



## Tenant Committee

Agenda Item:

### Scrutiny Panel Recommendations – Progress Summary Update

As at 3/12/2025

Confidentiality: **OPEN**

<b>STATUS:</b>	For Information and Assurance		
<b>AUTHOR:</b>	Kez Yaqub, (Head of Repairs)		
<b>PURPOSE OF THE REPORT:</b>	To present and provide the Committee with a progress update in relation to the “Scrutiny Panel Recommendations” on Repairs		
<b>EXECUTIVE SUMMARY:</b>	<p>The Scrutiny Panel conducted a review of our repairs service in March 2025 and provided recommendations on service improvements.</p> <p>The report provides updates on current progress with the agreed recommendations as follows:</p> <p>Out of the <b>10</b> recommendations linked to Asset Management <b>7</b> are “<b>In Progress</b>”, <b>3</b> are “<b>Complete</b>”</p>		
<b>SUMMARY OF RECOMMENDATIONS:</b>	The Committee is asked to <b>Note</b> the report.		
<b>CORPORATE PLAN OBJECTIVE:</b>	Quality Homes & Services and Empowered Communities <input checked="" type="checkbox"/> High Performing Business <input checked="" type="checkbox"/> Sustainable Growth <input type="checkbox"/> Empowering our communities <input checked="" type="checkbox"/>		
<b>COMPLIANCE IMPLICATIONS (INCLUDING REGULATORY AND LEGISLATIVE IMPLICATIONS):</b>	Consumer Standards and the Housing Ombudsman Self-Assessment and the Complaints Handling Code reinforces the requirement to deliver effective services with resident safety and engagement underpinning our activities.		
<b>KEY RISKS &amp; RISK APPETITE:</b>	<b>Risk ID</b>	<b>Risk</b>	<b>Description</b>
	5	Health & Safety (new and existing homes)	Failure to ensure the safety of new and existing homes while complying with all statutory and regulatory requirements
	13	Asset Management	Failure to maintain the organisations assets, complying with all statutory and regulatory requirements, within agreed resources

	<b>Risk ID</b>	<b>Risk</b>	<b>Description</b>
	14	Staff Recruitment, Retention, Performance and Development	Failure to ensure that sufficient, suitably skilled, experienced and motivated staff are in place to maintain good quality services and deliver the organisation's objectives.
	16	Customer Engagement / Satisfaction	Failure to engage effectively with resident or to maintain the expected levels of customer satisfaction
	18	Repairs and Maintenance	Failure to deliver repairs and maintenance services, including responding to damp and mould, to the expected quality, within agreed resources
	23	Procurement and Contract Management, including Contractor Failure	Failure to procure and manage major contracts effectively, including the prevention or effective response to contractor insolvency
<b>Appendix</b>	N/A		

## 1. INTRODUCTION AND BACKGROUND

- 1.1 Following the Scrutiny Review of our Repairs Service, the panel identified several areas for improvement to ensure the service is responsive, efficient, and meets residents' expectations.
- 1.2 The review involved analysing performance data, tenant feedback, and benchmarking against best practices in the sector.
- 1.3 Key themes emerging from the review included:
- **Communication and Transparency** – Tenants want clearer updates on repair progress and timelines.
  - **Quality and Timeliness of Repairs** – Concerns about delays and repeat visits.
  - **Customer Experience** – Need for improved engagement and satisfaction tracking.
- 1.4 The review concluded with a set of recommendations aimed at strengthening service delivery and accountability.

## 2.0 ACTION TRACKER PROGRESS SUMMARY UPDATE

- 2.1 The Scrutiny Panel and staff have developed the Action Tracker to monitor progress against the recommendations. It provides:
- A clear record of agreed actions from the scrutiny review.
  - Responsible owners and deadlines for each action.
  - Status updates to ensure transparency and accountability.
  - Opportunities for tenant oversight, allowing the committee to track improvements over time.
- 2.2 This trackers progress is updated regularly and shared with the Tenant Committee and Karibu's Residents Scrutiny Panel.

Recommendation	Status	Comments	Owner	Date Complete
1) Consider consolidating or standardising contracts to minimise variability	<b>In-Progress</b>  <i>Action will complete when the new contract is in place Q1 26/27</i>	In January, Karibu employed a contractor on the same terms as Contract 1, standardising delivery across both contracts. This is to allow all residents to experience the same SLAs between both contractors.  <b><u>Update 3/12/2025</u></b> We're on track with the procurement exercise to have one main contractor providing the service for all Karibu residents. The 1 <sup>st</sup> stage of the tender return documents for the "general and Specific questions"	Head of Repairs / Director of Assets & Development	

		section. were returned and have been scored. The final stage will be the pricing framework and further questions to be completed in January. We are looking to have the successful contractor in place in Q1 26/27		
2) Set performance KPIs and introduce performance incentives/penalties into contracts.	<b>In-Progress</b>  <i>Action will complete when the new contract is in place Q1 26/27)</i>	Karibu have introduced a common set of KPIs across both reactive repair contracts ultimately to monitor, improve and score performance consistency across both contracts.  <b><u>Update 3/12/2025</u></b> Penalties and performance incentives will be introduced in the new contract	Head of Repairs / Director of Assets & Development	
3) Implement automated notifications (via SMS/email/app) at key repair stages	<b>In-Progress</b>  <i>Action will complete when the new contract is in place Q1 26/27</i>	<b><u>Update 3/12/2025</u></b> This is built into the procurement specifications and questions that text, letter /App and email communication is a requirement	Head of Repairs / Director of Assets & Development	
4) Standardise workflows across contracts to ensure consistent communication and reduce delays.	<b>Complete</b>	<b><u>Update 3/12/2025</u></b> Both main contractors are dealt with by the same team of surveyors and administration teams. The authorisation limits are the same for all contracts and verification process of purchase orders and variation approvals are the same. We raise the work orders on the CRM system for MNM, Chigwell raise their own orders on our CRM system. Management meetings in place and standardised.	Head of Repairs / Director of Assets & Development	August 2025

<p>5) Consider increasing staffing (e.g., additional surveyors) to expedite these tasks.</p>	<p><b>Complete</b></p>	<p><b><u>Update since 23/9/25</u></b></p> <p>We have strengthened our team by recruiting two temporary surveyors and one temporary disrepair administrator.</p> <p>These additional resources will help us improve response times, manage caseloads more effectively, and ensure we continue delivering a high standard of service to residents while addressing current demand. This will help especially during the winter period.</p>	<p>Head of Repairs / Director of Assets &amp; Development</p>	<p>October 2025</p>
<p>6) Staff should consistently deliver high-quality service and stay informed about repair service standards through Karibu learning and development which are linked to performance outcomes.</p>	<p><b>Complete</b></p>	<p><b><u>Update 3/12/2025</u></b></p> <p>Front line and back-office staff have completed several in-person training courses via Capsticks our legal partners on Key Regulatory Training and Guidance: -</p> <ul style="list-style-type: none"> <li>• 27/10/2025 Awaabs Law Damp and Mould Awareness Training</li> <li>• 31/10/2025 Legal Disrepair Awareness Training</li> </ul> <p>The Head of Repairs has created a new Damp &amp; Mould Service Standard and a Repairs &amp; Maintenance Service Standard that is published on our website for residents. All staff have been made aware of the 2 service standards The</p>	<p>Head of Repairs / Director of Assets &amp; Development / HR Manager</p>	<p>October 2025</p>

		<p>new Damp and Mould Policy are awaiting approval by board</p> <p>Our Senior Surveyor is currently completing a HNC in Construction and Civil Engineering as part of their continuous professional development</p>		
7) Enhance resident involvement in contractor selection, following practices seen in benchmarking responses (Tamil Community Housing Association)	<b>In Progress</b>	<p><b><u>Update 3/12/2025</u></b></p> <p>As part of the ongoing procurement exercise for Estate Services, Repairs, Compliance, and Planned works, residents have been actively involved in procuring the services. Consultation has been carried out through our Resident Procurement Panel and Tenant Committee to ensure resident voices are heard and incorporated into decision-making. This will complete with the mobilization of new contracts once they have been appointed.</p>	Head of Repairs / Director of Assets & Development	
8) Establish a structured feedback loop to regularly gather and act upon resident input.	<b>In Progress</b>	<p><b><u>Update 3/12/2025</u></b></p> <p>We have a new Resident Engagement Officer to improve communication between residents and the organisation. Their key responsibility is to recruit additional Resident and Estate Champions who will act as community representatives. Regular meetings with these champions will provide structured feedback across all service areas, including repairs. This feedback will be shared with Heads of Service to</p>		

		<p>ensure timely resolution of issues, creating a clear feedback loop that drives continuous improvement and accountability.</p> <p><b><u>Evening Repair Outreach events (April 2026 Onwards)</u></b></p> <p>In addition, the Head of Repairs and the Head of Compliance/Planned will be introducing a series of outreach meetings during the 2026–27. These meetings will take place across estates in all 14 boroughs with staff members. These will be advertised on our website, communal notice boards and via text format and will provide residents with the opportunity to discuss any concerns with their property services.</p> <p>Our surveys continue for the repairs services to gather feedback from residents. Quarterly feedback will be presented to committee's and to residents via the website</p>		
9) Revise the repairs process to ensure prompt acknowledgment and transparent updates.	<b>In Progress</b>	<p>Revision and standardisation of the main contractors for repairs, along with the contract management which includes Service Level Agreements and performance monitoring on a monthly and quarterly basis is in place. A repairs KPI scorecard that will provide performance information to our residents has been developed and will be</p>	Head of Repairs / Director of Assets & Development	

		available for on the website in Q4.		
10) Implement clear escalation pathways, particularly for issues related to third-party contractor performance.	<b>In-Progress</b>	<p><b><u>Update 03/12/2025</u></b></p> <p>Third party escalation is covered within our complaints policy and procedures. KCH do not allow contractors to investigate their own escalations or dissatisfaction.</p> <p>Further development on communication via our website and repairs policy is being reviewed</p>	Head of Repairs / Director of Assets & Development	

### 3.0 Next Steps

We will be continuing to work through the 7 recommendations that are in progress and will be looking for some of these to be fully completed in Q1 26/27 with the procurement of the new repairs contract. The other actions we will continue work through to complete through Q4.