



# Annual Feedback Performance & Service Improvement Report 2025/2026 – Updated June 2026

## Document Revision Statement (June 2026)

This document has been reissued following a review of the methodology used to calculate Tenant Satisfaction Measure CH02 (Timeliness of complaint handling).

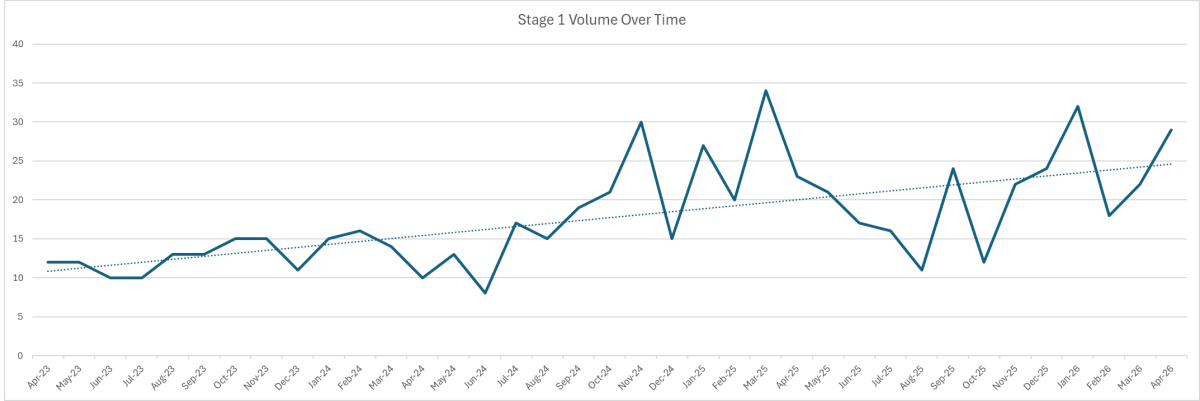
CH02 figures for 2025/26 and previous reporting years (see section 8.0), have been updated to ensure full compliance with the Housing Ombudsman Complaint Handling Code, including acknowledgement timeframes and permitted extensions.

No other material changes have been made to the content of this report.

<b>1.0</b>	<b>Purpose</b>
1.1	To share analysis and findings on end-of-year complaints and compliments performance.
1.2	To provide assurance to the Customer Service Committee, acting as the organisation’s governing body for the purposes of the Housing Ombudsman Complaint Handling Code, that priority is given to the effective, fair and timely management of complaints and compliments, supported by an appropriate policy, procedures and organisational behaviours.
1.3	To invite scrutiny, challenge and views from the Customer Service Committee on the management of complaints, complaint learning and service improvement.
1.4	This report is aligned to Ocean’s Vision which is “To be a strong, well governed and tenant focused organisation making a difference to the lives we touch.”
<b>2.0</b>	<b>Recommendations</b>

2.1	<p>The Customer Services Committee is <b>recommended</b> to:</p> <ul style="list-style-type: none"> <li>• Note the content of the report.</li> <li>• Approve the report for publication and submission to the Housing Ombudsman.</li> <li>• Approve the draft Governing Body Supporting Statement for publication alongside the report (Appendix A).</li> </ul>
<b>3.0</b>	<b>Governance, Oversight and Accountability</b>
3.1	<p>Ocean Housing has a policy and procedure in place for the management of customer complaints, comments and compliments. These are designed to ensure that expressions of dissatisfaction are recorded, investigated fairly, responded to within appropriate timescales, and used as a source of learning and service improvement.</p>
3.2	<p>The Ocean Housing Compliments and Complaints Policy was updated in September 2025 to reflect changes to the organisation’s governance and management structure. This included updating the named responsible persons for complaints, moving from a single Managing Director of Ocean Housing to shared executive accountability between the Executive Director of Housing and Communities and the Executive Director of Property Services. These changes ensured clarity of responsibility and strengthened senior ownership of complaint handling across core service areas.</p>
3.3	<p>A further update to the Compliments and Complaints Policy was completed in May 2026, following a formal review of our policy by the Housing Ombudsman. All recommendations arising from that review have now been fully incorporated to ensure continued compliance with the Complaint Handling Code. The revised policy is scheduled for approval by the Customer Service Committee, acting as the organisation’s governing body (or equivalent) for the purposes of the Code.</p>
3.4	<p>In line with the statutory requirements of the Housing Ombudsman Complaint Handling Code, Ocean completes an annual self-assessment and submission to the Ombudsman to demonstrate compliance. The self-assessment for 2025-26 is also scheduled for approval by the Customer Service Committee.</p>
3.5	<p>Governance and oversight of complaints continued throughout 2025/26. Complaint performance and risk are monitored through a combination of:</p> <ul style="list-style-type: none"> <li>• Weekly complex case meetings</li> <li>• Monthly reporting to the Senior Leadership Team</li> <li>• Quarterly scrutiny by the Member(s) Responsible for Complaints (MRC)</li> <li>• Quarterly reporting to our tenant panel, Together With Ocean (TWO)</li> <li>• Formal scrutiny and assurance via the Ocean Housing Board and now latterly, the Customer Service Committee</li> </ul>
3.6	<p>The 2025/26 year presented significant challenges, particularly within Property Services, where complaint volumes remained high and performance pressures were evident. However, the service has stabilised during the year, with all staff vacancies</p>

	now filled and a strengthened senior leadership structure in place. A four-weekly complaints and performance meeting was introduced for this division to support this stabilisation, providing focused oversight of complaint themes, compliance issues and repeat failures. A new Property Services Complaints Action Plan has been developed and is being actively progressed by the team, with structured support and challenge from the Complaints & Compliance team.
3.7	As stability has improved, a more positive complaints culture has begun to embed within Property Services, with increased engagement from managers, greater ownership of complaint outcomes, and improved understanding of the role complaints play in service improvement. This has contributed to strengthened governance arrangements, improved responsiveness to complaint learning, and a more consistent approach to complaint handling across the service.
<b>4.0</b>	<b>Feedback Findings – The National Picture</b>
4.1	The social housing sector continued to operate under sustained national scrutiny during 2025/26, particularly in relation to the handling of damp, mould and condensation (DMC). The introduction of Awaab’s Law in October 2025 increased expectations on landlords around speed of response, escalation, record-keeping and resident communication, placing additional operational pressure on responsive repairs services across the sector.
4.2	During the same period, the Housing Ombudsman reported exceptional and sustained increases in complaint volumes nationally. Its 2025 Annual Complaints Review for 2024/25, confirmed a 30% year-on-year increase in investigations, with over 7,000 determinations issued, and an overall sector maladministration rate of 71%. The Ombudsman has been clear that these volumes reflect a combination of genuine service pressures and a structural shift following regulatory reform, including improved complaint awareness, stronger resident rights and better landlord recording practices, rather than service failure alone. In its Business Plan 2025/26, the Ombudsman explicitly acknowledged that it is operating during a period of “sustained and increasing complaint demand” across the housing sector and has expanded capacity accordingly.
4.3	Housemark benchmarking data supports this position, confirming that complaint volumes across England have increased by over 50% since April 2023. Housemark attributes this rise primarily to proactive regulation, strengthened Ombudsman powers, improved landlord compliance with the Complaint Handling Code, and increased resident awareness of rights and escalation routes. Importantly, this increase in complaints has occurred alongside stabilising or improving tenant satisfaction measures in many organisations, reinforcing that rising complaint volumes and service quality do not necessarily move in parallel.
4.4	Against this national backdrop, Ocean Housing recorded a complaint rate of 57.35 complaints per 1,000 homes, compared to a projected sector median of 52 complaints per 1,000 homes. Ocean’s performance reflects both sector-wide regulatory pressures and organisation-specific challenges during the year.

4.5	<b>Ocean recorded a 36% maladministration rate from Housing Ombudsman determinations during 2025/26, significantly below the latest reported sector average, and did not receive any findings of Severe Maladministration during the year.</b>
<b>5.0</b>	<b>Feedback Findings – Ocean Housing</b>
5.1	During 2025/26, Ocean Housing recorded a total of 242 Stage 1 complaints, representing a 5.7% increase on the previous year and the highest annual total recorded to date.
5.2	 <p>The chart, titled "Stage 1 Volume Over Time", displays monthly complaint volumes from April 2023 to April 2026. The y-axis represents the number of complaints, ranging from 0 to 40 in increments of 5. The x-axis lists months from April 2023 to April 2026. A dotted trend line shows a steady increase from approximately 11-12 complaints per month in 2023 to about 24-25 in early 2026. The solid line represents monthly data, showing fluctuations but a clear overall upward trend, with peaks in March 2025 (around 34) and January 2026 (around 32).</p>
5.3	The chart above shows a clear upward trend in Stage 1 complaints, with the monthly average increasing steadily from around 11-12 in 2023 to approximately 24-25 by April 2026. While volumes fluctuate during periods of service pressure, they have not returned to previous levels, indicating a sustained increase driven by both service challenges and greater resident engagement with the complaints process.
5.4	65 complaints (27%) progressed to Stage 2, compared with 18% in 2024/25. This increase reflects a greater proportion of residents choosing to escalate where dissatisfaction remained unresolved. 12 complaints were referred to the Housing Ombudsman, up from 7 in the previous year.
5.5	On average, 39% of Stage 1 complaints were upheld, a slight reduction from 41% in 2024/25. While complaint volumes continued to increase, this was not accompanied by a corresponding increase in upheld rates, suggesting that higher volumes are not driven by service failure alone but also by increased accessibility and confidence in the complaints process.
5.6	The wider availability of digital tools (A.I.), online advice and third-party support has also contributed to residents engaging more readily with the formal complaints process, including escalation where resolution is delayed
5.7	During 2025/26, Ocean Housing implemented a change in approach to the management of disrepair matters, following advice from legal counsel. All disrepair claims are now recorded and managed as formal complaints from first notification. This approach aligns with the Housing Ombudsman’s definition of a complaint and

	ensures that dissatisfaction relating to property condition, remedial works or delays is handled within the formal complaints' framework and in accordance with the Complaint Handling Code.						
5.8	While this change has contributed to increased recorded complaint volumes, it has had a positive operational and financial impact. By bringing disrepair matters into the complaints process at an early stage, Ocean has improved oversight, strengthened coordination of remedial works and, in many cases, resolved issues without progression to formal legal disrepair claims, avoiding additional costs and delays associated with litigation.						
<b>6.0</b>	<b>Summary of Complaints by Stage and Determination</b>						
6.1	<b>2025 /26</b>	<b>Upheld</b>	<b>Partially Upheld</b>	<b>Not Upheld</b>	<b>Withdrawn</b>	<b>Ongoing</b>	<b>Escalated Stage 2</b>
	<b>Q1</b>	50%	17%	17%	13%	3%	34%
	<b>Q2</b>	57%	16%	6%	12%	9%	32%
	<b>Q3</b>	21%	47%	22%	10%	0%	12%
	<b>Q4</b>	29%	31%	22%	7%	11%	27%
<b>6.2</b>	<b>Breakdown of Complaints by Service Area</b>						
	<b>Service Area</b>						<b>Year End 2025/26</b>
	Responsive Repairs						110
	Asset Management						37
	Planned Maintenance						7
	Heating and Compliance						12
	Energy Improvement						7
	Housing Management						34
	Income Management & Financial Inclusion						8
	Grounds Maintenance & Cleaning						2
	Empty Homes						4
	Lettings						1
	Home Ownership						13
	Sales						0
	Development						4
	Customer Experience						3
	Tenant Voice & Engagement						0
	Complaints & Compliance						0
	<b>Total</b>						<b>242</b>
6.3	Responsive Repairs continues to account for the largest proportion of complaints, representing 45% of all complaints in 2025/26, compared with 46% in 2024/25. The overall distribution of complaints by service area remains broadly consistent with previous years, with no significant shift in complaint patterns.						

6.4	Breakdown of Complaints by Category					
6.5	<b>Complaint Category</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>Year end</b>
	Property Condition	16	7	17	29	69
	Complaints Handling	1	0	0	0	1
	Appointments	4	11	3	7	25
	Estate Management	2	5	5	4	16
	Charges	2	2	9	4	17
	Moving to a property	1	0	1	1	3
	Staff Conduct	7	8	9	4	28
	Compensation	0	1	2	1	4
	Health & Safety (inc. building safety)	2	2	0	0	4
	Occupancy Rights	0	0	1	0	1
	ASB	1	0	3	2	6
	Landlord Advice	2	0	0	0	2
	Reimbursement and Payments	0	1	0	0	1
	Damp, Mould & Condensation	6	2	2	7	17
	Communication	14	9	1	11	35
	Contractor	3	3	5	2	13
	<b>Total</b>	<b>61</b>	<b>51</b>	<b>58</b>	<b>72</b>	<b>242</b>
5.6	The most common complaint themes related to property condition, communication, staff conduct and appointments, reflecting the predominance of Responsive Repairs as the service area receiving the highest volume of complaints.					
<b>7.0</b>	<b>Key Themes and Root Causes</b>					
7.1	The key complaint themes identified during 2025/26 remain broadly consistent with previous years. The most common issues relate to delays, missed appointments, repeat repairs and communication failures, particularly in cases involving damp, mould and condensation (DMC).					
7.2	Root-cause analysis indicates that many complaints arise from systemic pressures rather than isolated service failures. These pressures were particularly evident earlier in the year and included historic resourcing challenges, inconsistent follow-through of agreed actions, service instability within Property Services, and limitations in system visibility and process integration.					
7.3	Formal complaints also highlighted organisational challenges associated with legacy IT systems and fragmented data, particularly where repair histories, vulnerability indicators and complaint actions were not consistently visible across teams. Learning from these complaints directly informed the organisation's decision to pursue procurement of a new Housing Management System to address structural causes of repeat failure.					

7.4	Alongside complaint-specific corrective action, Ocean Housing has undertaken substantial organisational investment through the C1 investment programme, aimed at improving customer experience, strengthening operational delivery and mitigating the underlying drivers of complaints. This investment recognises that sustained improvement in complaint performance requires structural, cultural and capacity-based solutions, not solely changes to complaints handling processes.			
7.5	The C1 investment supports a range of inter-linked improvement activity across the organisation, including enhanced capacity and capability within areas that have a direct impact on complaint volumes and resident experience.			
7.6	This programme of investment will support reducing avoidable complaints, improving first-time resolution, and the earlier identification and resolution of issues before dissatisfaction escalates. While many of these improvements are yet to commence, early indications suggest that stabilisation within Property Services and clearer accountability are beginning to improve governance, consistency of approach and engagement with complaint learning.			
7.7	The impact of the C1 investment is expected to become more evident over time as new roles, systems and ways of working mature. Complaint data will continue to be used as a key source of insight to monitor whether this investment is delivering the intended improvements in resident experience, service reliability and complaint outcomes.			
<b>8.0</b>	<b>Timeliness of Response</b>			
8.1	<b>Measure</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26*</b>
	<b>Reported Stage 1</b>	91%	100%	100%
	<b>Amended Stage 1</b>	99.8%	94.8%	91.7%
	<b>Reported Stage 2</b>	97.6%	100%	100%
	<b>Amended Stage 2</b>	97.6%	97.4%	81.5%
	*2025/26 figures reported to Board prior to methodology correction			
8.2	During 2025/26, a review of complaint handling performance identified that the organisation's previous approach to reporting CH02 (Timeliness of complaint handling) did not fully align with updated Tenant Satisfaction Measures technical requirements. Historically, performance had been assessed against response timeframes (10 working days for Stage 1 and 20 working days for Stage 2), without considering the timeliness of complaint acknowledgement.			
	A complaint is now considered to be within timescale only where both acknowledgement and response are completed within the required timeframes, including any formally agreed extensions. This change in methodology has been applied retrospectively to provide a consistent and transparent comparison across years.			

	This revised approach strengthens transparency and ensures full compliance with the Complaint Handling Code. Performance will continue to be monitored using this methodology going forward.			
<b>9.0</b>	<b>Complaint Learning</b>			
9.1	Embedding complaint learning across the organisation continues to be a key priority. During 2025/26, capacity pressures, the backlog of work and service instability, particularly within Property Services earlier in the year, limited the extent to which learning could be consistently translated into systematic improvement, with focus often placed on resolving individual cases and managing immediate risk. However, momentum has increased in the latter half of the year.			
9.2	A number of localised and incremental changes have been made in response to complaint findings, as set out in the table below. However, linking individual complaint cases together to form a coherent, organisation-wide understanding of underlying trends and root causes continues to be a challenge and focus for the teams.			
9.3				
	<b>Issue Identified</b>	<b>What This Means for Customers</b>	<b>Action Being Taken</b>	<b>Current Status / Impact</b>
	General dissatisfaction with Responsive Repairs service; rising complaint volumes	Customers experiencing unresolved repairs, slow progress and inconsistent service quality	Weekly Responsive Repairs Transactional Survey introduced. Unhappy responses trigger proactive call-backs. Dashboard shared weekly with managers.	Early signs of better issue-spotting; more accurate categorisation of failure points.
	Recurring complaint issues not being addressed.	Recurring issues leading to increased complaint volumes	Action Plan created and monthly meetings between the Compliant and Compliance and Property Services teams introduced to address issues and bring to a resolution.	Action plan is being progressed leading to recurring issues being resolved.
	Operatives not consistently completing follow-ons; no-access process not followed	Jobs left incomplete; customers expecting return visits that are not scheduled	Increased monitoring of the Scheduler follow-on line, with weekly usage reports to senior managers.	Improved accuracy in scheduling; reduction in missed follow-ons expected next quarter.
	Callbacks not being completed	Customers feeling ignored or not updated,	Senior Managers now reviewing weekly callback compliance report; “quiet	Backlog reducing; fewer

	by Responsive Repairs team	increasing complaint risk	days” introduced for Schedulers to clear backlog.	communication-related complaints anticipated.
	Delays in Cavity Wall Insulation (CWI) works creating repeat complaints	Customers experiencing prolonged cold, damp or disruption	Additional contractor procured to expand capacity.	Throughput improved; reduction in CWI-related complaints expected.
	Disrepair complaints not being logged in the formal complaints process	Opportunity to resolve outside of litigation is lost	All disrepair cases now logged as formal complaints.	Multiple disrepair cases are now being resolved outside of the disrepair process.
	Policy and procedure not being routinely followed.	Inconsistent service delivery.	New Policy Assurance Framework introduced including training on policy updates for staff.	Policy compliance is starting to improve across teams.
	Complaint actions and promises not completed	Further disappointment for customers and increased complaints	Complaints and Compliance team now track all outstanding complaints actions through to completion	Improved complaint action resolution and customer satisfaction.
	Repeat complainants and vulnerability not tracked	Recurring complaints and dissatisfaction	Complaints and Compliance team now track and report quarterly to the MRC	Improved knowledge and understanding supporting better route/cause analysis.
9.4	In 2026/27, the organisation’s focus will be on moving from case-based learning to thematic and preventative learning, supported by improved systems, clearer ownership of actions, and enhanced governance oversight through the Customer Service Committee. Complaint data will continue to be used as a key source of insight to test whether service improvements and investment are delivering sustained benefits for residents.			

<b>10.0</b>	<b>Stage 2 Complaints</b>								
10.1	In 2025/26, Ocean Housing received 65 Stage 2 complaints, of which 48 were either upheld or partially upheld. This reflects the more detailed investigation undertaken at this stage of the complaints process.								
10.2	<p>The majority of Stage 2 complaints related to Responsive Repairs (36 cases), with escalation most commonly driven by repeat or unresolved issues. The main reasons for escalation were:</p> <ul style="list-style-type: none"> <li>• Delays in addressing damp, mould and condensation</li> <li>• Missed or delayed appointments</li> <li>• Prolonged delays to fencing, roof, chimney and ceiling repair</li> <li>•</li> </ul> <p>This relates to the backlog of work in these areas.</p>								
10.3	Other Stage 2 complaints were spread across Housing Management, Asset Management and a small number of other service areas. These typically related to case handling, communication, and resident dissatisfaction with outcomes rather than policy application.								
10.4	At Stage 2, additional dialogue with residents frequently identifies cumulative service failure, rather than single errors. The additional time available allows for a fuller review of case history and resident impact, which can lead to a different determination and, in some cases, additional or revised compensation awards.								
10.5	Learning from Stage 2 complaints shows that escalation is often linked to incomplete follow-through of agreed actions, particularly within Responsive Repairs.								
10.6	A breakdown of Stage 2 complaints is contained in the table below.								
10.7	<table border="1"> <thead> <tr> <th>Service Area</th> <th>Volume</th> <th>Common complaint reasons</th> </tr> </thead> <tbody> <tr> <td>Responsive Repairs</td> <td>36</td> <td>           12 x Delays in addressing DMC issues            8 x Delays to appointments, and non-attendance            5 x Dissatisfaction with fence repairs, or delays to fence repairs            5 x Delays to roof, chimney, or ceiling repairs            2 x Decision not to replace door/windows            1 x Pest/vermin            1 x Personal injury claim            1 x Water leak damage            1 x Reasonable adjustments for appointment         </td> </tr> </tbody> </table>			Service Area	Volume	Common complaint reasons	Responsive Repairs	36	12 x Delays in addressing DMC issues 8 x Delays to appointments, and non-attendance 5 x Dissatisfaction with fence repairs, or delays to fence repairs 5 x Delays to roof, chimney, or ceiling repairs 2 x Decision not to replace door/windows 1 x Pest/vermin 1 x Personal injury claim 1 x Water leak damage 1 x Reasonable adjustments for appointment
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	Housing Management	12	7 x Handling of ASB and neighbour issues 3 x Parking 1 x Removal of items left in communal area 1 x Rejection of succession application
	Asset Management	6	3 x Sewage treatment plant issues 2 x Lack of contact from team 1 x Disrepair claim and property condition issues
	Home Ownership	3	3 x Administration of service charges and new management fee
	Development	1	1 x Adoption of sewage plant by South West Water
	Empty Homes	1	1 x Feeling pressured into moving into property 1 x Feels misled about parking at property
	Energy Improvement	1	1 x Communication about deadline for having survey
	Grounds Maintenance & Cleaning	1	1 x Operative was allegedly rude to resident
	Heating & Compliance	1	1 x Emergency information for Park House lift
	Income Management & Financial Inclusion	1	1 x Advice given by Income Management Advisor
	Planned Maintenance	1	1 x Conduct of staff member during inspection
<b>11.0 Housing Ombudsman</b>			
11.1	Ocean Housing received 10 Housing Ombudsman determinations during 2025/26.		
11.2	Across the determinations received, the most common area of maladministration related to damp, mould and condensation (DMC). This reflects both service pressures locally and a wider sector-wide trend identified by the Housing Ombudsman. Determinations commonly cited delays in resolving issues, weaknesses in communication, and insufficient recognition of the impact on residents.		
11.3	<b>Importantly, the Ombudsman considered complaint handling in eight of the ten cases and made findings of No Maladministration in seven.</b> This provides assurance that, notwithstanding service delivery issues in some cases, Ocean's complaints process is generally being administered in line with the Complaint Handling Code, including appropriate escalation, investigation and communication.		
11.4	Several determinations also raised learning points relating to the handling of compensation and claims for damaged possessions. This learning has supported a		

	more consistent and proactive approach to redress, helping to ensure appropriate outcomes for residents and reducing the need for Ombudsman intervention.																																		
11.5	At the end of the reporting period, six further cases remained under investigation by the Housing Ombudsman. These are being actively monitored, and any additional learning or required actions will be incorporated into service improvement activity as determinations are received.																																		
<b>12.0</b>	<b>Compensation</b>																																		
12.1	During 2025/26, Ocean Housing awarded a total of £31,299 in compensation, representing an increase compared with the previous year. This reflects both higher complaint volumes and increased expectations around redress where service failure has occurred.																																		
12.2	This trend is consistent with the national picture. The Housing Ombudsman's Annual Complaints Review 2024/25 reported a significant increase in the number of findings requiring redress, with over 2,000 findings of reasonable redress made during the year, an increase of more than 800 compared with the previous period. The Ombudsman also confirmed that over 40% of compensation awarded nationally related to damp, mould and other repairs-related complaints, reflecting the same service areas driving complaint volumes across the sector.																																		
12.3	Within Ocean Housing, the majority of compensation payments continued to relate to Responsive Repairs, particularly missed appointments, delays in repair completion and communication failures. Learning from Housing Ombudsman determinations and complaint outcomes has supported a more proactive and consistent approach to compensation, with a focus on making fair and timely offers of redress and reducing escalation to the Ombudsman.																																		
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<b>13.0</b>	<b>Complaint Equality, Diversity and Inclusion Information (EDI)</b>																																		
13.1	Available data indicates that the demographic profile of complainants broadly reflects the wider tenant population, particularly in relation to gender.																																		
13.2	Data completeness remains limited, with six or more EDI data points held for approximately 49% of primary tenants, restricting more detailed analysis of equitable outcomes.																																		

13.3	Improving the capture of EDI data during compliance and safety visits remains a priority to strengthen future complaint insight and assurance.					
13.4	<b>Gender</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>YTD</b>
	Female	39	31	41	51	162
	Male	22	20	17	21	80
	Prefer not to say	0	0	0	0	0
	<b>Age</b>	<b>Q1</b>	<b>Q2</b>	<b>Q3</b>	<b>Q4</b>	<b>YTD</b>
	18-30	2	5	2	12	21
	31-50	28	18	27	30	103
	51-80	28	23	21	27	99
	80+	0	2	1	1	4
	Unknown	3	3	7	2	15
<b>14.0</b>	<b>Compliments</b>					
14.1	In addition to complaints, Ocean Housing collects and analyses compliments received from residents. During 2025/26, a total of 162 compliments were recorded.					
14.2	Compliments were most commonly associated with staff conduct, professionalism, and supportive communication, particularly in frontline services. This feedback provides important balance alongside complaint data and highlights areas of good practice that should be recognised and replicated.					
14.3	The volume and themes of compliments reinforce that, even in areas experiencing performance pressure, many residents continue to receive positive service interactions.					
14.4	<b>Service Area</b>	<b>2024/25</b>	<b>2025/26</b>	<b>Change</b>		
	Asset Management	1	0	→		
	Responsive Repairs	36	28	↓		
	Housing Management	24	14	↓		
	Income Management	13	10	→		
	Development	1	0	→		
	Planned Maintenance	6	3	↓		
	Grounds Maintenance	37	33	→		
	Empty Homes	2	15	↑		

	Customer Experience	12	5	↓
	Tenant Voice	0	2	→
	Home Ownership	5	1	↓
	Energy Improvement	0	9	↑
	Heating & Compliance	0	4	↑
	<b>Total</b>	<b>137</b>	<b>124</b>	

### 14.3 Complaints Vs Compliments Comparison

Compliments Vs Complaint		
	Complaints YTD	Compliments YTD
Responsive Repairs	110	28
Asset Management	37	0
Planned Maintenance	7	3
Heating and Compliance	12	4
Energy Improvement	7	9
Housing Management	34	14
Income Management & Financial Inclusion	8	10
Grounds Maintenance & Cleaning	2	33
Empty Homes	4	15
Lettings	1	0
Home Ownership	13	1
Sales	0	0
Development	4	0
Customer Experience	3	5
<b>Total</b>	<b>242</b>	<b>124</b>

### 15.0 Financial and Value for Money Implications

15.1	Compensation paid has increased considerably in 2025/26, rising from £23,082 last year to £31,299.
15.2	Adequate budget provision has been made available in 2026-27 to ensure that sufficient funds are available.
15.3	While compensation represents a direct financial cost, Ocean recognises compensation as an important mechanism, supporting appropriate resolution of complaints, reducing escalation to the Housing Ombudsman, and limiting exposure to legal disrepair claims and associated costs.

15.4	The decision to record disrepair matters as formal complaints, has strengthened early intervention and oversight. This approach supports more timely resolution, mitigates legal risk, and is expected to reduce longer-term financial exposure arising from prolonged disputes or litigation.
15.5	Ongoing monitoring of compensation payments, combined with improved complaint learning and system investment, will be used to assess whether increased short-term spend is translating into improved service reliability, reduced escalation and better outcomes for residents.
<b>16.0</b>	<b>People Implications</b>
16.1	Complaints management is delivered by the Complaints & Compliance Team, comprising the Complaints & Compliance Manager and a part-time Complaints & Compliance Coordinator, supported by the Head of Standards & Performance.
16.2	Complaint volumes have continued to increase during 2025/26, reflecting the statutory implementation of the Housing Ombudsman Complaint Handling Code, increased promotion of complaint routes, greater resident awareness of rights, and wider sector-wide change. These pressures are not unique to Ocean Housing and mirror national trends.
16.3	Additional regulatory requirements, including the introduction of Social Tenant Access to Information Requirements Scheme (STAIRS), are expected to further increase demand on the complaints function and associated services, both in terms of complaint handling and information governance. The team also administer Subject Access request and UK General Data Protection Regulations (GDPR).
16.4	Despite these pressures, the additional reporting, scrutiny and compliance requirements introduced under the Complaint Handling Code are currently being managed within existing resources. Capacity and prioritisation continue to be monitored as part of wider organisational planning.
16.5	In-house training on the Compliments and Complaints Policy was delivered during the year to responsible managers and key frontline staff. This has supported more consistent application of the policy, strengthened understanding of roles and responsibilities, and reinforced a positive complaints culture across services.
16.6	The Complaints & Compliance Team has also assumed responsibility for policy assurance checks and the administration and analysis of transactional surveys as part of its broader performance and compliance monitoring remit.
<b>17.0</b>	<b>Risk Implications</b>
17.1	Ocean Housing's risk assurance framework identifies reputational risk as a principal organisational risk. Complaints data provides an important early indicator of service failure, regulatory exposure and resident harm, and is monitored regularly to support early intervention and mitigation.

17.2	There remains a risk that residents may escalate concerns directly to external bodies or the media. The organisation's PR alert process continues to provide early warning and supports rapid response where issues have the potential to cause wider reputational impact.
17.3	Ongoing compliance with the Complaint Handling Code, combined with increased transparency requirements and promotion of complaint routes, is likely to continue to drive higher complaint volumes. The introduction of STAIRs also presents additional regulatory and operational risk that will require careful management.
<b>18.0</b>	<b>Equality, Diversity and Inclusion Implications</b>
18.1	Equality and diversity information is collected at the point of complaint registration where residents choose to provide it. Analysis of available data does not currently indicate any disproportionate impact on specific protected characteristics beyond those outlined in Section 13 of this report.
18.2	Overall, the demographic profile of complainants broadly reflects the wider tenant population. However, limitations in data completeness continue to reduce the level of assurance that can be provided, reinforcing the importance of ongoing improvement in EDI data capture.
<b>19.0</b>	<b>Tenant Involvement Implications</b>
19.1	Quarterly complaints and compliments performance information is reviewed by Together With Ocean (TWO) and published on the Ocean Housing website, supporting transparency and accountability to residents.
19.2	The Head of Standards & Performance and the Complaints & Compliance Manager meet quarterly with the Member(s) Responsible for Complaints (MRC) to review performance, discuss learning and respond to challenge and feedback. Findings and assurance are reported to the Customer Service Committee as part of its governance and scrutiny role.

Version	Date	Author	Change Summary
V1	May 2026	Ocean Housing	Original CSC approved version
V2	June 2026	Ocean Housing	CH02 methodology updated and figures recalculated