

Karibu
Community Homes



ANNUAL COMPLAINTS PERFORMANCE & SERVICE IMPROVEMENT REPORT

**Q1 TO Q4
2025-2026**

1. Executive Summary

This summary extract provides headline assurance on complaints performance during 2025–26, highlighting the most significant themes, risks and areas for continued focus. It draws on detailed complaints analysis and is supplemented by a full performance annex available separately in appendixes.

Complaints data confirms that the majority of issues raised by residents relate to genuine service failure. Repairs, maintenance and communication remain the dominant drivers of dissatisfaction and escalation. While complaint handling arrangements are operating in line with policy and the Housing Ombudsman Code, recurring themes highlight the need for sustained improvement to reduce repeat failure and organisational risk.

2. Committee Assurance Summary

The Customer Committee can take assurance that complaints are being appropriately logged, investigated and responded to. Learning is consistently identified; however, repetition of themes indicates that embedding improvement into day-to-day delivery requires further strengthening.

3. Housing Ombudsman determination summary

3.1 During the last financial year April 2025 – March 2026, the Ombudsman made 12 determinations against Karibu, including one finding of **severe maladministration**. We acknowledge the seriousness of these outcomes and recognise that the findings identify clear service failures, particularly in relation to repairs delivery, complaint handling, and communication with residents.

3.2 These decisions fall short of the standards our residents are entitled to expect, and the organisation aspires to deliver.

3.3 All Ombudsman orders and recommendations have been, or are in the process of being, fully complied with. This includes the provision of written apologies, payment of compensation, completion of outstanding and major repairs, and the submission of learning reports where required. Compliance is being actively tracked through senior management oversight.

3.4 In response to the themes identified, targeted improvement actions are underway. These include strengthened repairs performance, clearer accountability for inspection and works follow-up, and enhanced monitoring of complaint handling to ensure timeliness, quality, and early resolution.

3.5 Learning from Ombudsman findings is being embedded through service reviews, staff briefings, and management assurance processes.

3.6 The finding of severe maladministration has been treated as a priority risk and has prompted additional senior scrutiny to ensure systemic learning is achieved and sustained. Progress against improvement actions will continue to be reported to the Customer Committee to provide ongoing assurance.

3.7 While the volume and consistency of maladministration findings indicate that improvement is required, we are confident that the actions in place address both individual failings and underlying causes. Our focus remains on restoring resident trust, improving service reliability, and reducing the likelihood of repeat adverse findings.

3.8 We will continue to provide transparent reporting to the Customer Committee and welcome challenge to ensure that the required improvements are fully realised and embedded.

4. Complaints Performance Overview

Complaints received across all geographic areas and service lines, indicating systemic rather than isolated issues. The majority of complaints were resolved at Stage 1, with escalation to Stage 2 most commonly associated with prolonged delays, communication failures and unresolved repeat defects.

4.1 Complaints Performance Report – Summary

Overall position

During the reporting period, **132 complaints** were received, equating to **67.8 complaints per 1,000 properties**. Of these, **127 complaints progressed through Stage 1** and **52 escalated to Stage 2**.

Stage 1 performance

- The majority of complaints were managed at **Stage 1**, indicating effective early resolution.
- Acknowledgement performance at Stage 1 is consistently strong at or close to **100%** across the reporting months.
- Response performance at Stage 1 remains high (approximately **98%** overall).
- However, the Stage 1 resolution rate is lower, standing at approximately **63%**, highlighting an opportunity to improve first-time resolution and reduce escalation.

Stage 2 performance

- A smaller proportion of complaints progressed to **Stage 2**, which is positive.
- Acknowledgement and response compliance at Stage 2 is consistently **100%**.
- This demonstrates strong procedural compliance once complaints are escalated.

Key strengths

- Compliance with the Housing Ombudsman complaint handling Code and timescales
- High acknowledgement and response rates at both stages
- Controlled escalation levels to Stage 2.

Areas for improvement

- Increasing the Stage 1 resolution rate to reduce escalation
- Focused learning from Stage 2 complaints to address recurring root causes
- Improved early intervention and complaint-quality responses

5. Key Complaint Themes

5.1 Repairs and Maintenance

Repairs and maintenance remain the dominant complaint theme. Extended timescales, repeat contractor visits and gaps between inspection and remedial works are common features.

These issues present heightened risk where essential services are affected.

5.2 Heating, Hot Water and Lifts

Failures impacting heating systems, hot water and lifts represent the highest risk complaints due to the seasonal and their associated impact on health, safety and equality. Prolonged outages increase the likelihood of regulatory challenge and Ombudsman involvement.

5.3 Damp, Mould and Environmental Health

Damp and mould complaints highlight the need for timely diagnosis and root-cause remediation.

Increasing reference to Awaab's Law and environmental health standards demonstrates heightened resident expectations and regulatory scrutiny.

5.4 Communication Failures

Communication failures are a consistent escalation driver. Evidence shows that residents are more likely to escalate complaints where progress updates are absent or inconsistent, even where technical resolution is underway.

6. Impact on Vulnerable Residents

Complaints involving vulnerable residents demonstrate disproportionate impact where essential services are delayed. While vulnerabilities are increasingly identified, they are not always reflected in prioritisation or interim support, creating safeguarding and equality risks.

7. Outcomes, Ombudsman and Learning

Most complaints are upheld or partially upheld, with compensation awarded where distress, inconvenience or loss of essential services is evidenced. Ombudsman involvement most frequently arises where delays and communication failures compound the original service issue.

Learning from complaints consistently reinforces the importance of early escalation, contractor oversight, vulnerability-led decision-making and clear communication standards.

8. Complaint Satisfaction Survey

Resident satisfaction feedback following complaint closure is embedded within our process. However, response volumes remain low and somewhat variable. From a sample of seven responses received, 71% of residents reported that they were satisfied or very satisfied with the handling of their complaint, while 29% were dissatisfied or very dissatisfied.

We recognise that the sample size is too small to draw reliable conclusions or make meaningful comparisons over time. To strengthen our insight and ensure more robust data, we are proposing to introduce an independent quarterly survey as part of our Tenant Satisfaction Measures (TSMs) framework, commencing from the end of Quarter 1.

This approach will enable us to:

- Increase response rates
- Improve the reliability of satisfaction data
- Gain deeper insight into customer experience
- Better inform service improvements

9. Conclusion and Next Steps

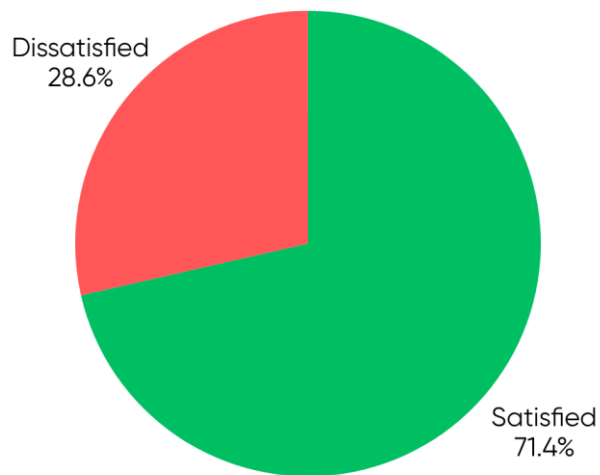
This summary supports Customer Committee assurance that complaints handling arrangements are robust, while highlighting clear areas for sustained improvement. Detailed performance data and thematic analysis is set out in the accompanying annex for further scrutiny as required.

Appendix i

Case Number	Outcome	Date Determined	Actions
202345962	Maladministration	08/10/2025	Apology Letter, Compensation / Report on Lessons Learned
202426405	Maladministration	17/02/2026	Apology Letter & Compensation
202414624	Severe Maladministration	29/04/2025	Apology Letter, Compensation / Report on Lessons Learned / Complete Major Repairs
202421911	Maladministration	03/02/2026	Apology Letter, Compensation / Position Statement & Works Order in relation to decorative works
202427163	Maladministration	14/07/2025	Apology Letter, Compensation, Completion of Repairs
202423515	Maladministration	24/07/2025	Apology Letter, Compensation and
202339475	Maladministration / Service Failure	30/09/2025	Apology Letter, Compensation & Completion of Works
202219036	Maladministration	05/06/2025	Apology Letter, Compensation
202331435	Maladministration	30/05/2025	Apology Letter, Compensation, Chase up repairs with Council
202331222	Maladministration	27/10/2025	Apology Letter, Compensation, Inspection
202329401	Maladministration	29/08/2025	Apology Letter, Compensation, Inspection
202326587	Maladministration	18/11/2025	Apology Letter, Compensation, Inspection

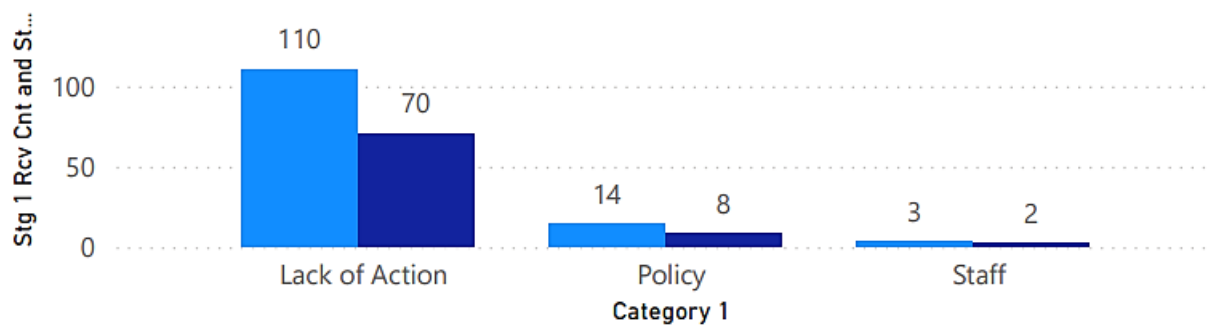
Appendix ii

Complaints Survey Analysis



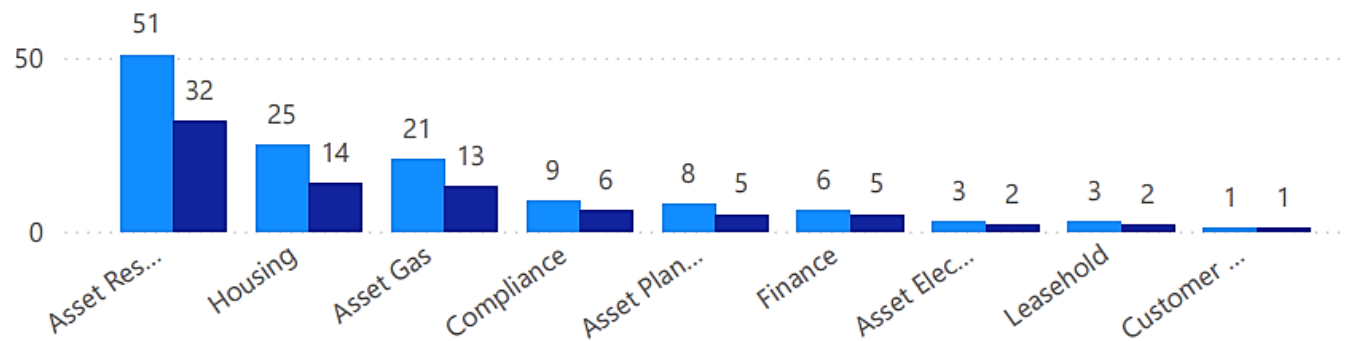
Category 1

● Stg 1 Rcv Cnt ● Stg 1 Rsl Cnt



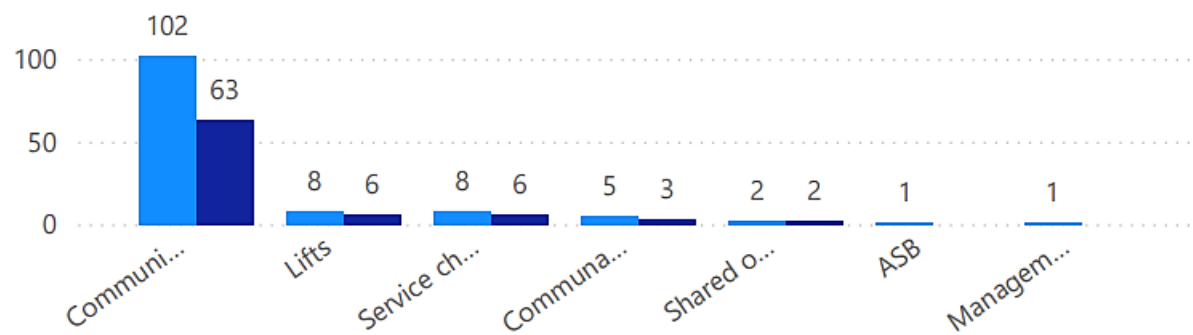
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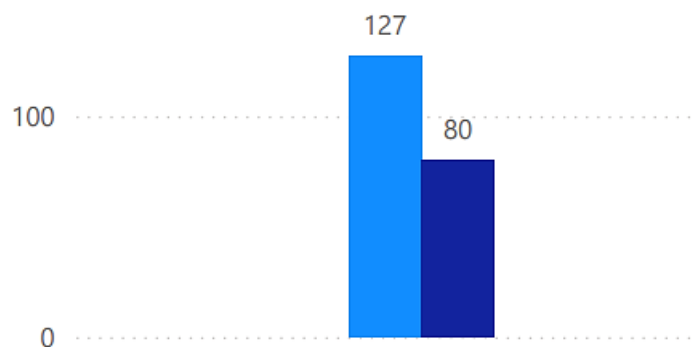
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Stage

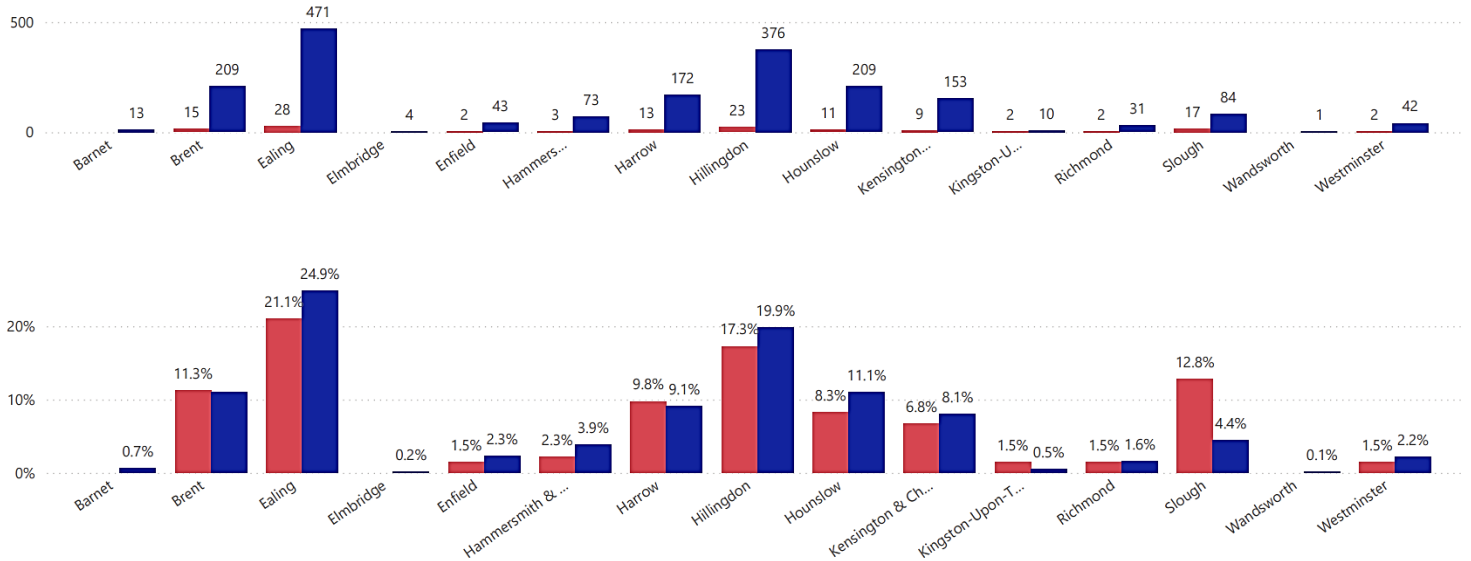
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Appendix iii

Management Area

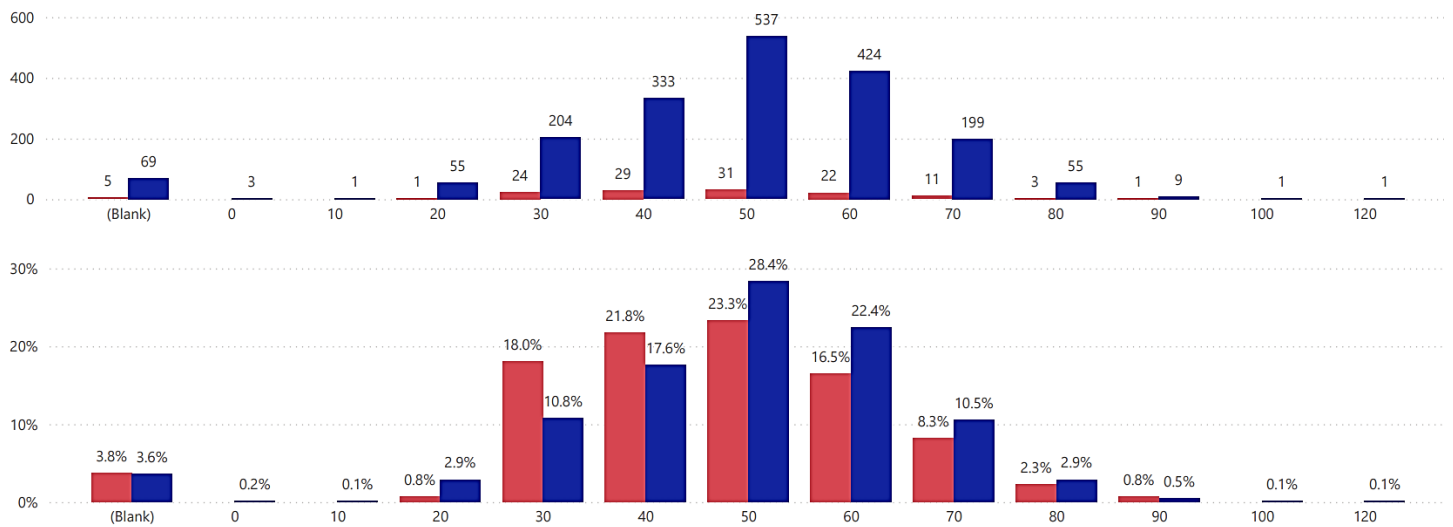
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Appendix iv

Age band

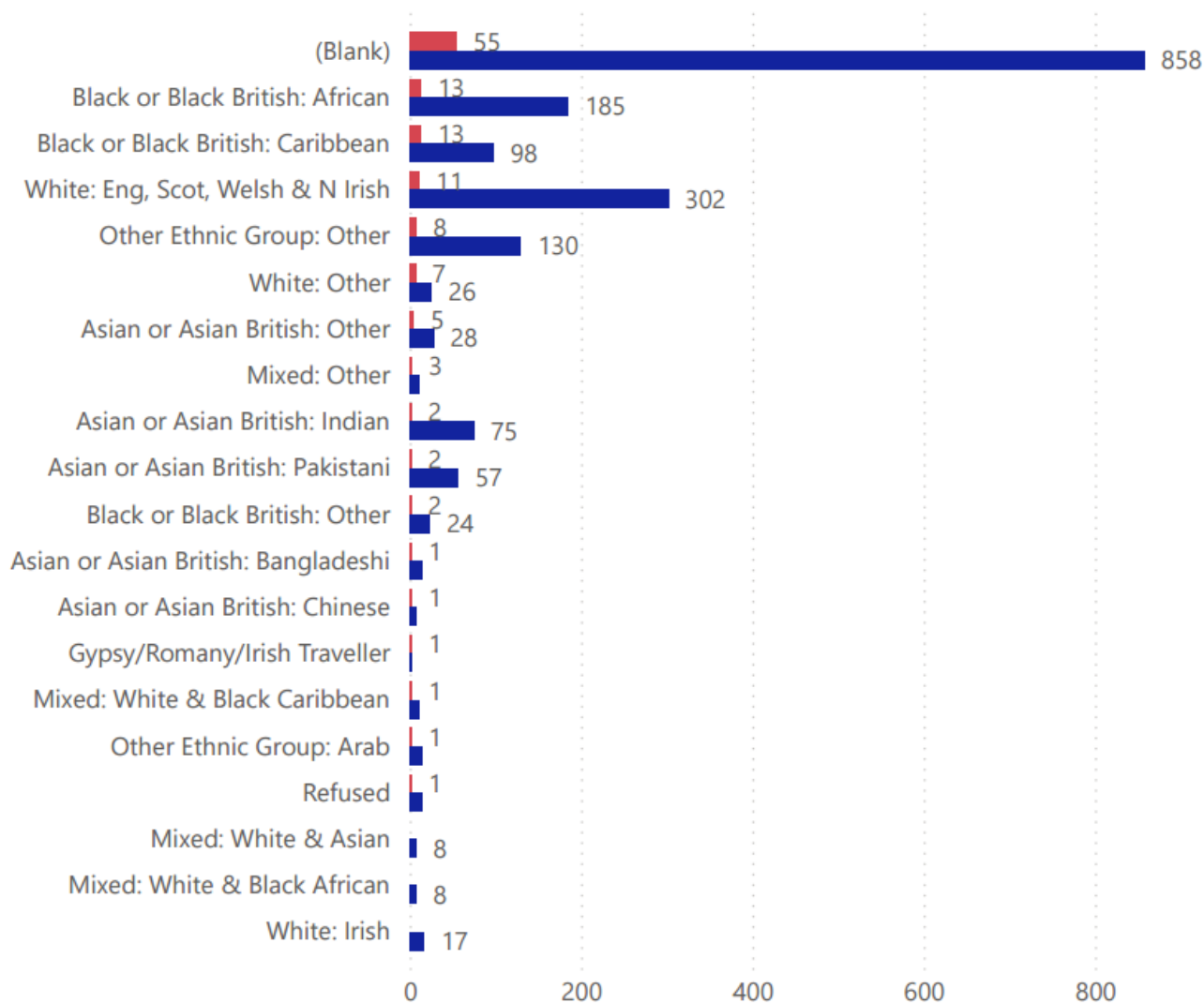
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Appendix v

Ethnicity

● Stg 1 Rcv Cnt ● Stock



● Stg 1 Rcv % ● Stock %

