



THE COASTLINE PLAN

ASSET
MANAGEMENT
STRATEGY

2025-30

Coastline



Introduction

The Asset Management 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 consist of safe, warm affordable homes that our customers are proud to live in. Ensuring customers feel safe in their homes is paramount and our homes will promote customer wellbeing supported by welcoming communal spaces that are clean and well maintained.

Coastline's core business is the management and maintenance of existing homes alongside increasing affordable housing provision in Cornwall. Our investment priorities are determined in consultation with customers and informed by high quality data on the quality and condition of our homes. This asset data is essential for monitoring performance, compliance and investment in our homes.

There is a mixed portfolio of property types, whilst we primarily provide general needs homes. Approximately 14% of the stock is housing for older people, with one Extra Care scheme. Homeless supported and move on accommodation is a specialist type of housing within the stock with associated support contracts. There is a direct access purpose-built homeless facility with a new building that replaced an old one in 2019. In addition, a partnership management agreement is in place with four years out of ten remaining with Legal and General Affordable Homes to develop and manage their Cornish stock as sole managing agent for Cornwall.



Approach

Comprehensive consultation with customers, colleagues and stakeholders has formed the focus of our approach for this strategy, to continue to provide good quality investment into our homes and timely repairs and maintenance services that meet

individual needs and are fully compliant with both statutory and regulator standards. We aim to achieve upper quartile across the Tenant Satisfaction Measures and consumer standards as set out by the Regulator of Social Housing.

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
- A great responsive and timely repairs service, which as well as being a cornerstone of customer satisfaction, is essential to ensure the long-term safety and quality of our homes
- An absolute commitment to maintaining the highest standards of safety in our homes, with no tolerance for anything less than 100% compliance with landlord health and safety requirements
- Maximising the efficiency with which we use our assets, identifying which homes it makes sense for us to sell when they become empty, so we can better focus investment on the right homes, and using the proceeds from the homes we sell to invest in new homes
- A commitment to investing for the longer term, in particular to meet the challenges of climate change and resilience, and to reduce costs for customers where possible
- Investment in the quality of our systems, processes and data quality as these underpin our ability to maintain the quality and safety of our homes, and to deliver a high quality person-centred responsive repairs service, both in-house and through our external partners
- An approach to responsible neighbourhood and communal area management which is founded on a proactive presence in communities, helping us identify priorities for change and improvement
- A sense of personal responsibility and learning, so that we respond to and resolve complaints with a sense of ownership



Our Aims



Safe homes

We will

- Meet new and continue to exceed existing building safety and compliance standards, so that customers feel safe and can be confident that their voices will be heard if they raise a concern
- Consider bringing additional building safety work in-house to deliver ourselves
- Homes impacted by damp and mould will have smart sensors fitted and monitored
- Exceed the requirements of Awaab's Law



Good quality homes and stock condition

We will

- Provide a place to live and age well including adaptations
- Focus on ensuring our homes are let at a high quality and meet customer needs, involving customers in decisions and quality checking
- Continue to provide floor coverings in the kitchen and bathroom, and consider the financial impact of adding one other room in flats to reduce the impact of noise nuisance
- Ensure that our approach to investment in our assets is underpinned by high quality data and systems
- Undertake regular third-party reviews of the quality of our stock condition data and our landlord health and safety compliance
- Introduce parking management options where appropriate



Responsive repairs

We will

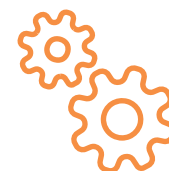
- Provide a high quality, person-centred response and periodically review the timescales and targets for repairs with customers to ensure we are providing a great service
- Continuously train and improve the skills and knowledge of colleagues in our repairs teams, to ensure we can provide the scope and quality of service our customers need



Cyclical programme, planned investment programme and Business Plan

We will

- Ensure all cyclical works are effectively programmed and completed, with effective customer consultation and proactive communication
- Develop a programme to provide modernised communal entrances and external spaces, including modernised door entry systems
- Procure a new heating inspection and maintenance service before the end of the current contract in 2027
- Use up-to-date stock and customer data to inform future investment requirements in the Business Plan



Resources

We will

- Identify and build or purchase a new facility to meet the requirement of our growing Coastline repairs and maintenance team, including safe systems of travel in and out of the depot as fleet grows; additional storage facilities for materials; and training bays for in-house upskilling of trades and apprentices
- Where appropriate, introduce smart stores and satellites to help us deliver a great service to our customers across Cornwall
- Continue to upgrade and replace fleet with modern vehicles including 10 electric vehicles
- Invest in our repairs and maintenance team to ensure it matches both our growth and our commitment to quality, including through our apprenticeship programme, and ensuring that we have the training facilities that we need
- Considering insourcing additional works as appropriate to improve service delivery, including the potential to establish a dedicated team to provide electrical works in-house for our corporate buildings



Carbon reduction in our homes

We will

- Achieve SAP C or above for our homes to meet the requirement by 2030
- Develop a pathway to move to SAP B, which is planned and fully costed
- Increase lower carbon heating systems and Solar PV across our homes that are below EPC C to reduce carbon emissions, increase EPC ratings and improve heating costs where possible
- Reduce the running costs for customers where carbon reduction methods have been introduced including an EPC A rated Extra Care scheme, Miners Court



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 geography of Cornwall where we have economic influence and have committed to investing in sustainable and engaging communities. We will provide modernised communal entrances and welcoming external spaces.

Have all homes at EPC C and be on our journey to achieve net zero by 2050, with reduced running costs for customers including increasing adoption of Solar PV and other sustainable energy and heating sources.

Provide good quality investment into our homes and timely repairs and maintenance services that meet individual needs and progressed on the pathway to completing all responsive repairs within a week.





Coastline

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