

- Invest £10 for you to start a savings account with Cornish Community Banking
- Do everything we can to assist you with your housing benefit claim
- Promote affordable borrowing and help you avoid expensive door step lenders and loan sharks



Tenure

WE ARE REQUIRED TO:

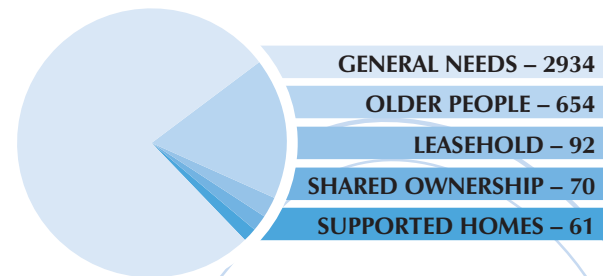
- offer the most appropriate form of tenancy for you and your community

Our Tenancy Management Team provide support to you to maintain your tenancy with us.

We completed annual tenancy visits to over 700 homes, to check the quality of your home, identify any repairs or support needs.

All new customers sign a probationary tenancy which becomes an assured tenancy after 12 months good behaviour. At the end of 2010/11 we owned 3,811 properties including new sites at Launceston and St Austell.

Breakdown of Coastline's housing stock (total – 3811)



Our plans to improve

You told us your top priority is car parking and that your community is important to you. In 2011/12 we will:

- Start work in the Autumn to provide additional parking for seven pilot sites and continue to provide parking over the next four years to reflect your community's priorities
- Consult over the next four years to establish a menu of services for your neighbourhood
- Offer a new tenancy – called an Affordable Rent Tenancy – on newly built homes for new customers
- Commission an independent review of service charge procedures to ensure we deliver value for money

SUE'S ANALYSIS

I think that Coastline supports customers to maintain their tenancy.



ACTION TEAM RATING





Neighbourhood and Community

Recognising your priorities

LOCAL OFFER	TARGET	PROGRESS
We will monitor the Service Level Agreement with Cornwall Council's anti-social behaviour team and report outcomes to you		Annually
We will publish and carry out a 12 month timetable of neighbourhood inspections and risk assessments	100%	Annually
We will respond to anti-social behaviour complaints: high level within 1 working day, medium level within 5 working days and low level within 10 working days	100%	Annually

Anti-social behaviour can easily spiral out of control if not remedied quickly. It's good to see that Coastline are making a concerted effort to deal with problems and complaints as swiftly as possible – helping to maintain a good standard of life for everyone within our communities.

KELVIN



KELVIN LIGHTFOOT
Chair, Neighbourhood and Community Sounding Board

The Sounding Board is monitoring the Offers to ensure we achieve our targets and we have found that:

1. We have been monitoring the anti-social behaviour service level agreement. In 2010/11 the outcomes that were reported to you are:
 - All warnings issued by the Cornwall Crime and Disorder Reduction Team (CCDRT) that related to a customer were passed to Coastline to assist with Tenancy Management
 - Coastline carried out a joint visit with the CCDRT and/or Police in relation to Notice Seeking Possessions issued for anti-social behaviour
 - Coastline reported anti-social behaviour statistics to the CCDRT
 - Coastline attended Target Group Meetings in the Camborne, Redruth, Pool and Helston areas
 - Coastline carried out four Respect Walkabouts
2. 192 neighbourhood inspections were carried out
3. 188 cases of anti-social behaviour were dealt with



Neighbourhood Management

WE ARE REQUIRED TO:

- Keep your neighbourhood clean and safe

Our Tenancy Management Team is proud of the neighbourhoods in which you live. In 2010/11 we developed our Neighbourhood Standard which sets out the way in which your neighbourhood is graded and how it can be improved. We carried 192 inspections with you and agreed a rating for your neighbourhood of red, amber or green.

“Your neighbourhood is our priority and we appreciated your help during neighbourhood inspections this year”

Jane Pulley – Tenancy Manager

From January 2011 we have upgraded some neighbourhoods from red to amber – for example there were issues with untidy gardens in St Keverne. During one month 14 tenancy enforcement letters went out. This has improved significantly and by March this year we sent out just one letter.

The Neighbourhood Standard means that we can focus our resources on red and amber neighbourhoods.

DID YOU KNOW?

QHS rated our neighbourhood management at 99% during their inspection

In 2010/11 we worked with you to improve play equipment in Porthleven and to install a recycling centre in Trenance Road. You worked with us to make sure we have an efficient communal cleaning service that represents good value for money and carried out 15 communal area inspections to monitor and improve services.

Our plans to improve

In 2011/12:

- We will work with you to improve and maintain everyone’s neighbourhood to the green rating
- We have set aside an additional £250,000 to address your priorities to improve your neighbourhood



KELVIN'S ANALYSIS

I think that setting the neighbourhood standard has made customers proud of where they live.

We play a key role by supporting neighbourhood inspections and sharing our experiences.



ACTION TEAM RATING



KELVIN'S ANALYSIS

I think that good partnership working is vital. Coastline work with partners to deliver better services.

For example we carry out Respect Walkabouts with the Police, Fire Service and Cornwall Council.



Partnership Working

WE ARE REQUIRED TO:

- Work with partners to help promote improve homes and neighbourhoods

We work with the Police, Fire Service, Cornwall Council, Cornwall Neighbourhoods for Change (CN4C), Stonham floating support service, Citizens Advice Bureau, Intercom Trust and many more to improve services for you.

In 2010/11 the Fire Service and Police attended Respect Walkabouts in your neighbourhood to identify your key priorities for improvements.

Partnership Working is vital to everything we do and is highlighted throughout this report. In this section, we wanted to provide you with a snapshot of some of the partner agencies with whom we work.



Stonham



ACTION TEAM RATING





Anti-social Behaviour (ASB)

WE ARE REQUIRED TO:

- Work in partnership to prevent and tackle anti-social behaviour in neighbourhoods.

We believe that everyone has the right to live in their homes and communities without being troubled by other people's behaviour. We treat complaints of ASB very seriously and are committed to dealing with and resolving issues quickly, working with our partner agencies.

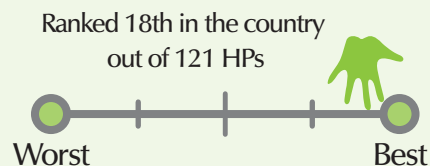
Of 188 incidents during 2010/11:

- 151 cases of anti-social behaviour were resolved
- 32 were closed as no further reports of anti-social behaviour
- 5 were unresolved

DID YOU KNOW?

We benchmark our performance against other Housing Providers, not only locally but also nationally.

Customer satisfaction with outcomes of ASB cases



We signed up to the Respect Standard in 2006 which means we are committed to improve the quality of life for residents – particularly those in the most disadvantaged communities.

In 2010/11 you worked with us in modernising our partnership agreement with the Council's ASB Team. This agreement is still the only example in Cornwall and highlights responsibilities, ensuring a swifter and more efficient service.

"I am proud that we are rated in the top 15% of housing providers in dealing with anti-social behaviour"

Jane Pulley – Tenancy Manager

We have been working with young people to explore their views on ASB. We have visited local schools and looked at what happens when a young person is involved in ASB.

You worked with us in developing separate Hate Crime and Domestic Abuse policies to protect vulnerable customers.

Our plans to improve

In 2011/12:

- We will be extending our agreement with our independent mediators at no additional cost
- We will be signing up to the new Respect Charter for Housing
- Working with you, we will be reviewing and modernising our ASB policies
- We are looking to pilot an out of hours ASB answering service

KELVIN'S ANALYSIS

I think that anti-social behaviour has a massive impact on customers' lives. It is important that anti-social behaviour is dealt with effectively.

The performance figures show that Coastline is one of the top performers.



ACTION TEAM RATING





Value for Money

Recognising your priorities

Value for Money (VfM) is about achieving the the right local balance between economy, efficiency and effectiveness... in other words spending less, spending well and spending wisely.

Decisions about VfM are a daily reality in all our lives. We are constantly choosing which items or services to buy; judging the balance between quality and cost.

Everyone is having to tighten their belts just a little this year and Coastline have faced the problem head on by introducing a dedicated strategy to achieve the best possible value for money for us. Coastline has been able to maximise its income by training staff in areas that make a real difference to our services and by comparing these services with other housing associations.

Chris



CHRIS TOWNER
Chair of the Customer Scrutiny Panel



Quality homes and efficient services

WE ARE REQUIRED TO:

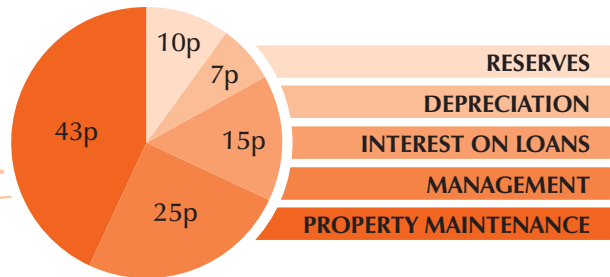
- Provide cost-effective, efficient, quality services and homes to meet your needs.

VfM is about getting the best deal for you.

For example, it might mean:

- Improving quality or quantity for the same money
- Getting the same service but at a reduced price
- Additional services at the same or for a reduced price

During 2010/11, every £1 of your rent was used to pay for the following:



During 2010/11, we have:

- Developed a VfM strategy
- Set up a group to monitor and scrutinise our performance
- Consulted you on your priorities and produced 12 Local Offers so we can target resources
- Compared our costs with other housing associations
- Provided training to our staff
- Made a record every time we have saved money
- Introduced timesheets to record how we spend our time

“We are committed to providing value for money and re-investing savings into the services we provide”

Zoe Field – Finance Manager

How VfM has made a difference

In 2010/11 we made significant VfM savings, including:

- Introducing a re-let standard, resulting in improved re-let times, saving £15,000
- Changing the way in which we send post to you, saving over £50,000
- Maximising the use of free training for staff from our partners, saving £5,000

Our plans to improve

In today’s world of cut backs and reductions in grant, it is important that we place a much greater emphasis on delivering more efficient and cost effective services. In 2011/12 we will:

- Increase your involvement in choosing contractors and monitoring their performance
- Consult you about the services you receive in your neighbourhood
- Develop partnerships to deliver more options to you
- Reduce the cost of the Grounds Maintenance service by 5%



CHRIS'S ANALYSIS

I think that VfM is like budgeting for your holiday, and Coastline is budgeting its services so it can make the most of the money available.



ACTION TEAM RATING





Governance and Financial Viability

Board attendance records



NAME	APPOINTED	POSITION / SUB-COMMITTEES	MEETINGS ATTENDED (%)
A Dr John Lander	28.10.03	Board Chairman (<i>Remuneration and Nominations Committee, Chair of Investment Committee</i>)	15/15 = 100%
B Ralph Bingle	28.10.03	Independent Director (<i>Audit and Risk Committee, Investment Committee, Coastline Services Chairman</i>)	15/17 = 88%
C John Caff	07.06.07	Independent Director (<i>Coastline Care Chairman</i>)	7/7 = 100%
D Lisa Dolley	01.03.10	Local Authority Director	7/7 = 100%
E Sylvia Dudley	04.12.08	Customer Director <i>Customer Director (Remuneration and Nominations Committee)</i>	9/10 = 90%
F David Ellis	04.05.06	Independent Director (<i>Audit and Risk Committee</i>)	11/12 = 92%
G Georgie Fryer	01.09.05	Board Deputy Chair (<i>Investment Committee, Chair of Remuneration and Nominations Committee</i>)	14/15 = 93%
H Helen Riley-Humfrey	04.09.09	Independent Director (<i>Remuneration and Nominations Committee</i>)	9/10 = 90%
I John Pover	01.01.11	Customer Director	2/2 = 100%
J Tony Waddington	04.10.07	Customer Director	7/7 = 100%
K Rob Yates	01.11.04	Independent Director (<i>Investment Committee, Chairman of Audit and Risk Committee</i>)	17/17 = 100%

Summary of non-executive director attendance

MEETING	ATTENDANCE 2009/10	ATTENDANCE 2010/11
Board Meeting	92%	99%
Committee Meeting	88%	91%

It's always reassuring to have an accomplished, dedicated team at the helm, and Coastline's Board have certainly shown their commitment again this year with excellent attendance records for all meetings.



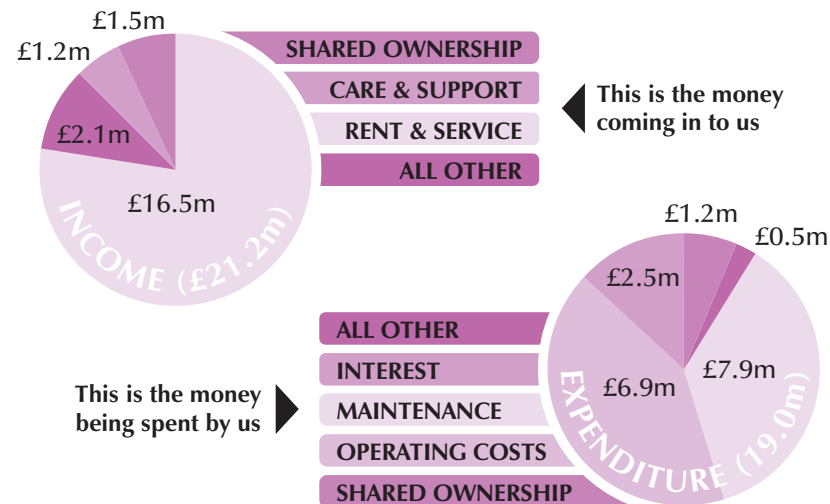
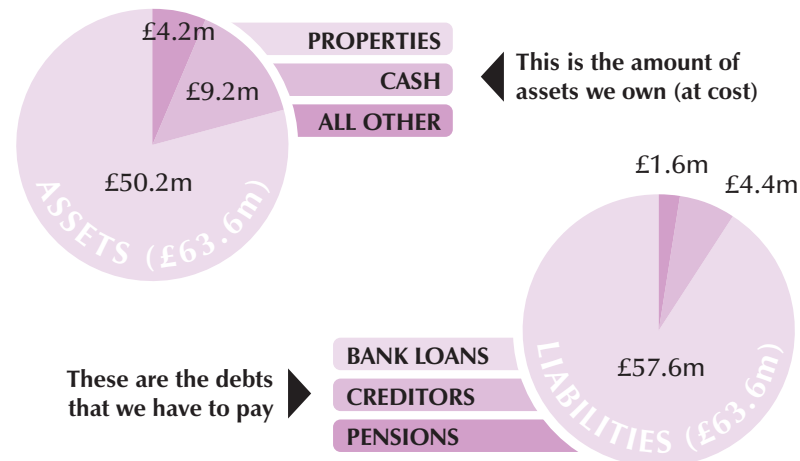
TONY WADDINGTON
Customer Director

Our Executive Team

NAME	POSITION	APPOINTED
1 Robert Nettleton	Chief Executive and Board Member	01.06.09
2 David Wingham	Director of Corporate Services and Company Secretary	01.10.07
3 Louise Beard	Director of Housing and Care	26.11.07
4 Paul James	Director of Finance	25.02.08
5 Michelle Foster	Director of Development	29.11.07



Financial Viability



TONY'S ANALYSIS

As a Customer Director on the Board I am very aware of the importance of good governance.

I am happy that there is a vast array of experience and knowledge on the Board and Coastline is in good hands.



ACTION TEAM RATING



Governance standards

The Board continues to deliver high standards of governance with no statutory or regulatory compliance issues to report during the year.

During 2010/11 the Board has undertaken the following as part of its continuous improvement plan:

- An external Board effectiveness governance review and skills audit
- A new set of Probity Standards developed and implemented
- Annual Board appraisals undertaken
- A comprehensive Board training plan completed including internal and external facilitation to develop non-executive Directors

The Board has adopted and complies with the National Housing Federation Code of Governance (2009) but maintains the provision for up to two co-optees above the Board of twelve to facilitate succession planning.

Our wider services....

Coastline Services

Coastline Services continue to provide a professional and well regarded repairs and maintenance service to Coastline customers and other not for profit or public sector clients.

This is reflected in the continuing outstanding levels of customer satisfaction which at 96.5% remain firmly in the top quartile when compared to other providers.



A key focus in 2010/11 was on modernising our service, making greater use of technology to drive efficiencies into our operations. Dealing with change is never easy but we are grateful that our customers and staff recognise that the process is both necessary and will lead to even better service delivery.

Our improvement plans will continue throughout the coming year to ensure that we keep up with customer expectations and deliver more repairs more efficiently.



Another area of work that has continued to excel, and is vitally important to Coastline's customers and prospective customers, is the speed and quality that vacant properties are brought up to standard for re-letting. Performance in this area is amongst the very best in the country with an average turnaround of under 8 days.

In addition to the work undertaken for Coastline, we have successfully secured a further year's contract to provide grounds maintenance for the customers of Penwith Housing and have secured several contracts from both the MOD and Cornwall Council.

Finally, staff highlights have included 51 achieving accredited qualifications or skills enhancement training and the recognition of several longer serving staff for their years of service.

Coastline Care

Coastline Care was launched in June 2009 following the acquisition of a small domiciliary care business. The business has grown during 2010/11 – its first full year of operation – and is now showing a small profit thanks to a growth in actual turnover and the number of care hours provided.

Our vision is to be the first choice for those in need of care and support and continue to deliver an excellent service while improving quality of life for our service users. We aim to safely deliver a premier and innovative service adhering to the very highest standards of quality care and support, whilst preserving the rights, choices and dignity of our service users. Better prevention and early intervention for improved health, independence and well-being through the delivery of an extra care service at Miners Court.



A key focus for us going forward has been the growth of the private sector customers and the marketing strategy has been updated to incorporate this element as a priority. Alongside this, we need to build on raising our profile.

November 2010 saw the establishment of an extra care service at Miners Court which is planned for growth over the 3 year contract as dependency within the extracare scheme grows.

Miners Court, in the centre of Redruth, consists of 62 flats that provide accommodation for 68 residents. Originally officially opened by Princess Diana in April 1985, the scheme was relaunched with an official visit by the Duke of Kent for a new generation of older people. Close to £2m was spent on remodelling Miners Court, which saw all flats undergo a complete refurbishment, with improved facilities for residents and extra services offered to the wider community.



Customer satisfaction is high at 97% for extra care and 98.5% for domiciliary care during 2010/11. The year also saw a growth in the number of customers from 33 to 53. There has also been a substantial increase in the staffing team to support this.

We pride ourselves on a good quality service provided by a fully trained workforce. All staff receive a comprehensive induction training programme which includes safeguarding, manual handling and first aid. All are working towards an NVQ 2 or equivalent and 9 have achieved NVQ 3 or equivalent.

In October 2010 we received formal notification from the Care Quality Commission of our successful registration under the new standards of The Health and Social Care Act 2008.

Do you need information in a different format?



Arabic الرجاء ارسال لي هذه الوثيقة بالغة العربية

Polish Na specjalne życzenie, niniejszy dokument może być dostępny w języku Polskim.

Thai เอกสารนี้มีให้ในภาษาไทย ถ้าคุณต้องการ

If so, please contact us:



Send to:

Coastline Housing, Ferris House,
Dolcoath Avenue,
Camborne, TR14 8SD.



08082 027728

If you tell us which language you speak, we
will be able to get a translator on the phone.

Coastline Housing Ltd

Registered in EnglandWales as a Company Limited by Guarantee **Reg No 3284666**

Registered as a charity with The Charity Commission **Reg No 1066916**

Registered with The Tenant Services Authority **LH 4165**

External Auditor

KPMG

Plym House, 3 Longbridge Rd, Marsh Mills, Plymouth, Devon PL6 8LT

Internal Auditor

Mazars

Clifton Down House, Beaufort Buildings, Clifton Down, Clifton, Bristol, BS8 4AN

Principal solicitors:

Trowers and Hamlins

Longbrook Street, Exeter EX4 6AB

Tozers

Southernhay West, Exeter EX1 1UA

Coffin Mew LLP

Kings Park House, 22 Kings Park Road,
Southampton, Hampshire SO15 2UF

Funders:

Royal Bank of Scotland

Britannia Building Society

Abbey National

**NATIONAL
HOUSING
FEDERATION**
member



If you would like to know more about the Company and our work, please contact us on **08082 027728**, or at the addresses below:

Coastline Housing Ltd

Ferris House
Dolcoath Avenue
Camborne
Cornwall
TR14 8SD

The logo for Coastline Housing Ltd features a thin, curved line above the text. The word "Coastline" is in a large, blue, sans-serif font, and the word "housing" is in a smaller, blue, sans-serif font below it.

Coastline
housing

Coastline Services Ltd

Dudnance Lane
Pool
Redruth
Cornwall
TR15 8QZ

The logo for Coastline Services Ltd features a thin, curved line above the text. The word "Coastline" is in a large, blue, sans-serif font, and the word "services" is in a smaller, blue, sans-serif font below it.

Coastline
services

Coastline Care Ltd

Veor House
South Terrace
Camborne
Cornwall
TR14 8SS

The logo for Coastline Care Ltd features a thin, curved line above the text. The word "Coastline" is in a large, blue, sans-serif font, and the word "care" is in a smaller, blue, sans-serif font below it.

Coastline
care

Alternatively, please visit our website at: www.coastlinehousing.co.uk

