

Origin Housing

Annual complaint performance and service improvement report 2025/26

Introduction

The Annual Complaints and Service Improvement Report is an annual regulatory report that requires landlords and housing associations to report the number of complaints they've received that year, the lessons they've learned, and service improvements made and planned.

Here at Origin, we are committed to providing services that make people's lives easier. We seek feedback from residents on our services through monthly satisfaction surveys and encourage residents to share their experiences so we can learn, improve and deliver better outcomes.

Our 2025/26 TSM data shows that, although overall satisfaction among customers who rent their homes from us has decreased across all measures compared with the previous year, half of our customers still report positive experiences in core service areas such as repairs and communication.

In the areas where satisfaction reduced, it gives valuable insight into where improvement efforts should be focused, particularly in complaints handling, customer engagement, and neighbourhood-related services.

Following our merger with Places for People on 1 April 2026, we are now well positioned to accelerate progress, drawing on increased scale, capability, and shared best practice across the wider organisation to strengthen customer experience and address the priority areas identified.

This report also sets out how we've reviewed our compliance with the Housing Ombudsman's Complaint Handling Code and how we have performed in our handling of complaints for our customers between 1 April 2025 and 31 March 2026.

Our Board's response to the report

In 2025/26, Vicky Bonner was our Member Responsible for Complaints (MRC) on behalf of the board of Origin Housing Limited.

Vicky said:

I welcome this year's Annual Complaints and Service Improvement Report, which provides a clear and transparent view of our performance and the areas where we must continue to improve.

While customer satisfaction has reduced and complaint volumes have increased, this in part reflects both the challenges we have faced, and in part the wider sector context, where resident expectations are rising and complaints are more accessible and actively encouraged. Importantly, our core services remain sound, and in some areas, half of our customers still report positive experiences in these areas.

The consistency of feedback gives us a clear understanding of where we need to focus our efforts; particularly in complaints handling, communication, and the delivery of repairs and neighbourhood services. A continued key priority is strengthening how we follow through on the actions we commit to, ensuring we resolve issues effectively and maintain customer confidence.

I am encouraged by the progress made this year to embed learning from complaints more systematically, with a stronger focus on root cause analysis, improved communication, and closer partnership working with our contractors to drive service improvements.

Preparation for our merger with Places for People has been a key focus during the year and has already supported greater alignment with best practice. Looking ahead, this provides a significant opportunity to accelerate improvement. As part of a larger organisation, we will benefit from increased scale, stronger systems, and shared expertise, enabling us to deliver more consistent, responsive, and customer-focused services.

The focus now will be on embedding these improvements into day-to-day service delivery so that our customers experience more consistent and reliable outcomes.

Our complaint handling performance

- Number of LCRA homes: **5824**
- Number of LCHO homes: **656**

Complaint responses issued to Customer:

- LCRA: 957 (Stage 1), 305 (Stage 2)
- LCHO: 184 (Stage 1), 61 (Stage 2)

Complaints received per 1000 homes (TSM CH01)

- Stage one (LCRA): 164.32
- Stage one (LCHO): 280.49
- Stage two (LCRA): 52.37

- Stage two (LCHO): 92.99

Percentage of complaints responded to on time (TSM CH02)

Stage one (LCRA): 92.69%

Stage one (LCHO): 94.02%

Stage two (LCRA): 69.51%

Stage two (LCHO): 72.13%

Number of complaints we have refused to accept

Three. These were in line with our Complaints Policy.

Satisfaction with complaint handling (TSM TP09)

25% of our LCRA residents were satisfied with our handling/approach to their complaint. While this represents a decrease compared to the previous year, it provides clear insight into where we need to strengthen our approach, particularly in delivering consistent outcomes and ensuring agreed actions are fully implemented.

LCHO residents reported lower satisfaction at 6%, and we recognise the need to improve the experience for this customer group. This will be a key focus as we move into 2026/27, supported by our alignment with Places for People and the opportunity to strengthen consistency and delivery across complaint handling.

Transactional survey

We also carry out transactional surveys after a service has been provided, and satisfaction with our complaints process shows:

Question	Satisfaction
Final outcome of complaint	38.1%
Way your complaint was handled	39 %

Being delivered in real time, this feedback is particularly valuable as it reflects customers' immediate experience.

This feedback highlights that satisfaction with the complaints process remains an area for improvement, particularly in how outcomes are delivered and communicated.

Summary of complaints

In 2025/26, we saw an increase in the volume of complaints at stage one and escalations to stage two.

While this increase highlights opportunities for us to improve, it also, in part, reflects a broader sector trend of rising complaint volumes, alongside more customers choosing to engage with the process and share feedback, giving us greater insight into their experiences and where we can do better.

We recognise that improving first-time resolution is a key priority. Feedback shows that some escalation is often driven by incomplete delivery of actions agreed at Stage 1. During 25/26, we worked hard to strengthen our approach in this area by introducing quality controls, better clarification of ownership, and improving accountability.

In addition to strengthening accountability and ensuring that we carried out the actions promised in our complaint responses, we changed the way complaints were handled in Q4; increased resourcing within the complaints team, and introduced clearer, more structured action plans, ensuring these were consistently communicated to residents to improve transparency and rebuild confidence in our service.

Complaint Themes

The top drivers of complaints in 2025/26 were:

- Repairs delays
- Property condition
- Communication
- Service charges
- Condition of communal areas

These themes reinforce a clear and consistent message: repairs and communication remain the most important factors shaping customer experience. In many cases, dissatisfaction is driven as much by how we communicate and follow through on the actions we have promised, as by the issue itself.

The clarity of these themes allows us to target our improvement activity, with a focus on getting repairs right first time, improving communication, and increasing completion and visibility of promised action/s.

These drivers are closely aligned with both customer feedback and Housing Ombudsman findings, reinforcing the importance of focusing on end-to-end service delivery rather than isolated improvements.

Learning from complaints

We have continued to strengthen our approach to learning from complaints during 2025/26, using both internal insight and contractor collaboration to drive service improvements across key areas.

Through organisation-wide engagement sessions, including our “Learning from Complaints” programme, we have reinforced a consistent focus on understanding root causes, improving communication, and ensuring actions are followed through. These sessions highlighted clear and recurring themes, particularly around delays in repairs, communication with residents, and the importance of delivering on commitments made through the complaints process.

Key learning points identified include:

- The need for stronger record keeping and clearer timelines, especially where evidence is required to support decisions
- Ensuring high-quality, empathetic complaint responses, with detailed explanations and clear outcomes
- A renewed focus on following through on agreed actions, with stronger monitoring and accountability
- Improving communication with residents, particularly in keeping them updated and managing expectations effectively
- Strengthening oversight of repairs with health and safety implications and vulnerable residents

Alongside this, we have worked closely with our repair’s contractor, Gilmartin’s, to translate learning into tangible service improvements. A targeted action plan has been developed in response to customer feedback and satisfaction trends, focusing on the areas that matter most to residents.

This included:

- Improving real-time communication, including same-day repair appointments and clearer explanations of next steps in the repairs journey
- Reducing missed appointments and delays, supported by strengthened scheduling of repairs jobs, better preparation for each repairs job, and increased same-day completion capacity
- Enhancing management of follow-on works, ensuring jobs are not closed prematurely and that completion is fully tracked

- Addressing quality and consistency issues, including incorrect job categorisation and repeat failures
- Embedding a culture of continuous learning, with weekly feedback reviews and monthly trend analysis driving ongoing improvement

Positively, this approach reflects a more structured and proactive use of complaint insight, aligning operational teams, contractors, and customer services around shared priorities.

Looking ahead to 2026/27, our integration with Places for People will further strengthen this approach. By aligning systems, processes, and performance frameworks, we will enhance our ability to identify trends earlier, drive consistent service delivery, and embed learning more effectively across the organisation. This will support our ambition to resolve issues more effectively at the earliest opportunity and deliver a more consistent and reliable customer experience.

Housing Ombudsman

We are a member of the Housing Ombudsman Service (HOS), an independent body that reviews complaints when customers remain dissatisfied following completion of a landlord's complaints process. We continue to work closely with the Ombudsman and use learning from determinations, Spotlight reports, and sector insights to strengthen our services and complaint handling approach.

We have also maintained our self-assessment against the Housing Ombudsman Complaint Handling Code to ensure continued compliance and alignment with best practice.

Determinations summary:

During the year, the Housing Ombudsman made 52 decisions on complaints about our services.

Positively, our overall maladministration rate has reduced this year from the previous year, to 60.2% from 74%.

Determinations:

- 45 of the 52 cases reviewed by the Ombudsman, went through full investigation, while seven were excluded (for example, where they were outside the Ombudsman's scope/jurisdiction).

Across those investigations, the Ombudsman made 118 findings (a single complaint can have more than one finding).

- 60.2% of findings (71) identified maladministration, meaning something went wrong in how we handled the issue.
- 39.8% found no maladministration (47), meaning the Ombudsman was satisfied with how we acted.

Most findings related to:

- Managing relationships with customers
- Repairs and property issues

In terms of severity the Ombudsman found:

- 7 cases were severe maladministration
- 46 were maladministration
- 18 were service failure (less serious but still below standard)
- 17 found no maladministration

The Ombudsman also ordered or recommended 183 actions, including:

- £39,098 in compensation, mostly through formal orders (£36,221.82)

Complaint handling performance:

- Positively, no Complaint Handling Failure Orders were issued during the period, demonstrating our continued compliance with the Housing Ombudsman's Complaint Handling Code

Looking Forward

As we move into 2026/27 as part of Places for People, our focus is on bringing together our strengths to deliver a more consistent and joined-up customer experience as part of one organisation. We will build on the insight gained this year to drive sustained improvements across our services.

We recognise that reducing the need for complaints is critical, and this will be achieved by improving first-time resolution, service reliability, and communication with residents. Attention will be given to ensuring that actions agreed at Stage 1 are fully delivered, reducing the need for escalation and strengthening customer confidence.

Our priorities for the coming year are to:

- Get services right first time, particularly in repairs and property condition
- Improve communication and visibility, ensuring residents are kept informed and expectations are clearly managed

- Strengthen follow-through and accountability, so that agreed actions are delivered consistently
- Enhance our understanding of residents' needs, including vulnerabilities, to provide more tailored support
- Improve cross-team working, enabling faster, more joined-up resolution of issues
- Embed a strong customer-focused culture, underpinned by our service principles

At the same time, we will continue to build on the progress made in learning from complaints, ensuring that insight is systematically translated into service improvements across all areas.

Our integration with Places for People will be a key enabler of this progress. By aligning systems, processes, and performance frameworks, we will strengthen oversight, improve consistency, and adopt proven best practice at scale. This will support our ambition to resolve issues earlier, reduce complaint volumes over time, and deliver a more reliable and consistent service for residents.