

# Environmental Social Governance Report



**Ocean**  
GROUP

# About Us

We are proud to present Ocean Housing's 2025 Sustainability Report, which reflects our ongoing commitment to environmental, social, and governance (ESG) excellence. This report not only showcases our performance but also reaffirms our dedication to transparency, accountability, and continuous improvement. Ocean Housing Group is the parent company of Ocean Housing, and development company Gilbert & Goode. Based in St Austell, the Group of companies employs over 200 people and oversees the management of nearly 5,000 homes. There are over 900 households currently living in temporary accommodation in Cornwall, and the list keeps growing. We are responding to the challenge by building and maintaining genuinely affordable homes that give people the security and dignity they deserve.

This report demonstrates how our ESG principles translate into real-world impact. It reflects our belief that housing is fundamental to good health and that safe, secure homes are the foundation for sustainable, thriving communities. From improving energy efficiency to supporting tenant wellbeing and strengthening governance, we are taking meaningful steps to ensure our work benefits both people and the planet.

We continue to uphold the highest standards of environmental stewardship, ensuring that our development activities are both financially and ecologically responsible. Our tenants deserve homes that are warm, safe and sustainable, and we are committed to delivering just that.



Governance remains a cornerstone of our approach. We maintain rigorous oversight, independent validation, and a culture of learning and improvement. Our board and leadership team are focused on ensuring that Ocean Housing Group remains a trusted and resilient organisation. We recognise that our success depends on collaboration with our tenants, colleagues, suppliers, and wider community. Together, we are shaping a future that reflects the values of fairness, inclusion, and sustainability. Since launching our Environmental Strategy in 2021, we have made significant progress toward our goals of achieving EPC C ratings across all properties and reaching net zero carbon. Our Asset Management Strategy, introduced in 2022, underpins this ambition with a planned investment of £45 million.

We are pleased to share the progress we've made, and the journey we're on, as we continue to build a better future for Cornwall.

# What is the Sustainable Reporting Standard for Social Housing?

**The Sustainability Reporting Standard for Social Housing (SR)** is a voluntary Environmental, Social and Governance (ESG) reporting framework designed to improve transparency and accountability across the UK's social housing sector. It has 48 criteria within 12 themes, the requirements for each vary, some only requiring quantitative data, with others requiring more input in a qualitative format. To cater for providers of all sizes the requirements are split and identified as core and enhanced, the latter to demonstrate and encourage strong ESG performance within social housing.

The SRS criteria is aligned to international frameworks and standards, including the UN's Sustainable Development Goals (SDGs), Global Reporting Initiative (GRI), the Value Reporting Foundation's Sustainability Accounting Standards Board (SASB) framework, the International Capital Market Association (ICMA) and the principles set out by the Loan Market Association (LMA).

In March 2023 the Ocean Housing Group Board adopted the SRS and agreed to publish our first report in October 2024. This marked a significant step in our journey to embed sustainability across the Group. A Joint Board Planning Event was held in April 2023 to create a shared vision and subsequently a new Sustainability Working Group was formed. Following a Joint Board Planning Event in April 2023, we established a shared vision for sustainability and formed a dedicated Sustainability Working Group. Together with our Group Leadership Team, this group plays a key role in reviewing our aims and objectives, and ensuring sustainability is integrated into our business decisions, policies, and processes. We're continuing to strengthen our commitment to sustainability by working more closely with our supply chain and stakeholders. Through collaboration, we aim to identify opportunities for collective action that benefit the communities we serve.

The SRS framework enables us to clearly communicate our sustainability activities and ambitions with all our stakeholders: from tenants and residents to colleagues, partners, and potential investors.

## At Ocean Group we are using the SRS to:

- Collaborate with other housing associations to create a sector-wide standard for ESG reporting
- Help measure, report and enhance our ESG performance in a transparent, consistent and comparable way
- Join a growing community supporting tenants, residents, customers and other stakeholders on the sustainability journey
- Support our mission to create positive social and environmental outcomes for our tenants, residents and colleagues

It provides a valuable opportunity to showcase the positive impact of our work, outline our future plans, and demonstrate how we're actively managing and mitigating risks to ensure long-term resilience and responsible growth.

# Our ESG in Numbers

# 90%

of colleagues believe "my organisation has a positive impact on society"

# 4,884

Homes



# 92%

of colleagues "share my organisation's values"



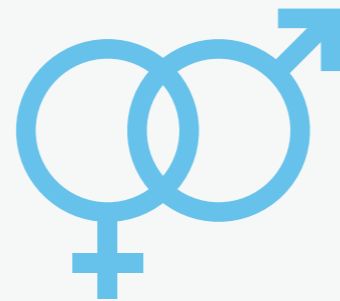
# 215

Employees



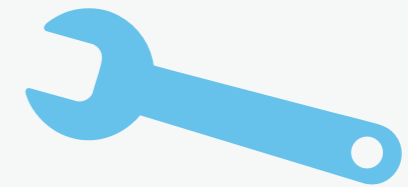
# 99.12%

Decent Homes Standard Compliant



# £1.97m

Spend on Repairs & Maintenance (2020/21)



# 90%

of colleagues believe "my organisation manages my workplace Health & Safety well"  
86% of colleagues believe "my organisation is a great place to work"

# 87%

of colleagues believe "my organisation creates a culture which supports equality, diversity & inclusion"



# 100%

compliance of electrical and gas compliance

# 13,000

Repairs carried out (2020/21)



# Environmental

Climate Resilience

Bringing Homes To Standard

Investing In Existing Homes

Ecology

Resource Management

Supply Chain Management

## Climate Resilience

The increasing impacts of climate change are clear, both globally and here in the UK. In 2025, we continued to see above-average temperatures, heavier rainfall, and more frequent storms, all of which pose growing risks to homes, infrastructure, and communities. These changes are already driving up costs and disrupting lives, and the risks will intensify even if targets to limit global warming are met.

At Ocean Housing Group, we are committed to building climate resilience. As a housing provider, we understand the role our work plays in both contributing to and mitigating climate impacts.

We have cut the carbon produced by our homes by 50% since 2020. Our Net Zero strategy is designed to reduce our emissions across both our homes and operations by 2050. Guided by CROHM modelling, we're taking a fabric-first approach to energy efficiency and installing additional renewable technologies such as solar PV. By 2050, our homes are projected to emit just 0.62 tonnes of carbon per year.

Since launching the Smarter Ocean initiative in 2019, we have redefined how we work - prioritising flexibility, wellbeing, and sustainability. A year later, we adopted a hybrid working model based on the principle that *"work is what you do, not where you go."*



This approach enables colleagues to work from home, the office, or in the community - recognising the diverse nature of roles across our organisation.

Importantly, Smarter Ocean supports our commitment to better mental health by offering colleagues greater autonomy over their working patterns.

As part of the initiative, we introduced a scheme to support eligible colleagues with payments for essential equipment, helping them work from home safely and effectively. The model reduces commuting, contributing to lower carbon emissions, while also promoting a more adaptable and inclusive working environment.



Our total work-related travel and transport emissions for the reporting period amounted to **437.5 tonnes of CO<sub>2</sub>**, broken down as follows:

Scope 1:	<b>4.4</b>	Scope 2:	<b>222.9</b>	and Scope 3:	<b>210.2 tonnes</b>
Transportation of waste from work sites:			<b>4.4 tonnes of CO<sub>2</sub></b>		
Employee business travel:			<b>38.6 tonnes of CO<sub>2</sub></b>		
Property Services Work Travel:			<b>138.4 tonnes of CO<sub>2</sub></b>		
Mobile combustion (employee commuting):			<b>31.7 tonnes of CO<sub>2</sub></b>		

In 2024/25, we retrofitted 135 homes, upgrading them from EPC D, E or F to C. We invested £1.7 million into this programme. Across our existing homes, 15% are rated EPC B with 48% rated a C. We completed on 138 new build homes this year, of which 5.7% secured an A rating with 94.2% rated a B.

Climate risk assessments identified 51 properties in Flood Risk Zones 2 and 3, with mitigation measures in place due to Environmental Impact Assessments for new developments.

Gilbert & Goode (G&G), our development arm, is embedding sustainability into site design and construction. Working with drainage specialists, G&G incorporates sustainable drainage systems that mimic natural processes, encouraging infiltration, attenuation, and passive treatment. These reduce pressure on local infrastructure and lower flood risk.

G&G is also working with energy experts to identify the most suitable low-carbon systems for different house types. Their “fabric-first” approach ensures new homes are highly energy efficient, achieving EPC B ratings through improved insulation, air tightness, and heating systems. These homes are designed to reduce running costs for future residents and tenants, and support future upgrades, such as solar panels or battery storage.

All future G&G developments will include air source heat pumps, moving away from fossil fuel heating. This is a key step toward Net Zero as a developer.

Environmental Risk Assessments are maintained across Ocean Group to manage pollution risks and ensure waste is handled in line with regulations. Both Ocean Housing and G&G are registered waste carriers and committed to minimising and recycling waste wherever possible. G&G also designs sites to deliver at least 10% biodiversity net gain. This includes native planting, wildlife corridors, and habitats for bees, bats, birds and even barn owls. Open spaces, wildflower meadows, and hedgehog highways help support local ecosystems.



## Bringing Homes to Standard

Improving the energy efficiency of our homes is central to reducing environmental impact and supporting tenants and residents with lower energy costs. The key metric we use is the Energy Performance Certificate (EPC), which rates homes from A (most efficient) to E (least efficient). By 2030, all our homes should achieve a minimum EPC C rating.

We're making progress through targeted upgrades. These include new roofs, external wall insulation, energy-efficient windows and doors, heating and hot water systems, loft insulation, and low-energy lighting. From replacing fluorescent fittings with LEDs to full-scale renovations, we're introducing practical measures that make a real difference.



In 2024/25, we delivered retrofit works under Wave 2.1 of the Social Housing Decarbonisation Fund (SHDF), improving 270 homes with £1.75 million in funding. Measures included:

- External wall and loft insulation
- Roof replacements
- Windows and doors
- High heat retention storage heaters
- Ventilation systems

This funding was secured through the Department for Energy Security and Net Zero (DESNZ), accessed via the West of England Combined Authority (WECA) consortium.

These improvements not only reduce carbon emissions but also help tenants manage energy bills more effectively. They're part of our wider commitment to making homes warmer, greener, and more affordable. Alongside this, we are providing sustainable living advice to tenants to support their health and wellbeing.

*The team were lovely, there was no inconvenience to us as tenants, they had it done in less than four days and we're extremely happy with the result'*

## Investing in Existing Homes

In 2025, Ocean Housing Group began a major programme of planned improvements to enhance the quality and comfort of homes across Cornwall. The £880,000 investment includes the installation of 150 new kitchens and 108 new bathrooms, bringing meaningful upgrades to tenants' everyday lives.

Having a kitchen replaced can be disruptive, but feedback from tenants has been overwhelmingly positive. *"We had a great experience,"* said Mrs Guard, who recently had her kitchen fitted. *"The team were lovely, there was no inconvenience to us as tenants, they had it done in less than four days and we're extremely happy with the result."*

Two dedicated teams of experienced fitters are carrying out the installations, taking pride in delivering high-quality finishes. Tenants are actively involved in the process, choosing their cupboard doors, handles, and worktops, making the space truly their own.

Alongside internal upgrades, we're also investing in the external appearance of our homes. A significant programme of external decorating is being carried out on 540 properties, with works managed by our appointed contractors and overseen by Ocean supervisors.

In addition, 90 homes will receive new windows and 80 will be fitted with new entrance doors, improving insulation, security, and overall comfort.





## Ecology

Ocean Housing Group is committed to protecting and improving the natural environment surrounding our homes. We design developments with biodiversity in mind, making space for nature from the earliest planning stages. Our Grounds teams focus on practical, lasting improvements that support wildlife, enhance green spaces, and contribute to climate resilience.

All our new builds now meet a minimum 10% Biodiversity Net Gain (BNG), with standout schemes like Nansledan achieving a 24% habitat unit increase. These gains are made possible through thoughtful landscaping, native planting, and the creation of wildlife corridors that allow nature to thrive alongside new homes.

Our Grounds & Cleaning teams play a vital role in maintaining and improving green spaces. Each year, we plant trees in areas where they've previously been lost, helping to restore canopy cover and support local wildlife. On some estates, old woody shrubs are being replaced with flowering varieties to boost biodiversity.

We're also creating wildlife-friendly areas by mowing paths through rough grass and allowing the rest to grow naturally. These spaces encourage pollinators, small mammals, and birds to return. In suitable locations, wildlife corridors are maintained to support movement and habitat connectivity.

*Our cleaning practices reflect the same care. Pet-friendly floor cleaners are used, and harsh chemicals like bleach are avoided.*

To protect nesting birds, hedge cutting is avoided between March and September, and we continue to explore alternatives to chemical weed control - though viable options remain limited. Our spider mowers run on petrol, which is more environmentally friendly than diesel alternatives. We've trialled electric powered gardening tools to reduce emissions, but battery life and performance have not yet met operational needs. We recognise the need to strike a balance between environmental responsibility and service delivery, and we remain committed to finding viable, sustainable solutions.

Environmental protection is supported by our ISO 14001 certification and ongoing Environmental Risk Assessments, ensuring pollution risks are managed and compliance is maintained across all activities.



## Resource Management

From the materials we source to the way we manage waste and water; our focus is on reducing environmental impact while supporting long-term value for our tenants and communities.

A review of material specifications is currently underway to reduce embodied carbon and ongoing maintenance costs, ensuring our developments are both environmentally responsible and economically efficient. We are increasingly using timber frame construction, supplied by a range of SMEs, to lower carbon footprints and support faster, more sustainable build methods. At our Nansledan development, locally sourced granite from De Lank Quarry in Bodmin, just 24 miles from site, demonstrates our commitment to reducing transport emissions and supporting the regional supply chain.

Our approach to waste management is structured and effective. We have achieved 81% recycling rates for mixed waste, and 100% recycling for green waste, wood, electrical items, and rubble. These figures reflect our commitment to minimising landfill and promoting circular resource use. A water management strategy was incorporated into our 2024/25 builds, marking a key step in embedding sustainable water use into our construction practices.

## Supply Chain Management

Social value in procurement is considered through SME relationships, job creation, and training opportunities. A new Senior Procurement Manager is reviewing strategies.

Sustainability in procurement includes FSC timber, low water fittings, reduced plastics, and support for hyperlocal initiatives.

We have a statutory duty to consider the principles set out in the National Procurement Policy Statement (NPPS) when undertaking covered procurements under the Procurement Act 2023. These principles include delivering social and economic value, supporting high quality job creation and access to SMEs, and promoting ethical and responsible supply chains. As such, we have introduced ESG focused questions and evaluation criteria into our tender documentation and processes. This ensures that suppliers are assessed not only on cost and quality but also on their ESG practices, specifically in relation to the subject matter of the contract and how they will embed ESG principles into the works, services or goods. We have aligned ourselves with procurement consortium groups that champion social value and best practice procurement, this will provide us with access to community benefit funding. We have also started to engage with strategically aligned suppliers and contractors to further our social value programme. Where specific deliverables are agreed, they are recorded and managed through the contract lifecycle.

We have recently established a number of rebates with core suppliers which will return cash receipts on an annual basis to support our social value activities. We anticipate these will return approximately £50k per annum for reinvestment into our communities and tenant wellbeing. We're working across the business to define our social value goals and outcomes for specific contracts and procurement activity, helping us deliver the greatest benefit to our communities. We have an established contractor code of conduct that outlines our expectations for reducing environmental impact. This includes using local and sustainable resources, minimising waste, and recycling materials wherever possible.



# Social

Building Safety and Quality

Resident Voice

Resident Support

Deep Clean Interventions

Community Action Days

Handling Anti-Social Behaviour

Placemaking



## Affordability & Security

We provide homes at significantly reduced rents, with Private Rented Sector (PRS) rates ranging from 42.2% to 60% of market value, and Local Housing Allowance (LHA) rents averaging 60.8%. This ensures that more people can access safe, secure housing without being priced out of their communities.

Our tenure mix reflects a deep commitment to meeting diverse needs. 64.7% of our homes are let at social rent, and 14.1% provide sheltered housing for older residents. Recent acquisitions have expanded our offer, with 30.4% through intermediate rent and 44.2% of new homes available through shared ownership, helping more people take their first steps onto the housing ladder.

We also recognise that affordability goes hand in hand with energy efficiency. Through the Social Housing Decarbonisation Fund (SHDF), we've supported tenants with energy-saving upgrades in 58 homes (2022/23), 159 homes (2023/24), and 135 homes (2024/25)—helping to reduce energy bills and improve comfort.

Security of tenure is central to helping people thrive. Since 2021, Ocean has offered lifetime tenancies to all new tenants, ending the use of fixed-term agreements. This means residents can stay in their homes for as long as they wish, provided they meet the terms of their tenancy. So far, 631 tenants have been transferred from fixed-term to lifetime tenancies.

Single mum of three, Abigail Fernandez moved into her new build home a year and a half ago and she hasn't looked back since. *"I've loved every minute of living here."* Abigail shared. *"I couldn't believe it when I realised, I'd secured this home. The first thing I thought was: wow, it's stunning."* The lifetime tenancy means Abigail can raise her children where they all want to be: *"I won't move again. I wouldn't want to. It's a really nice neighbourhood, close to the shops, it's got a good community, people are really friendly. It really is a nice spot to live in. We're happy here."* Moving across town into a home that better suited their needs as a family marked a fresh start for Abigail and her children, and a change in housing provider. But the transition couldn't have gone smoother. *"Moving in was really easy and straightforward, it wasn't at all stressful. Ocean Housing are really good. I have nothing bad to say about them, and I've had zero complaints."*

## Building Safety & Quality

Safety compliance is exemplary with 100% checks for gas, electrical, fire, and lifts. Legionella and asbestos assessments are ongoing. 99.72% of homes meet the Decent Homes Standard.

A dedicated team addresses damp and mould issues, with 1,279 surveys conducted.



## Resident Voice

Tenants, residents and customers are at the heart of every decision we make. We want them to feel heard, empowered to speak up, shape services and hold us to account. This commitment starts at Board level, where we proudly include a tenant representative on the Ocean Housing Limited Board. We have a proud legacy of tenant and resident engagement in the day-to-day operation of our organisation. We value the contribution that tenant and resident representatives have made over the years, helping to shape the direction of the organisation and raising the standards of our homes and services.

Tenant satisfaction currently stands at 77%, measured through monthly surveys and reviewed quarterly by our Board. We continue to listen, learn, and adapt based on feedback, ensuring our services reflect the needs and priorities of our communities. We are also learning from challenges. A recent case of maladministration led to the appointment of a Complaints & Compliance Manager and the introduction of new policies to strengthen accountability and improve service delivery. Our Tenant Partnership Strategy, developed with our tenants, offers flexible ways to engage, either through light-touch feedback or deeper involvement. Tenants can join as bronze, silver, or gold partners, with the ability to move between levels as their availability or interest changes. The strategy also aims to tackle loneliness and promote transparency, collaboration, and trust.

The Together With Ocean (TWO) Group brings together our gold partners. Supported by TPAS (Tenant Participation Advisory Service), the group was designed by tenants and residents and operates under its own terms of reference and code of conduct. Meeting monthly, TWO scrutinises Ocean's performance and helps shape service delivery. Twice a year, the group meets with Ocean's Boards to discuss, debate and consider key issues of common interest and to enhance shared knowledge and understanding of the work programmes and challenges faced. We also coordinate a network of Tenant Monitors, who provide monthly feedback on estate-based services such as grounds maintenance and communal cleaning. Their insights help us maintain high standards and respond quickly to issues. Rob Olivey, stepped up to be a Tenant Monitor for his estate and quickly saw the difference his voice made. *"I thought, why not. Things don't get done, if you don't raise them and we needed a voice."* Rob's role as a Tenant Monitor gives him a direct line to our frontline teams, helping to resolve issues that had previously been overlooked. *"Things were just getting left. Now, my neighbours come to me as a representative and I give actionable feedback that Ocean then respond to promptly."* Encouraged by the impact he was having, Rob joined the TWO Group to amplify his voice even further. *"I like living here but we need a voice for our community and for all Ocean tenants. TWO is an even bigger voice. It gives me peace of mind, knowing they can't just spring things on us without consulting us."* He appreciates the respect shown by our leadership team, especially their



regular attendance at TWO's monthly meetings: "We get all the reports, are invited to the joint board meetings and we have a say. It's not 'them and us' – it's together. The CEO likes to come to our meetings, listens and ask questions, which is very important to TWO. We're part of the family and that makes me feel valued. It's how it should be." Our tenant board member, Karen Littler, has been an Ocean tenant for over 20 years and, as a board member, has been involved with our development as a housing provider for 7 years. Karen worked as a teaching assistant in local primary education for 15 years, before beginning a new career in administration within the NHS. She brings lived experience and professional insight to her role as a tenant board member and works closely with the TWO Group to ensure the tenant voice remains central to our decision-making.

*'It's important to have representation on the board from someone with lived experience. My experience as a tenant gives a perspective other board members don't necessarily have. It's valued and it brings a different understanding of how decisions affect us day to day'*

*"It's important to have representation on the board from someone with lived experience. My experience as a tenant gives a perspective other board members don't necessarily have. It's valued and it brings a different understanding of how decisions affect us day to day." Karen explains. She works closely with the TWO panel, helping to bridge the gap between tenants and leadership. She's passionate about making sure communication is clear, useful and accessible, "Having that voice on the board means there's more time and consideration given to how things are communicated appropriately, and understood by tenants. When we see case studies from different teams, it shows the real impact of decisions and interactions, and the difference good housing and support makes." Karen has witnessed Ocean's evolution, through its transition from a council trust, into a modern housing provider focused on quality, sustainability, and safety. "Whilst building new homes is really important and I'm really proud of the quality Ocean delivers, it's also really important to see that investment replicated in existing homes because for tenants it is our home. Since Grenfell and the introduction of Awaab's Law, the focus has shifted, what we do is provide safe, secure homes for people and that's my key driver." She's seen the board respond to tenant feedback with genuine care, reallocating resources, adjusting priorities, and making space for lived experience in strategic decisions, "It's been exciting to see how responsive and supportive the board has been of me as a representative of our tenant voice. They're willing to redirect funding where it's needed most. It's not an endless pot of money, and due consideration must be given but it's been really rewarding to see and be involved in the change over the last few years."*



## Resident Support

We remain committed to helping tenants navigate financial challenges, particularly during times of crisis. Our in-house emergency support fund, named in honour of our late colleague Simon Griffiths, provides critical relief to tenants experiencing financial hardship. Simon was a truly wonderful person, known for his unwavering kindness and going the extra mile for tenants in their hardest times. The Simon Griffiths Fund is his legacy.

Between April 2024 – April 2025, our Income and Financial Inclusion Team issued over 400 emergency vouchers for shopping or energy bills, totalling over £22,000. In addition, over 140 households received help with household essentials - support exceeded £27,000 and included items such as carpets, washing machines, bunk beds, curtains, saucepans and cooking utensils.

We also guide tenants transitioning from Housing Benefit to Universal Credit, where financial pressures are often greater. As cost-of-living pressures continue, many tenants are finding it harder to make ends meet. According to the findings of a recently published national report 'Holding onto home', around 60% of social housing tenants are cutting back on essentials like food and heating so they can afford to pay their rent. Nearly half of the tenants surveyed reported their household income did not last until their next salary/ benefit payment, with a quarter stating they were behind with at least one bill.

Our goal at Ocean is always to keep people in their homes. In 2024/25, only one eviction due to arrears occurred — a case where the tenant refused to engage with our support services.

Our team submitted 42 Discretionary Housing Payment (DHP) applications, securing £21,000 in approved government funding across 18 successful cases. Where DHPs are declined, we refer tenants to Nos Da Kernow an early homeless prevention service, and where needed, we help set up payment plans or signpost to occupational charities.

We provide a range of support services for our tenants, depending on their needs. We offer help with benefits ensuring they are receiving all they are entitled to. We can also assist with setting up bank accounts and obtaining grants and provide budgeting and debt prevention advice.

The impact of our work is best reflected in the words of a tenant supported by Helen Bellamy, one of our Income Management Advisors: *"Thank you for your care with regards to my financial situation, I have never been in such a deeply frightening and all consuming, draining of energy situation. For women such as myself, that have been in relationships that have impacted their ability to earn through sheer fear and concern for their child's wellbeing, safety and protection it is invaluable. I feel blessed and grateful for all your support regarding my situation."*

## How is our approach to resident satisfaction evolving?

Ocean takes the views of our tenants very seriously and introduced a rolling tenant satisfaction survey as part of our Together with Tenants (TWT) action plan. Satisfaction levels have remained positive over this period with overall satisfaction at 77%, which is in the sector scorecard's top quartile.

We are using feedback from Tenant Satisfaction Measures (TSM) to identify areas of higher levels of dissatisfaction. Community Action Days are then organised by our Tenant Partnership team to identify reasons for dissatisfaction and ensure that timely action is taken to resolve any problems.

Ocean works with IFF Research to survey tenants and residents on the anniversary of their tenancy. We ask a range of questions to get an understanding of what tenants think, so that we can evolve our services across the business, result this year:

# 73%

Quality of your Home

# 63%

How we Handle our Complaints

# 77%

Trust Ocean

## Deep Clean Interventions



Our deep clean interventions are designed to not only address health and environmental risks but also to restore dignity and wellbeing for tenants facing complex challenges. Our approach is always caring and non-judgemental.

These interventions are typically triggered by concerns raised through neighbour reports or internal safeguarding referrals. We work closely with Cornwall Council's safeguarding officers to carry out joint visits and determine the level of support required. We carefully consider whether the tenant will be able to maintain their home following the intervention, recognising that mental and physical health are often closely linked. Feelings of embarrassment or shame can be significant barriers, and our approach is designed to offer a clean slate and a fresh start. Funding decisions are made on a case-by-case basis. In some cases, we match fund the clean with Adult Social Care; in other cases, we have fully funded the intervention and do not recharge the tenant. This ensures that financial hardship does not prevent access to vital support.

# Community Action Days

We host regular Community Action Days on our estates to encourage openness and offer support to our residents. They are designed to bring services directly into the heart of the communities we serve. They create opportunities for face-to-face conversations, practical assistance, and stronger relationships between us and our tenants but also neighbours and local partners.

These events bring together teams from across the organisation—including Neighbourhood Services, Income, Repairs and Asset Management, and Tenant Involvement—alongside external partners such as the police, fire service, and Cornwall Council, whose representatives often include staff from library services, waste and recycling, and volunteer support. Tenants can book repairs, connect with their Neighbourhood Services Officer, or request a visit from a surveyor to address any issues. Our Income team is also available to offer advice and support. These face-to-face interactions help us identify and resolve concerns early, often preventing complaints before they arise.

To incentivise attendance and make the day welcoming and inclusive, we provide skips to encourage residents to declutter their homes and gardens, children’s entertainers and face painters, and complementary teas, coffees and cakes to everyone who comes along.

Each event costs around £1,000, but the return is far greater. These days help build stronger, more connected communities and create relaxed spaces for meaningful conversations and a deeper sense of trust between Ocean and the people we serve. Chloe Meadows is grateful to finally have her own space after being in emergency accommodation for over 2 years. She’s been an Ocean tenant for a whole year, and it has made a profound difference to her life. *“I couldn’t believe it when I got this*



*place,”* Chloe recalls. *“I was in a position where I really needed this flat, but it was still a ‘pinch me’ moment. It definitely makes you more appreciative of everything, I’m so much better off now I have my own space and my own stuff, it’s nice to be able to close the door on the world when you want to.”* For Chloe, her flat is more than just a roof over her head – it’s her sanctuary. She speaks warmly of the safety she feels, the kindness of her neighbours and how having her own space has helped her rebuild confidence and independence. Most recently, she attended one of our Community Days, *“I loved it. This is the first time I’ve known about anything taking place on the green since I’ve been here, so it was really lovely. It was nice to see familiar faces from Ocean too and get answers to things I missed when I first moved in.”* she says. From responsive customer service to inclusive events, she feels supported and heard. *“I think Ocean are great, they’re amazing people, easy to chat to over the phone too, you’re never in a queue for very long, you explain your issue and they note it down and nip it in the bud straight away. They’re a good company, I find.”*

## Handling Anti-Social Behaviour

We recognise that a safe and supportive living environment is fundamental to the wellbeing of our residents and the wider community. Tackling anti-social behaviour (ASB) is a key part of our commitment to social responsibility and inclusive neighbourhoods. Our approach combines early identification, compassionate support, and robust tenancy management. Through proactive intervention, partnership working, and resident and tenant engagement, we aim to address behaviours that negatively impact quality of life.

In 2024/25, we took action:



These results reflect our commitment to promoting a culture of respect, safety, and shared responsibility across our communities.

We are proud to report strong satisfaction levels with our approach to anti-social behaviour but recognise the importance of continuously improving how we prevent and respond to it. This work directly supports our broader ESG goals, demonstrating how social value, community resilience, and tenant and resident wellbeing are central to our mission.



In one particularly complex case, one of our Neighbourhood Services Officer (NSO) responded to escalating concerns involving threats with weapons, drug use, and sustained intimidation of neighbours. The situation reached a critical point when a resident was physically assaulted and threatened with a knife. The impact was especially severe for older residents and a wheelchair-using tenant who relied on daily care support. The behaviour of the perpetrating tenant and their associates led to care workers being harassed, followed in the dark, and subjected to verbal abuse. Eventually, they withdrew their services entirely, leaving the tenant vulnerable and isolated. Thanks to the persistence of our team, those vital services were promptly reinstated.

Despite the challenges of this case, including a temporary pause in proceedings due to the tenant's imprisonment, the NSO remained committed. They worked tirelessly to gather evidence, support affected residents and maintain close communication with the police. The case highlighted the importance of partnership working. *"We communicate really well with the police. They rely on us for intelligence, and we rely on them for visits and smoother bureaucracy. It works because we spend time building a good rapport,"* shared Neighbourhood Services Supervisor, Ellen Budge. Our proactive approach even challenged the withdrawal of engagement from a tenancy sustainment provider, ensuring the perpetrating tenant received the right support. *"Our team works exceptionally hard. One of the most challenging aspects is making tenants who are terrified feel safe enough to provide named statements about the individuals causing harm. We often write their statements with them now; it adds to our workload but helps prevent delays and gets quicker outcomes."* said Ellen. *"We're often managing multiple ASB cases at a time, and multiple court injunctions open alongside our day-to-day work. Each ASB case demands constant evidence gathering and tenant reassurance. Our team is really good at that, continuously providing those fresh and personal conversations to keep things progressing. It is critical to improving the lives of those affected."* The team's efforts culminated in an exclusion order preventing the tenant from returning to the property until December 2027. This resolution restored a sense of safety and stability for neighbours, allowing care services to resume and enabling residents to feel secure in their homes once again.

This case exemplifies the complexity and emotional intensity of ASB work and the professionalism, resilience, and compassion our teams bring to every situation. Their hard work continues to make a tangible difference and reflects our commitment to building safer, stronger communities.

# Placemaking



## Polgrean Place

Ocean Housing and Gilbert & Goode’s redevelopment of Polgrean Place is a powerful example of how placemaking can drive lasting change. Prior to development Polgrean Place had a high rate of tenant turnover at 45% and crime rates were nearly double the Cornwall average.

In 2017, masterplanning began with a clear goal: to create a safer, more connected, and inclusive neighbourhood. The transformation was shaped by deep engagement with residents, the town council, Cornwall Council and funding partners. Every decision was rooted in community need. The result was a wholly affordable scheme of 60 high-quality, energy-efficient homes, including a bespoke HAPPI block for older residents completed in September 2024. The mix of social rent and shared ownership meets the housing needs of St Blazey and supports long-term affordability.



Two community businesses were rehomed in purpose-built units. A neglected community space, once featuring an outdoor toilet, was replaced with vibrant, usable facilities.

Today, Polgrean Place is unrecognisable. Crime rates have dropped considerably – now in line with the Cornwall average. The estate is thriving. Ocean’s commitment to sustainability, affordability, and community-led design has turned a once-deprived area into a resilient, welcoming neighbourhood.

According to Julia Lansdowne, Senior Affordable Housing Officer for Cornwall Council, Polgrean Place is a standout example of thoughtful housing delivery that puts people first: *“From conception through to delivery, as a funding partner, the Council has followed the journey of this ambitious regeneration project. From the outset and throughout, the needs of the community have shaped and driven the project. The area whilst completely revitalised and transformed has maintained and enhanced, the existing and now much used community facilities. The development has delivered quality homes meeting a range of needs that has reenergised and will sustain a mixed community for many years to come.”*



## Nansledan

In December 2023, Ocean Housing began work on a new development in Nansledan, a growing community on the edge of Newquay. The scheme is delivering 38 affordable homes, a mix of Intermediate Rent and Shared Ownership options, including flats, to meet a range of local housing needs.

The first phase is now complete with additional phases due to be completed by March 2026. The project is designed to integrate with the wider Nansledan masterplan. It supports the creation of a balanced, sustainable community by providing high-quality, affordable homes in an area of high demand.

This development reflects Ocean's commitment to delivering tenure-blind, energy-efficient homes that support local people to stay in the area, close to work, schools, and family networks. It also contributes to the long-term vision for Nansledan as a walkable, well-connected neighbourhood with strong community infrastructure.



## Tremena View

In December 2023, Ocean Housing began work on a new development in Nansledan, a growing community on the edge of Newquay. The scheme is delivering 38 affordable homes, a mix of Intermediate Rent and Shared Ownership options, including flats, to meet a range of local housing needs.

The first phase is now complete with additional phases due to be completed by March 2026. The project is designed to integrate with the wider Nansledan masterplan. It supports the creation of a balanced, sustainable community by providing high-quality, affordable homes in an area of high demand.

This development reflects Ocean's commitment to delivering tenure-blind, energy-efficient homes that support local people to stay in the area, close to work, schools, and family networks. It also contributes to the long-term vision for Nansledan as a walkable, well-connected neighbourhood with strong community infrastructure.



## New Homes Delivery

This year, Ocean Housing Group was ranked sixth in Inside Housing's 2024–2025 Biggest Builders national list, an accolade that recognises the Group's exceptional delivery of new homes relative to our size.

Our goal is to deliver 1,000 new homes by the end of the decade, with capacity reviewed annually through our New Homes Strategy.

We remain committed to securing a strong and sustainable forward land supply to support new housing delivery. We also recognise the growing competition from private developers for newly built affordable homes, which registered providers like Ocean Housing must bid for through a formal acquisition process.

Access to high-quality, secure, and reasonably priced housing is essential for building strong communities. It enhances opportunities, improves wellbeing, and helps reduce inequality. Affordable housing options—such as subsidised rents for social tenancies—provide residents with greater financial stability.



As a developer, Gilbert & Goode aim to create and nurture communities that people actively choose to live in and contribute to. This is reflected in their open market developments, where friends and family of existing residents have purchased homes based on personal recommendations. Their approach centres on delivering high-quality homes and excellent customer service, with residents placed at the heart of their approach to development.

Before Tracey and Rob purchased their three-bed home at Tremena View, they first visited our Copper Hills estate to have a look around: *"You could instantly see the difference in quality compared to the neighbouring estate—just from the outside."* recalls Rob. *"We've lived in a new build before, but the quality and customer service from Gilbert & Goode are worlds apart."* From the products used to the finish, Gilbert & Goode exceeded expectations, *"They back up their claims. They really embody the fact this is somebody else's home and do everything they can to make the process painless. You can see the pride in the site manager, and the builders. They absolutely build with care."*



# Governance

Structure & Governance

Board And Trustees

Workforce Wellbeing

Equality, Diversity &  
Inclusion/Pay Reporting

Conclusion

This area of the SRS reviews our organisational structure and the way we are governed; it reflects on the make-up of our boards, how diverse and well managed they are; it looks at how we manage the wellbeing of our employees and create an inclusive workplace and finally looks at our relationship with our supply chain.

Ocean has strategies in place to support this work, it has a 5-year People Strategy, an Equality, Diversity & Inclusion Strategy and all the governance in place to ensure we are meeting our regulatory responsibilities.

## Structure and Governance

Ocean Housing is registered with the Regulator of Social Housing (G1 V2) and follows the NHF Code of Governance. It operates as a Not-for-Profit. ESG risks are managed through a Strategic Risk Framework monitored by the Group Audit, Risk & Assurance Committee.

No adverse regulatory findings were reported in the past 12 months.

The Ocean Housing Group consists of three companies bound by a common social purpose, which is to ensure the provision of quality homes for rent and shared ownership for local people in Cornwall.

Ocean Housing Group Limited (OHGL) is the group parent and is responsible for group governance, viability and group strategy.

Ocean Housing Limited (OHL) is a charitable subsidiary of OHGL and its primary focus is to provide an excellent landlord service and ensure the delivery of a supply of new affordable homes for rent and shared ownership.



Gilbert and Goode Limited (G&G) is a commercial subsidiary of OHGL and its primary focus is to be a profitable and sustainable residential developer and to contribute to the charitable aims of the group through the generation of profit.

The structure of the group is unique to others in the South West, in that G&G not only builds new homes for OHL, but it builds homes for open market sale too. OHL currently has 4,884 properties in management.

Ocean is regulated by, and meets the standards set by, the Regulator of Social Housing (RSH), the regulator of social housing providers in England. Ocean was subject to an IDA in December 2023 resulting in a G1, V2 grading. All Group companies strictly adhere to the principles of good governance, as set out in the guide and have adopted the National Housing Federation's Code of Governance 2020.

Each Group company has its own Board that provides strong strategic vision and control. Board membership comprises a combination of non-executives and executives, with tenants represented on the Board of OHL.



Board diversity includes 66% female, 20% BAME, and 20% residents. Average age is 50, with 3.8 years average tenure. Board turnover is 20%, SMT turnover is 25%. The Audit Committee has 6 members, 5 with financial experience. Board composition includes 12 NEDs and 1 Co-optee. A succession plan was provided, and the last effectiveness review was in April 2022. Conflicts of interest are managed through annual declarations and registers. Ocean Group Board is also supported by GARAC (Group Audit, Risk and Assurance Committee) and the NRC (Nominations and Remuneration Committee).



GARAC ensures that Ocean's strategic risk management, assurance and internal control systems are effective on behalf of Group Board including effective oversight of subsidiary boards. This includes the effective oversight of internal and external audit; deep dives into service delivery and on the application of stress testing and mitigation planning which is seen as a key element of subsidiary board control of risk. Whilst NRC reviews Board Member and Executive remuneration Board member appraisals, both individual and collective, recommending any action or development that may be required as a result and managing succession planning and recruitment to the boards.

OHL signed up to the NHF Chairs Challenge to focus on increasing diversity on its boards and has been successful in the first year of the challenge. We have both an Equality, Diversity & Inclusion Strategy and Recruitment & Selection Policy, all with commitment to increasing diversity, ensuring equity and applying fairness.

OHL also invites members of our TWO group to attend Board meetings and two Joint Board Planning Events each year. Board Members also attend four TWO meetings each year.

## Workforce Wellbeing

In January 2023 Ocean achieved the Gold Investors in People (IIP) accreditation, which is achieved by only 17% of organisations. IIP's framework ensures we are continually monitoring and improving in areas of leading, supporting and business development.

Our company values were co-created by our workforce, board and tenants. They form the foundation of how we work together, hold each other accountable and celebrate success. Each year, our Going the Extra Mile (GEM) Awards shine a light on those who go above and beyond, reflecting the spirit of our organisation. We believe that wellbeing starts with trust and flexibility. Our hybrid working approach is built on the principle that work is what you do, not where you go. This empowers our teams to find balance, manage their time effectively, and bring their best selves to work. Fairness and opportunity are central to our employment practices. We voluntarily publish our gender, ethnicity, and disability pay gaps, and we are proud to pay the real Living Wage alongside an enhanced benefits package.

Our commitment to equity is matched by our investment in growth. We support colleagues through apprenticeships and degree schemes and continually provide further development pathways for those progressing in their careers. Take Tommy Swann, for example, who joined Ocean through our apprenticeship programme straight from school, eager to build a meaningful career. Three years ago, Tommy embarked on a multi-skilled trade apprenticeship with Ocean aged 16. *"I enjoy every aspect and I'm so glad I did it. It was the best choice for me and all my family agree with me,"* Tommy reflects *"I enjoy working with Ocean, I can't see myself going*



*anywhere else."* Tommy's journey has seen him progress onto a Level 2 Carpentry apprenticeship; he admits the early days were daunting but he's grateful for the support he received. *"It was nerve-wracking at first,"* he says, *"but I've learnt so much and I get to learn from so many different trades and departments, I think I've worked in nearly all parts of Property Services now."* Tommy's story is a testament to the power of a well-supported apprenticeship. He's gone from being a quiet teenager to a confident young professional who's proud of his work and excited about his future. *"I was really shy and introverted, and now—although I'm not an extrovert—I'm a lot more confident. I'm really happy with where I am."*

We also prioritise physical and mental wellbeing. From providing the right protective and display screen equipment to offering training in lone working, safeguarding, and mental health, we ensure our people feel safe and supported. Our Managing Wellbeing & Avoiding Stress Policy underpins a wide range of initiatives, including:

- Gold Healthy Workplace Accreditation
- Disability Confident Employer status
- Mindful Employer kitemark
- 14 trained Mental Health First Aiders
- 24/7 Employee Assistance Programme, accessible via an app
- Medicash Private Health Cashback
- Bi-annual medical health checks and annual flu jabs

Our Employee Volunteer Health Champions group meets quarterly to help research and develop ideas for health and wellbeing initiatives. At Ocean we actively work to:

- Consciously eliminate unlawful discrimination, harassment, or victimisation
- Promote a sense of belonging for all
- Advance diversity, equality of opportunity and inclusion in all our business planning and decision making
- Ensure policies and procedures promote equality of access and inclusion for all
- Engage with our colleagues and our tenants, residents, customers, and communities to ensure we listen and develop our services and policies to meet their needs
- Respect, support and value our colleagues, tenants, residents, customers and communities

We are committed to sustainable and ethical investments throughout our supply chain and service providers, that is why we ensure our employee Pensions are invested with The Pensions Trust, a partner whose investment decision-making is integrated with ESG factors and has a Responsible Investment Framework.



## Equality, diversity and inclusion/pay reporting

2024/25 is the seventh year we have voluntarily produced our Gender Pay Report and published it on our website, despite being below the employee threshold that requires mandatory reporting.

The headline figure is that our overall mean gender pay gap is 4.78% our lowest figure in 7 years (compared to UK mean of 13.2% from Office of National Statistics (ONS)). In 2023/24 our gender pay gap was 8.43% showing a decrease this year of 44.4%, and in the seven years of reporting the Group's mean it has decreased in that seven years overall by 63.62% (13.14% in our first year of reporting).

On review our data indicates the main cause of our gender pay gap is the lower percentage of female representation in our upper two pay quartiles.

	Female	Male	% Difference Between M/F 2024
Q1	51.8%	48.2%	-7.41%
Q2	37.5%	62.5%	40.00%
Q3	23.6%	76.4%	69.05%
Q4	32.7%	67.3%	51.35%



This year shows we have a positive story in our ethnicity pay gap, showing our mean ethnicity pay gap is -195.18, (-186.23% in 2023 and -191.25% in 2023), this is due to our very small percentage of diversity being in our highest pay quartile only. It does, however, show that we have very low levels of diversity overall with 96.4% identifying as white, compared with 96.8% of the Cornish population identifying as white and 81.7% for the UK.

We also have a positive story in our disability pay gap, showing our mean disability pay gap is -2.99% (-0.46% in 2023 and -0.31% in 2023). The spread across the four pay quartiles is fairly even, but still higher in the highest two pay quartiles. It does, however, show that Ocean has very low levels of disability overall with 3.74% identifying as having a disability compared to 21.1% of the Cornish population (Cornwall Council) and 24% of the UK population (House of Commons briefing). It shows that even if our results appear to give a positive story, we must still maintain a continued focus and commitment to improving our disabled diversity, which is vitally important. The UK mean disability pay gap is a median of 12.7% (mean not available).

## Conclusion

We are proud of the progress we have made so far. However, as we continue to build the foundations of our sustainability and ESG journey, we remain focused on the work that lies ahead. We hope this report provides clarity and confidence in our approach and assures you of our dedication to a sustainable future.

Should you have any questions or feedback regarding the contents of this report, please contact us at [help@oceanhousing.com](mailto:help@oceanhousing.com)

This document represents Ocean Housing Group's Sustainability Reporting Standard for Social Housing, covering the 2024/25 financial year, as of April 2025.



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