



## **Annual Feedback Performance & Service Improvement Report 2023/2024**

### **1.0 Purpose**

- 1.1 To share analysis and findings on complaints and compliments for the year including relevant Tenant Satisfaction Measure performance 2023/24.
- 1.2 To assure the Board of compliance with Regulatory and Housing Ombudsman standards, whilst demonstrating that priority is given to the management of complaints and compliments, supported by policy, procedures and behaviours.
- 1.3 To summarise lessons learnt and progress made in preventing and minimising negative outcomes from Housing Ombudsman determinations.
- 1.4 To invite Board member views on the management of complaints and compliments.
- 1.4 This report is aligned with 3 of the Group's 5 Golden Threads, specifically:
  - Have residents at the heart of everything we do
  - Maintain strong and effective Governance
  - Provide good quality services, right first time

### **2.0 Recommendations**

- 2.1 Board is **recommended** to:
  - Note the summary of lessons learned and progress made in preventing and minimising negative outcomes from Housing Ombudsman determinations.
  - Note the content of the report including relevant Tenant Satisfaction Measure performance.
  - Approve the report for submission to the Housing Ombudsman.

### **3.0 Background**

- 3.1 Ocean Housing Group has in place several policies and procedures relating to the management of customer complaints, comments, and compliments, to ensure the recording, investigation and timely response of all those received.

- 3.2 As an official adopter of the National Housing Federation Together With Tenants (TWT) charter, our aim is for tenants to find that Ocean Housing is an open and accessible organisation to make complaints to and that tenants and residents have simple and accessible routes for raising issues, making complaints and seeking redress.
- 3.3 The Ocean Housing Compliments and Complaints policy received a significant update in May 2024 to achieve compliance with the Housing Ombudsman Complaint Handling Code 2024 and to address the findings and recommendations of the internal audit of complaints, completed in March 2024.
- 3.4 The internal audit also made several recommendations in relation to the Ocean Housing Compensation Policy. The policy was also updated in May 2024 to adopt the recommendations and ensure that it met Housing Ombudsman best practice. Board received assurance in relation to both policy updates in May 2024.
- 3.5 This year the Complaint Handling Code (CHC) required, for the first time, an annual self-assessment submission to the Housing Ombudsman. This was completed before the deadline of 30 June 2024 and also published on the Ocean Housing website.
- 3.6 Staff training on the Complaint Handling Code and revised policies was completed in June 2024 to ensure operational staff understand and adopted the processes in frontline service delivery.
- 3.7 Complaint reporting to the Ocean Housing Board continued in 2023/24 following quarterly meetings with the Member(s) Responsible for Complaints (MRC) to scrutinise the report and challenge service performance and learning before submission.
- 3.8 Together With Ocean (TWO) continued to receive complaints data monthly and the quarterly performance report.
- 3.9 Reporting and scrutiny were strengthened in 2023/24 through the introduction of a monthly complaints report to the Executive Group and bi-weekly meetings between the Group Chief Executive and Managing Director of Ocean Housing to review individual cases, risk, and resolution progress.
- 3.10 Weekly meetings were introduced for Heads of Service, Managers, and complaint owners to review outstanding cases and ensure that actions were completed in a timely manner to mitigate risk and ensure early resolution.

## **4.0 The National Picture**

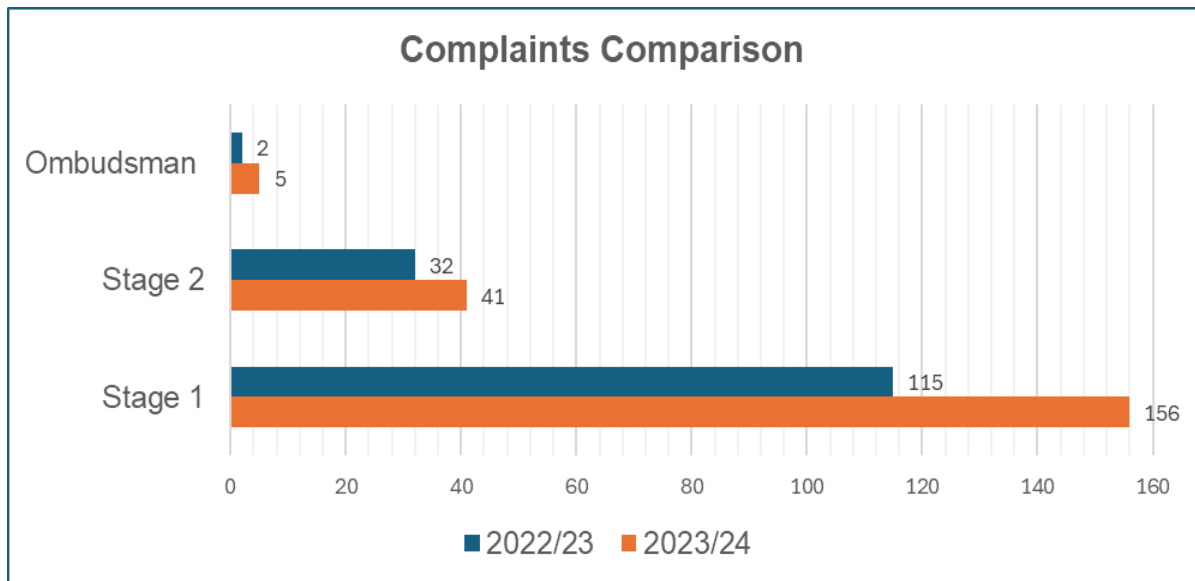
- 4.1 The social housing sector has been subject to increasing levels of scrutiny in the last 12 months at both a local and national level with a continuing focus on damp, mould, and condensation (DMC).
- 4.2 The Housing Ombudsman has intensified how it investigates and determines complaints. The landscape has shifted significantly in the last 12 months, which has

been felt by all landlords in the sector and Ocean Housing through an increasing number of maladministration and severe maladministration findings.

- 4.3 The Housing Ombudsman has also increased the number and frequency of sector reports, expecting landlords to adopt the best practice identified and change policy, process and service delivery.
- 4.4 The annual complaints review from the Housing Ombudsman for 2023/24 has not yet been published however the 2022/23 report identified a significant increase in complaints due to poor property condition, legislative changes, media attention and the inquest into the death of Awaab Ishak.
- 4.5 The Ombudsman received over 5000 escalated complaints for formal investigation for the first time in 2022/23, which is a 27% increase on the previous year .
- 4.6 6590 orders and recommendations were made and £1.1m compensation awarded.
- 4.7 Severe maladministration findings increased from 31 to 131, a 323% increase. 2430 maladministration findings were made, which is a 40% increase on the previous year.
- 4.8 Property condition again topped the list for complaint type followed by complaint handling and Anti-Social Behaviour.
- 4.9 The annual complaints review once again showed that London had the highest number of determinations, even accounting for quantity of housing stock in region. The Southwest had the lowest maladministration rate of all the regions at 45% and significantly lower maladministration rate for health and safety complaints at 29% (compared to other regions which were 40%-60%).
- 4.10 Whilst the Ombudsman findings above are based upon 2022/23, it is expected that this upward trend will continue in its analysis of complaints data for 2023/24.
- 4.11 Further information about our interaction with the Housing Ombudsman in 2023/24 is contained at section 9.0 of this report.

## **5.0 Complaint Recording**

- 5.1 Complaint recording increased in 2023/24 as did escalation to stage 2 of our complaints process and further escalation to the Housing Ombudsman.
- 5.2 The Complaints Comparison chart below shows complaint recording for 2023/24 with 2022/23 figures for contrast:



5.3 A total of 156 stage 1 complaints were recorded in 2023/24 which is a 35% increase on the previous year.

5.4 49% of stage 1 complaints were upheld which is up from 33% in the previous year. This is due in part, to a change in how we first assess complaints, following feedback from Housing Ombudsman maladministration determinations and a more stringent review of whether or not policy and procedure has been followed, including acknowledgment of the cumulative impact on the affected party.

5.5 41 complaints progressed to stage 2, a 41% increase on the previous year and 5 to the Housing Ombudsman which is a 60% increase.

**5.6 Breakdown of Complaints by Stage and Determination**

5.7

| 2023/2024 | Upheld | Partially Upheld | Not Upheld | Withdrawn | Escalated Stage 2 | Total |
|-----------|--------|------------------|------------|-----------|-------------------|-------|
| Q1        | 35%    | 26%              | 18%        | 21%       | 29%               | 34    |
| Q2        | 50%    | 24%              | 15%        | 12%       | 32%               | 34    |
| Q3        | 56%    | 19%              | 9%         | 16%       | 30%               | 43    |
| Q4        | 56%    | 16%              | 16%        | 11%       | 18%               | 45    |

**5.8 Breakdown of Complaints by Service Area**

| Service Area                 | Q1 | Q2 | Q3 | Q4 | YTD |
|------------------------------|----|----|----|----|-----|
| Asset Management             | 10 | 10 | 17 | 18 | 55  |
| Customer Accounts            | 0  | 0  | 0  | 0  | 0   |
| Customer Experience Team     | 0  | 0  | 0  | 1  | 1   |
| Day to Day Repairs           | 9  | 9  | 10 | 9  | 37  |
| Commissioning                | 2  | 5  | 0  | 4  | 11  |
| Grounds Maintenance/Cleaning | 1  | 0  | 1  | 1  | 3   |
| Lettings                     | 0  | 1  | 2  | 0  | 3   |

|                              |           |           |           |           |            |
|------------------------------|-----------|-----------|-----------|-----------|------------|
| Neighbourhood Services       | 9         | 4         | 9         | 5         | 27         |
| Ocean Extra                  | 0         | 0         | 0         | 1         | 1          |
| Planned Maintenance          | 2         | 2         | 4         | 3         | 11         |
| Tenant Partnership           | 0         | 0         | 0         | 0         | 0          |
| Voids                        | 1         | 1         | 0         | 0         | 2          |
| Home Ownership               | 0         | 1         | 0         | 3         | 4          |
| Intensive Housing Management | 0         | 1         | 0         | 0         | 1          |
| <b>Total</b>                 | <b>34</b> | <b>34</b> | <b>43</b> | <b>45</b> | <b>156</b> |

5.9 Asset Management complaints increased by 112% from 26 recorded in the previous year, accounting for much of the overall increase in complaints received.

5.10 Day to Day repairs increased marginally by 16%. This aligns to an increase service delivery where we completed over 12,000 day-to-day repairs in the year. Damp and Mould inspections generated over 4,500 additional repairs.

5.11 DMC inspections, in the second half of the year, almost tripled from 384 in the first half to 926 over the autumn and winter.

## 5.12 Breakdown of Complaints by Category

5.13

| Complaint Category                     | Q1        | Q2        | Q3        | Q4        | YTD        |
|--|-----------|-----------|-----------|-----------|------------|
| Property Condition                     | 7         | 10        | 7         | 8         | 32         |
| Damp, Mould & Condensation             | 3         | 2         | 16        | 11        | 32         |
| Complaints Handling                    | 0         | 2         | 0         | 0         | 2          |
| Tenants Behaviour                      | 0         | 0         | 0         | 0         | 0          |
| Estate Management                      | 2         | 1         | 4         | 5         | 12         |
| Charges                                | 1         | 1         | 2         | 2         | 6          |
| Home Ownership Issues (not new build)  | 0         | 0         | 0         | 1         | 1          |
| Moving to a property                   | 1         | 1         | 1         | 0         | 3          |
| Staff                                  | 11        | 6         | 3         | 8         | 28         |
| Compensation                           | 1         | 4         | 2         | 0         | 7          |
| Health & Safety (inc. building safety) | 0         | 0         | 0         | 1         | 1          |
| Occupancy Rights                       | 0         | 0         | 1         | 0         | 1          |
| Information and Data Management        | 1         | 0         | 0         | 0         | 1          |
| New Builds                             | 2         | 3         | 0         | 5         | 10         |
| ASB                                    | 3         | 3         | 1         | 1         | 8          |
| Resident Involvement                   | 0         | 0         | 0         | 0         | 0          |
| Landlord Advice                        | 1         | 0         | 4         | 1         | 6          |
| Buying or selling a property           | 0         | 0         | 0         | 1         | 1          |
| Governance                             | 1         | 1         | 1         | 1         | 4          |
| Reimbursement and Payments             | 0         | 0         | 1         | 0         | 1          |
| <b>Total</b>                           | <b>34</b> | <b>34</b> | <b>43</b> | <b>45</b> | <b>156</b> |

- 5.14 Damp, mould and condensation together with property condition are the highest performing categories. This aligns to the national picture reported by the Housing Ombudsman.
- 5.15 Whilst “staff” complaints appear high, it is not always staff conduct or behaviour that is the contributing factor. In several cases, it is conflict with advice and guidance given, or decision made.

## 6.0 Stage 2 Complaints

6.1 The table below summarises the 41 Stage 2 cases of which more than half were upheld, and much of the rest partially upheld.

6.1

| Service Area                         | 2023/24 | Complaint reasons   |
|--------------------------------------|---------|---|
| Asset Management                     | 18      | 12 x DMC Complaints<br>2 x Condition of property<br>1 x Ongoing issue with insulation<br>1 x Disabled adaptations to neighbouring property<br>1 x Communication<br>1 x Boundary dispute                                 |
| Day to Day Repairs                   | 11      | 4 x Delays to follow on repairs<br>2 x Delays in heating repairs<br>2 x Dissatisfaction with quality of repair<br>1 x Compensation request<br>1 x Reliance on contractor for repairs<br>1 x Suspension of fence repairs |
| Neighbourhood Services               | 5       | 3 x Handling of ASB<br>1 x Unannounced staff visit<br>1 x Pet permission  |
| Planned Maintenance                  | 3       | 3 x Appointments for compliance checks  |
| Voids                                | 1       | 1 x Void recharges  |
| Intensive Housing Management Service | 1       | 1 x Communication   |
| Home Ownership                       | 1       | 1 x Leaseholder charge  |

|                                |   |                         |
|--------------------------------|---|-------------------------|
| Grounds Maintenance & Cleaning | 1 | 1x Health impact on pet |
|--------------------------------|---|-------------------------|

- 6.3 At the second stage of the complaints process additional dialogue with the complainant often opens up additional lines of investigation leading to a deeper understanding of the issues raised. The additional time available at stage two to forensically scrutinise the history can lead to a conflicting determination to that provided at stage 1, as awareness of the cumulative impact is realised. This in turn can lead to new, or supplementary awards of compensation.
- 6.4 All upheld complaints, bar one, were accompanied by a compensation payment. This escalated in 2023/24 following an increase in negative Housing Ombudsman determinations. The learning from those findings increased our awareness of the expected parameters of reasonable redress particularly the assessment of cumulative impact.
- 6.5 Most Stage 2 complaints related to issues of DMC and were escalated as actions and financial redress offered at stage 1, did not meet tenant expectation.
- 6.6 The second most common category of Stage 2 complaints were Day to Day repairs. The Fit for the Future Digitalisation of repairs project and improved customer experience service should start to address these repeated concerns over communication and lack of right first-time resolutions.
- 6.7 The handling of Anti-Social Behaviour cases has also been a recurring issue though these are generally not upheld, or partially upheld. The disconnect is often because the outcome of the case does not meet tenant expectation.
- 6.8 Board will be aware that several ASB cases have been the subject of Housing Ombudsman investigation with negative determinations highlighting the shortfalls in this service area. The external ASB review will help to ensure Ocean is meeting consumer/best practice standards, which may translate into fewer service complaints in this area.

## 7.0 Timeliness of Response

| 7.1 | Timeliness of complaint  | Q1        | Q2        | Q3        | Q4        | YTD        | YTD as % |
|-----|--------------------------|-----------|-----------|-----------|-----------|------------|----------|
|     | Within service standard  | 30        | 32        | 36        | 44        | 142        | 91%      |
|     | Outside service standard | 4         | 2         | 7         | 1         | 14         | 9%       |
|     | <b>Total</b>             | <b>34</b> | <b>34</b> | <b>43</b> | <b>45</b> | <b>155</b> |          |

## 7.3 Tenant Satisfaction Measures (TSM)

| TSM | Description | Q1 | Q2 | Q3 | Q4 | Target |
|-----|-------------|----|----|----|----|--------|
|-----|-------------|----|----|----|----|--------|

|          |   |      |       |       |       |       |
|----------|---|------|-------|-------|-------|-------|
| CH01 (A) | Complaints relative to the size of the landlord – Stage 1                   | 8.04 | 8.05  | 10.18 | 10.61 | 12.07 |
| CH01 (B) | Complaints relative to the size of the landlord – Stage 2                   | 1.89 | 2.13  | 3.08  | 2.59  | 1.2   |
| CH02 (A) | Complaints responded to within Complaint Handling Code timescales – Stage 1 | 88%  | 94%   | 84%   | 98%   | 90%   |
| CH02 (B) | Complaints responded to within Complaint Handling Code timescales – Stage 2 | 100% | 89.9% | 100%  | 100%  | 95%   |

- 7.4 Even though complaint volumes have increased, 91% were completed in target.
- 7.5 TSM complaints recorded for both stage 1 and 2 exceeded target. Early analysis of TSM reporting for similar sized housing associations in the southwest demonstrates that our end of year results are similar, or better, than peers in the sector.
- 7.6 Embedding of the Damp, Mould and Condensation process, accounted for a reduction in timeliness, early in the year, due to changes in the management structure. This has now been resolved with a focus on early intervention and resolution when issues are raised.

## 8.0 Complaint Learning

- 8.1 Complaint learning improved in 2023/24 however there is still some way to go to fully embed learning and stop recurring complaints from happening.
- 8.2 Complaint learning feedback is captured in our housing management system, QL, when a complaint is marked as closed. This is a new process introduced in 2023/24 to automate our tracking of complaint actions following audit feedback.
- 8.3 Actions are monitored through to completion by the Complaints and GDPR Co Ordinator with an audit trail embedded in QL to allow reporting of timeliness and outstanding actions. This is having a positive impact on our resolution success and is starting to reduce repeat complaints for inaction.
- 8.4 Another area where complaint learning has positively impacted service delivery is in relation to our DMC process. As one of the largest areas of complaint generation, complaint feedback was used to determine some of key areas of concern. This ultimately resulted in DMC surveying being brought back in house, removing the need for external contractors to undertake this role. Whilst necessary to meet demand in the initial stages, the frequency of complaints about the conduct and behaviour of individuals undertaking the service determined the change. Since implementing the in-house team, complaints about conduct and behaviour have ceased, and communication and quality of reporting have improved.
- 8.5 Rising complaints and negative feedback about the timeliness of repairs post DMC inspection, also lead to the process being moved to the Customer Experience Team to reduce unnecessary delay. Whilst this has put additional pressure on the team, repairs have since been consistently achieved within published timescales.



8.6 Anti-Social Behaviour (ASB) learning, particularly through recent Housing Ombudsman determinations, has been implemented through additional staff training, external review of the ASB policy and a focused emphasis on following procedure.

8.7 Whilst ASB complaints are inevitable given that the outcome does not always meet tenant expectation, evidencing compliance with policy ensures that our decision-making process is transparent for both the tenant and Housing Ombudsman if the complaint is escalated for review.

## 9.0 Housing Ombudsman

9.1 The anonymised table below sets out each of the Housing Ombudsman determinations received in 2023/24. The number of determinations is higher than the number quoted at point 5.0 of this report as some were escalated in the preceding year.

| 9.2 | Reference /Date | Details   | Action   |
|-----|-----------------|---|--|
|     | 05/10/23        | Severe Maladministration - ASB<br><br>Maladministration - Complaint Handling  | Pay £950 in compensation in respect of the failures.<br><br>Enhanced staff training on complaints handling, record keeping, ASB, safeguarding and reasonable adjustments   |
|     | 17/10/23        | Maladministration - ASB<br><br>Maladministration - Request for a managed move<br><br>Maladministration - Complaint Handling | Pay £1000 in respect of the failures<br><br>Deliver training on Ocean's allocations policy relating to management transfer in high-risk cases<br><br>Review complaints procedure so the same officer does not deal with management escalation requests and Stage 1 responses.<br><br>Review the community trigger process in our ASB policy.<br><br>External training on ASB, Risk Management, and Safeguarding. |
|     | 31/10/23        | No Maladministration - Parking dispute  | No action  |

|          |  |   |
|----------|--|---|
| 28/11/23 | Maladministration - ASB<br>Maladministration - Complaint Handling  | Pay £500 compensation in respect of the failures.<br>Review ASB policy so we proactively monitor live acceptable behaviour contracts  |
| 15/01/24 | Decision Review<br>No Maladministration - Lettings and ASB   | Following review the HO overturned their previous maladministration ruling.   |
| 19/01/24 | Maladministration - Handling of Boundary<br>Maladministration - ASB<br>Maladministration - Complaint Handling<br>Service Failure - Staff Conduct | Pay £725 in respect of the failures<br>Meet with resident to discuss ongoing ASB, complete risk assessment and action plan.<br>Staff training on ASB.<br>Complaint handling training.   |
| 05/02/24 | No Maladministration - Repairs and Property Issues<br>No Maladministration - Complaint Handling  | No action required.   |
| 28/03/24 | Determination<br>Service Failure - DMC<br>No Maladministration - Complaint handling  | Pay £300 compensation to the tenant and ensure all DMC works are completed.<br>Arrange follow up inspection of property to complete outstanding work.<br>Write to the resident and explain when stock survey and energy efficiency ratings are likely to be reconsidered. |

9.3 Contact from the Housing Ombudsman increased considerably in 2023/24 as has the level and intensity of information requested.

9.4 The finding of severe maladministration in quarter 3 was a first for Ocean Housing and prompted the implementation of a range of measures to mitigate the risk and provide assurance to the Executive Team and Ocean Housing Board.

- 9.5 Increased reporting was introduced with additional oversight by the Group Chief Executive and Managing Director of Ocean Housing. In addition, monthly updates were provided to the Executive Team and a live Housing Ombudsman action plan developed to provide assurance to Board.
- 9.6 In addition, weekly meetings were introduced with Heads of Service, Managers and complaint owners to track progress of complaints and dissatisfaction to ensure that cases are proactively managed and completed in a timely manner.
- 9.7 A suite of training has also been delivered to front line staff on complaints handling, ASB and safeguarding, together with internal audits and external review of process.
- 9.8 All the actions taken have improved our service delivery and changed our approach from reactive to proactive complaint resolution.
- 9.9 Whilst this may not fully mitigate future negative determinations, the actions we have taken have been positively received by the Housing Ombudsman.

## 10.0 Compensation

10.1 The table below contains all compensation paid in 2023/24.

10.2

| 2023/2024 | Stage 1 | Stage 2 | Housing Ombudsman | Total          |
|-----------|---------|---------|-------------------|----------------|
| Q1        | £850    | £100    | £0                | £950           |
| Q2        | £202    | £4250   | £0                | £4452          |
| Q3        | £5300   | £5700   | £2450             | £13450         |
| Q4        | £5080   | £1600   | £1025             | £7705          |
|           |         |         | <b>Total</b>      | <b>£26,557</b> |

10.3 We awarded a total of £23,082 in compensation in 2023/24. The majority of this has been awarded after the Housing Ombudsman determinations in October 2023, which caused us to reassess whether we were offering reasonable redress to complainants through our process.

10.4 An additional £3,475 was paid in compensation in compliance with Housing Ombudsman Determinations received.

## 11.0 Complaint Equality, Diversity and Inclusion Information (EDI)

11.1

| Gender            | Q1 | Q2 | Q3 | Q4 | YTD |
|-------------------|----|----|----|----|-----|
| Female            | 27 | 18 | 31 | 31 | 107 |
| Male              | 7  | 16 | 12 | 14 | 49  |
| Prefer not to say | 0  | 0  | 0  | 0  | 0   |
| Age               | Q1 | Q2 | Q3 | Q4 | YTD |
| 18-30             | 5  | 6  | 5  | 5  | 21  |
| 31-50             | 13 | 14 | 20 | 16 | 63  |
| 51-80             | 15 | 13 | 18 | 21 | 67  |
| 80+               | 1  | 0  | 0  | 0  | 1   |

|         |   |   |   |   |   |
|---------|---|---|---|---|---|
| Unknown | 0 | 1 | 0 | 3 | 4 |
|---------|---|---|---|---|---|

- 11.2 Increasing our knowledge of who lives in our homes is a priority Fit For the Future project. We currently hold 6 or more pieces of EDI data for only 35% of our tenant population. This means that analysis of equitable outcomes is challenging, particularly with regards to complaints.
- 11.3 Our data shows that complainant demographic largely matches our tenant population for gender, with a roughly two-third split of female complainants versus male complainants. Primary female tenants make up 60% of our overall tenant population.
- 11.4 We have seen an increase in complaints from the 51-80 age group. Our average tenant age is 49 years old. Possible reasons for the increase are further transparency and advertisement of our complaints process.
- 11.5 The majority of those complaining in this age demographic were unhappy with their experience of the DMC service. A direct correlation could be that this subset of tenants is more likely to suffer adverse health effects as a result of damp, mould, and condensation.
- 11.6 Reasonable adjustments are captured as part of the complaints process and assessed to determine both our response in terms of approach and action taken. They are also added to our system(s) to ensure that they shape and influence future service delivery.

## 12.0 Compliments

- 12.1 As part of our feedback policy, we also collect and analyse all compliments received. In 2023/24, we received 162 compliments which is a slight reduction when compared to the previous year.
- 12.2 The table below gives a breakdown by service area for compliments received.

12.3

| Service Area           | 2022/23 | 2023/24 | Change | Common compliment reasons   |
|------------------------|---------|---------|--------|---|
| Asset Management       | 12      | 3       | ↓      | <ul style="list-style-type: none"> <li>Quality</li> <li>Timeliness</li> </ul>       |
| Day to Day Repairs     | 64      | 62      | →      | <ul style="list-style-type: none"> <li>Conduct of staff</li> <li>Quality</li> </ul> |
| Neighbourhood Services | 20      | 14      | ↓      | <ul style="list-style-type: none"> <li>Support</li> <li>Conduct of staff</li> </ul> |

|                                      |            |            |   |  |
|--------------------------------------|------------|------------|---|--|
| Customer Accounts                    | 28         | 19         | ↓ | <ul style="list-style-type: none"> <li>• Support</li> <li>• Staff knowledge</li> </ul>   |
| Development                          | 4          | 2          | ↓ | <ul style="list-style-type: none"> <li>• Quality</li> <li>• Conduct of staff</li> </ul>  |
| Planned Maintenance                  | 9          | 8          | ↓ | <ul style="list-style-type: none"> <li>• Quality of planned refurbishmen</li> <li>• Conduct of staff</li> </ul>                      |
| Grounds Maintenance                  | 22         | 17         | ↓ | <ul style="list-style-type: none"> <li>• Conduct of staff</li> <li>• Cleanliness</li> </ul>  |
| Lettings                             | 9          | 0          | ↓ |  |
| Customer Experience                  | 11         | 17         | ↑ | <ul style="list-style-type: none"> <li>• Staff knowledge</li> <li>• Timeliness</li> <li>• Conduct of staff</li> </ul>                |
| Ocean Extra                          | 1          | 1          | → | <ul style="list-style-type: none"> <li>• Conduct of staff</li> </ul>   |
| Tenant Partnership                   | 1          | 9          | ↑ | <ul style="list-style-type: none"> <li>• Conduct of staff</li> <li>• Quality of publication</li> <li>• Complaint handling</li> </ul> |
| Home Ownership                       | NA         | 5          | ↑ | <ul style="list-style-type: none"> <li>• Conduct of staff</li> </ul>   |
| Intensive Housing Management Service | NA         | 5          | ↑ | <ul style="list-style-type: none"> <li>• Conduct of staff</li> </ul>   |
| <b>Total</b>                         | <b>183</b> | <b>162</b> |   |  |

#### 12.4 Complaints Vs Compliments Comparison

12.5 The table below contains a comparison between complaints and compliments received for each department.

## Compliments Vs Complaint

|                                      | Complaints YTD | Compliments YTD |
|--------------------------------------|----------------|-----------------|
| Asset Management                     | 55             | 3               |
| Income Management Team               | 0              | 19              |
| Customer Experience Team             | 1              | 17              |
| Day to Day Repairs                   | 37             | 62              |
| Commissioning                        | 11             | 2               |
| Grounds Maintenance and Cleaning     | 3              | 17              |
| Lettings                             | 3              | 0               |
| Neighbourhood Services               | 27             | 14              |
| Ocean Extra                          | 1              | 1               |
| Planned Maintenance                  | 11             | 8               |
| Tenant Partnership                   | 0              | 9               |
| Voids                                | 2              | 0               |
| Home Ownership                       | 4              | 5               |
| Intensive Housing Management Service | 1              | 5               |
| <b>Total</b>                         | <b>156</b>     | <b>162</b>      |

**Frances Turner**  
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**Group Chief Executive**

**Kevin Pearce**  
**Group Chief Executive**

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