



Magna Housing Limited Annual Complaints Handling and Service Improvement Report 2024/25

June 2025

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Comment from the Chair



Christine Turner
Chair

On behalf of Magna's Strategic Board, I am pleased to endorse Magna's Annual Complaints Handling and Service Improvement Report. In doing so, we reaffirm our commitment to transparency, accountability and continuous improvement in how we respond to and learn from customer complaints.

We welcome the improvements made over the past year to ensure Magna continues to meet the requirements of the Housing Ombudsman's Complaints Handling Code. These include strengthening the complaints team, enhancing the repairs service and embedding a learning culture across the organisation. We also recognise the challenges faced due to the high volume of complaints. Colleagues have shown resilience and dedication in maintaining compliance and service standards.

We are encouraged by complaints data being used to inform service improvements. These include the updated repairs policy, the introduction of an anti-social behaviour app, and investment in more customer-facing roles.

This reflects a clear commitment to listening to residents and acting on their feedback.

We continue to monitor key themes such as repair delays, communication, and anti-social behaviour. It is vital that customers' voices remain at the heart of how Magna designs and delivers services. The Board approved the reappointment of Selina White as the Board Member Responsible for Complaints (MRC), providing strong leadership and oversight. The appointment of the MRC is considered annually enabling the Board to consider the most appropriate board member to undertake the role. We are satisfied that Magna's governance arrangements ensure robust scrutiny and accountability.

Looking ahead, we have approved further investment in complaints-handling and remain committed to making sure complaints are not only resolved effectively but also used as a powerful tool for learning and service transformation.



Introduction

This report builds on our last annual review of complaints and compliments and self-assessment against the Housing Ombudsman Service's (HOS) Complaints Handling Code (CHC), which was reported to Magna's Strategic Board in May 2024.

The CHC became effective from 1 April 2024. This requires Magna to:

- Submit our self-assessment and compliance evidence information annually to the HOS.
- Produce an annual complaints performance and service improvement report for submission to the Strategic Board.
- Produce a response from the Strategic Board on an annual complaints performance and service improvement report.
- Publish the annual complaints performance and service improvement report and response from the Strategic Board on our website.

Compliance with the code and membership of the HOS scheme forms part of the Regulator of Social Housing's consumer standards and the four points above are mandatory.

In the past 12 months, our small team of complaints specialists has experienced a high volume of complaints.

As part of our budget planning for 2025/26, we have increased resource in the team to ensure we have the capacity and capability not only to handle complaints effectively and resolve customer issues but also to further enhance how we continuously improve and learn from feedback.



Customer complaints 1 April 2024 to 31 March 2025

Overall complaints and trends

During the 12 months covered by this report, we recorded only formal complaints.

We received 63.87 stage one complaints and 12.85 stage two complaints per 1,000 homes, which has risen from 16.26 stage one complaints and 3.74 stage two complaints received per 1,000 homes last year. The rise is mainly due to the change in the way complaints are triaged and recorded, in line with the CHC.

Seven in 10 complaints are about responsive repairs (including heating) with wait times and poor communication being the biggest driver of dissatisfaction. The next largest category of complaints is those about tenancy and anti-social behaviour (ASB) issues, which account for 12% of complaints received, followed by complaints about planned works.

Complaints were highest in the autumn and winter, with 60% received between October and the end of March, and 40% between April and the end of September. Complaints about repairs, including damp and mould, are the main driver of this increase. These peak between January and March, which correlates with the level of demand for response repairs jobs. The numbers are generally much lower for tenancy and ASB complaints. There is less of a seasonal trend for these complaints.

Top three complaints categories

Time taken
to complete
repairs



Heating and
hot water
issues.



Damp
and mould



All complaints received 2024/25

April > June 2024



July > September 2024



October > December 2024



January > March 2025



Formal complaints

There have been 528 stage one complaints opened this year. The majority are property rather than tenancy related, and most are about the repairs service with the main themes being: outstanding repairs, time taken to complete repairs, and requests for compensation for extra heating costs linked to draughty or faulty windows, and damp and mould.

106 complaints have been escalated to stage two in total this year compared with 528 opened at stage one, giving a resolution rate at stage one of 80%. Analysis of themes and lessons learnt are reported below.

All stage one complaints were answered within the Housing Ombudsman's timescales this year. There has been absence and recruitment in the small complaints team this year. The team have had to be incredibly resourceful to achieve this result as complaint volumes significantly increased compared to last year due to our compliance with the revised CHC. Other teams and managers have continued to support with complaint investigations and in delivering resolutions.

All stage two complaints were responded to within the timescales set out in the CHC. A full review of resourcing and capability in the team has taken place and recruitment to fill roles and increase capacity and capability in the team is underway.

The main driver of formal complaints in 2024/25 is time taken to complete repairs. We made additional investment in November to contract out a number of repairs, allowing us to complete large, complex jobs much sooner than using our in-house team. Recent work on a new repairs policy, which reintroduces target times for repairs, as well as demand analysis and resource planning and recruitment will help to reduce wait times and the need for customers to complain.

We received five complaint requests during 2024/25 that weren't accepted into our complaints process. Four of these were because the issues giving rise to the complaints occurred more than 12 months earlier and the other is because there was an alternative, more appropriate procedure available. In line with the CHC, we wrote to the five customers to explain the reason their complaint hadn't been accepted and provided them with contact details for the HOS.



The Housing Ombudsman Service (HOS)

In 2024/25, we received 11 investigation outcomes from the HOS and one case was withdrawn by the customer following further resolution efforts. Some of the investigations had more than one area under investigation, for example, antisocial behaviour and complaints handling.

All investigation outcomes and updates on compliance with orders are reported to the MRC. The Strategic Board has received updates from the MRC on all the outcomes to date.

We have a further 10 cases either awaiting determination or in the evidence-gathering stage ready for submission to the HOS. The areas under investigation are similar to those in 2023/24: anti-social behaviour, repairs and maintenance, damp and mould and rodents. Complaints handling is always investigated as part of the main investigation.

Summary of investigation outcomes

34 Number of final determinations received

Severe maladministration		Already reasonably redressed	Outside jurisdiction
Anti-social behaviour	Complaints handling	Repairs	ASB
1	2	1	2

Maladministration

Anti-social behaviour	Complaints handling	Damp and mould	Rat infestation	Record keeping	Repairs	Temporary decant
1	6	2	2	2	3	1

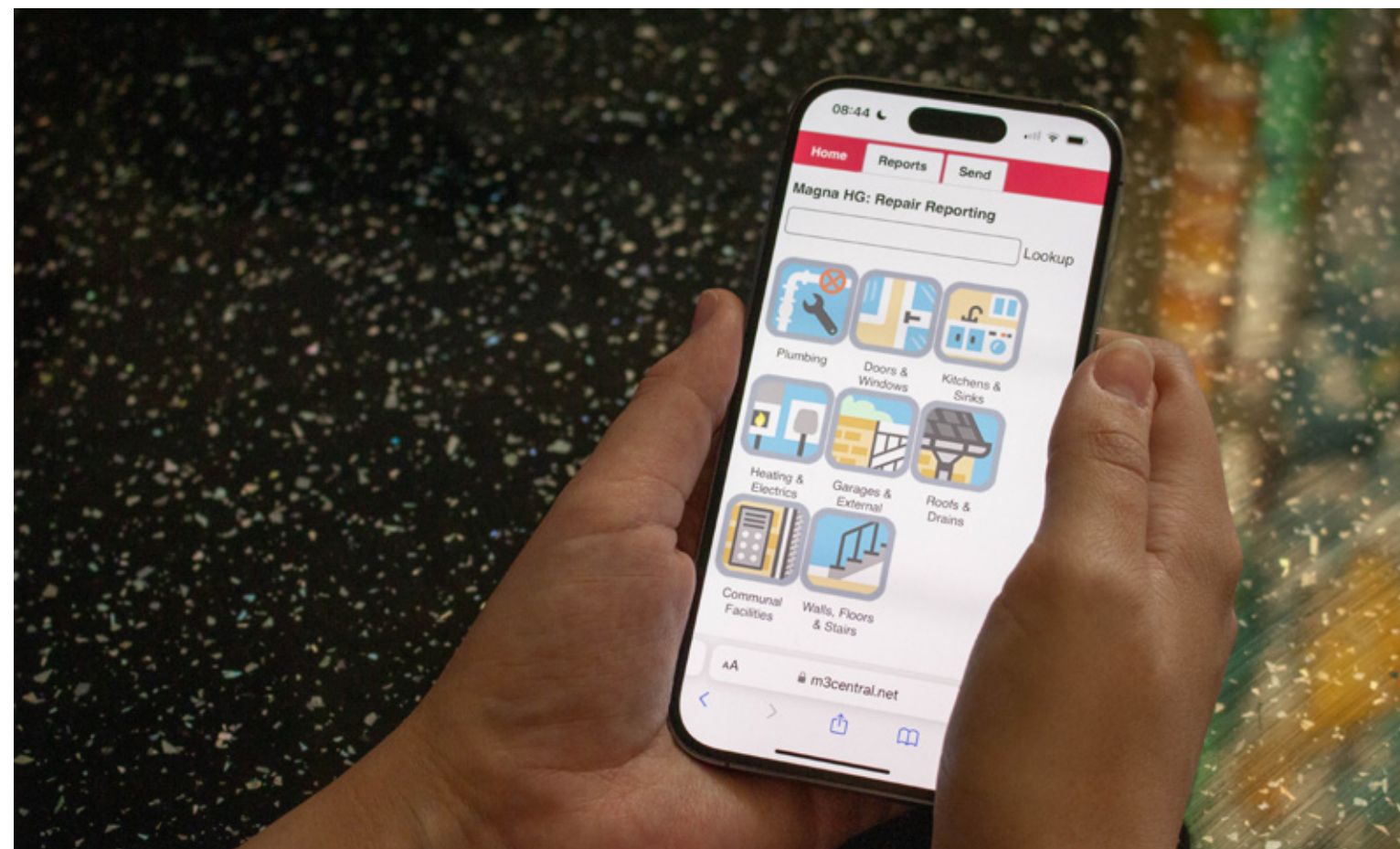
Service failure

Complaint handling	ASB	Request to be rehoused	Neighbour concerns	Estate management
2	1	1	1	1

No maladministration

Request to be rehoused	Damp and mould	Occupancy rights	Estate management
1	1	2	1

Service improvements made as a result of lessons learnt



Repairs

Wait times for repairs has been identified as the biggest driver of complaints. To address this, the following actions have been taken:

- We created the new role of Customer Repairs Specialist to resolve and monitor complex repairs.
- We commissioned an outside consultant to review our repairs processes. They have recommended that we improve our communication including text messages and offer further training. This is a large piece of work that will take place over the first half of 2025/26.

- We further invested in our repairs service to reduce the number of outstanding repairs.

We aim to deliver a repairs service that ensures the safety of our customers and colleagues, is efficient and effective, and gets things right first time. Based on learnings from our complaints and in response to an order from the HOS, our repairs policy has been updated as of 1 April 2025 with timescales for our emergency, urgent and routine repair categories. We involved customers to ensure that it is clear to both customers and colleagues what standards we follow in our repairs service, ensuring consistent and effective delivery.

The tenant satisfaction measure for time to complete the most recent repair has increased by 12 percentage points since 2023/24 from 43% to 55%.

Community safety

During 2023/24, significant improvements were made to how we handle reports of antisocial behaviour (ASB) and nuisance and we've continued to develop the service using insight from complaints during 2024/25. We take a harm-centred approach to case management, supported by a risk assessment at the start and ongoing throughout the case.

Earlier this year, we changed the way we categorise anti-social behaviour and nuisance, moving to a nationally recognised model where reports are categorised as Personal, Environmental, or Nuisance (PEN). This means we can



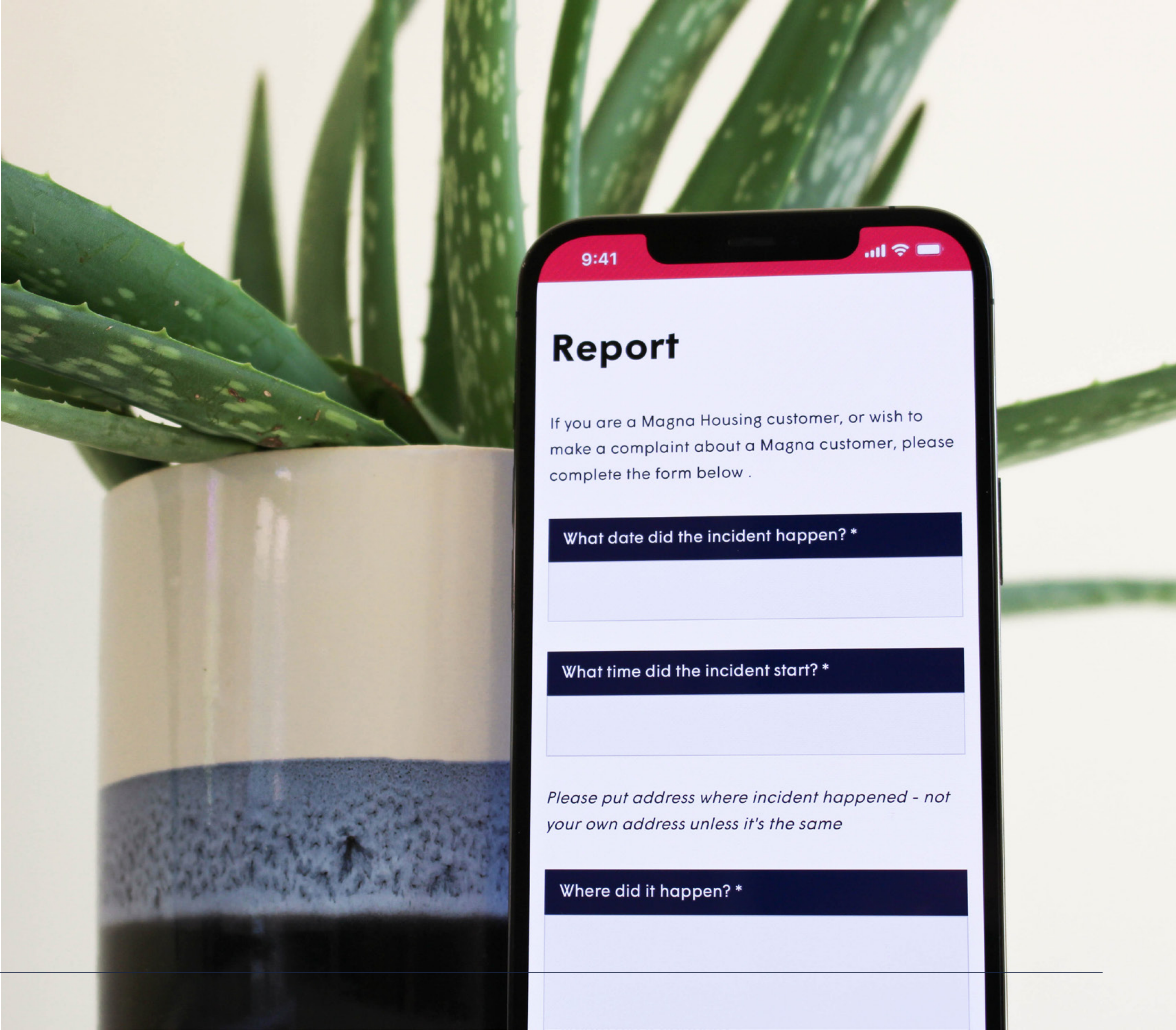
triage cases quickly and efficiently, getting them to the team best equipped to support customers and resolve issues. To support this, our Community Safety team expanded with the recruitment of a new Community Safety Assistant, and training was delivered to frontline colleagues including our housing officers. The new categorisation gives us better reporting capabilities over the total number of reports we're receiving.

We also introduced an ASB app, which allows customers to submit evidence of ASB and nuisance. It makes the process of reporting easier for customers and means the evidence is available to colleagues much quicker than before, reducing the time it takes for our teams to assess and respond to customer reports.

Complaints handling

With increasing complaint volumes and the HOS highlighting failures in how we handled complaints prior to the revised CHC, we've improved our complaints-handling to respond to all within the CHC timescales. We've continued to use the technology introduced last year to support improved complaints handling and customer contact. All team members have also undertaken complaints handling refresher training and completed the HOS disputes resolution modules.

Customer satisfaction with the way complaints are dealt with has increased from 18% in 2023/24 to 27% in 2024/25. We know there are still further improvements to be made. During the year we reviewed the capacity of the complaints team to meet customer demand and our service level agreements (SLAs) for complaints handling. We continue our focus on learning from complaints to drive service improvements. Following the outcome of the review, the team will be increased by 50%.



Compliance with the HOS Complaints Handling Code

The current complaints handling code was introduced as part of the new powers in the revised HOS scheme. The updated code took effect from 1 April 2024, and we have reviewed our compliance and updated our self-assessment against this code. Only minor changes have been made to the policy to make things clearer for customers and these are summarised in the table at the policy section of this report.

Self-assessment

Starting 1 April 2024, the ombudsman must monitor compliance with the code, regardless of whether individual complaints had been received from residents. Magna is required to submit an annual self-assessment to the ombudsman. For 2023/24, this submission was due on 30 June 2024, aligned with the Regulator of Social Housing’s Tenant Satisfaction Measures (TSM) outcomes. The 2024/25 submission date has been changed to the end of September 2025 by the ombudsman based on sector feedback. However, we have chosen to follow last year’s timeline and submit by 30 June 2025.

Our assessment shows that Magna is compliant through its customer complaints policy, its operating procedures, its published information and service standards. Since our 2024 report, we have appointed a Complaints Resolution Lead. This post has been instrumental in improving complaints performance and, despite a rising volume of complaints under the revised

CHC, we have been consistently acknowledging all complaints within five working days since July 2024.

We have published our [2025 annual complaints self-assessment](#) on our website alongside this annual report, having been scrutinised and challenged by the Board.

Role of the Member with Responsibility for Complaints (MRC)

The code requires that a member of the governing body must be appointed to have lead responsibility for complaints to support a positive complaint handling culture. This role has been fulfilled by Magna’s Chief Executive, Selina White, since May 2024. In May 2025, the Strategic Board agreed that she is still most appropriate person at Magna to fulfil this role, in her capacity as a Strategic Board member. This is to be reviewed on an annual basis under the wider scrutiny of the Board.

The MRC is responsible for ensuring the governing body receives regular information on complaints that provides insight on Magna’s complaint handling performance. The MRC must have access to suitable information and colleagues to perform this role and report on their findings. As a minimum, they should receive:

- Regular updates on the volume, categories and outcomes of complaints, alongside complaint handling performance.
- Regular reviews of issues and trends arising from complaint handling.

- Regular updates on the outcomes of the ombudsman’s investigations and progress made in complying with orders related to severe maladministration findings.
- And annual complaints performance and service improvement report.

Duty to Monitor

The Social Housing (Regulation) Act 2023 places a duty on the ombudsman to monitor compliance with the statutory Complaint Handling Code. This means that the ombudsman is required to ensure that all landlords meet the standards set out in the code for complaint handling, regardless of their size and operating model.

Where concerns arise with a landlord’s compliance with the code, it will engage with them to bring them back into compliance. If there is evidence of ongoing failures in compliance, it will consider using its wider powers including Complaint Handling Failure Orders. The HOS will also use its work to monitor compliance with the code to identify and share examples of good practice in complaints handling.

Customer complaints policy

Our current customer complaints policy was approved by the Strategic Board in May 2024 following our assessment against the code for 2023/24.

The policy has been updated in May 2025 to make things clearer for customers and to enhance our compliance with the code following our assessment against the code for 2024/25.

A summary of changes is shown opposite.

Key changes to customer complaints policy

1	Sentence added at paragraph 2.1.1 to explain that members of the public do not have access to the Housing Ombudsman Service.
2	These additional points were added at paragraph 2.3 to explain the role of our complaints team: 2.3.4 Give the customer a fair chance to explain their position. 2.3.5 Support relevant colleagues to gather information needed to investigate and resolve the complaint. 2.3.8 Put things right for customers and monitor outstanding actions.
3	Sentence added at paragraph 3.2 to explain that customers don't have to use the word 'complaint' for it to be treated as such.
4	Amendment to paragraph 5.9 to clarify that a stage two complaint will be a review completed by a head of service rather a full investigation which would've already been completed at stage one.
5	Paragraph 4.2 added to include reference to Unacceptable Customer Behaviour policy and procedure.
6	Section 9 removed and the content covering governance, performance management and review merged into section 8 to be consistent with other policies following feedback from involved customers.
7	New paragraph added at 8.8 to include contact information for the Housing Ombudsman Service: <ul style="list-style-type: none">• 0300 111 3000.• info@housing-ombudsman.org.uk.• housing-ombudsman.org.uk.• Housing Ombudsman Service, PO Box 1484, Unit D, Preston, PR2 0ET.



For more information visit
magna.org.uk