

**Annual Complaints Performance & Service
Improvement Report 2025/26**

**Doing the
right thing**



The Headline Data

Measure	Latest annual figure	What this means for customers
Stage 1 complaints received	1272	Shows how often customers used the formal complaint route.
Stage 1 complaints resolved on time	99%	Shows whether we resolved the complaints within the expected timescale.
Stage 2 complaints received	273	Shows how often customers asked us to review our first response.
Stage 2 complaints resolved on time	97%	Shows whether appeal reviews were completed promptly.
Customer satisfaction with complaint handling (TSM)	39.4%	Shows how customers felt about the way their complaint was handled.
Top five complaint themes	Gas and heating Neighbourhood issues Plumbing Roofing Garden maintenance	Shows where customers are experiencing most service friction.

Summary

Complaints help us understand where our services have not met the standard customers should expect. We want customers to feel confident that complaints are easy to raise, dealt with fairly and used to improve services. During 2025/26, customer feedback directly influenced changes across our services, including a review of our Compensation Policy, stronger root cause analysis through quarterly complaints deep-dives, targeted service improvement activity and the introduction of customer service standards expected in 2026.

What this report tells customers:

- We are handling complaints more quickly and consistently than before.
- Complaint volumes are rising, which tells us customers are using the process and that we still have service issues to fix.
- The same themes continue to appear; delays, poor handovers, communication failures, repeat repairs and cases being closed before customers feel the issue is resolved.
- Our priority is to move from identifying themes to proving that service changes are reducing repeat problems and improving the customer experience.

Complaints are not a failure of the complaints process.
They are a signal that something in the customer journey has not worked as it should. We are using that insight to improve services, not just to close complaints.

Welcome

Myles Edwards

Senior Independent Board Director &
Member Responsible for Complaints

As Magenta Living's Member Responsible for Complaints, I am pleased to share this year's Annual Complaints Performance & Service Improvement Report.

Complaints help us understand where services have fallen short and focus improvement where it will have the greatest impact for customers.

During 2025/26, we improved complaint response times despite receiving more complaints. We also strengthened how we learn from complaints and use that insight to improve services. Changes made or started during the year include stronger root cause analysis and complaint aftercare, a revised Compensation Policy, targeted improvements in our highest complaint areas, and clearer service standards for customers. The report explains these changes and the difference they are intended to make.

While progress has been made, customers continue to tell us they're frustrated by delays, repeat visits and the need to chase for updates. We therefore remain focused on improving service reliability, communication and follow-through.

The Board, through the Magenta Customer and Communities Committee, will continue to oversee complaint performance, learning and improvement activity to ensure customer feedback leads to meaningful and lasting change.



“We are committed to being **open** and **accountable**, learning from **customer feedback...**”

Sean Yewdale

Chair of Magenta Customer & Communities Committee and Board Member

At Magenta Living's Customer and Communities Committee (MCCC), we make sure customers' voices are heard and help shape how services improve.

Throughout the year, we've reviewed complaint performance, customer feedback and the actions taken to make positive changes. Complaints give us valuable insight into what matters most to customers and where we need to do better.

On behalf of MCCC, I'd like to thank the residents who took the time to share their experiences, and the colleagues working hard to improve services. Their feedback and commitment help drive real change.

We will continue to listen, ask questions and provide constructive challenge to ensure complaints are handled fairly, lessons are learned, and customers remain at the heart of everything we do.



“Complaints give us valuable insight into **what matters most to customers** and where we need to do better.”

Steven Nichol

Chief Customer Officer

Steven is Magenta Living's 'Complaints Officer', with overall responsibility for overseeing our complaints process and ensuring we meet the requirements of the Housing Ombudsman's Complaint Handling Code. Steven fulfils this role for Magenta Living, and oversees the completion of the annual self-assessment, which must be reviewed and approved by our governing body.

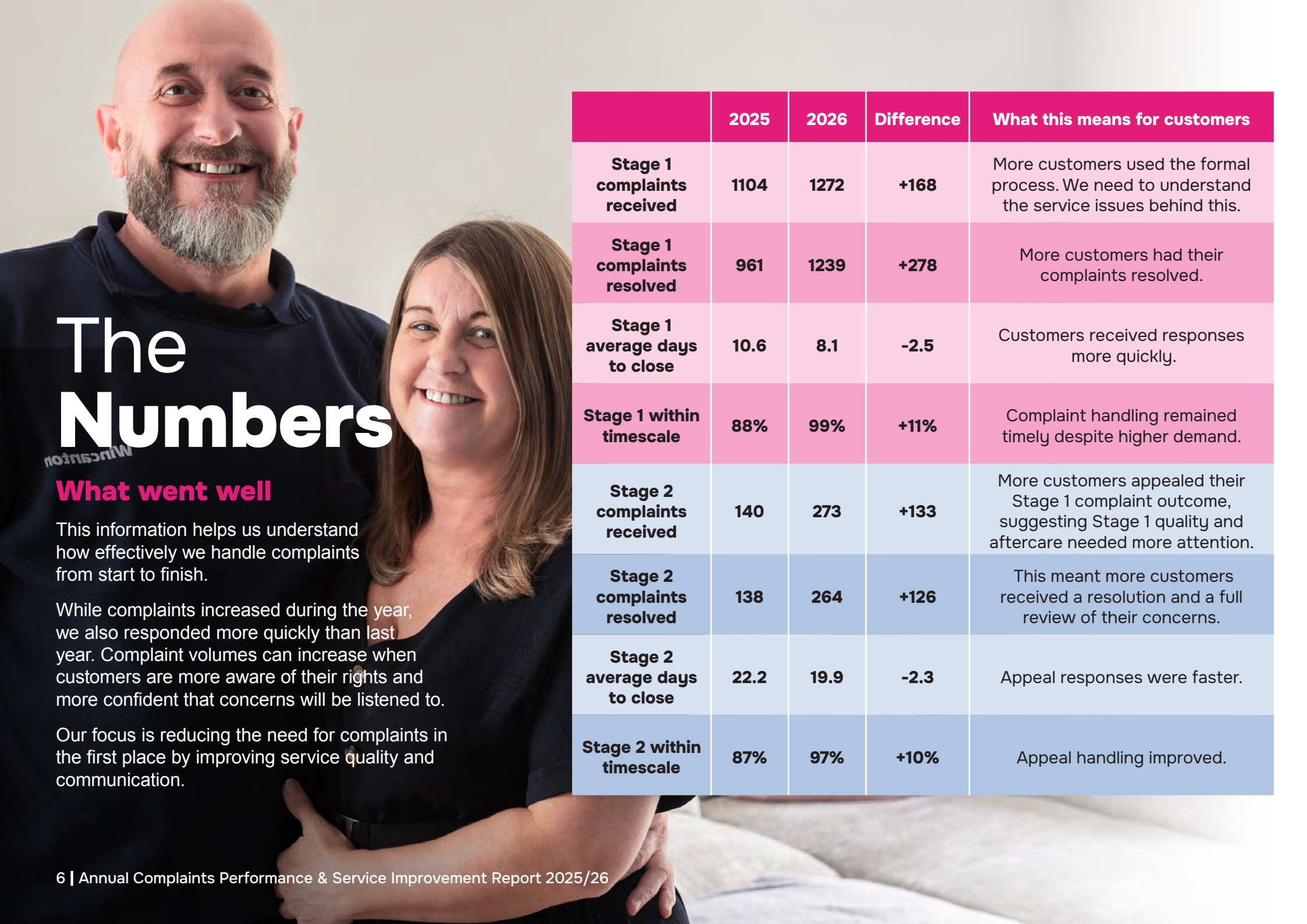
At Magenta Living, improving our customers' experience is a key priority. One of the best ways we learn is through complaints, because they help us understand where things haven't gone as planned and where we need to do better.

Every complaint gives us an opportunity to listen, learn and make improvements. In this report, we share what customers have told us, what we've learned from their feedback, and the changes we've made as a result.

Our goal is simple: to make it easy for customers to be heard, resolve issues fairly and quickly, and use feedback to improve the services we provide. We're committed to being open, learning from feedback and continually improving the way we listen and respond.



“Every complaint gives us an opportunity to **listen, learn and make improvements.**”



The Numbers

What went well

This information helps us understand how effectively we handle complaints from start to finish.

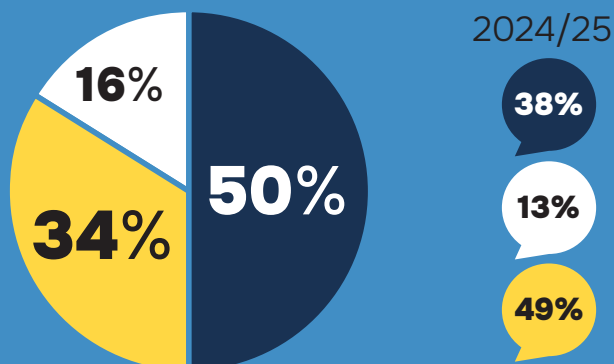
While complaints increased during the year, we also responded more quickly than last year. Complaint volumes can increase when customers are more aware of their rights and more confident that concerns will be listened to.

Our focus is reducing the need for complaints in the first place by improving service quality and communication.

	2025	2026	Difference	What this means for customers
Stage 1 complaints received	1104	1272	+168	More customers used the formal process. We need to understand the service issues behind this.
Stage 1 complaints resolved	961	1239	+278	More customers had their complaints resolved.
Stage 1 average days to close	10.6	8.1	-2.5	Customers received responses more quickly.
Stage 1 within timescale	88%	99%	+11%	Complaint handling remained timely despite higher demand.
Stage 2 complaints received	140	273	+133	More customers appealed their Stage 1 complaint outcome, suggesting Stage 1 quality and aftercare needed more attention.
Stage 2 complaints resolved	138	264	+126	This meant more customers received a resolution and a full review of their concerns.
Stage 2 average days to close	22.2	19.9	-2.3	Appeal responses were faster.
Stage 2 within timescale	87%	97%	+10%	Appeal handling improved.

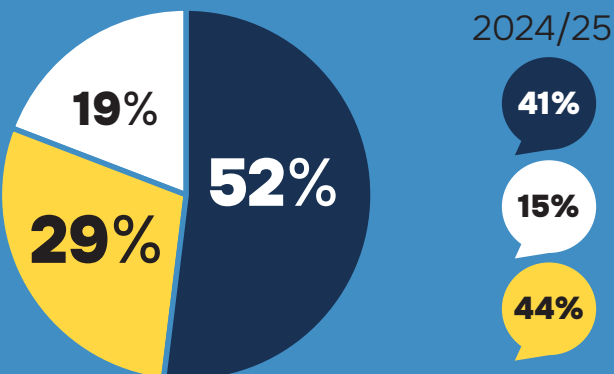
Stage 1 Complaints 2025/26

● Not upheld ● Partially upheld ● Upheld



Stage 2 Complaints 2025/26

● Not upheld ● Partially upheld ● Upheld



What the data is telling us

We review every complaint to understand what happened, what caused the issue and whether we could have provided a better service.

During 2025/26, more customers raised complaints than in the previous year. Whilst this tells us there are still service issues we need to address, it can also indicate that customers are aware of their right to complain and feel confident that their concerns will be listened to. Despite the increase in complaints, we handled complaints more quickly and consistently than last year, with more complaints resolved within our target timescales at both Stage 1 and Stage 2.

Whilst our complaint themes are grouped by service area, our analysis shows that the underlying causes are often consistent across services. Customers continue to tell us they are frustrated by delays, poor communication, repeat repairs, having to chase for updates and, in some cases, a lack of confidence that actions agreed during complaint resolution will be completed.

These themes have informed several improvement activities during the year, including stronger complaint aftercare, enhanced root cause analysis through quarterly complaints deep-dives, greater accountability for complaint learning and the development of customer service standards. Whilst some themes remain, these actions are helping us better understand recurring issues and focus improvement activity where it will have the greatest impact for customers.

Cancelled Complaints and Complaint Themes

Not every concern raised with us becomes a formal complaint. Sometimes an issue is better dealt with as a service request, has already been investigated, falls outside our responsibilities, or cannot be considered under our Complaints Policy.

Understanding why some complaints are cancelled is just as important as understanding those we investigate. These cases help us identify where we can provide clearer information, better support customers from the start, and make sure concerns are directed to the right place. By learning from every case, we can continue improving the service we provide.

A total of **188 complaints were cancelled** during 2025/26, all of which were at Stage 1. The reasons for cancellation were varied, although several clear themes emerged:

- Policy decisions accounted for a significant proportion of cancellations. These included cases relating to anti-social behaviour or neighbour disputes (20%), issues that were outside Magenta Living's remit (11%), complaints that had previously been investigated under our policy (2%), a serious allegation of misconduct (0.5%), and an active legal case (0.5%).
- Process-related reasons were the largest overall category. For example, 20% of complaints were found to have been raised in error or through an incorrect process, while a further 19% were identified as duplicate complaints.
- Initial service requests, where the matter raised was a first-time request for service rather than a complaint, accounted for 10% of cancellations.
- A small number of other cases were cancelled in line with our policy and managed outside of the complaints process.

Complaint Themes

Our top 5 complaints were...

26%

Gas and heating



6%

Plumbing



6%

Neighbourhood issues



3%

Roofing



3%

Garden maintenance



*Some complaints we receive are multifaceted and therefore may span more than one service area.



Complaint Themes

The top five complaint themes are shown below alongside the actions we are taking to improve services and reduce service failures. Whilst complaints are reported by service area, our analysis shows that the underlying causes often cut across multiple services. Customers tell us they are frustrated by delays, poor communication, repeat repairs, chasing for updates and a lack of confidence that agreed actions will be completed. The improvement activity outlined below has been shaped by this feedback and is focused on addressing these root causes, improving services, and delivering better outcomes for customers.

Theme	You Said	We Did	How You Benefited
Gas and heating (26%)	Customers were left without heating and hot water as a result of breakdowns, repeat visits and delays.	We have launched our Warm & Well Programme, a targeted improvement plan to help keep customers warm at home.	Already the plan is: - Improving right first-time triage. - Enhancing first contact resolution. - Standardising boiler models to improve parts availability, simplify maintenance and increase repair efficiency. - Strengthening quality assurance and learning.
Neighbourhood issues (6%)	Issues vary from neighbourhood to neighbourhood, but common themes have emerged, including fly-tipping and neighbourhood nuisance.	We're spending more time in our neighbourhoods through Estate Walkabouts and Big Door Knocks, listening to customers and seeing issues first-hand. These visits help us identify and address concerns more quickly, including litter, fly-tipping, grounds maintenance, property conditions and anti-social behaviour.	Customers have told us they've already noticed: - More visible neighbourhood presence. - Earlier action to tackle neighbourhood issues and anti-social behaviour. - Greater focus on hotspot areas. - Working with partners to resolve issues faster.
Plumbing (6%)	Customers told us that they experienced repeat visits to fix plumbing issues, causing disruption in their homes.	We've made a number of improvements to our repairs service, including: - Our repair vans now carry more everyday items, like toilets, cisterns and wash hand basins, helping us complete more repairs on the first visit. - We've partnered with a specialist contractor to repair chipped and damaged baths, reducing disruption and avoiding the need for replacements where possible.	These improvements are making a real difference for our customers: - Our plumbers are carrying more of the parts they need, helping us complete more repairs on the first visit and reducing the need for follow-up appointments. - Our specialist contractor can often repair baths without replacing them, providing a quicker solution, reducing disruption, and avoiding damage to tiles that can be difficult to match. Together, these changes are helping us deliver a faster, more reliable plumbing service.
Roofing (3%)	Customers had to chase, repeat information or received unclear updates regarding their roofing repairs.	In response, we strengthened our roofing service by expanding our in-house team, reviewing outstanding repairs weekly and helping to ensure permanent repairs are completed more quickly.	We're keeping customers updated while they wait for major roofing works and carrying out quality checks on completed repairs, giving customers greater confidence in the service they receive and helping to ensure repairs are completed to a high standard.
Garden maintenance (3%)	Communal gardens and green spaces did not meet the standards customers expected.	We've strengthened the way we monitor our grounds maintenance contractors by carrying out more regular quality checks and listening closely to customer feedback and complaints. This helps us spot and resolve issues more quickly, while making sure our contractors deliver the standards our customers expect and deserve.	This means customers should see cleaner, better maintained neighbourhoods, with issues identified and resolved more quickly. By responding to feedback and holding contractors accountable, we're improving the quality of the service customers receive and helping them feel more confident that their concerns are being listened to and acted upon.

Compensation

When our service falls short, we aim to put things right. This may include an apology, practical action to resolve the issue, or compensation where appropriate.



During the year, we updated our Compensation Policy following feedback from the Housing Ombudsman. These changes help ensure compensation is fair, consistent and better reflects the impact that service failures can have on customers.

In 2024/25, we paid £58,874 in compensation. Our focus is not on paying more compensation, but on learning from mistakes, putting things right and improving services so fewer customers are affected in the future.

£58,874

paid in
compensation
in 2024/25

£61,813

paid in
compensation
in 2025/26



Our Self Assessment

As part of the annual requirements set out by the Housing Ombudsman, we've completed our Self-Assessment – and we're proud to confirm that we are fully compliant. This means our approach meets the standards expected, and we're confident it supports fair, timely, and effective outcomes for our customers.

You can read our latest Self-Assessment [here](#).

Housing Ombudsman

We believe in a fair, transparent complaints process focused on early resolution. We work with customers, colleagues, and the Housing Ombudsman to resolve any complaints. The Housing Ombudsman will review customer complaints and make determinations about whether the landlord handled the customer's issue(s) fairly and appropriately, and whether any action needs to be taken to put things right.

The Ombudsman can make different findings, including:

- **No maladministration**
the landlord acted appropriately.
- **Service failure**
there were some shortcomings, but they were less serious.
- **Maladministration**
the landlord did not meet the standard expected and this negatively affected the customer.
- **Severe maladministration**
there were significant failings, often with a serious impact on the customer.

11 determinations from the Housing Ombudsman resulted in 19 findings, as shown in the table.

61% Maladministration rate

LAST
YEAR
47%

	Maladministration	No maladministration	Redress	Withdrawn
 Complaints handling	2	3	0	0
 Compensation damp & mould	2	0	0	0
 Heating & hot water	1	0	1	0
 ASB multiple	1	1	0	0
 Contact restrictions	1	0	0	0
 Delay in escalating or responding	1	0	0	0
 Information held on file	0	0	1	0
 Asbestos/ Man-made Mineral Fibres	1	0	0	0
 Leaks	0	1	0	0
 Plaster/walls	1	0	0	0
 Communal areas	0	0	0	1
TOTAL	10	5	2	1

Improving how we handle your complaint

During 2025/26, we continued to strengthen our approach to complaints by embedding a culture of learning and accountability across the organisation.

Key improvements included:

- **Faster complaint handling:** We streamlined how we manage complaints to reduce delays and ensure you receive timely, meaningful responses.
- **Better first-time resolution:** We collaborated with teams across Magenta Living to resolve more issues right first time, reducing the need for follow-ups.
- **Stronger learning from feedback:** We introduced quarterly complaints deep dives to identify emerging themes, understand root causes and ensure learning is translated into service improvements.
- **Targeted Improvement Activity:** We enhanced the use of complaints insight, customer feedback and performance data to better understand recurring issues and target improvement activity.
- **Increasing accountability:** Service areas are required to develop and report on improvement actions arising from complaint trends and customer feedback.

Whilst customer satisfaction with our approach to handling complaints remained lower than we would like at **39%**, this contrasted with strong operational performance, including **99% of Stage 1 complaints and 97% of Stage 2 complaints** being responded to within the Complaint Handling Code timescales.

Feedback tells us that customers want clearer communication, better follow-through and greater visibility of the action taken as a result of their complaint, and these will remain a key focus for 2026/27.

Customers say they want “...**clearer communication, better follow-through and greater visibility of action taken..**”

39%

of complainants were satisfied with how we handled their complaint

LAST
YEAR
43%

Have you registered on our **improved customer portal** yet?

Managing your Magenta account is easy on our improved customer portal – it saves you time and is available 24/7.

To register, you'll need an active email address and your tenancy reference number. Don't worry if you don't have this to hand, we can provide this to you.

To register on the portal, visit www.magentaliving.org.uk and click 'Customer Portal'

Why register on the portal – you can:

- Report non-emergency repairs – avoid waiting in the call queue
- Book, amend and cancel your repairs appointments
- Track repairs and view your repair history
- Check your rent balance and make secure payments
- Set up a Direct Debit
- Update your contact details
- Raise and track enquiries

If you used our previous portal, you'll still need to register again as we've moved to a new platform. It only takes a couple of minutes, and once you're set up you can manage your account whenever it suits you.

Need any help? We're here to help you get started, contact us and we'll guide you through the registration process.

MyMagenta - your improved customer portal

**Connect with us
anytime online**





magentaliving.org.uk



Doing the right thing

Empowering people

Opening doors