

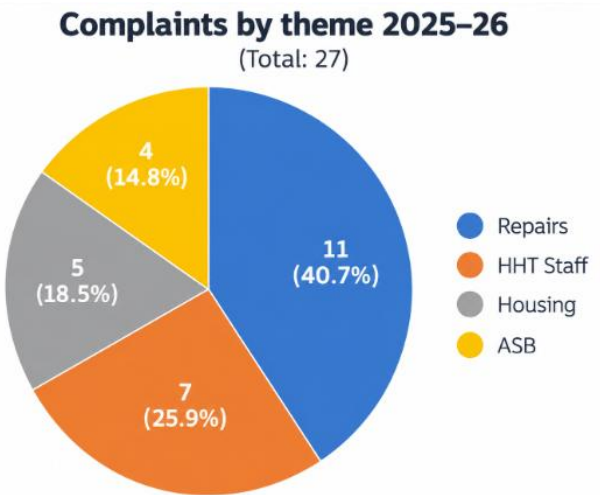
Governing Body Assurance Statement on Complaint Handling

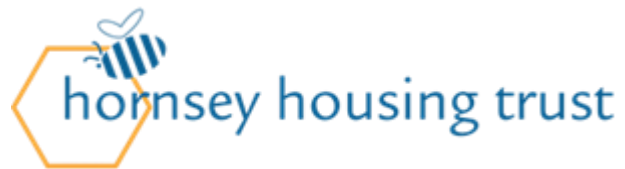
The Board of Hornsey Housing Trust has reviewed in full the Complaint Handling Self-Assessment and accompanying Annual Report for 2025-26. Following appropriate scrutiny and challenge, the Board is satisfied that these documents provide a true and accurate reflection of the Trust’s complaint handling performance, learning and improvement over the reporting year.

The Board, through both the Audit & Risk Committee and Main Board meetings, has scrutinised complaint handling data and management responses in detail. This included:

- Reviewing trends in complaint volumes, themes and outcomes, particularly in relation to repairs, staff communication and anti-social behaviour (ASB).
- Challenging management on response times, communication with tenants and evidence of learning from complaints.
- Assessing how lessons learned from complaints are being used to drive service improvement and cultural change across the organisation.

The Board noted that the Trust continues to receive a relatively small number of formal complaints. Repairs remained the most common complaint theme, with historic repairs and heating issues being a particular source of dissatisfaction. Complaints relating to staff and communication were also an important area of learning. The Board has taken assurance from the actions taken in response, including contractor reviews and training across the Trust. The Board also discussed the increase in staff related reports reaching to a complaint being made. This has provided an opportunity for the Housing Team to learn from tenant feedback and strengthen early engagement and support. The review has resulted in updates to the Tenant Quality Assurance Committee and how tenants relay feedback and improve the way in which the Trust communicates. Also, the Complaints Policy has been reviewed, which supports a more proactive and person-centred approach consistent with the Housing Ombudsman’s Complaint Handling Code.





Lessons learned

Key lessons identified from complaint trends and case reviews include:

- Improving communication: Tenants value clear and timely updates on progress and outcomes, particularly in relation to complex repairs.
- Early resolution: Issues can often be resolved at an early stage when staff have the confidence, information and tools to act promptly.
- Accessibility and awareness: Clear information about how to raise and escalate a complaint is important in ensuring that the complaints process is accessible to all tenants.
- Joined-up working: Better coordination between housing, maintenance and support teams can help prevent issues from recurring or escalating. This includes external and strategic stakeholders.

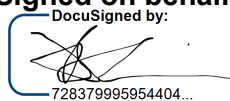
In response, the Board has endorsed the Leadership Team's action plan, which includes:

- Enhanced publicity and information about how to make and escalate complaints.
- Refresher training for staff focused on empathy, active listening, communication and early resolution.
- Strengthened oversight mechanisms, including quarterly Board review of complaint data, lessons learned and resident satisfaction.

Risks identified, including inconsistent awareness among tenants of the complaints process and variable staff confidence in managing complaints, are being addressed through these targeted actions. The Board will continue to monitor progress and outcomes to provide assurance that improvements are sustained and that learning from complaints is embedded across the Trust.

This statement is provided on behalf of the Governing Body of Hornsey Housing Trust to confirm the Board's scrutiny and assurance of the Trust's complaint handling arrangements and its ongoing commitment to a transparent, learning-led and resident-focused complaints process.

Signed on behalf of the Board of Hornsey Housing Trust (Governing Body):

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Hornsey Housing Trust

9/24/2026

Date