

Karibu
Community Homes



COMPLAINTS PERFORMANCE & SERVICE IMPROVEMENT REPORT

Q3

2024–2025

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INTRODUCTION

The aim of handling complaints is to make sure customers are listened to, questions answered, or issues resolved. Wherever possible our key focus is taking early intervention and having a proactive approach to resolve the issues. It is also important as an organisation that we identify any learning outcomes and service improvements and embed these into the culture and processes quickly, to prevent further dissatisfaction.

We continue to learn from feedback, seek to improve communication throughout the complaints process and keep customers informed about the actions and outcomes of complaints.

We are also making sure we have relevant and up to date information around the needs and requirements of our customers. This, along with effective record keeping, will make sure we are equipped to provide a robust complaint handling service and one where customers feel listened to and valued.

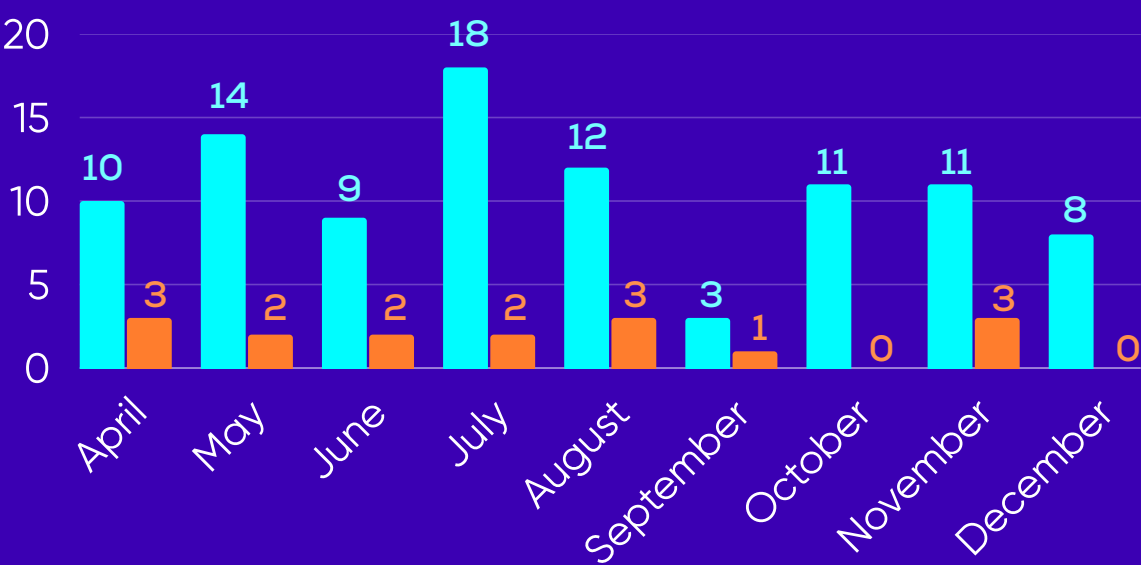


KARIBU COMPLAINT RESPONSE PERFORMANCE 2024/25

Complaint Statistics – At a Glance



STAGE 1 & STAGE 2 – COMPLAINTS CONCLUDED BY MONTH AND STAGE



From our analysis, we can break down each area of complaint. The biggest driver is that residents feel there is a lack of communication from us. It is clear from the complaints raised that improvements are still needed in “Getting the Basics Right” to enhance our services.

The main reasons for complaints are as follows:

- Lack of communication regarding follow-up works
- Delays in completing communal works, such as lifts and main doors
- Insufficient information in the Rent and Service Charge increase letters for 2024/25



COMPLAINTS PERFORMANCE FOR STAGE 1 & 2

COMPLAINTS RECEIVED AT STAGE 1 FROM APRIL 2024 TO DECEMBER 2024	93
COMPLAINTS ESCALATED AT STAGE 2 FROM APRIL 2024 TO DECEMBER 2024	16
APRIL 2024 TO DECEMBER 2024 ACKNOWLEDGE STAGE 1	86%
APRIL 2024 TO DECEMBER 2024 RESPOND TO STAGE 1	85%
APRIL 2024 TO DECEMBER 2024 ACKNOWLEDGE STAGE 2	80%
APRIL 2024 TO DECEMBER 2024 RESPOND TO STAGE 2	86%

We have set ourselves an ambitious target of acknowledging 100% of complaints at both stages of the complaints process. To support this, we have introduced an additional weekly complaints co-ordinator meeting to review all received and logged complaints and improve our acknowledgement response times.

We had three Stage Two cases that exceeded the time limit. Two of these cases related to repairs and maintenance, and one concerned London Living Rent and associated charges.



HOUSING OMBUDSMAN SERVICE COMPLAINT CASES

Cases recorded with the Housing Ombudsman as at end of Q3

The current caseload with the Ombudsman is shown below as of 31 December 2024. There are a total of **25** cases currently registered.

The Ombudsman has re-categorised the stages with which they determine complaints. Listed below are the current case definitions:

1. Case Under Initial Assessment – a case is being assessed by our Dispute Support team to identify the appropriate next steps

2. Within Landlord's Internal Complaint Procedure – Dispute Support are working with a resident and landlord while the landlord's complaint process is ongoing.

3. Referral assessment – Our Triage and Mediation team are assessing a case that has completed a landlord's complaint process, to check if it's within our jurisdiction and to see what action we need to take.

4. Evidence gathering – We'll use this stage when our Triage and Mediation team ask you to provide information to help us review a case or to communicate about mediation.

5. Awaiting investigation – We have the information we need to review the case, and it is awaiting allocation to an Investigator or Adjudicator (Dispute Resolution team).

6. Under investigation – Our Dispute Resolution team is assessing the case.

7. Determined – We've provided a determination on a case without orders or recommendations.

8. Determined – awaiting LL action – We've provided a determination on a case and we're waiting for a landlord to confirm compliance with any orders or to give feedback on recommendations.

9. Review – Case outcome – we are looking at a formal review request from a landlord or resident associated with our determination or decision

10. Case Closed – this status will show when we close the case.



The following chart outlines the current case load with the HOS and their stages. It is to be noted that a number of these cases have been closed but are not reflected as so on the Housing Ombudsman Portal.

STAGE WITH HO	No
CASE UNDER ASSESSMENT	2
WITHIN LANDLORDS INTERNAL COMPLAINT PROCEDURE	4
EVIDENCE GATHERING	10
AWAITING INVESTIGATION	5
UNDER INVESTIGATION	1
DETERMINED	3
	25

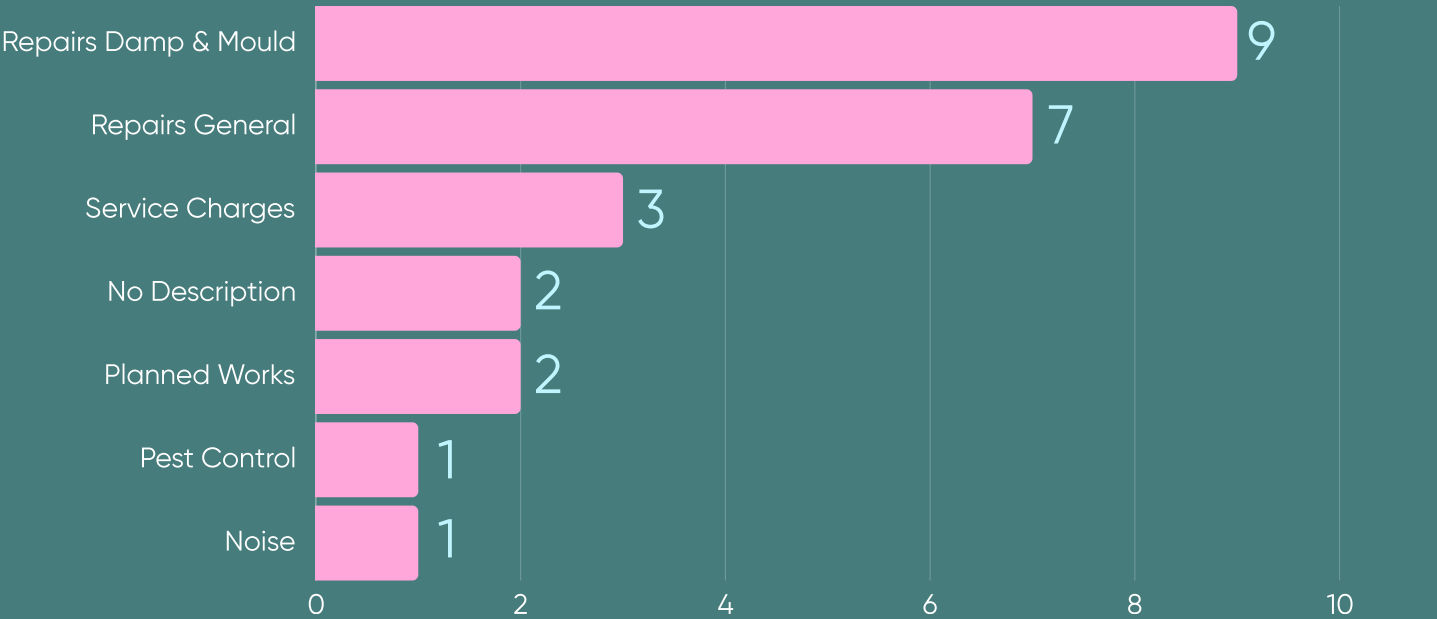
Increased activity from the Ombudsman has been noted up to the end of December 2024, Cases have been sitting with the Ombudsman for a significant amount of time. As shown by the above graph, several cases are now at the evidence gathering stage, this indicates that the Ombudsman are looking to investigate these cases. There have been five cases determined since April 2024 with details of the last 3 shared with board before Christmas.

A key objective going forward is to communicate effectively with the residents who have ongoing Ombudsman cases, with the aim of resolving as many as possible before any determinations are made. This work is ongoing, we have reached out to a number of these residents where there is an opportunity to resolve and are actively looking to conclude the complaints satisfactorily. This is especially important at the evidence gathering stage, of which there are currently 10 cases, all of those residents have been contacted with a view to resolving their complaint



Below is a chart breaking down the areas of our business upon which the Ombudsman has received complaints. Overall, 64% of the complaints received relate to repairs, 39% of which relate to damp and mould. We have contacted all residents who have reported damp and mould cases via Housing Ombudsman and our internal procedures to ensure that these issues have been resolved.

BREAKDOWN OF HO CASES DECEMBER 2024



CURRENT ACTIVITY TO IMPROVE OUR RESPONSE TO COMPLAINTS

We continue to work hard to improve our communication with residents who have raised complaints, aiming to resolve issues before they escalate to Stage 2 or beyond.

While this is not always possible—some residents may be determined to pursue their case to the final stage—we are committed to maintaining dialogue and exploring all possible solutions.

Since the last Customer Committee meeting, we have:

- Liaised with the Housing Ombudsman via their Landlord Portal for case management.
- Ensured all key staff have completed the new online Housing Ombudsman training, with digital certification.
- Continued to carry out transactional surveys in key service areas such as repairs.
- Held weekly meetings with service leads to review each live complaint case and ensure effective resolution where possible.
- Visited a number of residents with outstanding Ombudsman complaints to seek resolution outside the formal Ombudsman process.
- We are hopeful that improved engagement and consistent follow-up on promised actions will lead to some complaints being withdrawn.

Earlier this year, the Housing Ombudsman Service (HOS) launched its new e-learning platform. This forms part of our ongoing complaints and service training programme, which promotes the values of attitude, respect, and rights. Modules include:

- Complaint Handling Code
- Damp and Mould
- Dispute Resolution
- Knowledge and Information Management

FURTHER INSIGHT

We have compiled some further detailed insight that provides more details. We are developing our capability to report on complaints and ensure equity in our service which will be further enhanced and developed this year.



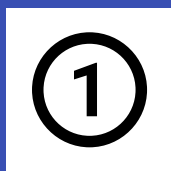
The following pages show a further breakdown of.

- Complaints by month and summary feedback
- Complaint escalation rates by month
- Complaints by ethnicity
- Complaints by area aligned to stock numbers.
- Complaints by lead resident age

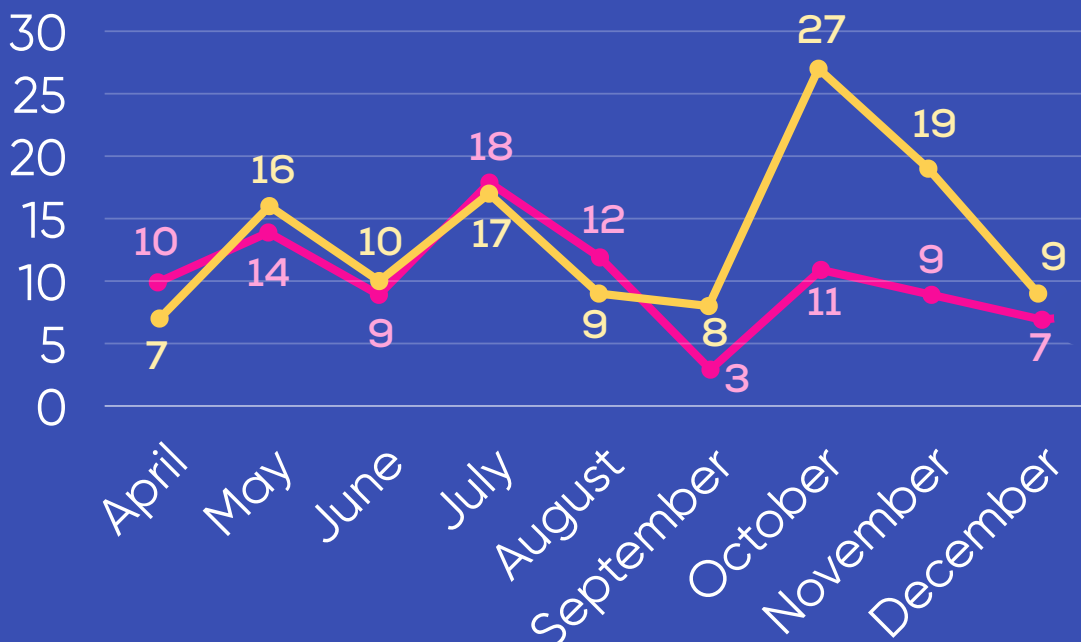
COMPLAINTS BY MONTH AND SUMMARY FEEDBACK

The chart below provides an overview of the total Stage 1 complaints received this year, with the equivalent 2023/24 figures as added to provide a comparison.

There seems to be a familiar seasonal pattern to peaks and troughs by month, but the overall trend is positive in terms of the numbers of complaints received.



STAGE 1 - CASES FROM APRIL TO SEPTEMBER (2023 vs 2024)



From our analysis, we can breakdown each area of complaint, the biggest driver is residents feel there is a lack of action within our repairs service, and this is clear trend when analysing the complaints being raised by our residents.

Improvements can still be made to “Getting the Basic’s Right” to improve our services. Having addressed the challenges, we have faced regarding the large number of quotes we have received.

It is anticipated that the number of repairs complaints will reduce over the coming months as historical repairs are identified and completed, we also have a process and timetable for responding to separate quotations.

Chigwell have been given clear advice from the Director of Assets about how the repair operatives should approach on site conversations with residents in order to better manage expectations.

We are also including other contractors ensure we have comparable quotes that represent the best value for money and that enables additional jobs to be appointed where appropriate.

We have seen a big reduction in complaints in September 2024, as opposed to last year. Training has been given to our customer service advisers, with the emphasis on identifying service requests, rather than what had previously been deemed as complaints.

We have identified several situations which fall under the ASB process cases, this has also helped to reduce the number of complaints we have received.

COMPLAINTS BY MONTH AND SUMMARY FEEDBACK

Whilst every effort is made to resolve the complaint at Stage 1 (84%) and provide an early resolution for our residents, the chart below reflects the monthly breakdowns of escalations.

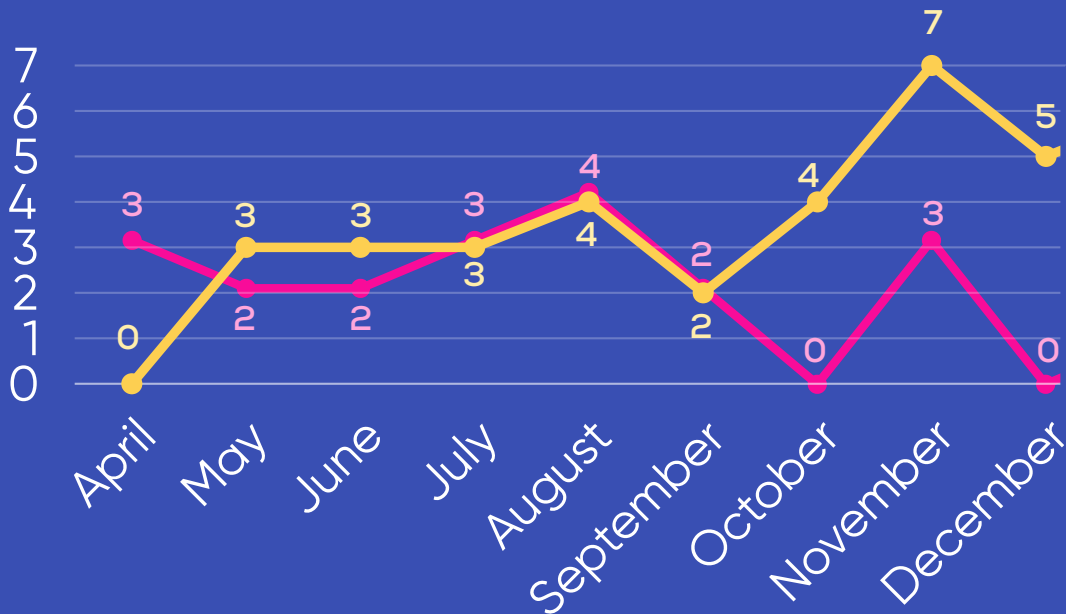
By communicating with the customer at all stages of the complaint process, we have been able to keep the cases escalated to Stage 2 to a minimum.

For September, one case was escalated to Stage 2 which is an indication of the progress we are making in this area.



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STAGE 2 - CASES FROM APRIL TO SEPTEMBER (2023 vs 2024)



It's important that we resolve issues as early as possible starting from a service or information request. The guidance to our colleagues is that should we receive a formal complaint, this is a primary opportunity to ensure all efforts lead to a satisfactory and reasonable resolution.

Should a complaint escalate the case is allocated to a more senior member of staff unrelated to the original case and extra effort is invested in order to conclude matters.

Sometimes there will be cases where compensation is the goal or a starting a formal complaint may be aligned to strengthening a disrepair claim. In the majority of cases however a service failure has occurred that requires resolution and appropriate other remedies offered.



COMPLAINT THEMES

From our analysis, we can breakdown each area of complaint, the main driver is residents feel there is a lack of timely communication from us, and it is clear from the complaints being raised by our residents, improvements can still be made to "Getting the Basics Right" to improve our services.

The main reasons for complaints are as follows:

- Lack of Communication concerning follow up works.
- Length of time taken to complete communal works to lifts and main door.
- Lack of information provided in Rent and Service Charge increase letters for 2024/25.
- General communication getting back to residents

Other complaint topics

- Anti-Social Behaviour
- Chasing information
- Delays in moves or letting property
- Account DD or rent increases



Throughout the year, we have identified periods where complaints spiked. Most notably, in May 2024 we received 14 complaints, largely due to a lack of information provided to residents regarding the rent and service charge increase letters for 2024/25.

For the upcoming financial year, we will make a conscious effort to provide residents with a more comprehensive breakdown of their rent and service charges, along with other helpful information. Work is already underway to ensure we meet this commitment.

In July 2024, we received 18 complaints, which coincided with the recruitment of new customer service advisers. It is noted that a significant portion of these complaints should have been treated as service requests, which has skewed the figures.

Training has been provided to staff who handle complaints, and as a result, we anticipate that the number of complaints will reduce in the final quarter.

Overall, most of our complaints stem from our two-tier repairs service. The service experience differs between former Inquilab and Westway residents: former Inquilab residents report repairs directly to our main contractor, whereas former Westway residents had to report repairs through Karibu. This created an overload of contact and added unnecessary process stages when booking a repair.

LESSONS LEARNED



Over the last nine months, customer satisfaction with repairs among former Inquilab residents has been consistently high, thanks to a much-improved reporting and appointment process. Residents have found it easier to report repairs directly to the main contractor, where issues can be diagnosed accurately and appointments confirmed at first contact.

We have reviewed how to improve the service for former Westway residents. In February 2025, we transitioned responsive repair calls for these residents to go directly to MNM, our repairs provider. It is therefore anticipated that satisfaction levels will increase towards the end of quarter four.

A general challenge we face is meeting residents' expectations when they contact us. The wide range of contact channels, including individual staff contacts and generic email accounts, presents challenges in monitoring and managing timely and effective responses. Addressing this is a key priority for us, based on tenant feedback. We have engaged a consultant to help us better utilise our existing systems to improve the customer experience in the short to medium term.

In the longer term, we plan to implement a new approach to capture all calls and written contact centrally, aligned with our core systems. This will ensure communication is captured, monitored, and measured for timely and high-quality responses. Improved use of self-service options, automation, communication dashboards, AI, and a reduction in the number of email channels will contribute to a more positive customer experience and faster response times.

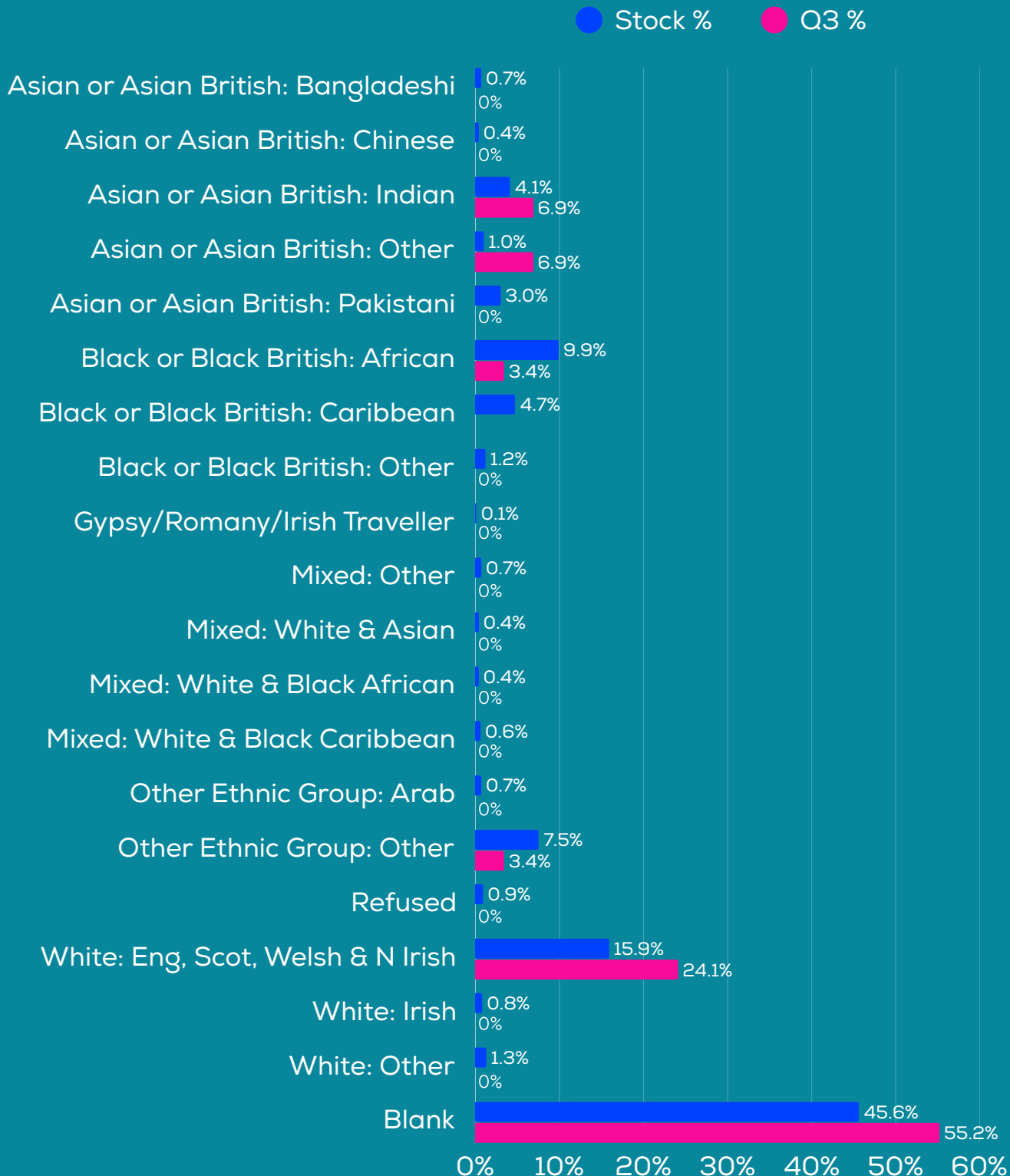
We will establish a resident engagement group to work alongside us in making significant improvements in this area.

To support the integration of the two organisations, a six-month Corporate Culture Training Plan began in January. The focus is on aligning our cultures with Karibu's values by fostering a shared understanding of our mission. The aim is to work together towards our strategic goals and deliver consistent service to continually improve resident satisfaction.



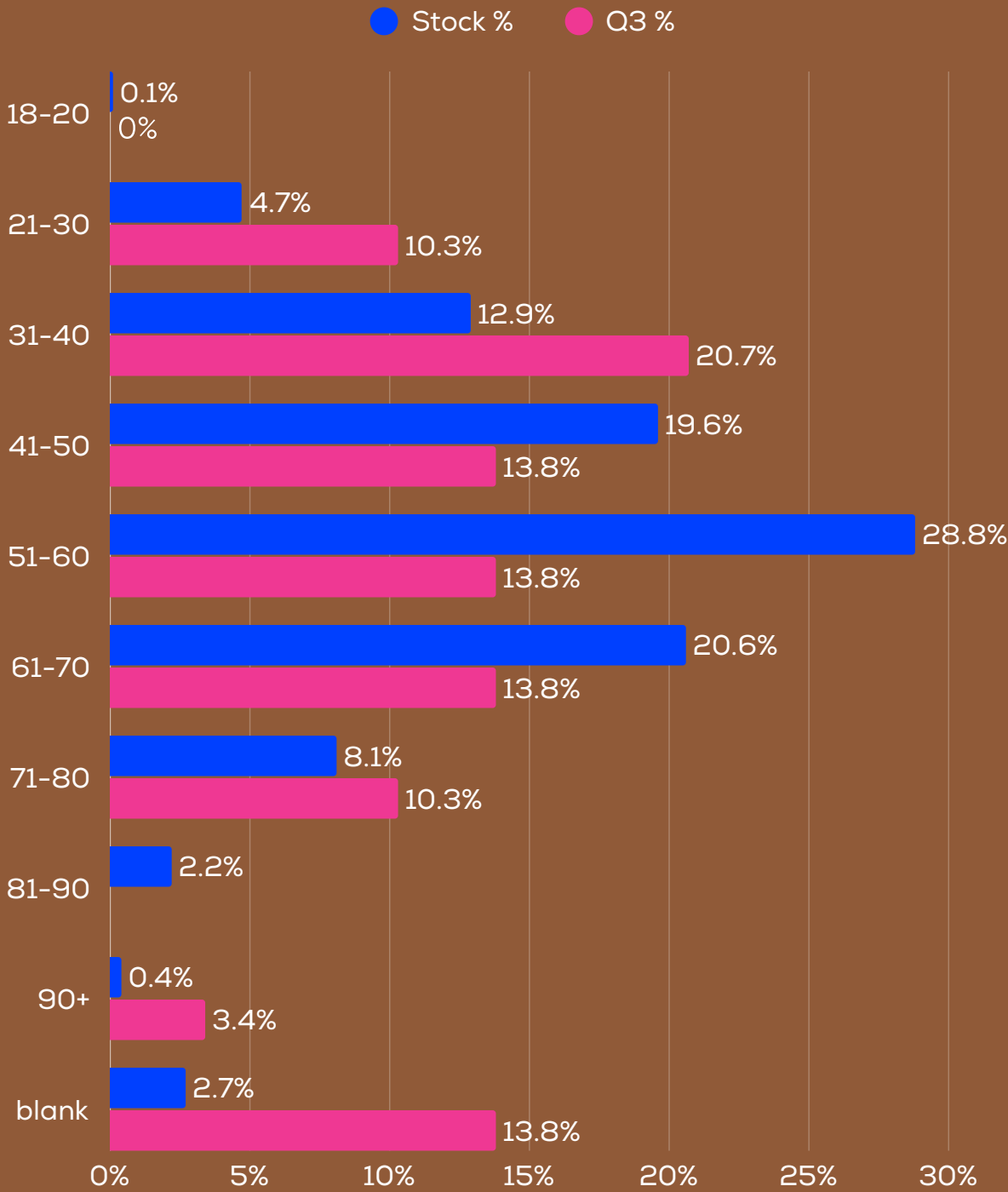
ETHNICITY ANALYSIS

This chart compares the ethnicity of residents (based on available data) with the percentage of complaints. We continue to reduce data gaps through tenancy audits and direct contact with residents. "Asian or Asian British: Other," "Mixed: White & Black African," and "White Irish" show higher complaint percentages relative to their presence in the stock. While this is notable in percentage terms, the actual volume is low—each of the latter two categories accounted for one complaint, and the former for four. These cases will be reviewed for any emerging trends or learning points. Most other ethnic groups show complaint levels broadly in line with their representation in the resident population.



AGE ANALYSIS

This chart compares resident age groups with the percentage of complaints received. Overall, complaints generally align with the age distribution. However, the 20–29 age group is an outlier—they make up just 10% of residents but account for a higher share of complaints, suggesting different service expectations, especially around response times. Their complaints follow common themes of inaction across housing, tenancy, and repairs. The "No age recorded" category points to data gaps, which we're addressing through a consensus survey to update resident information.



The chart compares our stock and complaint levels by borough. Richmond stands out, with 4 complaints from a stock of 30—three related to repair delays and one about an unannounced visit by a housing officer. We track all complaints through a dynamic action plan, monitored by our operational teams. Going forward, we'll publish periodic reports on our website to show how complaints are helping us improve the way we work.

BOROUGH ANALYSIS

