



Complaints Team

Performance and Improvement Plan 2025/26

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Introduction

As we reflect on the past year and look ahead to new challenges and opportunities, it is essential to establish a clear and actionable framework for our team's journey to success. The Plan is designed to outline our objectives, enhance our accountability and performance across all areas of the organisation.

Together we can create an environment that not only values result but also prioritises continuous improvement and development. Our Annual Plan is a living document that reflects our commitment to achieving our shared vision to make this year our most successful based on accountability, driven by performance and aligned with our strategic objective of being compliant with Consumer Standards and the Housing Ombudsman Complaint Handling Code.

Aims:

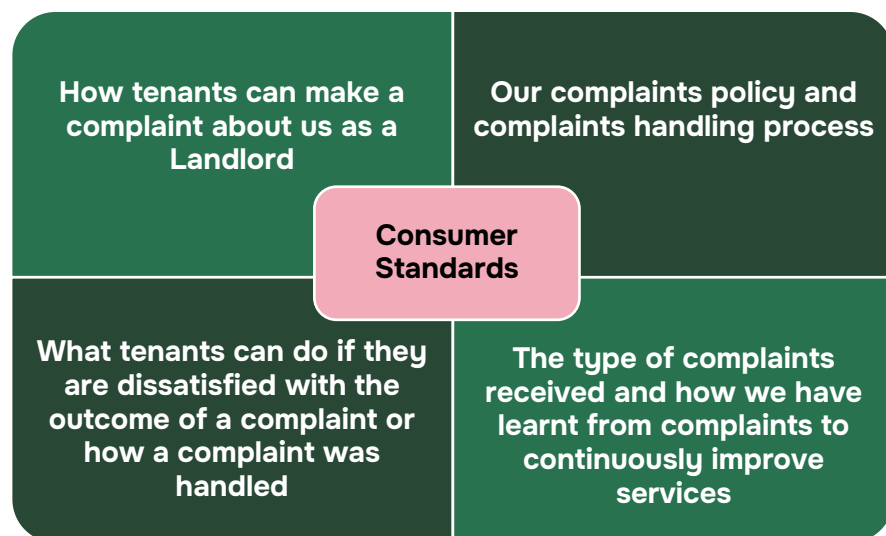
- To reduce repeated occurrences of complaints by 20%.
- Increase customer satisfaction by 20%.
- Develop and implement standardised procedures for complaint handling to ensure consistency and efficiency across the team.
- Provide regular training sessions for team members on effective complaint handling, empathy, and communication skills.
- Establish a system to analyse feedback from complaints to identify trends and areas for improvement within Amplius.
- Encourage a culture that prioritises customer experience and views complaints as opportunities for improvement.
- Enhance our current case management system to facilitate efficient complaint management and tracking.
- Improve our communication regarding complaints and their resolution.

Outcomes:

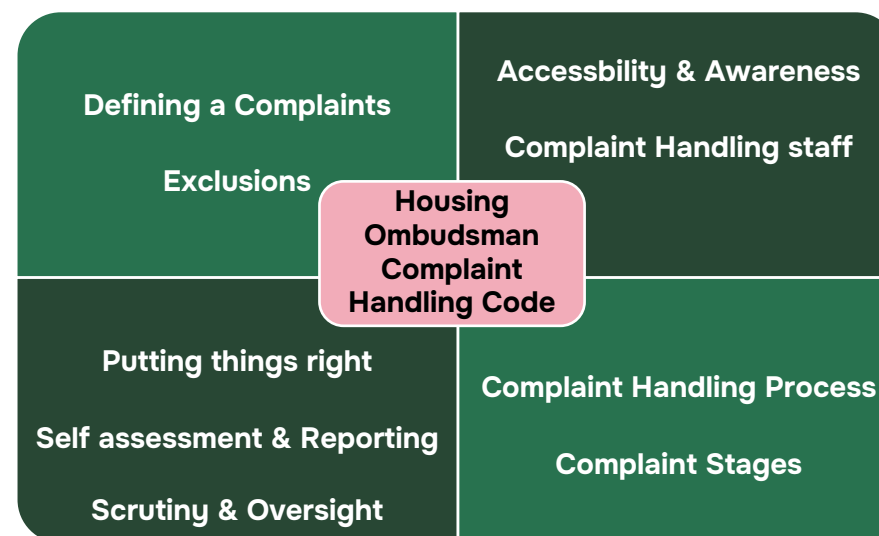
- Achieve a measurable reduction in the repeated occurrences of complaints received.
- See an increase in the % of customer satisfaction specifically related to the complaint handling process.
- Implement documented procedures that are followed by all team members, leading to greater consistency in handling complaints.
- Increased awareness of complaint handling obligations for Amplius.
- Improve our services by regularly reporting on complaint analysis to provide visible insights.
- Enhanced communication and collaboration resulting in a more consistent team approach.
- Improve efficiency by implementing case management solutions that streamline the complaint handling process.
- Improved communications lead to an increase of awareness of our complaint performance for our customers and staff.

Our Guiding Principles

At Amplius we must ensure our approach to handling complaints is simple, accessible, and publicised. Within the Consumer Standards we must provide accessible information to tenants about:



Within the Housing Ombudsman Complaint Handling code, we must demonstrate we deliver.



Customers - Influencing our Services

We launched our Complaints Working Group on 4 February 2025 with ten customers attending our first meeting.

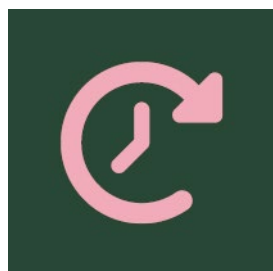
The Complaint Working Group will play a leading role in reviewing the common themes which drive the number of complaints we receive and make recommendations on where improvements can be made to help us understand the root cause of the complaints we receive.

The group will have a direct impact on ensuring Amplius is compliant with the Housing Ombudsman Complaint Handling Code and monitoring our performance against our objectives within the Improvement Plan and influencing change.



Train

Developing our team members and customers



Reflect

Foster continuous improvement with staff and customers



Uplift

Everyone has a voice to influence change



Support

Inclusive decision-making processes



Transform

High performing and everyone have a part to play

Staff Survey Results

The analysis focused on four key areas:

- Collaboration and communication
- Recognition of contributions
- Approaching Management
- Clarity on role responsibilities

Collaboration and Communication

The majority of responses rated collaboration and communication as “Good” with a strong indication of effective internal collaboration within the complaints team. While most responses indicate a generally positive view of collaboration from other departments, there are notable concerns due to the “poor” response ratings. This suggests improvements are needed with other departments for increased support and communication.

Recognition and Contribution

A majority of the responses indicated the team feel their contributions are recognised, but a significant number indicated that recognition is inconsistent.

Approaching Management

Most team members felt at least “somewhat comfortable” approaching management, which contributes towards a positive environment for communication. There is a supportive feeling within the team, though this does demonstrate room for enhancing the confidence for some team members.

Clarity on role expectations

The responses show a mixed perception regarding the clarity of role expectations within the team. While more than half of the team members feel that their roles are well defined, a significant number do not share the same feelings which suggests that there is confusion for some members having the ability to understand their responsibilities.

Summary

There is a general positive working environment demonstrating good collaboration within the complaints team and a mixed perception of support from other teams within the organisation. Team members feel recognised for their contributions, though improvements are needed to make the recognition more consistent. Comfort levels in approaching management are high, but there are opportunities to increase the level of comfort felt by team members. To maximise team effectiveness, it is vital to ensure all team members are clear on their role and the expectations required.

Improvement Plan – Culture

Creating a positive environment for team members that enhances collaboration, productivity, and staff satisfaction

Schedule regular meetings with operational leads to discuss repair timelines and ensure commitments are prioritised.

Implement guidelines for providing comprehensive responses to complaints for investigators within the business. Establish a standard template that encourages detailed information.

Create an open forum or a structured meeting where team members can share ideas and feedback. Encourage respect for differing opinions and promote a culture of collaboration for departmental growth.

Organise job shadowing opportunities for the complaints team with other departments to foster understanding. Facilitate cross departmental training sessions to encourage knowledge sharing and collaboration on complaint resolution. Also sharing lessons learnt and actions taken to reduce complaint drivers on a regular basis.

Initiate a weekly training and collaboration day for the Complaints team. Use this time for mandatory training, system knowledge checks and skills development. Regularly gain feedback from team members on service improvement and implement suggestions.

Develop and implement a business continuity plan for when team members are absent outlining clear steps for reallocating responsibilities and ensuring continuity of service. Assess and distribute workloads to ensure fairness amongst team members and set and communicate clear weekly performance targets for roles.

Establish a protocol for updating team leaders to ensure communication is clear and timely to facilitate collaborative support.

Communicate role responsibility to all team members with regular 121 meetings to discuss performance and expectations.

Develop and implement Induction Plan for new starters which include clear training plans.

Reinforce the importance of a customer-centric approach by integrating customer feedback into performance evaluations. Encourage team members to focus on customer outcomes rather than just numerical targets.

Establish a strong culture within the Organisation to effectively monitor and fulfil commitments made to customers in response to their complaints

Review current procedure for capturing, monitoring, and completing commitments made to customers during the complaint resolution and develop a risk matrix against each commitment to prioritise completions based on risk.

Conduct training sessions for all customer facing staff on the importance of completing commitments and the new procedure and demonstrate 100% of employees have participated and capture assessment score.

Review current systems and develop an aligned and consistent Complaints case management system to track commitments made to customers by improving the functionality of the system.

Identify and assign specific team members to be accountable for following up on commitments, implementing SLA of 90% of commitments to be completed within target. Number of commitments are tracked, and completions monitored weekly with a clear escalation process for commitments in jeopardy.

Develop and implement a process for regularly reviewing commitments by capturing feedback from customers regarding their experiences and identifying lessons learnt from feedback which will be fed into service reviews.

Develop lessons learnt process to undertake root cause analysis of where commitments are not met and prepare monthly reports on findings to the Head of Customer Experience which includes average resolution time and impact on escalations, capturing the risks to the business.

Undertake satisfaction surveys on complaint outcome where 70% of customers are satisfied with the complaint outcome.

Providing feedback to the complainant to confirm that action has been taken and outline how services will improve

Send an immediate acknowledgement within 24 hours to the complainant upon receiving the complaint.

Conduct investigation to understand the nature of the complaint, gather information from relevant departments and individuals involved and acknowledge findings to complainant within 5 working days, working towards to reducing this to 4 days over the next 6 months.

Based on investigation findings identify specific improvements to be made to services. Evidencing 100% of action plans are implemented within 30 days creating visibility of completions.

Undertake satisfaction survey for customers on complaint handling achieving 70% of customers satisfied with complaint handling.

Undertake root cause analysis of improvements identified and create service action plans, provide monthly reports to Head of Customer Experience on progress of the service improvements and reduction of trends.

Develop mechanisms for communicating with customers on the implementation of the improvements made and the impact on complaint trends and continuous monitoring of the changes implemented.

Improvement Plan – Process and Procedure

We have developed and implemented Policies and Procedures that reflect the requirements of the Complaint Handling Code

Conduct a thorough analysis of the current complaint procedures in both organisations to identify discrepancies, best practice, and draft a single procedure that integrates the best elements from both organisation and is in line with the consolidated Policy.

Present the consolidated procedure to the Head of Customer Experience for approval and develop a training programme for staff.

Assess existing complaint response templates for consistency and effectiveness to standardise templates ensuring we have a consistent approach in responding to complaints and roll out the new templates to staff and provide necessary training.

Review Housing Ombudsman recommendations related to reasonable adjustments and developed a Reasonable Adjustment Policy, gain approval, and implement across the business.

Collaborate with Milton Keynes office to gather data on current exclusions. Develop a method to document and track exclusions until system development is complete. Roll out temporary approach and provide training to relevant staff.

Review existing compensation procedure against the Housing Ombudsman remedies policy. Obtain approval for the revised procedure with the Head of Customer Experience and provide training to relevant staff.

Review and consolidate Customer Conduct Procedure / Unacceptable Behaviour Policy. Draft a unified Customer Conduct Procedure ready for approval. Once approved provide training to relevant staff members.

Review compensation authorisation levels to provide empowerment to the Complaint Handlers the autonomy to offer up to an agreed amount to prevent delays in case closure.

Develop a process for handling Housing Ombudsman enquiries, key actions, and protocols

Develop a clear, step-by-step procedure for receiving, assessing, and responding to Ombudsman enquiries. This should include:

- Acknowledgement of receipt within specified timescales
- Initial review to determine the nature and urgency of the enquiry and assignment to a case handler.

Define clear escalation paths for different types of enquiries. For example:

- Minor issues that can be resolved at team level.
- Serious issues which will require escalation to senior management.
- Create a risk matrix for the types of complaints logged.

Develop a case management system for staff on the Ombudsman process to track all enquiries and their outcomes. Ensuring all communications and actions are logged for transparency and accountability.

Establish regular reporting mechanisms to track the number and nature of enquires outcomes and time taken to resolve. Prepare monthly reports for the Head of Customer Experience on performance metrics and trends.

Prepare periodic spotlight reports to the Head of Customer Experience summarising key findings from Ombudsman investigations, which includes:

- Common issues identified.
- Recommendations from the Ombudsman.
- Actions taken in response to the findings.

Establish a lesson learned mechanism where recurring issues or concerns are captured, and resolutions identified. Schedule regular meetings for the Ombudsman Team to review case outcomes and identify trends or recurring issues.

Create actionable plans based on insights gained from the Ombudsman enquires and spotlight reports. This may include policy changes, process improvements or additional staff training. Integrate findings and lessons learnt into the quality assurance framework and service action plans to prevent future occurrences.

Share insights and changes made in response to ombudsman enquiries with all staff to foster a culture of learning and improvement. Provide reports to the Complaints Working Group so our involved customers are providing feedback on how services can be improved.

Improvement Plan – Accessibility

Enhance the accessibility, clarity, and responsiveness of the customer complaints process to ensure customers can easily understand and use the process for submitting complaints

In collaboration with the Complaints Working Group, agree an approach to gain feedback on customers experience of using our service to identify barriers customers face when accessing our services.

Review drop down options within Case Management system to ensure we are logging the complaint in the way it was received, which is aligned to the options within the Complaints Policy. Ensuring we are logging complaints received via Facebook.

Undertake an analysis of our top three complainants and produce anonymised case studies for the Complaints Working Group to review. Compare data to the top three callers and top three customers reporting a repair.

Review current templates and create standardised templates for complaint submissions (both offline and online). Ensure that the process is consistent across all channels (website, telephone, email, in-person).

Use feedback from the Complaints Working Group to redesign the complaints section on Amplius website to be more user friendly.

Conduct regular training for call centre staff to assist customers effectively and consistently.

Launch a marketing campaign of the Complaints Working Group to raise awareness about the complaints process and how customers will influence the change to service delivery. Create a feedback loop for customers to share their experiences with the Working Group for review.

Implement KPI's for our complaints process to assess the effectiveness and identify where improvements are required.

Improvement Plan – Learning from Complaints

Enhance the effectiveness of complaint management to improve tenant experiences and drive organisational change to reduce reoccurrence of complaint drivers

In collaboration with the Customer Engagement and Insights Team improve and identify ways to gather customer feedback and establish a system for collecting complaints and feedback from various channels (e.g. Customer satisfaction, call centre drivers).

Create a framework for analysing feedback data to identify trends and conduct monthly data analysis meetings to review findings. Creating summary reports to demonstrate trends, patterns and actions taken to improve services.

Develop and implement a learning framework document that outlines learning opportunities, with clear accountability and targets for implementing organisational change for each service area. Creating visibility for stakeholders to feedback on progress.

Develop and implement a template for reporting findings and recommendations and schedule meetings with service leads to discuss findings. Hold sessions with key stakeholders to develop service improvement plans based on customer feedback with clear responsibility and set deadlines.

Organise workshops and training sessions for staff on the importance of using customer feedback in service improvement, developing communication materials to share the impact of customers voices within the organisation.

Collaborate with the Communications team to develop a “You Said,” “We Did” campaign, creating a schedule of regular and consistent updates to customers about changes we have made based on their feedback. Using multiple communication channels to reach customers effectively.

Develop a reporting system to track service improvements activities identifying how many services have changed and how this has reduced reoccurring complaints, which links back to customer satisfaction.

Prepare data and information demonstrating improvements made in readiness for quarterly report development for the Customer Excellence Committee and Complaints Working Group.

Improvement Plan – Complaints Handling Performance and Quality

Enhance the quality of complaint responses to meet Amplius standards and the Housing Ombudsman Complaint Handling Code expectations, ensuring our responses are comprehensive, empathetic and solution orientated

In collaboration with the Learning and Development Team, develop and implement training sessions focused on empathy communication, active listening, and non-defensive complaint handling.

Develop and implement a checklist for decision making that ensures all evidence is considered in the complaint response. This will ensure consistency and demonstrates evidence-based decision making.

Develop and implement a complaint handling quality matrix to monitor performance against quality criteria for complaint handlers to achieve 95%.

Include within our complaint handling procedure when to make personal contact with customers to increase personal engagement so customers feel valued and heard.

Ensure case management system is updated consistently on all efforts to resolve a complaint, which includes all communication logs and resolution attempts.

Implement monthly reviews of complaint responses to assess quality, compliance with procedure and identify areas for improvement so there is continuous improvement in complaint handling quality.

Monitor and improve complaint handling performance. Sharing monthly KPI performance data across the team to demonstrate effectiveness, response times, resolution times and customer satisfaction.

Regularly review and identify areas for improvement in complaint handling to identify efficiencies.

Performance Measures

Key Performance Indicators (KPI's)

Measure	Target	Responsible Person
% of Stage 1 complaints acknowledged within 5 working days	100%	Resolution Officer / Advisor
% of stage 1 complaints responded to within 10 working days	95%	Resolution Officer / Advisor
% of Stage 1 complaints extended	5%	Team Leader
% of Stage 1 complaints overdue	0%	Team Leader
% of Stage 2 complaints acknowledged within 5 working days	100%	Resolution Officer/Advisor
% of Stage 2 complaints responded to within 20 working days	95%	Resolution Officer / Advisor
% of quality complaint handling	95%	Resolution Officer / Advisor
% of Stage 2 complaints extended	5%	Team Leader
% of Stage 2 complaints overdue	0%	Team Leader
% of complaints escalated from stage 1 to stage 2	20%	Complaints Manager
% of Stage 1 commitments completed within timescale	90%	Owner of commitment
% of Stage 2 commitments completed within timescale	90%	Owner of commitment
% of complainants satisfied with their complaint handling	70%	Senior Complaints & Improvement Manager
% of complainants satisfied with the outcome of their complaint	70%	Senior Complaints & Improvement Manager
% of Housing Ombudsman enquiries responded to within required timescale	100%	Housing Ombudsman Resolution Officer

Key Performance Metrics (KPM's)

Measure	Responsible Person
% of Stage 1 Complaints upheld	Senior Complaints & Improvement Manager
% of Stage 1 Complaints not upheld	Senior Complaints & Improvement Manager
% of complaints where the decision has changed at Stage 2	Complaints Manager
Average number of days to close Stage 1 complaint	Complaints Manager
Average number of days to close Stage 2 complaint	Complaints Manager
% of Stage 2 complaints upheld	Senior Complaints & Improvement Manager
% of stage 2 complaints not upheld	Senior Complaints & Improvement Manager
% of complaints where learning has been implemented to prevent reoccurrence	Senior Complaints & Improvement Manager
Number of changes made to either Policy, Procedure or Processes following a complaint to prevent reoccurrence	Learning & Improvement Officer
20% reduction in reoccurring complaints	Learning & Improvement Officer
80% of service improvements are implemented within target	Learning & Improvement Officer
100% of service improvement action plans are implemented within 30 days	Learning & Improvement Officer
% of cases where the Housing Ombudsman find a service failure and / or maladministration and / or severe maladministration	Housing Ombudsman Team Leader
Number of complaints referred to the Housing Ombudsman	Housing Ombudsman Team Leader
Number of complaints excluded	Complaints Manager
20% reduction of the compensation budget	Senior Complaints & Improvement Manager
Amount of compensation paid	Senior Complaints & Improvement Manager