

# Karibu Community Homes



**ANNUAL COMPLAINTS PERFORMANCE  
AND SERVICE IMPROVEMENT REPORT  
2023-24**



## **Introduction**

Our residents have the right to expect a good level of service delivered with integrity, respect and efficiency.

At Karibu, we aim to provide this every day and we make this clear to our staff, partners and contractors.

We don't always get things right and when this happens, we seek to apologise and provide a reasonable and fair resolution in a timely manner.

It's important to us also to learn from complaints so that we do not repeat the same mistakes in the future.

There will be times where we will have good reasons not accept a complaint or element of it and when this occurs, we will try and explain the reasons clearly and in appropriate cases offer further advice or referral to other agencies who may be able to assist.

In April 2024 Inquilab and Westway housing Association merged to become Karibu. Both organisations are complaint with the Housing Ombudsman complaint handling code and operate under a single complaints policy.

For 2024/25 there will be a single set of KPIs, processes and performance information relating to complaints for the newly formed Karibu Community Homes.

## **HOUSING OMBUDSMAN SERVICE COMPLAINT CASES**

We had 5 complaints determined by the housing ombudsman during the year 2023/24. Although finally determined during 2023/24 the majority of these complaints occurred in prior years.

The determinations can be summarised as follows.

<b>Case no</b>	<b>Date determined</b>	<b>Outcome</b>	<b>Actions</b>
1	June 2023	Maladministration	Compensation Review process Staff training
2	June 2023	Maladministration	Compensation Staff training
3	July 2023	Maladministration	Apology Compensation Review record keeping Review contact channels
4	January 2024	Severe maladministration	Apology Compensation Review case and process Review record keeping
5	February 2024	Severe maladministration	Compensation Review policy Review staff training Complete final repairs

## End of year cases recorded with the Housing Ombudsman

As at 31 March 2024 There were a total of 18 cases currently registered with the Housing Ombudsman at various stages.

The Housing Ombudsman has 10 stages for the complaints that they receive.

1. **Case Under Initial Assessment** – a case is being assessed
2. **Within Landlord’s Internal Complaint Procedure** –complaint with Landlord.
3. **Referral assessment** –assessing a case post landlord’s complaint process
4. **Evidence gathering** –providing information to help review a case
5. **Awaiting investigation** –awaiting allocation
6. **Under investigation** – Dispute Resolution team is assessing the case.
7. **Determined** – Provided a determination on a case without orders or recommendations.
8. **Determined – awaiting LL action** –awaiting for landlord to confirm compliance with orders
9. **Review** - formal review request from a landlord or resident
10. **Case Closed** – this status will show when we close the case.

The following table outlines the current case load with the HOS and their stages.

No	Stage with HO
9	Case Under initial Assessment
3	Within Internal Landlords Complaint Procedure
3	Referral Assessment
2	Evidence Gathering
1	Under Investigation
<b>18</b>	

We have self-assessed and are compliant with the housing ombudsman’s complaint handling code.

## Karibu Complaint Response Performance 2023/24

Complaint Statistics – At A Glance

Complaint by month and stage

Month	Stage 1	Escalated to stage 2
April	7	0
May	16	3
June	10	3
July	17	3
August	9	4
September	8	2
October	30	4
November	19	7
December	10	5
January	12	6
February	21	8
March	19	7
<b>TOTAL</b>	<b>191</b>	<b>52</b>

## Summary of annual complaints and response times

Complaints received April to March	239 (inc not yet concluded)
Concluded at Stage 1	191
Escalated to Stage 2	52
April 23 - March 24 - Ave Days to respond stage 1	11 (Target 10 days) ^
April 23 - March 24 - Ave Days to respond stage 2	19 (Target 20 days) ^
April 23 - March 24 Ave Days to respond to stage 1	13 (incl agreed extensions) *
April 23 – March 24 Ave Days to close stage 2	20 (incl agreed extensions) *
April 23 – March 24 ave days respond stage 1 and 2	9.89 days

Legend (due to different measurement - this will be standardised for 2024/25 reporting)

Combined Inquilab and Westway
Inquilab only
Westway only

^ this is inclusive of acknowledgement days (will be split out for 2024/25)

\* Handling Code provides for additional 10 days response time at stage one and 20 days at stage two plus, where appropriate, additional time as agreed with the resident.

## COMMON THEMES

Throughout the year, the common themes that underpin most of our complaints occupy the following categories for

### Repairs:

- Delays in repairs being undertaken.
- Cancelling scheduled appointments,
- Not booking follow on appointments in with residents.
- Missed deadline length of time to resolve the repair or multiple visits to resolve.
- Communication – residents having to chase for information.
- Condition of property components and planned schedules of work.
- Communal repairs such as lifts.

### Housing Management:

- Communication – getting back to residents keeping them informed.
- ASB – better communication and expectations.
- Service charges – value for money and service levels.

## RESIDENT VOICE

Receiving and dealing with a complaint offers us the opportunity to assess what has gone wrong and what we have done to correct it. For every upheld complaint where our customer had a legitimate reason to challenge us affords us the opportunity to learn and change.

In addition to the TSM (Tenant Satisfaction Measures), we conduct additional questionnaires around the key service areas. These provide extra insight, and the results are reported every quarter to our resident committees and board.

There were 3 main drivers for the vast majority of complaints. 88% of complaints for 2023/24 were related to our repairs service, meeting repair deadlines and communication in relation to a repair.

Given the high level of complaints combined with survey feedback from our customers, relating to our repairs service during the year, we took the important decision to bring the contract to an early conclusion.

This led to a period of intense procurement work to identify a replacement repairs contractor who commenced work in April 2024.

In order to make fundamental improvements to communication linked to repairs to provide a more effective service we have organised to transition all repair calls to our new contractor's contact centre for a one stop service experience.

To improve access and extend our services, we will also be redesigning our app so it will be easier to diagnose and request a repair via a mobile phone and provide easier access to rent payment, account management, communications and survey completion.

For 2024/25 our front-line teams will be more visible and will be conducting home and estate visits to build stronger relationships and to get to know our residents better and inspect our blocks to check on the condition of the blocks and quality of the services. The inspection programmes will be published to encourage joint inspections with residents.

## **CURRENT ACTIVITY TO IMPROVE OUR RESPONSE TO COMPLAINTS**

There continues to be a strong focus on complaint handling. This year, there has been a variety of activities undertaken and planned to improve the residents experience in 2023/24.

- Strengthened the management and operational resource overseeing complaints.
- Registered on the Housing Ombudsman Landlord Portal
- Developed complaint Customer Relationship Management (CRM) module
- Appointed the Board Member Responsible for Complaints (MRC)
- key staff completed the Housing Ombudsman dispute resolution training
- Further new online e-coaching modules are being rolled out
- Completed staff training and a review of our Complaints Policy and Procedure
- We reviewed and published the revised Compensation Policy.
- Transactional surveys are undertaken in key service areas including
- We have regular weekly meetings to progress live complaint cases.

The HOS has also launched their new e-Learning platform in February 2024 via its e-coaching platform. This will form part of our onward complaints and service training programme which consists of modules including;

- Attitude respect and rights.
- Complaint handling code.
- Damp and mould.
- Dispute resolution.
- Knowledge and information management.
- Other training as and when added

All relevant staff will have the above modules as part of their personal training plans.

## **Improvement planning**

The following is a live, dynamic action plan that builds on making improvements and learning from where we need to improve.

These activities form part of our ongoing operational service improvement plans.

Action	Comments/update	Current status
Review repair service arrangements and prioritise the procurement of a new contractor	Full tender for interim contract commenced December 2023 Demobilise existing contractor Mobilise new contractor New contractor appointed and commenced April 2024 Transition repair calls to new contact centre arrangements agree KPIs and plan for contact management meetings for the year	Completed  Completed April 2024 April 2024  April 2024  April 2024
Internal complaints system to be redesigned in line with Housing Ombudsman complaint handling code that enables response tracking and reporting.	Complaints system redesigned in line with code and policy  Loading historical data and cleansing  Reports being design for tracking and insight	Completed  July 2024  July 2024
Staff training	Original Housing Ombudsman online training modules completed by relevant staff members, (14 staff completed training)  Register with Ombudsman e coaching module  staff training on our revised Complaints Policy and process.  Wider CRM training will be undertaken once full data uploaded to system has concluded.	Completed  Completed  April and September 2024  September 2024
Create new extended Tenant Satisfaction Measures (TSM) complaint questions for 2024/25.  Create new transactional surveys for complaints	Create and agree new questions to be asked by our external surveying partner. Questions are design to create deeper insight on the TSM perception question on complaints.  Use the text survey feature in CRM to send to residents who have concluded the complaints process to better understand the customer experience and to build learning for continuous improvement	June 2024  July 2024
Engage and involved residents in our complaints processes and performance	Create a resident group focussed on assisting with complaint outcomes and to monitor and oversee our complaint performance.	August 2024
Customer Journey Mapping and root cause Analysis	Create customer journey mapping and route cause analysis that identifies common service issues, pinch points and opportunities to change processes to improve service experience.	September 2024
Implement Service Standards to share with staff and publish on our website. For review at RSP.	Local offers and service standards to be combine to create a single set of Karibu standards to be published and monitored	September 2024
Create a specific repairs handbook clearly outlining landlord and tenant responsibilities and other key information	Design, consult and provide/publish refreshed handbook to all tenants'	September 2024
Review the complaints process to ensure its more resident and solution focussed	Introduce phone calls when seeking to initially understand a complaint before investigation and also before resolution letter is sent to ensure we have done all we can to clarify and resolve any issues.	From April 2024

## Insight

### Further Insight (Inquilab only)

To support the main report, we have compiled some further detailed insight that provides more detail (for ex Inquilab complainants only for 2023/24) . We are developing our capability to report on complaints and attributes to ensure equity in our service which will be further enhanced when our systems are further developed and automatic reporting is in place.

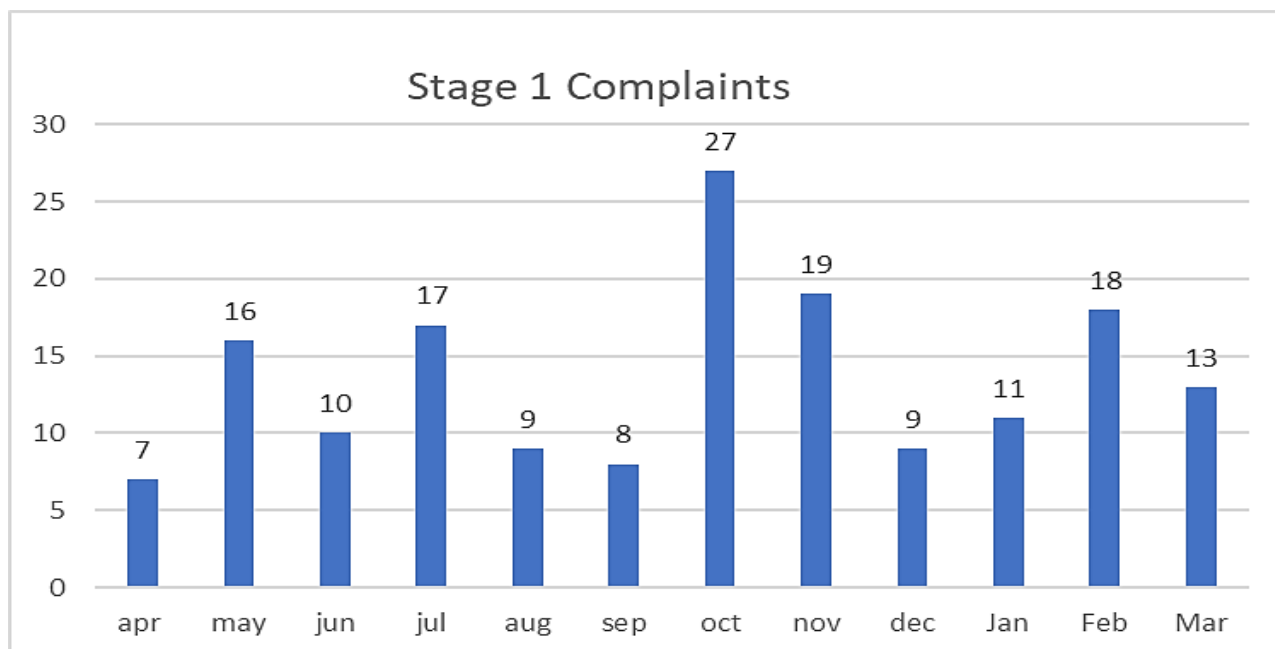
It is important for us that there are not any defined groups that appear to receive a lesser service than others and so we will measure complaints by certain attributes to ensure we are aware of any outliers and conduct appropriate deeper an analysis should there be any

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 monthly communications received as formal complaints April 2023 to March 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 it is clear from the complaints being raised by our resident's, improvements can still be made to "Getting the Basic's Right" to improve our services.

Repairs responsive or planned services account for 88% of the complaints which can be broken down further into the drivers for the area as below.

### Repairs

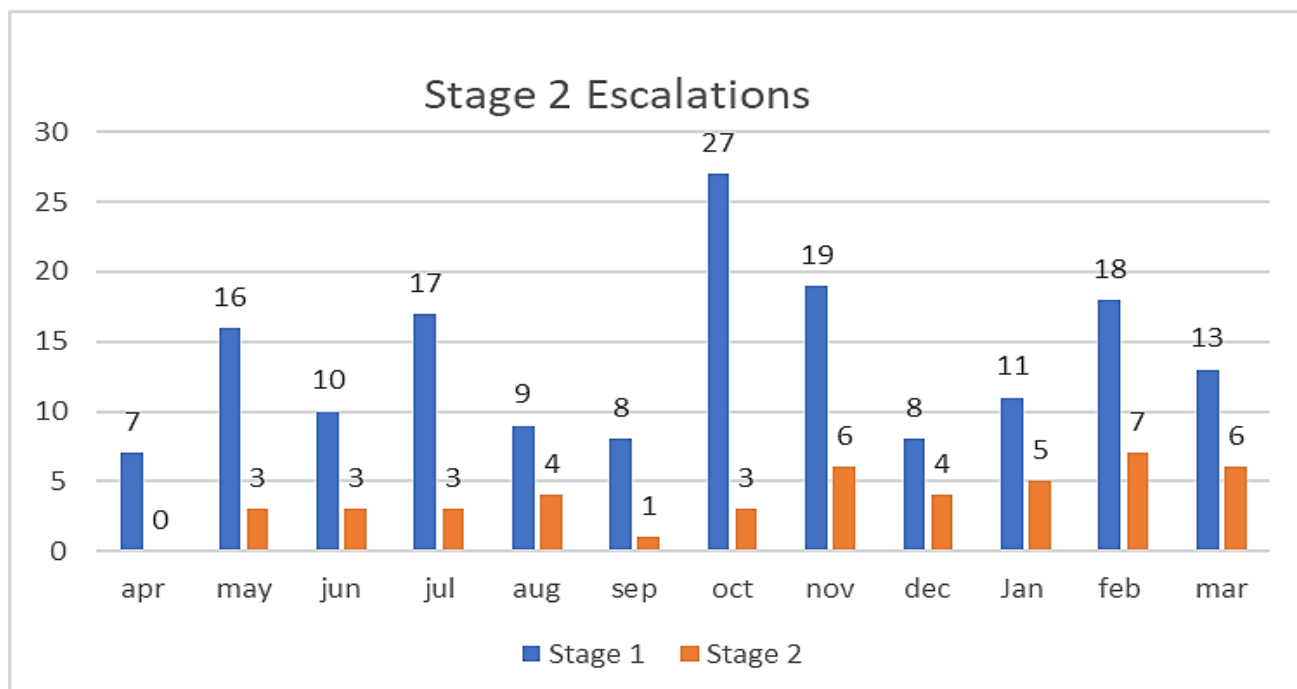
- Contractors not turning up for appointments sometimes on multiple occasions.
- Not completing the job on first visit within homes or communal areas
- Failure to book follow on works or book works in following inspections.
- Delays in planned or adaptations.
- Quality of works
- Operative behaviour
- Not keeping residents informed of changes to appointments.
- Multiple operatives to complete works or wrong skilled operative wrong tools or parts.

### Housing and Other areas

- Anti-Social Behaviour
- Chasing information
- Delays in moves or letting property.
- Tenancy issues
- Communal cleaning

### Complaint escalation rates by month

Whilst every effort is made to resolve the complaint at Stage 1 (72%) and provide an early resolution for our residents, the chart below reflects the monthly breakdowns of escalations.



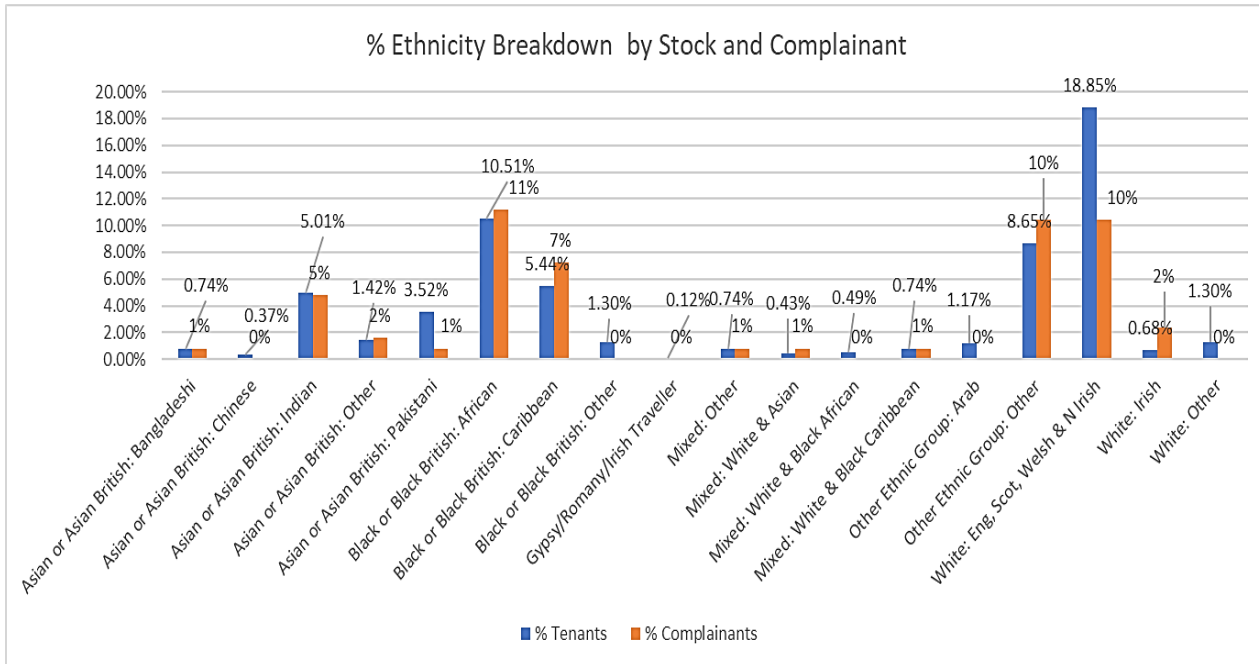
As expected with 88% complaints relating to repairs services the driver for escalations continued to be within the repairs services and could be broken down to:

- Timescales, works promised or outcomes promised not completed.
- Quality of repairs completed.
- Compensation payments offered.



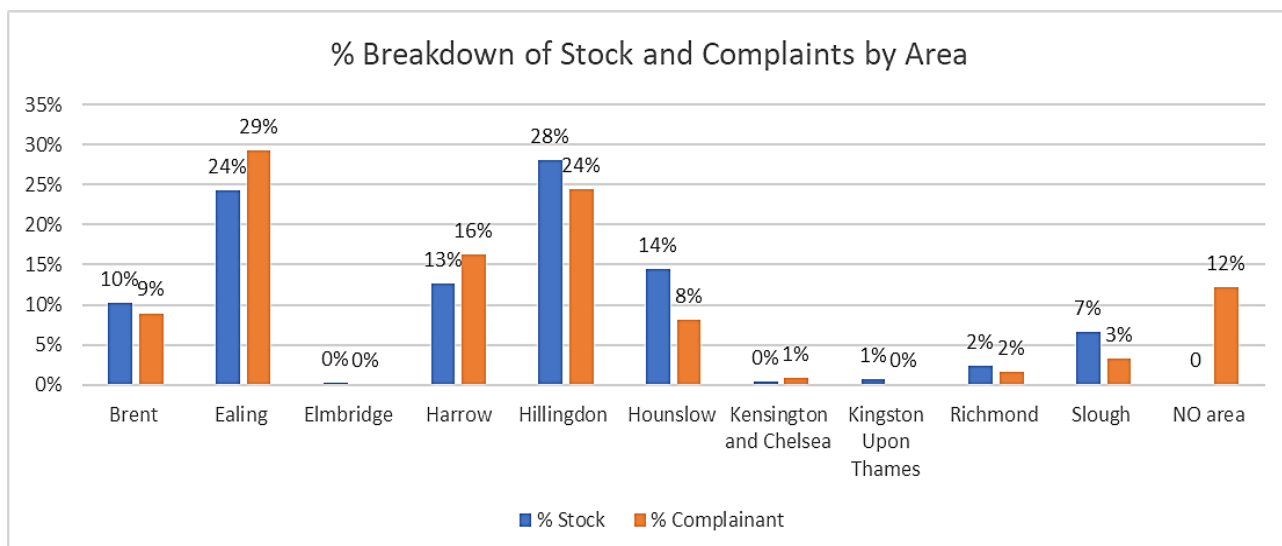
**Complaints by ethnicity**

This graph measures complaint by ethnic group vs our resident profile%. This helps indicate whether there could be issues around equality in terms of customer service. Overall, the complaints by ethnicity broadly represent our demographic profile. Black/Black British Caribbean/ African and other undisclosed ethnic groups indicate a marginal increase in complaints relative to the ethnic % of our resident base. These specific complaints are reviewed to see whether there are any common traits or trends emerging that we need to address.

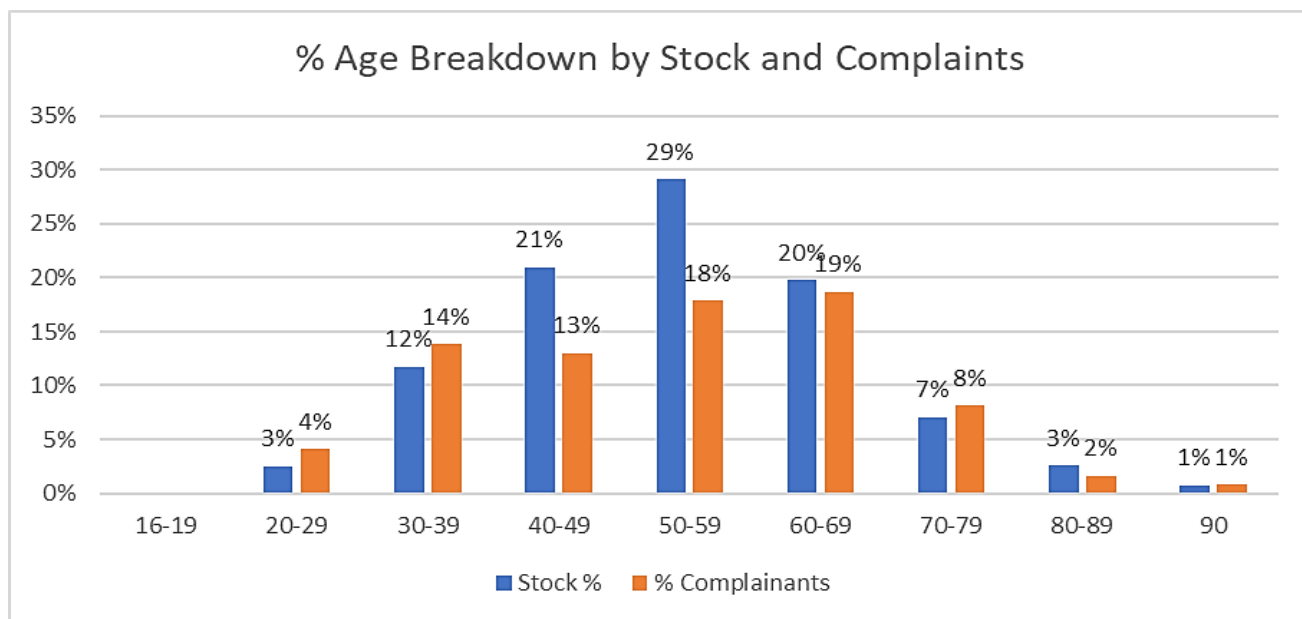


**Complaints by area compared with stock %**

The complaints by area seem to be in keeping with our stock however there is some slight outliers in Ealing and Harrow local authority and are driven by lack of action or quality of repairs, which is representative of the driver for complaints in other areas.



Complaints by lead resident age



The above charts provide us with insight into our residents and our demographic makeup and allows us to track satisfaction with our services within our operating areas, age, and ethnicity. Overall, the graph above shows a representation across all age groups with slight increase in our 20's ,30's and our 70's age group reflecting slightly more dissatisfaction with our services as a %. We are also looking at these specific complaints to see whether there are any indicators that are relevant to age.