



Board of Trustees' Response to the Annual Complaint Handling Performance Review 2025/26

Published alongside	Annual Complaints Performance and Service Improvement Report 2025/26 and Self-Assessment against the Housing Ombudsman Complaint Handling Code 2024
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Foreword from the Chair of the Board of Trustees

On behalf of the Board of Trustees of Quo Vadis Trust (QVT), I am pleased to present our formal response to the Annual Complaint Handling Performance Review for 2025/26. This response fulfils QVT's obligation under the Housing Ombudsman Complaint Handling Code 2024 (provision 8.2) to publish the governing body's response alongside the Annual Complaints Performance and Service Improvement Report and the completed Self-Assessment.

QVT received 60 complaints in 2025/26, based on the finalised CCIA (Complaints, Compliments, Incidents and Accidents) register following a year-end review completed in July 2026. 58% were resolved informally – the highest rate in three years and a genuine reflection of how QVT's frontline staff are responding to client concerns at the earliest opportunity. All complaints in the finalised register have recorded resolution dates, eliminating the administrative gap that had been present in earlier years.

The Board is pleased to confirm that the Member Responsible for Complaints – a role required by the Code since April 2024 – has now been appointed. The Chair of the Board of Trustees has taken on this role with immediate effect from July 2026.

Transparency about shortfalls is not a weakness. Publishing an honest account of both what has worked and what has not is the foundation of the credible complaint handling that the Code requires and that QVT's clients deserve.

1. The Board's Assessment of 2025/26 Performance

Performance area	2025/26 position	Board assessment
Informal resolution rate	58% – three-year high	The Board endorses this improvement and will monitor continuity into 2026/27.
Stage 1 escalation rate	17% – three-year low	Consistent with informal resolution improvement. Positive.
Recording quality	0% missing resolution dates (down from 24% in original register)	The Board acknowledges the year-end remediation and has directed a permanent process change (SI-02) to prevent recurrence.
Timescale compliance	One Stage 1 breach confirmed (91 days)	Timescale breach (91 days) acknowledged. Stage 2 was formally offered; complainant declined as appointment had proceeded. Procedural rights met. SI-02 prevents recurrence.
Stage 2 cases	0 (one case removed from register at year-end)	Confirmed. CCIA-002391 (Bromley Road) reclassified as incident not complaint – incorrect InForm selector. Correct selector applied; follow-up recorded. SI-13 addresses recurrence.
Complaints refused	0	Positive. All complaints accepted.
Ombudsman referrals	0 – no findings of maladministration received	Positive.
Scheme-level escalating trends	3 locations with rising complaint volumes over 2 years	The Board has directed scheme reviews at all three. Briefings at next quarterly meeting.
Quality of support – external escalation (12%, 7/60)	Commissioner and MP correspondence received	The Board has reviewed QVT's formal written responses to the Lewisham commissioner and MP's office (CCIA-001996 and CCIA-002287, on file) and directed ongoing monitoring.

Performance area	2025/26 position	Board assessment
Member Responsible for Complaints (MRC)	Appointed: Chair of the Board of Trustees – July 2026	The Chair of the Board of Trustees has been appointed as MRC with immediate effect, fulfilling Code provision 9.1. The appointment has been recorded in the governance register and communicated to all staff.

2. Three-Year Performance Overview

Outcome	2023/24	2024/25	2025/26
Informal resolution rate	34% (23/67)	37% (14/38)	58% (35/60)
Stage 1 escalation rate	61% (41/67)	32% (12/38)	17% (10/60)
Stage 2 cases	0	1	0
No resolution date recorded	9% (6/67)	5% (2/38)	0% (0/60)
Resolved within ~14 calendar days	75% (45/60)	89% (32/36)	80% (47/59)
Mean resolution time (recorded cases)	11.2 days	7.5 days	12.2 days
Confirmed timescale breach	0	0	1 (91 days – Stage 1)

The three-year trend shows consistent improvement in informal resolution (34% → 37% → 58%) and Stage 1 escalation (61% → 32% → 17%), alongside a complete elimination of the recording gap by the end of 2025/26. The mean resolution time of 12.2 days in 2025/26 reflects a more complete dataset rather than a performance deterioration: all 59 resolved cases are now included in the average, including cases that previously had no resolution date recorded.

3. How the Board Has Scrutinised Complaint Handling in 2025/26

During 2025/26, the Board received:

- Quarterly complaint updates at each Board meeting covering volumes, themes, and open cases.
- The completed Self-Assessment against the Housing Ombudsman Complaint Handling Code 2024, reviewed and approved in July 2026.
- The Annual Complaints Performance and Service Improvement Report, reviewed prior to approval alongside the three-year trend analysis.
- Direct challenge on the timescale breach and the removal of the Stage 2 case from the register, with the COO required to confirm the position on both before publication.
- A scheme-level trend analysis identifying three locations with escalating complaint volumes, and direction to management to conduct scheme-level reviews.

The Board notes that the year-end register review was undertaken as part of preparing this report. The Board is satisfied that the review was thorough and that its findings are published accurately.

4. Timescale Compliance

One complaint raised in July 2025 received a formal Stage 1 response in October 2025, 91 calendar days after receipt. The Housing Ombudsman Code requires Stage 1 responses within 10 working days. QVT acknowledges this as a breach. The Board has directed the COO to confirm the position with the complainant and to ensure the InForm mandatory resolution date validation (SI-

02, completed July 2026) is in place for 2026/27 to prevent recurrence. If you are the complainant concerned and wish to refer your complaint to the Housing Ombudsman, you have the right to do so at any stage.

80% of all 2025/26 complaints were resolved within approximately 14 calendar days. No complaints were referred to either Ombudsman during the year, and QVT received no findings of maladministration from the Housing Ombudsman Service or the Local Government and Social Care Ombudsman.

5. Stage 2 Cases

The finalised 2025/26 register contains no Stage 2 complaints. One case that had been flagged during the year as a potential Stage 2 matter was reviewed at year-end and confirmed as not meeting the criteria for formal Stage 2 escalation under QVT's complaints procedure. The Board has confirmed that the relevant party was informed of their right to refer to the Housing Ombudsman Service at any stage.

If you are a client or complainant who believes your complaint should have been escalated to Stage 2 and was not, you have the right to raise this with QVT and, if you remain dissatisfied, to contact the Housing Ombudsman Service free of charge at any stage.

6. Member Responsible for Complaints – Appointment Confirmed

The Housing Ombudsman Complaint Handling Code 2024 (provision 9.1) requires QVT's governing body to appoint a named Member Responsible for Complaints (MRC). QVT is pleased to confirm that this appointment has now been made. The Chair of the Board of Trustees has been appointed as MRC with effect from July 2026, ending a period of over two years during which QVT was non-compliant with this requirement.

The MRC is responsible for ensuring the Board receives sufficient information to scrutinise complaint handling performance, championing a positive complaints culture, and acting as the primary Board-level contact for the Housing Ombudsman Service. The appointment has been recorded in QVT's governance register, communicated to all staff, and is published on the QVT website.

7. Escalating Scheme-Level Trends

The three-year analysis has identified three scheme locations with rising complaint volumes across 2024/25 and 2025/26. Scheme-level reviews are in progress at all three, and management briefings will be presented to the Board at the next quarterly meeting. The Board notes that QVT has previously resolved a similar pattern successfully: one scheme that generated 18 complaints in 2023/24 has had zero complaints for two consecutive years following sustained management intervention. The Board expects the same disciplined approach to be applied to the currently escalating locations.

8. Board Commitments for 2026/27

#	Commitment	Owner	Deadline
1	Member Responsible for Complaints (MRC) confirmed: the Chair of the Board of Trustees has been appointed as MRC with immediate effect. Communicate to all staff; record in governance register; publish on QVT website.	Chair of the Board of Trustees	Completed

#	Commitment	Owner	Deadline
2	CCIA-002139: Stage 2 formally offered; complainant declined. Documented.: Stage 1 recorded as unsatisfactory (17 October 2025, 91 days), no Stage 2 offered. Confirm whether the complainant declined Stage 2 or whether an escalation obligation was missed. Document the outcome.	COO	Completed
3	CCIA-002391: confirmed as incident not complaint. InForm selector corrected; follow-up recorded.: removed from the register during the year-end review. Confirm whether the complaint was withdrawn, formally resolved outside InForm, or reclassified, and that the complainant was informed of their right to refer to the Housing Ombudsman.	COO	Completed
4	Receive confirmation that the mandatory resolution date process (SI-02) is fully embedded in InForm for 2026/27, preventing the recording failures that occurred in 2025/26 from recurring.	Client Engagement Manager / Head of Strategy Assurance	Oct 2026
5	Receive scheme-level briefings on the three properties with consistently escalating complaint trajectories.	COO / Housing Managers	Next Board meeting
6	Confirm in the 2026/27 Annual Report that all SI-01 to SI-12 improvements are completed or on track with evidence.	Head of Strategy Assurance	Jun 2027

9. Closing Statement

The Board of Trustees of Quo Vadis Trust is committed to a complaints process that is accessible, fair, and transparent for every client, their family, and their advocates, and to using what we learn from complaints to make QVT's services better.

The 2025/26 finalised data show genuine progress: the highest informal resolution rate in three years, all complaints fully recorded, and a portfolio that is generating better outcomes at frontline level. The Board is equally clear about what remains to be done: one timescale breach to resolve, one procedural question outstanding, and three schemes requiring active management intervention. The appointment of the Chair as MRC closes the longest-standing governance gap in the three-year dataset.

We thank everyone who raised a complaint in 2025/26. Every complaint is treated as feedback that matters.

QVT's Complaint Handling Staff Tools – including the Ombudsman Jurisdiction Matrix, investigation templates, InForm recording checklist, safeguarding contacts, and letter templates – has been approved and is in use across all Housing and Home Manager teams. Guidance on which Ombudsman applies to each service type is documented in Section E of the Staff Tools.

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Mike Peters

Chair of the Board of Trustees / Member Responsible for Complaints