

Karibu
Community Homes



formerly Inquilab

Annual Report for Residents

2023 - 2024



About the merger with Westway to form Karibu Community Homes Ltd

Karibu is a community focused organisation that provides social housing, housing related services and home ownership products for residents living in West London, Slough and Elmbridge. Karibu is regulated by the Regulator of Social housing who sets and monitors standards to ensure it is well run, provides good levels of service and engages with its residents.

The organisation, formerly known as Inquilab Housing Association, dates back to 1987 when it was set up to support people in need of housing and to develop homes for under-represented Black and Minority Ethnic (BME) communities in West London.

Following the merger with Westway Housing Association on 2 April 2024, Karibu own and manage over 1,890 homes and support

more than 5,700 residents throughout West London and surrounding areas.

As well as building and providing high quality homes at affordable rents to meet the needs of our current and future residents, our work supports and addresses the wider social issues that affect our residents and communities.



OUR MISSION

To meet housing need and to support sustainable communities

OUR VISION

To deliver reliable services that customers value and trust

Highlights in 2023-24

 **£1.547m** Amount spent on maintaining and improving existing homes

 **More than 24,000** phone and email enquiries handled

 **99%** rent collection rate in March 2024 vs 84% collection rate in March 2023

 We assisted **5 residents** in successfully relocating to new homes

 We collaborated with **more than 300 residents** to develop affordable repayment plans for rent arrears

 **A total of £65,000** was secured by our Income team with partner local authorities to offer support for residents to prevent homelessness

 We supported **7 residents** in securing access to hardship loans

OUR STRATEGIC OBJECTIVES

DELIVER QUALITY SERVICE AND EMPOWERING OUR COMMUNITIES

To provide the best service for current and future customers.

BE A GREAT PLACE TO WORK

To be one of the best employers in our sector, investing in our people and working environment.

QUALITY AND SAFE HOMES

To provide a home that is safe, secure and dry, and where everything works. It is affordable and it is place where people are proud to live.

HIGH PERFORMING BUSINESS

A high performing business which is strong, resilient, does things well, and which invests in the future.

OUR VALUES

- SERVICE:** Delivering services residents value and we are proud of
- TRUST:** Being open, honest, and showing integrity
- ACCOUNTABILITY:** Taking ownership and responsibility
- RESPECT:** Showing care, commitment, and fairness
- STRENGTH:** Building on the strength of people, legacy, innovation, and resources



Resident Leadership and Governance

We have a variety of ways to connect with our residents both informally and formally, ensuring that the resident voice is heard at all levels of the organisation.

Formal

Inquilab Customer Committee (CC)

The Inquilab Customer Committee (CC) is made up of four board members who help ensure that services are provided to our residents and keep an eye on resident involvement activities. Two of these board members are residents themselves, which allows them to bring helpful insights to the committee's work. This committee, along with the Board, plays a key role in how we are governed, helping us stay focused on our mission while making sure we are accountable and transparent. Their work helps us provide value to our residents and the wider community. The committee chair also takes on the role of Member Responsible for Complaints (MRC).

Inquilab Resident Scrutiny Panel (RSP)

This panel is composed entirely of residents. Senior managers report to this panel on the following areas:

- Complaint performance
- Satisfaction survey results
- New or amended policies
- Service model options
- Staffing structures
- New resident engagement activities

The panel provides guidance and formal feedback to help us focus on the things that make a positive difference.

Informal

There are many informal ways for a wider resident population to engage with Inquilab, which they have done over the course of the year. These activities have enabled us to hear the resident voice and make changes to policy and processes to improve our service offer. These include:

- Lessons learned from complaints
- Surveys for repairs, complaints, and contact centre
- Nearly 400 Tenant Satisfaction surveys asking 12 key service questions
- Resident open days in the community
- Resident consultations held on the merger, corporate, and service plan
- Block-related group meetings with residents on local issues

For 2024, we are developing an offer for involvement, engagement, and scrutiny that will provide all our residents the opportunity to work with us to improve our services. We hope to launch this at a resident conference later in the year.



Message from Gary Clark

Welcome to our report to residents for the year April 2023 to March 2024. As we introduce this annual report, we first want to extend our thanks to the residents who have helped us improve our services throughout the year.



Director of Customers and Communities

2023 was a challenging year for many, as we all faced the difficulties of the cost of living and constant change.

This year marked the first time our regulator introduced Tenant Satisfaction Measures, making it compulsory for all social housing landlords to ask specific questions via a survey.

We have compiled these results, along with other useful information, to produce this report. We hope you find this report helpful to understand what we are doing, how we are improving, and what our plans are for 2024 and beyond.

In addition to the insights, we gain from these satisfaction measures and other customer contact, we have learned from instances where things have gone wrong and via complaints.

We have also been supported by the valuable input from our fantastic and engaged residents—our customer committee and resident scrutiny panel—who have continued to serve as a vital sounding board and shaping force.

Overall satisfaction ended the year at 40%, remaining constant throughout the year, which provide a strong indication that changes and improvements are needed. Our residents have provided crucial feedback, and we now know which areas we need to focus on to provide a better service.

You continue to tell and show us that we need to be more responsive. Listening and acting are key drivers of overall customer satisfaction, and we have made this our overarching priority for the coming year.

This year was also significant for Inquilab, with our merger with Westway Housing Association on 1st April 2024 to form Karibu Community Homes.

The combination of two community-based social landlords with similar roots, values, and aspirations should provide a better focus on resident engagement, services, and investment in our homes.

We will be launching our new engagement plan, and I hope that as many of our residents as possible will work with us in numerous ways to ensure that we can co create services and monitor improvements.

We know there is more to do, and my hope is that we can work together in the coming year to achieve better outcomes for all.

"This year was also significant for Inquilab, with our merger with Westway Housing Association on 1st April 2024 to form Karibu Community Homes."

A Heartfelt Message from Adnan Butt

Dear Friends and Fellow Residents,

As I take a moment to reflect on the past few years, one thing that stands out is the significance of having a place we can all call home—a home that is more than just bricks and mortar, but a haven where we feel safe and secure, where we can enjoy our lives, and where we create cherished memories with our loved ones.

There is no greater comfort than knowing our homes are well cared for, and that we, as residents, are valued and heard.

It has been an incredible honour to serve as the Chair of Inquilab's Resident Scrutiny Panel for the past three years. During this time, I had the privilege of working closely with many of you, listening to your concerns, and ensuring that your voices were central to the decisions being made.

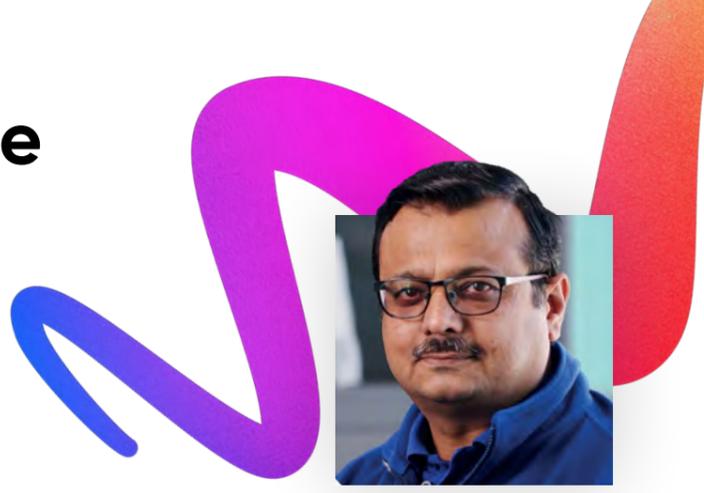
We worked tirelessly to improve our homes, and I am immensely proud of what we achieved together. Although the panel was dissolved prior to Inquilab's merger with Westway, I believe the work we did has laid a solid foundation for the future.

Now, as we embark on a new chapter as Karibu Community Homes, I feel a renewed sense of excitement and hope for what lies ahead.

The formation of Karibu represents a fresh start, an opportunity to build on the strengths of the past while embracing new opportunities. I am particularly pleased about the appointment of Chigwell as our new repairs and maintenance contractor. This partnership promises significant improvements in the services we rely on, ensuring our homes are well-maintained and that any issues are resolved promptly and efficiently.

I am confident that this change will benefit us all, enhancing the quality of our homes and, in turn, our lives.

Karibu is also taking important steps to improve resident engagement and complaints handling. The organisation is committed to fostering a culture of openness and transparency, where every resident's voice is heard and respected. I believe that these efforts will lead to stronger relationships between residents and Karibu, and, to a more vibrant and supportive community.



Director of Customers Former Chair of Resident Scrutiny Panel of Inquilab Housing Association

As we move forward together, I want to express my deepest gratitude to each and every one of you for your trust and support during my time on the Resident Scrutiny Panel. Serving you has been one of the greatest honours of my life, and I am filled with optimism as we look towards the future as Karibu Community Homes. Together, we will continue to create homes where we can all thrive, surrounded by the warmth of family and the security we all deserve.

With heartfelt thanks and best wishes,

Adnan Butt
Former Chair of Resident Scrutiny Panel

Resident Scrutiny Panel Activities in 2023-24:

- **Consultations and Feedback:** Actively engaged with residents on key initiatives, including the proposed merger with Westway Housing Association, customer service plans, tenancy reviews, and the estate inspection programme.
- **Policy Influence:** Provided valuable input on several policies, such as rent increase communications, the compensation policy, and the development of the new housing services staffing structure.
- **Technology and Communication:** Played a crucial role in testing and providing feedback on the Inquilab mobile app and customer satisfaction surveys; also influenced improvements in newsletters and website content.
- **Service Improvements:** Supported the decision to appoint a new interim contractor, Chigwell, to enhance the quality and efficiency of repair services.

Improve lives, homes, and neighbourhoods

Over the past year, our commitment to improving the quality of our residents' lives, homes, and neighbourhoods has remained steadfast. We focused on significant upgrades and replacements across various areas of our housing stock, ensuring that our residents continue to live in safe, comfortable, and well-maintained homes.

Home Improvements Completed



Bathroom Replacements:
36 completed



Window Replacements:
9 completed



Boiler Replacements:
112 completed



Kitchen Replacements:
33 completed



Door Replacements:
8 completed

Fire Door Replacements:
66 completed



Roof Replacement:
1 completed

These upgrades have played a crucial role in enhancing the overall living experience for our residents, ensuring safety and modern amenities in their homes.

Supporting Residents Through Mutual Exchanges

In addition to our improvement projects, we facilitated 5 mutual exchanges during the 2023/24 period. Out of these, we successfully assisted 2 families in moving to larger accommodation better suited to their needs. These exchanges are vital in supporting our residents as their circumstances change, ensuring that everyone has access to a home that fits their requirements.

Karibu Hardship Fund (Formerly known as Inquilab Hardship Fund)

In our ongoing mission to support our residents, we utilised our Hardship Fund to address various essential needs within our community. Last year, we spent from this fund to help 7 of our residents on critical items and repairs. These included fence repair work, kitchen furnishings, a washing machine, a cooker, storage space, and new mattresses for residents in need. This fund has been instrumental in providing immediate support to our residents, helping them maintain a decent standard of living during challenging times.

Resident Engagement Day in Southall

In October 2023, we held a Resident Engagement Day at the Jasmine Centre in Southall, in partnership with Peabody Housing. The purpose of the day was to actively engage with our residents, listen and learn from their feedback, and provide general advice. We also provided support and advice to help our households secure employment. Local colleges were on hand to offer advice, and the Shaw Trust, which is building links with housing associations, attended to provide employment support under the Government's Health and Wellbeing programme for West London.

Our ongoing efforts to improve lives, homes, and neighbourhoods reflect our dedication to creating vibrant, supportive communities where residents can thrive.



You asked, we delivered

Your feedback helps us improve the quality of life at your homes and communities.

Case Study 1: Proactive Support from our Incomes Team

Background:

The cost of living crisis has led to financial difficulties for many residents, particularly affecting their ability to pay rent.



Challenge:

A number of residents faced the risk of falling behind on rent due to increased financial pressures, creating distress and uncertainty about maintaining their tenancies.

Approach:

Our income team took a proactive and empathetic approach, listening carefully to each resident's situation and directly supporting or referring residents to partner agencies to agencies that could provide financial assistance.

Outcome:

The team's swift intervention helped many residents access the support they needed, avoiding eviction and allowing them to sustain their tenancies during challenging times.

Impact:

The Incomes Team's dedication to providing solutions reinforced our commitment to supporting residents in crisis, ensuring the well-being and stability of our community.

Case Study 2: Swift Action by Housing Team

Background:

A resident experienced an urgent home repair that posed a potential safety risk and required immediate attention.



Challenge:

The issue was reported late in the day, making it difficult to arrange contractors and secure resources at short notice.

Approach:

Our housing officer swiftly assessed the situation and coordinated with contractors, ensuring the repair work was scheduled for the following day.

Outcome:

Within 48 hours, the repairs were completed, and the resident expressed appreciation for the prompt and professional service.

"I am very pleased with the services provided by Karibu. The team was supportive, responsive, and went above and beyond to resolve my issues, including fixing a problem with my keys and an elevator issue within a week. Their professionalism and positive attitude greatly enhance the quality of service. Keep up the great work!"

Impact:

The quick response strengthened trust in our housing services, demonstrating the team's commitment to providing reliable support in urgent situations.

Enhancing our engagement and connection with residents

We believe that a thriving community is built on effective communication and meaningful engagement. In 2023-24, we made significant strides in enhancing how we connect with our residents. Recognising the need for more effective communication, we welcomed a new Marketing and Communications Officer to our team. This addition has allowed us to implement several improvements that ensure our residents are better informed, more connected, and actively engaged with everything happening within our community.

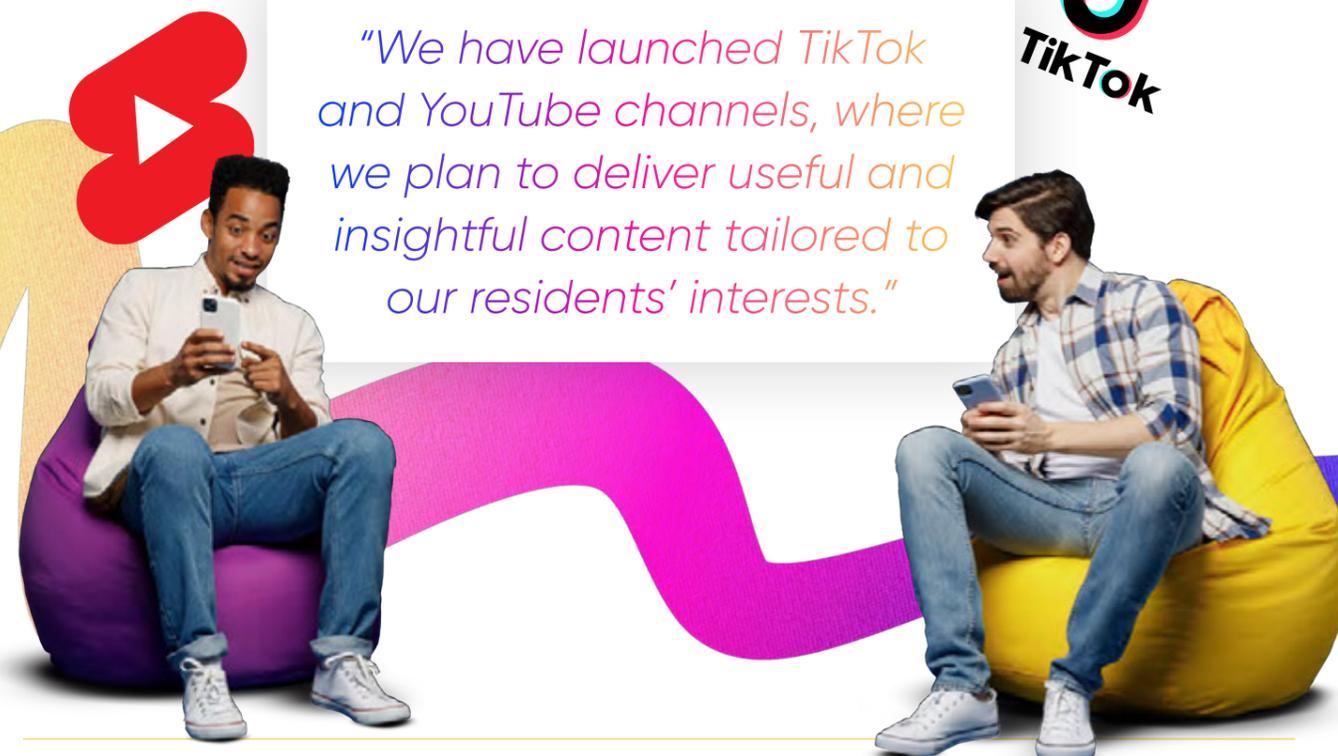
One of the key advancements we have made is the regular publication of articles on our website. These articles provide timely updates, highlight community events, and share stories that matter to our residents. Additionally, we expanded our online presence by creating and managing social media channels on platforms such as Facebook, Instagram, Twitter (now X), and Threads. These channels are designed to keep our residents informed and engaged, offering a convenient way to stay connected with Karibu's activities and initiatives.

Moreover, we have launched TikTok and YouTube channels, where we plan to deliver useful and insightful content tailored to our residents' interests. Whether it is a tutorial on sustainable living, highlights from community events, or updates on new projects, our goal is to provide valuable content that resonates with our diverse community.

To further improve communication, we introduced important email updates and e-newsletters. These communications are sent directly to our residents, ensuring they are always in the loop regarding what we are doing for them. These emails cover a range of topics, from announcements about upcoming engagement days to invitations for surveys where residents can voice their opinions. This direct line of communication has been instrumental in allowing our residents to engage with us more than ever before.

At Karibu, we are committed to fostering a community where every resident feels heard, informed, and connected. These initiatives are just the beginning as we continue to explore new ways to enhance our engagement with our valued residents.

"We have launched TikTok and YouTube channels, where we plan to deliver useful and insightful content tailored to our residents' interests."



Improving how we deliver our repairs service

At the heart of our commitment to enhancing your living experience is our drive to improve the repairs service we offer. We understand that timely and effective maintenance is crucial to maintaining the quality of your home, and we are dedicated to making meaningful changes. To better meet your needs and expectations, we have undertaken a significant review of our repairs service, resulting in the appointment of a new contractor and a focus on resident satisfaction.

Introducing Chigwell

Chigwell began managing our repairs and maintenance services in April 2024, bringing with them a strong reputation for service excellence and efficiency. They have successfully collaborated with various small to medium-sized housing associations across London. Early feedback has been positive, indicating a promising start. Nevertheless, we understand that ongoing improvements are essential and remain committed to enhancing our service further.



- **Block Repairs:** Addressing issues such as leaks and considering a window replacement programme.
- **Window and door replacements:** Ensuring that homes are warm and energy efficient.

Energy efficiency is also a key priority, aiming to reduce your utility bills and our carbon footprint.

Resident-Centric Contract Models

We are exploring different contract models that are resident-focused and designed to deliver the best customer service. Our aim is to ensure that the repairs service is not only effective but also tailored to meet your needs and expectations.

Repair Satisfaction Surveys

To gain a better understanding of your satisfaction with the new contractor and identify areas for further improvement, we are conducting repair satisfaction surveys. Your feedback is crucial and will help us refine our approach and enhance the quality of our repairs service.

Future Planning

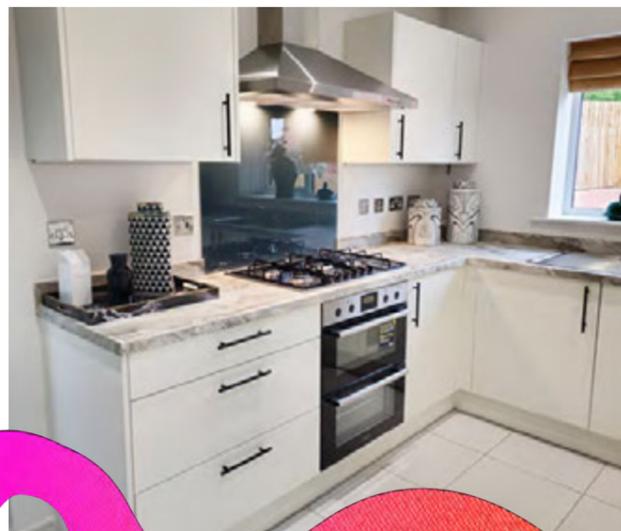
We are conducting detailed surveys of your homes to develop a comprehensive long-term investment plan. This plan will outline the necessary repairs and improvements required over the next 30 years.

We are dedicated to improving our repairs service and ensuring that your home remains safe, comfortable, and energy efficient. Thank you for your continued patience and support as we work towards these goals.

Investment and Priorities

Our investment strategy prioritises safety and ensuring that all homes meet the Decent Homes Standard. Key areas of focus include:

- **Kitchen and Bathroom Replacements:** Upgrading these essential areas in your homes.
- **Boiler and Heating System Renewals:** Improving heating systems in several properties.



Ongoing commitment to residents' safety

Initiatives to improve Fire safety

Since April 2023, we have intensified our focus on fire safety by appointing a dedicated compliance surveyor to oversee all our blocks. To ensure the highest standards, we reprocured Fire Risk Assessors and engaged new Active Fire Safety contractors. Additionally, we expanded in-flat fire door inspections beyond the required blocks to cover all properties, placing a high priority on the safety of our residents.

Fire Safety Achievements: 2023-24

In the 2023-24 period, we made substantial investments in fire safety.

- **We spent £250k addressing and completing 440 fire safety actions,**
- **Invested £200k in replacing fire doors across our blocks,**
- **Allocated £45k for maintaining essential fire safety equipment, including Automatic Opening Smoke Vents, Communal Fire Alarm Systems, and Dry Risers.**
- **We completed 106 fire risk assessments.**



Addressing Damp and Mould

Following our recent stock condition survey, we have noted an increase in reports of damp and mould in some of our properties. We recognise the discomfort and health risks these issues present and have initiated a comprehensive programme to tackle them effectively. We understand the impact on residents' wellbeing and are committed to resolving these problems promptly.

In response, we have adopted a structured approach:

- **Mould removal:** Initially, we will arrange for the mould to be thoroughly washed away and removed. If further incidents occur, we will investigate the underlying causes, especially if they are not immediately apparent.
- **Prioritised Repairs:** We have prioritised repairs based on the severity of the damp and mould issues.
- **Expert Assessment:** When necessary, we will engage a qualified professional to evaluate each reported case, identify the root cause, and determine the most effective solution.
- **Repair Work:** Our team has undertaken the necessary repairs to eliminate damp and mould, thereby ensuring a healthier living environment.

We encourage residents to report any signs of damp or mould as soon as they are observed. Early reporting allows us to address issues before they escalate and helps reduce potential health risks.



Investing in homes and services

Investment in existing homes increased significantly, from £1.07m last year to £1.547m this year

We have invested more in our staffing and services over the last 5 years. Our Costs Per Home can be seen below.

Costs per home

Year to March	Management	Services	Repairs	Major repairs	Other	Total
2024	£1,598	£866	£2,682	£1,441	£56	£6,643
2023	£1,344	£667	£2,751	£1,077	£50	£5,889
2022	£1,217	£704	£1,767	£575	£95	£4,359
2021	£892	£656	£1,554	£928	£229	£4,259
2020	£859	£554	£1,691	£534	£192	£3,830



Handling Complaints: Adhering to the Housing Ombudsman Complaints Handling Code

We are committed to providing high-quality service when managing complaints, upholding integrity, respect, and efficiency. Although we strive for excellence, there are occasions when we do not meet our own standards. In such instances, we are committed to addressing complaints fairly and swiftly. Learning from these complaints is essential to prevent repeating errors.

Housing Ombudsman Service Complaints

In the 2023/24 period, the Housing Ombudsman investigated five longstanding complaints and made determinations, with outcomes ranging from maladministration to severe maladministration. The actions taken included awarding compensation, providing staff training, reviewing processes, and revising policies.

End of Year Cases

As of 31 March 2024, there were 18 cases with the Housing Ombudsman at various stages (mainly cases that are still going through our internal processes), from initial assessment to case closure.

Complaint Statistics

Total Complaints Received: **209**



Concluded at Stage 1: **164**



Escalated to Stage 2: **45**



Average Response Time (Stage 1):

11 days
(target: 10 days)



Average Response Time (Stage 2):

19 days
(target: 20 days)



Common Themes

- **Repairs:** Delays, missed appointments, poor communication, and quality issues.
- **Housing Management:** Communication issues, anti-social behaviour, and service charges.

Resident Feedback

88% of complaints were related to repairs. In response to this feedback, we terminated our contract with the previous repairs contractor and appointed a new one in April 2024. We also transferred all repair calls to the new contractor's contact centre to enhance service quality.

Current Improvement Activities

- Dedicated resources for handling complaints.
- Developed a system for managing complaints.
- Appointed a Board Member Responsible for Complaints.
- Completed staff training on dispute resolution and the updated Complaints Policy.
- Introduced new e-coaching modules for staff development.

Future Plans

- Redesigning our smartphone app to facilitate easier repair requests and account management.
- Increasing the visibility of front-line teams through home and estate visits.
- Publishing inspection programmes to promote joint inspections with residents.
- Looking into ways to better manage communications and response times.

2023-24 Tenant Satisfaction Measures (TSM) results

What are Tenant Satisfaction Measures?

Tenant Satisfaction Measures (TSMs) are set by the Regulator of Social Housing (RSH) to assess how well housing providers are meeting the needs of their tenants. These measures are designed to increase transparency, allowing tenants to evaluate and hold their landlords accountable. Landlords are required to consistently collect, process, and publish relevant information, enabling performance comparisons. The key areas covered by TSMs include property repairs, building safety, complaints handling, tenant engagement, and neighbourhood management. The aim is to ensure landlords provide quality homes and services. For further details, visit the Regulator of Social Housing website using the QR code.



2023-24 Tenant Satisfaction Measures (TSM) results for Inquilab (based on 349 resident responses)

Key Metrics Summary:

Well maintained home: **39%**

Positive contribution to neighbourhood: **41%**

Time taken - Last repair: **42%**

Safe home: **51%**

Easy to deal with: **35%**

Overall Satisfaction: **40%**

Keeps you informed: **48%**

Repairs - Last 12 months: **46%**

Treats fairly & with respect: **51%**

Listens & Acts: **35%**

Anti-social behaviour: **40%**

Complaints handling: **15%**

Communal areas clean & well maintained: **57%**

Summary:

- The highest satisfaction is for cleaning and maintenance of communal areas (57%).
- The lowest satisfaction levels are for easy to deal with (35%), listening to views and acting on them (35%) and handling complaints (15%).
- Nine of the measures fall below 50%.

Following our merger with Westway to become Karibu Community Homes, we are committed to enhancing your satisfaction in these key areas. Our goal is to ensure meaningful improvements that will reflect positively in the 2024-25 Tenant Satisfaction Measures (TSM) results.

What's Next?

As we look ahead to 2024/25, our full focus will be on transforming our offer to our residents. Merging with Westway provides an opportunity for Karibu to integrate the best aspects of both organisations.

We are committed to being a listening organisation and demonstrating that not only do we hear your voice, but we also show what has changed because of your feedback.

Some key activities that we hope to implement while continuing to integrate both organisations include:

A new co-designed service plan that responds to feedback we have received directly from residents.



An improved repairs service that is monitored for quality and consistency.

A new engagement/scrutiny menu of options for all residents.



A new digital smartphone app with additional features for mobile phones.

A new web portal for those who prefer to use laptops and PCs.



The launch of home visits by our housing officers.

A published programme of block inspections where residents are welcome to join us.



A review and retendering of our cleaning and landscaping services.

Plus, many more enhancements.

We aim to approach these activities collaboratively with our residents to ensure we stay on track. We will be much more open to working with you to ensure we are getting things right.

In the spirit of openness and transparency, we also want to provide more information about our performance and other matters that are important to you. This will include:

- Performance on complaints.
- Our quarterly TSM results.
- Other performance information.
- Our service standards.
- Our investment priorities.
- "You said, we did" – examples of resident-led change.
- Opportunities for you to give us feedback.

We have a packed year ahead, but we hope you will agree that these activities will be helpful and hopefully make a difference. We would love to have you working with us.

Karibu Community Homes Ltd
Unit 3, 8 Kew Bridge Road Brentford TW8 0FJ

Telephone numbers

We have two lines to access

Former Inquilab residents

020 8607 7777

Former Westway residents

020 8964 2323

Email addresses

Customer Service Centre

Former Westway residents

info@karibu.org.uk

Former Inquilab residents

customersandcommunities@karibu.org.uk

Universal Credit

universal.credit@karibu.org.uk

Complaints

complaints@karibu.org.uk

Press Enquiries

newsroom@karibu.org.uk

Websites

www.karibu.org.uk

www.inquilabha.org

www.westway.org.uk

In 2024, we're simplifying the way you reach us by streamlining our contact numbers and email addresses. This change will make it easier for you to get in touch with us quickly and efficiently. Stay tuned for more details!

Scan the QR code to connect with us on social media and join our mailing list for important news and updates.

