

Dear Housing Ombudsman,

I am writing as the new Cabinet Member for Housing, having taken on this portfolio following the local elections in May.

I have reviewed the Annual Complaints Report for 2025-26. I recognise that repairs, damp and mould, communication and delays remain key concerns for residents.

Residents' feedback is essential in helping us understand their experience of our services and where we need to improve. I support the priorities identified for 2026-2027 and will continue to monitor progress to ensure that lessons learned from complaints lead to better outcomes for tenants and leaseholders.

I wanted to provide an update on the progress so far and to give assurance that complaints handling is a key area of focus for the new administration. It is very clear that complaints must lead to practical service improvements for residents. The Council's Cabinet agreed the Annual Complaints Report and Service Improvement Programme in September, which is enclosed as required.

I am pleased with the measurable improvement during 2025/26, but view them as waypoints towards future improvements. Overall maladministration findings reduced from 95.0% in 2024/25 to 76.0% in 2025/26, and severe maladministration findings reduced from 11.1% to 1.8%. Resident satisfaction with the approach to complaint handling, measured through Tenant Satisfaction Measure TP09, increased from 23% to 28%.

Repairs performance have also improved. Emergency repairs completed within target timescales increased from 76.0% to 91.1%, while non-emergency repairs completed within target increased from 87.5% to 92.4%. The proportion of non-decent homes reduced from 5.0% to 1.7%. Completing repairs more quickly and improving the condition of homes should help reduce the issues that drive resident dissatisfaction and complaints.

Complaints, Ombudsman findings, resident feedback and satisfaction results are used to identify where services need to improve. This learning has shaped changes to repairs policies, repair timescales, contractor management, damp and mould oversight, and service review arrangements. These areas are considered through Management Boards and senior management meetings so actions, risks and learning are visible and followed up.

Complaint management is being strengthened. A new complaints management system has been introduced, supported by staff training on complaint handling, case

management, residents' experience, recording standards and learning from complaints. The system makes it easier to identify, manage and report complaints consistently, including separating service requests from formal complaints. Management reporting and daily checks also help services identify and address delays, including acknowledgements.

The tracking and reporting of Housing Ombudsman cases, actions and compliance has been improved. Better reporting allows determinations, actions, evidence and learning to be seen in one place, supporting clearer oversight and follow-through.

Naturally we are also checking on residents who may need additional support. Through regular tenancy audits, we review and update resident information, support needs, vulnerabilities and alerts so services can respond appropriately to individual circumstances.

Resident involvement remains central to this work. Through Enfield 500, residents contribute to policy development, service reviews and consultations. Resident feedback, complaints, satisfaction results, service data and performance information are used to shape our future improvements.

Our Tenant Satisfaction Measure results have been independently validated, providing assurance on data quality and identifying further learning that is being taken forward.

While progress has been made during 2025/26, I believe that further improvements are required. We are focused on improving complaint handling, implementing learning and keeping progress under regular review.

Yours sincerely,
Cllr Lee Chamberlain
Cabinet Member for Housing



Joanne Drew
Executive Director of Housing and Regeneration
Enfield Council
Civic Centre, Silver Street
Enfield EN1 3XY
www.enfield.gov.uk

If you need this document in another language or format contact the service using the details above.