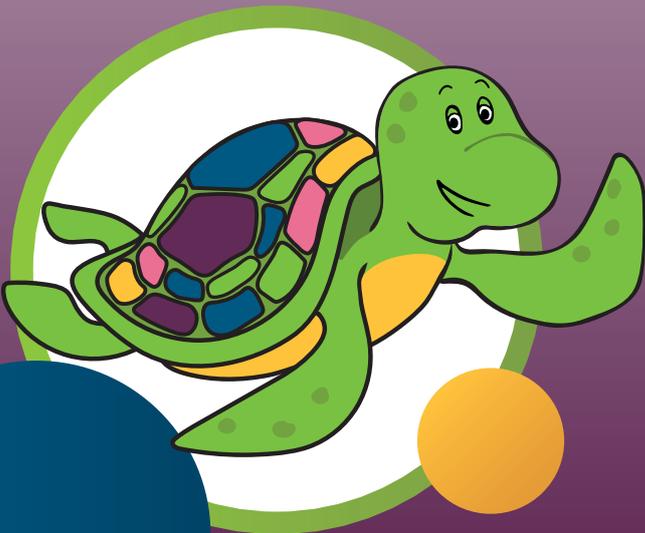


# Housing, Communities and Customer Experience Strategy



Coastline



## Introduction

Coastline is more than just a landlord. Our footprint extends beyond our homes and into local communities and the environment. Our vision is for colleagues to be in sync with customers and communities, to become real place makers. Our roots are spread across the geography of Cornwall, where we have economic influence and a commitment to investing in sustainable and engaging communities.

We have a role to play in tackling stigma, deprivation and enabling life enhancing opportunities for customers, ultimately improving quality of life, health and wellbeing.

Customer loyalty, and our reputation, is more important than ever. This strategy sets a clear direction to achieve and meet our customers' aspirations. We will deliver excellent services to suit our customers' needs, remaining mindful of our charitable status whilst delivering efficiently and with commercial awareness.

The Green Agenda and our environment is a strategic priority for Coastline and we will gain customer insight on this topic and plan to reduce our carbon footprint as part of the new Asset Management Strategy and the Environmental Strategy. This will form a central part in the delivery of our Community Standards.

It is with great enthusiasm that we present this Housing Strategy for 2021-2025 to support the delivery of the new Coastline Plan. Our holistic approach for housing services is designed to improve decision-making, increase positive outcomes for customers and colleagues, influence stakeholders and ensure we continue to meet and seek to exceed legislative and regulatory requirements.



Homes



Community



Customer Experience

# Strategy Key Themes

There are elements that run through all aspects of the strategy that have been identified as being key when considering the delivery of outstanding Housing, Communities and Customer Services.

## Communication and Information

Effective communication internally between Coastline colleagues, and with external partners is essential to building our reputation and showing that we are living up to our values and the promises we make to customers (Coastline Trust Charter and Our Pledge To You). Positive relationships between our Customers and Colleagues form the foundation of the customer experience. The Institute of Customer Service research demonstrates that connectivity between these form the heart of the customer journey and that customers trust and belief in an organisation is now inextricably linked to their customer service experience. A successful expectation/delivery model is what leads to true customer engagement and thus genuine and lasting satisfaction, loyalty and advocacy.

## Systems and Data quality

These are inextricably linked to our ability to improve customer experience. In recent years there has been a focus on the growth of services offered online. Now we need to embed and enhance these for customers and colleagues understanding that technology is always advancing and Coastline needs to remain agile.

## Support

In responding to the challenges of Covid-19 we have provided enhanced support for our more vulnerable customers. This has been recognised throughout Coastline and the 'hardship fund' we established in response to the pandemic has enabled a shift in approach and thinking. This will continue enabling and empowering colleagues to "Do the right thing" for our customers. Face to face contact with customers in our communities and visits to their homes will be essential in supporting customers with more complex issues and support needs.

## Digital and Personal interaction

Our approach is twofold. Whilst enabling those customers to self-serve that are able to do so capacity is freed up to provide in depth one to one support for those customers that can benefit the most. Options on Broadband and the Internet of Things (IOT) will be taken into account alongside improving colleagues' skillsets with a focus on mobility within geographical areas.

## Customer Experience

There has to be ground-up engagement throughout Coastline to secure a brilliant customer experience and gain trust. Whether it's through the Board, Senior Leadership Team, Operational Managers, Front Line Colleagues or Customer Champions. To be customer centric Coastline will learn from feedback and take into account customer needs in everything that we do. We will learn from good practice and research, making the most of our membership of the Institute of Customer Service. Knowledge across Coastline will be developed and enhanced to enable consistent excellent service delivery with appropriate training and support for colleagues. Benchmarking and performance against key performance indicators will be monitored through the Group finance and performance reporting method approved annually with colleagues, customers and the Board.

## Health and Wellbeing, Quality of Life

The next few years will inevitably bring many challenges for our communities, however this brings the opportunity to shape improvements and benefits with our communities. The Covid-19 pandemic has emphasised the importance of access to recreation and quality green space for the health and wellbeing of our communities. We need to work more closely than ever with our communities, leaving no one behind. Financial hardship is deep rooted within many of Coastline's communities and we know it is getting harder for many of our customers. In order to support quality of life our training, volunteering and work skills programmes need to be reviewed and expanded to engage both those that are hard to reach and in particular the younger generation.



## A model for defining trust in organisations from the Institute of Customer Service

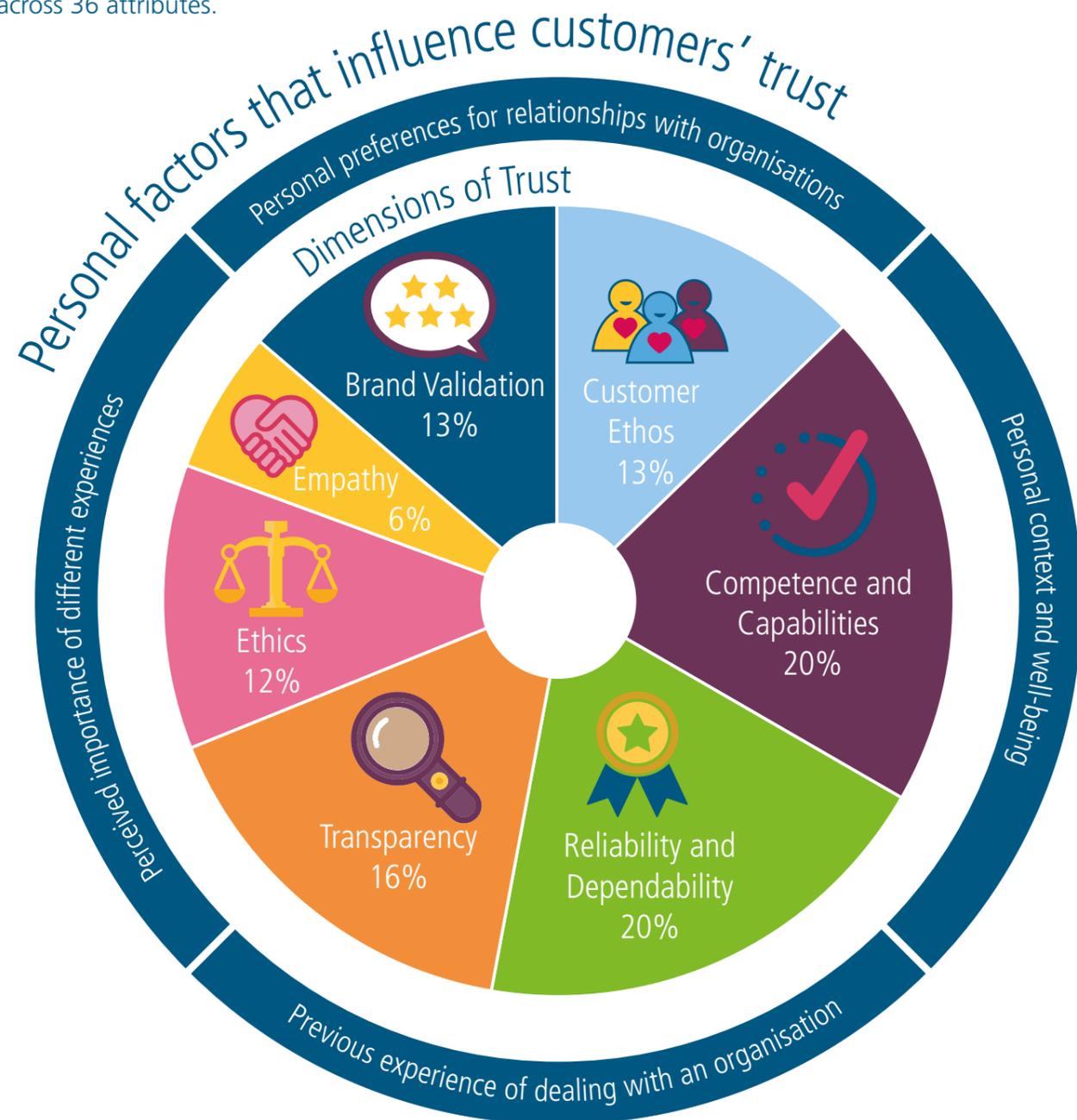
The Institute of Customer Service has identified that there is a strong relationship between trust, customer satisfaction and business performance, during their latest research. Trust has the strongest correlation with customer satisfaction of all 26 measures that make up the UK Customer Satisfaction Index (UKCSI).

**94%** of customers say it is very important or important that they trust the customer service of an organisation they are dealing with.

**41%** of customers strongly agree that customer service strongly influences their trust in an organisation.

Customers with high levels of trust in an organisation (a 9 or 10 out of 10) are much more likely than average to stay as a customer, recommend the organisation or pay more for excellent service.

The model is based on a sample of 2,053 customers identifying the top 3 factors influencing trust, across 36 attributes.



## Coastline mission and vision



## Great Homes, Great Services and Great People

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.

## Our Organisational Values and Aims

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**



**Be open, honest and accountable**



**Strive to be the best**



**Value each other**

Through this strategy, we will develop new services beyond what is normally expected of housing providers, so that we can help customers realise their aspirations. We will deliver these services in the spirit of our values.

Each front line service team has developed a vision that mirrors customer needs and aspirations fed back during consultation on the Coastline Plan 2021 - 2025.



# Our vision for 2025

## Customer Access

**Our aspiration is that our service will be 'Service Mark' accredited, demonstrating care, ownership and responsive services, delivered by well-trained and motivated colleagues, building trust with our customers.**

Over the life of the strategy we will build on our existing customer service culture, and make the most of our membership with the Institute of Customer Service. Customer service is something that Coastline takes very seriously and is an area that we have been working on over the last few years to really embed a culture that empowers our teams to make a difference.



Using our customer data and feedback responsibly to develop deep insight, we will better understand how and why our customers use and choose our services, helping us to improve the customer experience, satisfaction, trust and loyalty.



Our blended service offer will reflect the best in modern technology, with our key services available on line, based on customer journeys and real-time feedback, and be complemented by a human touch for those who either choose to interact this way, or need a more personalised service response.



Investing in our colleagues and our technology, we will provide the right tools and the right training for our colleagues to deliver services to our customers with passion and commitment.

## Community Investment



**We will have a clear line of sight from our communities to the Board, strengthening our relationship of trust.**

The customers' voice will be our guide and influence in developing services that meet the needs of our communities. Building on our role as early adopters and one of 10 to share the learning through the National Housing Federation of Together with Tenants through our Trust Charter and local commitments, we will increase the role of customers and communities via the Coastline Conversation, being open and transparent in our decisions.

We will continue to offer a range of training, employment and volunteering opportunities, taking advantage of new funding options, and our programme will secure outcomes for customers and local communities' members, via strong strategic partnerships. We will learn from past initiatives such as 'Together for Families' to inform a 'whole family or whole person' approach to achieve outcomes that are sustainable and support our Coastline Plan vision to end poverty and deprivation, enabling our communities and customers to realise their potential and truly thrive.



Coastline will link in with the Cornwall Community Network Areas and Panels as part of our engagement strategy. Agreeing local priorities, with a view to influencing Cornwall-wide strategies, local service delivery mechanisms and local projects. Generally working together to promote the social, economic and environmental wellbeing of their communities; build relationships between local partners; and strengthen community cohesion.

# Our vision for 2025

## Extra Care

We will be CQC rated as 'Outstanding' for the care and support delivered at Miners Court and will have secured the new contract with Cornwall Council for the continued delivery of care and support services.

Miners Court will have finished the final stages of Coastline's continued investment and improvement plan which continues to enhance the facilities on offer.



Our technology offer will be installed in Extra Care schemes and will deliver positive outcomes for people, increase their digital engagement and work coherently with the electronic record keeping system.

The Extra Care scheme will be demonstrable and sustainable links with their local communities, utilising existing groups and networks to enhance the lives of people within the scheme and those outside the scheme.



Inspected and rated

Outstanding 



Not only will we provide our existing levels of accommodation in our typical Camborne, Pool and Redruth area, we will provide supported accommodation in neighbouring localities such as Helston, Hayle and Penzance. We will have won new contracts and expanded our service, becoming the largest and most highly regarded provider of supported accommodation services in the County.

Our journey developing our services in the Psychologically Informed Environment (PIE) principles is on-going because we continue to reflect, identify developing best practice, co-produce and improve our service and offer which will be documented in an annual review.

Our focus on supporting individuals to develop their independent living skills means 75% of people move on to accommodation offering increased levels of independence and meets their aspirations identified in their Housing Plan.

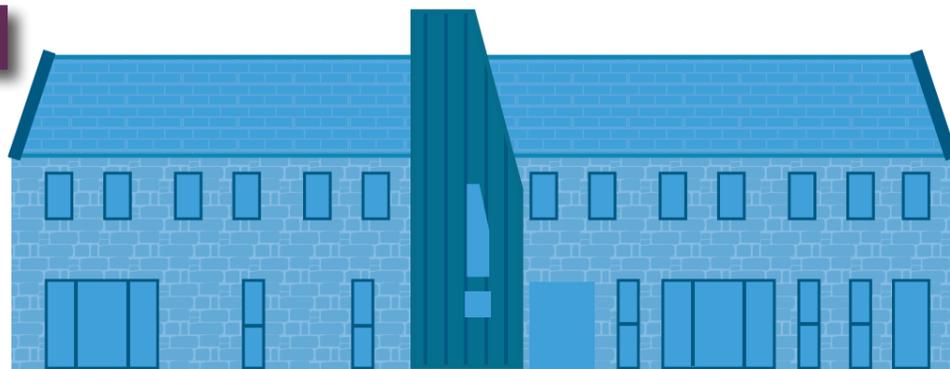


Alongside our accommodation offer we remain committed to 'prevention' ensuring individuals do not ever have to 'rough sleep'. Where early interventions cannot prevent homelessness, our extensive range of supported accommodation options allow us to respond immediately to prevent rough sleeping. We are an integral partner to the Council in delivering their prevention offer.

Our team of skilled and experienced colleagues bring diversity to the service and are highly engaged with the service and organisation. Coastline invests in training and development and their work is facilitated by an efficient and intuitive electronic recording system.



## Homeless



We will offer a modern and consistently high-quality accommodation offer for individuals accessing support following a period of homelessness.

# Our vision for 2025

## Tenancy Management

**Our customers will be proud to belong to the Coastline family; proud of where they live and help neighbours and others around them to make their community; our communities will be great places to live, work, rest and play.**

A principal focus is stability and sustainability; but it is more than that. By working in partnership with communities, we will help them to prosper, we will assist customers to realise their ambitions and achieve goals that they thought beyond their reach.



The Community Standard was introduced in 2020 and we will continue to work with our customers and the wider communities to identify areas for improvement. Coastline has created an annual investment fund that will be used for improvements that we identify with our customers that will happen for the foreseeable future.

Coastline has already been working towards all of the recommendations of the new White Paper following the Grenfell disaster and this work will continue. We will ensure that over the life of this plan our customers will have access to all of the relevant information about their home and the community where they live.

We aim to give our customers transparency about how their rent and service charges are spent, real time information on the progress of any services they have asked for such as repairs or permissions, via our on-line services and we will ensure that information about the communal areas where they live (Grounds Maintenance, Cleaning, etc.) is also available.

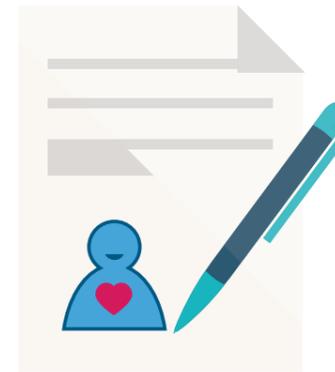
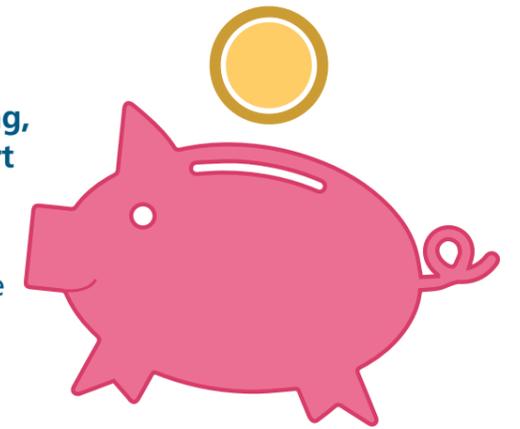
Our aim is to ensure that our customers have access to all the information they need to make sure they can play an active part in helping us shape our services and investment in the communities where we work.



## Income

**Coastline's income team will be high performing, with a culture of early intervention and support embedded in our approach with enforcement action being an absolute last resort.**

With a focus on tenancy sustainment we recognise the importance of our external partners and their role of assisting us to support our customers by delivering independent support, information advice and guidance for customers.



We will have built on the data acquired at the pre-tenancy stage and segmentation data to really understand our customers, their needs and any barriers to them sustaining their tenancy. Systems will have been developed to allow us to capture and report on positive outcomes for customers engaging with us, in particular, income maximisation through accessing grants and funding which has such a positive impact on our customers' income but also their wellbeing.

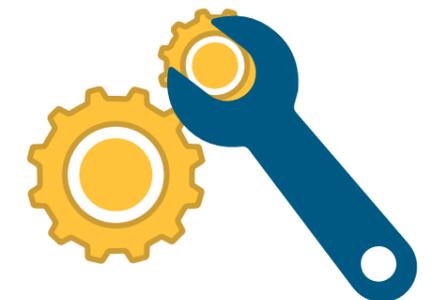
## Leasehold/Shared Ownership



**We will have continued to ensure service charging is fair and reasonable and provide value for money for customers.**

Service Charges have now been un-pooled meaning that customers only pay for services they benefit from on their estates and properties and are only paying for their fair share and not subsidising those that we aren't able to charge.

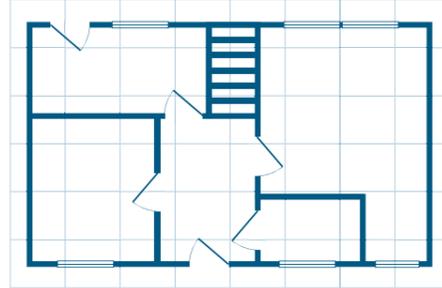
Coastline will have established an in-house Management Company, allowing greater control over Services Charges and delivery of management and maintenance services at new developments. Not only does this further enhance customer experience and satisfaction but also generates additional income for the company.



# Our vision for 2025

## Lettings

We will have expanded and developed our offer to customers, including a furnished property offer, recognising that no customer should be living without basic white goods and furniture. The virtual viewing offer will include floorplans and measurements as standard.



Our Passport to Housing will allow customers who may not be fully ready to successfully sustain a tenancy to work with us to address these barriers and ensure that they are 'tenancy ready'. This gives customers the best chance of successfully sustaining their tenancies whilst also improving general wellbeing.

The new voids process has been fully embedded with subsequent efficiencies apparent. Further streamlining of internal processes and a review of the online application process will allow for greater efficiencies and an improved customer journey.



## Trust Charter and Our Pledge to You

We have developed a **Trust Charter** with our customers which will provide the foundation in delivering this strategy. The Charter is supported by "**Our Pledge to You**" which was customer led and was renamed from the traditional "local offers" to customers outlined within the Consumer Standards. This is the way we will be held to account by our customers.

# Coastline Trust Charter

Coastline's commitment is to...

## Relationships

...**Earn Trust** by actively listening, and treating all customers with respect in all of our interactions. Relationships with customers will be based on openness, honesty, and accountability.

## Communication

...**Communicate Well** by giving our customers clear, accessible, and timely information on issues that matter to them, such as their homes, local community, and how Coastline is working to address problems. We will share information openly about how Coastline is run and how we are performing on key issues.

## Voice and influence

...**Champion Voice and Influence** by seeking out, listening to, and valuing customers' views, which will be used to inform decisions. Every customer will have the opportunity to be heard by Coastline on the issues that matter to them, and will be encouraged to speak freely.

## Accountability

...**Act Responsibly** by encouraging and empowering customers to join Customer Voice; a group that independently scrutinises and holds Coastline to account for the decisions taken that affect the quality of customers' homes and the services they receive. Coastline will support customers to share recommendations with the Board and publish their findings publicly.

## Quality

...**Deliver Quality** by providing existing and new customers with homes of a good quality, which are well maintained, safe, well managed, and in thriving neighbourhoods with opportunities for all community members.

## Putting it right when things go wrong

...**Doing the right thing** by giving customers simple and accessible routes for raising issues, making complaints, and seeking resolution. Coastline will strive to resolve issues before they become a complaint. Coastline will provide timely information, advice, and guidance to support customers when things go wrong.



# Our Pledge To You

## To earn and maintain TRUST we will...

### Actively listen and ensure you feel heard. We will always try to do the right thing.

- Be respectful in all our interactions with you, show empathy towards you, and uphold our values:



Put our customers first



Be open, honest and accountable



Strive to be the best



Value each other

### Achieve high levels of customer satisfaction with our services.

- Seek your feedback through different means, such as surveys and at events, and will share with you how this has shaped our services.

### Create opportunities to interact with us.

- Whether at events or online via our Coastline Conversation, you will be able to express yourself with members of all levels of the organisation.
- We will arrange formal and informal opportunities to meet the Board, Executive Team, and Senior Leadership Team, as well as Coastline team members.

## To COMMUNICATE well we will...

### Contact you within six weeks of moving into your Coastline home.

- We are keen to know how you are settling in, check if you have any questions or need any advice, and to share opportunities for you to get involved with Coastline.

### Respond to your digital contact within two working days, and all other contact within four working days.

- When we are unable to resolve a query, we commit to update you every five working days.

### Make it easy for you to access our key services online.

- Manage your rent account, report and book a repair, contact us, and apply for and rent a home.
- Provide a range of easy to access information on our services via our Knowledge Based Articles on My Coastline

### Use clear language when we contact you.

- Work with our Coastline Conversation customers to review policies and procedures that affect you, to make sure they are easy to understand.

## To champion VOICE & INFLUENCE we will...

### Work with you to make sure our policies meet your needs.

- Put customers first by advising of any planned changes to services and making them easy to access and use.

### Make it easy for you to have your say and influence Coastline.

- Actively seek a diverse range of customers who represent all Coastline communities to get involved through our Coastline Conversation.
- Always welcome customer feedback, whether it's a complaint, compliment, or idea about how we can improve, and make it easy for you to do this.

### Share and celebrate how your feedback influences services.

- Regular 'You Told Us, We Listened, Together We Achieved' newsletters and updates, to demonstrate the vital role customers play in improving Coastline

## To ACT RESPONSIBLY we will...

### Measure and share how we're doing against our key targets.

- Provide our performance information on our website, in the Coastline Conversation, at Customer Voice meetings, and in updates to the Customer Experience Forum.
- We will share good news stories from across Cornwall to show that high quality housing leads to thriving communities, and a home is more than bricks and mortar.

### Answer to and support the Customer Voice group to act as a critical friend to Coastline.

- Findings and recommendations will be reported to the Customer Experience Forum.
- Provide appropriate training to conduct customer-led scrutiny reviews in line with the Trust Charter commitments, to ensure we are responding to customer priorities.

### Celebrate our customers' achievements within their communities and champion the positive impact of social housing.

- Work with national and partner organisations, to share best practice and challenge the stigma associated with social housing.

## To deliver QUALITY we will...

### Complete at least 95% of repairs right first time.

- Turn up on time, complete the repair right first time, or return to complete it in a reasonable time and do the work to your satisfaction.

### Support people into work, training and volunteering.

- Provide volunteering, work and training programmes, through inspiring futures and Coastline Construct to support people to increase their confidence and employability skills.
- Help you to manage the impact of changes to benefits and signpost to support and refer you to specialist information, advice and guidance services.

### Visit your neighbourhoods regularly as part of our Community Standard..

- Publish a programme of Community Standard visits to your neighbourhood and invite you to join in to review the physical environment and local social, health and wellbeing opportunities.
- Work with you to develop improvement plans to meet the needs of the community and share our findings with you.

### Provide homes that you are proud to live in, which are of a high quality and meet a range of housing needs across Cornwall.

- Our new developments will incorporate environmentally friendly practices, to support our commitment to environmental sustainability.
- Reduce our carbon footprint as we work to improve our existing houses and communities, via our Community Standard visits.
- Continue to deliver high quality support and housing solutions, specifically for those who live in supported accommodation or our Extra Care facility, to help address homelessness and social isolation.

## When THINGS GO WRONG we will...

### Do the right thing by always being open to hearing how we can improve, and making it easy for you to raise concerns and complaints.

- Give you a range of ways to make suggestions for improvements, such as via the Coastline Conversation, social media, or satisfaction surveys.
- Work with our Customer Voice members to gain feedback on the complaints process.

### Work with you to find a solution and learn from our mistakes.

- Give you a single, independent point of contact throughout the process of your complaint being considered.
- Provide a clear complaint process and resolve your complaint within two weeks.
- Tell you the outcome of your complaint, and take steps to improve our services based on your feedback.
- Learn from customer feedback to ensure we continually improve our services.



# Coastline

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

 search for Coastline Housing

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 @CoastlineHouse

 [www.coastlinehousing.co.uk](http://www.coastlinehousing.co.uk)

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