

Local Government & Social Care OMBUDSMAN

8 July 2026

By email

Ms Hamilton
Chief Executive
London Borough of Redbridge

Dear Ms Hamilton

Annual Review Letter 2025–26

I wrote to you in May with your annual summary of complaint statistics from the Local Government and Social Care Ombudsman for the year ending 31 March 2026. In that letter, I explained that where we had concerns about your organisation's complaint handling, or to highlight exceptional performance, I would write again, and I have set out our experience of your organisation's complaint handling below.

As a reminder, [your annual statistics are available here](#).

In addition, you can find details of the decisions we have made about your organisation, read the reports we have issued, and view the service improvements your organisation has agreed to make as a result of our investigations, as well as previous annual review letters.

This letter will be published on our website on 15 July 2026.

Your organisation's performance

During the first quarter of the year, our investigations were delayed on several occasions due to your Council's failure to provide information in a timely way. In three cases, the delays were such that we took the unusual step of threatening to issue a witness summons before receiving the information we required.

In response to this pattern, we met with you to discuss our concerns. You were receptive and outlined planned senior appointments and a wider modernisation programme. At a follow up meeting, you introduced your Head of Customer Experience, who was similarly positive about implementing improvements and working with us.

Over the year, your Council agreed to, and implemented, the recommendations we made in 42 cases during the year. However, it is disappointing that more than a quarter were not completed within agreed timescales. Six of these cases involved Housing complaints. Delays affected both personal remedies such as apologies and payments, resulting in unnecessary waiting and added frustration for complainants, as well as service improvement actions.

Where timescales for recommendations are not achievable, the Council should raise this at the draft decision stage of the process. We aim to set realistic timeframes but cannot accept indefinite deadlines given the continued risk of similar issues affecting others.

I welcome your commitment to addressing the concerns we have raised with you and hope to see evidence of sustained improvement in the year ahead.

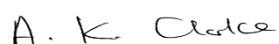
Supporting complaints and service improvement

We remain committed to supporting the sector to embed effective systems of redress. Where authorities are navigating reorganisation and devolution, we are ready to help ensure that robust complaint handling is built into new arrangements from the outset. Please do get in touch if your organisation would benefit from our advice and guidance.

Our [Complaint Handling Code](#), in force since April 2025, is now applied in our casework and offers structure and support to your local complaint system. Our training programme provides a flexible, expert-led route to building complaints capability across your teams, with courses open for individual delegates to book. Contact training@lgo.org.uk for more information.

Our Annual Review of Local Government Complaints will be published next week, setting out the national picture of complaints, trends across service areas, and emerging systemic issues. We encourage you to read it alongside your own organisation's data.

Yours sincerely,

A handwritten signature in black ink that reads "A. K. Clarke". The signature is written in a cursive, slightly informal style.

Amerdeep Clarke
Local Government and Social Care Ombudsman
Chair, Commission for Local Administration in England