



Changing Lives Housing Trust
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27/04/2026

Board Response: To Whom it may concern plus Housing Ombudsman.

Following a thorough review of the complaints report, the board of directors has provided the following feedback:

We are committed to improving our complaints process, so it works better and more efficiently. We will take the necessary steps to fix any problems and recognise that managers and staff have already taken action to address issues and improve processes.

The organisation has also gone through a major restructure, which has led to stronger policies and better ways of working. We will continue to monitor progress and provide guidance to make complaints handling more clear, accountable, and transparent.

We appreciate the insights and criticisms shared in the report.

Sincerely,

Danielle Tumler

A handwritten signature in black ink, appearing to read "Danielle Tumler", written over a light grey rectangular background.

Director/Trustee
Changing Lives Housing Trust

Annual Review of CLHT Complaints Handling and Service improvement report 2025

Month	Client ref no.	Complaint	Resolution	Learning
Jan	2501_1	The neighbour has complained about persistent noise disturbances and antisocial behaviour from the residing clients.	CLHT apologises to the neighbour and addressed the matter with all clients involved through a hosted meeting, during which the responsible persons were cautioned following a thorough investigation.	CLHT will incorporate prioritizing addressing external complaint promptly and directly establish clear consequences reinforce expectations with client. We have revised our Anti-Social Behaviour policy which we are rolling out in our licence agreement in <i>January 2026</i>
Feb	2502_1	Client made a verbal complaint of a continuous leak from bathroom sink after being repaired in the about 2 weeks ago. He complaint the work wasn't done properly which resulted to it leaking again.	A follow-up visit inspection was done by the maintenance team. A full and proper repair was completed, and apology was rendered to all clients. A follow up confirmation was received from client that no further leaks are present.	CHLT maintenance department discuss improving quality control by double-checking previous repairs, avoid rushing on jobs especially for plumbing issues prone to recurrence and consider implementing follow-up confirmation with clients. <i>Target follow up date April 2026</i>
Mar	2503_1	Client made a complain about a change of mattress stating he was experienced back	The team leader contacted the client after the maintenance team inspected the mattress and found no issues	A review of the quality of bedding / mattresses provided was carried out

		pain because of the mattress	noting this mattress was provided in less than 6 months. The client was asked to provide a medical report for management review to support his request for a double bed, but he declined to submit	<p>- mattresses all meet the required safety standards.</p> <p>As a small provider with limited resources, we to seek out the best possible deals and offers and found new suppliers with much better quality</p> <p>We incorporated a question about client's specific orthopaedic needs into our referral assessment</p> <p>Forms.</p> <p><i>follow up date April 2026</i></p>
Apr	2504_1	Client made a complaint about other client's having overnight visitors while causing disturbance.	Staff & managers carried out a night spot check visit to the house, confirmed the presence of unauthorised visitor and followed the warnings procedure. Support was also provided to reinforce quest policy.	<p>The frequency of night spot checks was reviewed in relation to client need across all our houses.</p> <p><i>follow up date April 2026</i></p>
May	2505_0 1	All clients in the house complained that despite a repair to the boiler being	The Maintenance team provided electric heaters while CLHT pushed the landlord to replace the	No specific learning in this case, the maintenance team were as responsive as possible

		carried out, they continued to have no heating or hot water.	boiler. Within a week the boiler had been repaired, and client were advised not to temper with the thermostat as it triggered its damage after investigation.	CLHT reflected on the challenges in holding landlords to account for areas of maintenance which are their responsibility.
Jul	2507_01	Client complained the bedbug infestation again in his room following a month of treatment.	The maintenance team were informed and flagged as urgent. A professional pest control service was arranged to inspect after which multiple series of treatment was done until completely eradicated.	Although the infestation originated in a single room, the entire house including all rooms was treated multiple times. Management will discuss with the maintenance team to implement a quarterly fumigation program for the properties. <i>Target date April 2026</i>
Jul	2507_02	The clients complained that the garden is overgrown. In addition, despite several reports made that there were congested items like suitcases and drawers belonging	The key worker apologised for the delay in removing the item and resolved the issue by reassigning it to the maintenance team for collection. The overgrown grass was explained to the client, noting that due to the season, mowing	Quarterly meetings between operational managers on the support side of the organisation and maintenance leads will be set up to review any outstanding works and improve joint working. <i>Target follow up date Apr</i>

		to former clients, which prevented them from spending time in the garden no action has been taken.	must wait until conditions are dry. However, mowing at most properties was completed within two weeks.	2026
Sept	2509_01	Client who had recently moved into the accommodation reported the room was deeply cleaned prior to her moving in. She made a formal complaint about the stains on the wall the carpet and windowsill being dusty	The team leader coordinated with the cleaner to carry out a thorough deep cleaning of the room, which lasted approximately four hours. The client subsequently confirmed that the results were satisfactory.	CLHT is working on an updated allocations and lettings checklist that will act as a safety net to ensure void rooms are independently checked by at least 2 staff members including team leader) before they are let to clients. The cleaning team was also instructed to perform a quality check of their work before reporting. In instances where a room has been vacant for an extended period, an additional cleaning should be carried out before a new client moves in. <i>Target follow up date Apr 2026</i>
Oct	2510_01	Client complaint about lack of the right support to move him onto sheltered accommodation although the application has	The team leader and key worker met with the client to explain the eligibility criteria and expected waiting time, as advised by the council following several updates. The client was	Referrals to be reminded that at the point of entry into the service, especially older clients a thorough and detailed explanation of the criteria, eligibility, waiting period

		been made with the support of keyworker which was awaiting feedback.	reassured, and ongoing support has been provided, including regular follow - ups regarding the sheltered housing application while awaiting further updates from the council.	to help to manage expectations and reduce frustration. This will ensure that clients have a clear understanding of their likely move-on. Follow up - <i>April 2026</i>
Dec	2512_01	<p>The client requested reimbursement for three days without heating and hot water due to the boiler shutting down over the weekend.</p> <p>The client also complained that there was no heating later Friday, despite notifying the corrective team; however, no team attended over the weekend.</p>	<p>An apology was render to all client for the inconvenience situation of not having heating on the weekend.</p> <p>As there was no proper communication between the concierge staff and the client regarding the detailed update on the boiler, guidance was not provided on that weekend.</p> <p>The finance team has been informed, and reimbursement for the three days of unused gas was processed as a deduction from the monthly service charge.</p>	<p>Management will implement a weekly on-call schedule to ensure that at least one manager is readily reachable during out-of-office hours.</p> <p>Arrange communication training for all staff, including the concierge team, to enhance proactive client support. This will focus on timely follow-up on documentation and prompt responsiveness to client calls.</p> <p>We are aiming for this to be fully in place by <i>July 2026</i></p>

General observations from the review of complaints for 2025

- CLHT had a highly responsive maintenance team in 2025 and prioritised urgent work to protect the health and safety of clients.
- Project Workers (keyworkers) understand the difference between service request and a complaint.
- Some areas of the business had far fewer complaints than others – e.g. there were no recorded complaints about the Finance / service charge department.

Further work on this is needed to understand the reasons for the absence of complaints and learn from best practice and/or revise our approaches to complaints in these areas.

- Some complaints were dealt with on an informal basis and in some cases, clients have chosen not to proceed with making a complaint. Clients will be encouraged by project workers to submit formal complaints, even where concerns are initially raised verbally. Support will be provided to help clients put their complaints in writing, ensuring they can hold CLHT fully to account. Also promote learning and development of good practice, as well as enabling CLHT to observe any themes from complaints.
- The revised complaints policy and procedure have been provided to clients in January 2026 and will continue to be rolled out to staff in weekly team meetings. We will review the impact on practice between April and July 2026.

Summary of actions to be implemented

Action	Target date/ Follow up	Lead manager(s) responsible
Roll out of revised Complaints policy and procedure to staff and clients	January to July 2026	Team Leader- Vivian Assan Team Leader – Lemaire Apprey Team Leader - Palvinder Singh
Roll out revised Anti-Social Behaviour policy to staff & clients	January 2026	CEO – Max Kawaters Team Leader- Vivian Assan Team Leader – Lemaire Apprey Team Leader - Palvinder Singh
Quarterly meetings between operational managers on the support side of the organisation and maintenance leads	April 2026	CEO – Max Kawaters Team Leader- Vivian Assan Team Leader – Lemaire Apprey Team Leader - Palvinder Singh Maintenance Manager- Maciej
Move-on expectation management / revise key working & support planning to explicitly focus on move-on	April 2026	CEO – Max Kawaters Referral officer- Semhar Rota
Updated allocations and lettings checklist	April 2026	Team Leader- Vivian Assan Team Leader – Lemaire Apprey Team Leader - Palvinder Singh Referral officer- Semhar Rota
Incorporate the priority order for maintenance work information into our induction pack	April 2026	CEO – Max Kawaters Maintenance Manager- Maciej
Incorporate a question about client's specific orthopaedic needs into our referral assessment forms	April 2026	CEO – Max Kawaters Referral officer- Semhar Rota
Review areas of the business where there are no / very low numbers of complaints	July 2026	CEO – Max Kawaters Finance manager – Wesley Tom

Include Complaints handling training into a revised induction pack for new staff and a rolling training programme for existing staff in all department	July 2026	HR manager – Bethany Bishop
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