



# **THE COASTLINE PLAN**

**HOUSING, COMMUNITIES  
& CUSTOMER EXPERIENCE  
STRATEGY**

**2025-30**



Coastline



## Introduction

The Housing, Communities and Customer Experience Strategy underpins our aspiration to meet the overarching vision and aims of the Coastline Plan, aligned to our mission statement of providing Great Homes, Great Services and Great People.

Vibrant places provide the foundation of a thriving community and what can be achieved when vision, leadership, and collaboration converge. Our vision is that Coastline communities will provide a thriving and safe environment that is accessible for all, driven by a connected community, and supported by integrated infrastructure that meets economic, environmental, educational and social needs.

Coastline is committed to meeting the needs of all its customers. Positive relationships between our customers and colleagues form the foundation of the customer experience. A successful level of expectation and delivery model is what leads to true customer engagement and thus genuine and lasting satisfaction, loyalty and advocacy. We want a culture of respect, empathy, listening and resilience. We aim to do the right thing, treating customers with dignity and respect. We will rise to the challenge of diversity, recognising the increasing needs of our customer base, and trying to remove or reduce potential barriers. We will use data intelligently to drive service delivery, improve our understanding of our customers, and adjust our approach to support those that are most vulnerable and most at risk of hardship.

*"People who require care and support live in all forms of housing not just supported and retirement housing, which can sometimes be assumed. Many tenants in general need housing are ageing, experience long term conditions or are disabled, or can require safeguarding due to abuse or neglect".*

- Chartered Institute of Housing





## Approach

Comprehensive consultation with customers and colleagues has formed the focus of our approach for this strategy, to continue to provide great quality services that meet individual needs.

Our customer service is both digital and in person so our approach is twofold. Enabling those to self-serve that can, so capacity is freed up to provide in-depth one to one support for those customers that can benefit the most. Our geography is across Cornwall so our approach considers service delivery in more remote locations.

**Our approach will be in line with the Trust Charter and Customer Pledges, and will be underpinned by:**

- Our value of 'putting customers first', which means we will treat our customers fairly and with respect, listen with empathy and act on feedback, meeting equality, diversity and inclusion needs
- Investment in the quality of our systems, processes and data quality as these underpin our ability to improve customer experience, and to react quickly to real time changes and challenges for our customers
- A sense of personal responsibility and learning, so that we respond to and resolve complaints with a sense of ownership
- An approach to responsible neighbourhood and communal area management that is founded on a proactive presence in communities, helping us deal effectively with anti-social behaviour
- Recognition that everything we do has to be built on ensuring customers' homes are safe and well maintained, with a responsive and timely repairs service





## Our Aims



## Customer experience and engagement

### We will

- Continue to embrace Equality, Diversity and Inclusion, understanding the diverse needs of our customers with top quartile customer satisfaction across the Tenant Satisfaction Measures (TSMs)
- Allow all customers the opportunity to access and benefit from services whereby colleagues identify, record, and respond to vulnerable customers in a human-centric way
- Invest in data and technology to enhance our customer services, with reduced duplication, creating a digital platform to meet younger customer needs
- Ensure the Coastline Conversation is informed by the 'Connect with Us' involvement and engagement model, growing our volunteer programme, with customers at the heart of all that we do
- Work with our customers to influence decision making at every level of the organisation, where engagement is diverse and representative with particular focus on 21–35 year olds, who are our less satisfied customers



## Communication and information

### We will

- Provide clear, accessible, relevant, timely and appropriate communication to meet the diverse needs of our customers, key to building our reputation and showing that we are living up to our values and the promises we make to customers in the 'Coastline Trust Charter' and 'Our Pledge To You'
- Respond to all contact within two working days of a request for contact



## Building resilient communities

### We will

- Put place-shaping at the heart of decision-making, harnessing local resources to help transform our communities and the wellbeing of those that live in them, making them great places to live in and be proud of
- Integrate nature throughout in our approach, and designate spaces where food can be grown by the community either through a community garden or allotments
- Take a holistic view to education and encourage life-long learning by providing pathways for skills development and recognition





## Income – sustainability fund

### We will

- Provide support to customers to access the correct benefits and unlock potential, addressing barriers to employment
- Tailor our service to suit our customers' needs and pressures
- Target sustainability funding so those most in need have the essentials such as food, floor coverings and children's school clothes



## Tenancy sustainment

### We will

- Design our specialist service approach to meet the needs of customers enabling them to have sustainable tenancies, with person-centred service provision that is needs led with a Trauma Informed Care and Psychologically Informed Environment approach
- Develop a model of understanding our customers' existing and emerging needs identifying early warning signs (for example school absence, domestic abuse, or Anti Social Behaviour (ASB))
- Work with customers and partners to effectively manage ASB
- Work in partnerships and develop relationships that recognise and mitigate risks, understanding service pressures
- Introduce parking management options where appropriate



## Anti Social Behaviour and noise nuisance

### We will

- Increase satisfaction by continuously training and improving the skills and knowledge within Coastline so that we can provide a high-quality person-centred response with improved communication
- Improve and simplify our case management reporting IT System
- Broaden links with partnership working





## Lettings – Cornwall Homechoice

### We will

- Work in partnership to maximise our existing and future stock to meet Cornwall's existing and future housing pressures
- Create a seamless onboarding process for our new customers, creating new communities not just new homes



## Homeless

### We will

- Remain committed to supporting people who are homeless or at risk of becoming homeless, prepared to invest in services for all vulnerable customers and support Cornwall Council to meet the aims of their Homelessness Strategy
- Future proof our provision, investing in our accommodation to ensure we meet our aspirations and not just minimum standards
- Implement and embed a new digital support planning solution



## Extra Care

### We will

- Work in partnership with Cornwall Council to secure our reputation as a trusted provider of high-quality care and support
- Secure a long-term contract to develop and provide Extra Care, with an aim to provide at least one new Extra Care facility
- Maintain a 'Good' rated Care Quality Commission rating aiming for 'Outstanding'



## By 2035

### We will

Be more than just a landlord with colleagues in sync with customers and communities, to have become real place makers across the parts of Cornwall where we have economic influence and have committed to investing in sustainable and engaging communities.


Optimise our service delivery model ensuring the right service is provided at the right time. With a fully digitised self-service for customers, alongside a bespoke person-centred service for those most in need.

Have anticipated and planned for the changing needs of our customers and the ageing population living in our homes. Increased the supply of Extra Care schemes and support the Council's strategic targets of providing at least three new schemes by 2035.



# Coastline

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