

# Annual Learning & Service Improvement Plan 2026/27

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## Learning & Service Improvement Plan 2026/27

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At Amplius, we are committed to delivering services that are fair, transparent, and responsive to what matters most to our customers. As a learning organisation, we know that complaints, customer satisfaction feedback, failure demand, and Housing Ombudsman insight give us valuable information about how well we are doing. They help us see what's working, what isn't, and where customers may be experiencing avoidable delays, frustration, or worry.

This Annual Improvement Plan explains how the Quality & Service Improvement Manager and the Learning & Service Improvement Officer will lead a clear, evidence-based approach to learning across our key services, especially Repairs, Anti-Social Behaviour, and the Contact Centre. By bringing together customer voice, complaint learning, system reviews, and regulatory expectations, it gives us a simple and structured roadmap for improving services throughout the year.

Our Amplius values *People come first, Do the right thing, In it together, and Driven to do more* guide everything in this plan. They set the standards we expect across all teams and support our ambition to provide services that are high quality, reliable, compassionate, and trusted by our customers.

This plan aims to:

- Create a consistent, organisation-wide approach to learning from complaints, Ombudsman cases, customer feedback, and failure demand.
- Strengthen how we meet the Housing Ombudsman's expectations, including Spotlight Reports, systemic investigations, and the Complaint Handling Code.
- Build a shared understanding of the customer experience across every touchpoint and identify where processes may be causing avoidable dissatisfaction or complaints.
- Build a strong and accessible evidence base that shows colleagues, customers, and governance panels how we learn and improve.
- Make sure learning is shared openly and regularly including with our Executive Team, Customer Influence Panel, Customer Experience Committee, and Board.

This plan sets out our commitments, why they matter, what we will do, and the outcomes we want to achieve.

By working together, listening closely, and acting on what we learn, we will continue to improve our services and strengthen trust with our customers. Our goal is not only to reduce complaints or increase satisfaction, but to build a culture where learning is part of everyday practice and where customers can see and feel the difference it makes.

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## Amplius Values

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The following values guide everything we do within the Learning & Improvement Programme. They influence how we behave, how we make decisions, and how we work with colleagues, customers, and partners. These values were co-designed with colleagues and customers when Amplius was created, and they set the tone for the culture we want to build, one that is open, caring, ambitious, and accountable.

### **People Come First**

- We put customers at the heart of every decision we make.
- We see complaints, dissatisfaction, and feedback as opportunities to improve someone's experience.
- We communicate with empathy, dignity, and understanding every customer deserves to feel heard and respected.

### **Do the Right Thing**

- We are honest and transparent, even when things go wrong.
- We take responsibility, fix issues properly, and make sure learning leads to real change.
- We show our commitment to improvement by evidencing what we've done, not just saying it.

### **In It Together**

- Improvement is a shared effort, everyone plays a part, regardless of their role or team.
- We work collaboratively across Repairs, Anti-social Behaviour, the Contact Centre, Housing, Contractors, and Governance.
- We create a collective learning culture where insights are shared openly and used to strengthen services.

### **Driven to Do More**

- We aim high and continuously push ourselves to improve.
- We use data, insight, and customer feedback to challenge ourselves and raise standards.
- We strive for sector-leading practices in learning, communication, and customer service.
- We ensure learning is embedded and evidenced not just promised.

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## Housing Ombudsman Systemic Learning

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*Learning from national themes so we can prevent problems and improve services*

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### Our Commitment

We will take learning from the Housing Ombudsman seriously by building it into our everyday work, our policies, and how we support customers. We won't treat cases as one-offs, we'll learn from patterns and prevent issues from happening again.

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### Why This Matters

- The Ombudsman expects Amplius to show system-wide learning, not just fix things case by case.
  - Spotlight Reports highlight common failings across the sector that we must avoid.
  - When we act on this learning, we reduce the risk of mistakes and build greater trust with our customers.
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### What We Will Do

- We will make Ombudsman learning easy to understand and use in day-to-day work.
  - Review all Spotlight Reports and systemic investigations and identify what they mean for Amplius.
  - Create simple learning summaries, checklists, and tools for colleagues to use.
  - Compare Ombudsman expectations with our policies, processes, and customer journeys so we can spot gaps.
  - Carry out a 48-hour learning review whenever we receive a determination and quickly set clear actions.
  - Share progress regularly with the Executive Team, Customer Influence Panel, and Customer Experience Committee so learning is visible and accountable.
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### The Outcome

- Our policies and ways of working clearly reflect Ombudsman standards.
  - Colleagues feel more confident about what good looks like and how to deliver it.
  - Reduced risk of maladministration or repeated failings and customers experience more consistent, fair, timely, and transparent services.
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## Root Cause Analysis (Complaints & Casework)

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*Understanding why things go wrong and fixing them properly*

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### Our Commitment

We will look past the surface of complaints and find the real reasons problems happen, so we can fix them properly and stop them happening again.

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### Why This Matters

- If we only fix the immediate issue and not the cause, the same problems keep happening for other customers.
  - Many service failures are linked to wider processes, communication gaps, or handovers not individual mistakes.
  - Strong root cause analysis (RCA) helps us build a culture where we learn, improve, and prevent frustrations.
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### What We Will Do

We will work together across teams to understand issues fully and create real, long-lasting solutions. Our key actions include:

- Holding monthly cross-service RCA sessions where we look at themes across Repairs, Compliance, Planned Maintenance, Anti-social Behaviour, Grounds Maintenance, the Contact Centre, and contractors.
  - Using simple, effective techniques like 5 Whys, thematic analysis, and customer journey mapping to get to the real problem.
  - Producing easy-to-read RCA dashboards that highlight the biggest issues and where they're happening. Turning RCA findings directly into practical improvement actions that teams can use.
  - Giving regular feedback to teams and leaders so everyone can see what we're learning and what needs attention.
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### The Outcome

- Fewer repeat problems because we're fixing the real causes. Less escalation, with fewer customers needing to go to Stage 2 or the Ombudsman.
  - RCA becomes a normal, everyday part of how we learn and improve.
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- Amplius builds a reputation for fairness, honesty, and learning from mistakes.

## Contact Centre Failure Demand Reduction

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***Making it easier for customers to get the right help, first time***

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### **Our Commitment**

We will reduce unnecessary customer contact by improving the way we communicate and by fixing the issues that cause customers to chase, repeat, or question information.

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### **Why This Matters**

- When customers have to call us again for an update or clarification, it usually means something didn't work as it should.
- High volumes of avoidable calls make it harder for us to help everyone quickly. Reducing failure demand helps staff spend more time on meaningful support and improves customer satisfaction.

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### **What We Will Do**

We'll work across Contact Centre, Repairs, Anti-social Behaviour and Housing to remove the things that lead to avoidable contact. Our key actions include:

- Creating an easy-to-read Failure Demand Dashboard to show where customers are chasing updates or receiving confusing information.
- Identifying the biggest causes of repeat or avoidable contact.
- Updating scripts, templates, and standard messages so customers get clear, accurate information the first time.
- Strengthening daily and weekly communication between the Contact Centre and Repairs teams so everyone is working from the same information.
- Introducing proactive communication, such as SMS updates, call-backs, or appointment reminders to keep customers informed before they need to ask.

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### **The Outcome**

- Fewer unnecessary calls, freeing up more time to help customers who really need us. Customers feel more informed and reassured because they know what's happening and when.

- Better satisfaction with Repairs and the Contact Centre, especially around communication.

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## Housing Ombudsman Determinations & Spotlight Reports

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### *Learning quickly, acting early, and preventing repeat mistakes*

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#### **Our Commitment**

We will learn quickly from every Housing Ombudsman decision and take proactive action on all Spotlight Report recommendations. We will make sure this learning is easy to understand and applied across all relevant services.

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#### **Why This Matters**

- Ombudsman determinations clearly show what went wrong and what we need to improve.
  - Spotlight Reports highlight common problems across the housing sector that we must avoid. Acting quickly and openly strengthens trust with customers and improves our regulatory assurance.
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#### **What We Will Do**

- We will make the learning practical, accessible, and share it widely.
  - Carry out a 48-hour learning review whenever we receive a determination, so actions start straight away.
  - Create staff-friendly summaries showing what happened, what was missed, and what needs to change.
  - Develop specific action plans for each Spotlight theme.
  - Log all actions in the corporate improvement register so progress is tracked and visible.
  - Share updates every quarter with governance groups, including the Customer Experience Committee.
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#### **The Outcome**

- We avoid repeating the same mistakes and reduce the risk of maladministration. Colleagues understand the learning quickly and know exactly how it applies to their work.

- Amplius is seen as open, accountable, and committed to improvement.

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## Customer Satisfaction Review, Gap Analysis & Action Planning

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*Understanding what customers tell us and acting on it together*

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### Our Commitment

We will take customer satisfaction seriously by listening carefully to what customers tell us, spotting where things aren't working well and working with colleagues across the organisation to improve services in a meaningful and visible way.

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### Why This Matters

- Satisfaction feedback shows us exactly where customers feel let down.
- Repairs and Anti-social Behaviour satisfaction are linked to complaints improving these areas prevents frustration and escalation.
- Customers want to see that we are listening, learning, and being open about what we're changing.

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### What We Will Do

We will make it simple and easy for colleagues and customers to see what the feedback is telling us and what we're doing about it. Our key actions include:

- Carrying out a full review of customer satisfaction each year to understand what matters most to customers.
- Monitoring monthly dashboards so everyone has identified trends, hotspots, and areas where satisfaction is improving or slipping.
- Taking a deeper look at transactional survey feedback to understand what's driving customer experience.
- Running action-planning workshops with teams to find solutions together and agree the changes needed.
- Producing customer-friendly summaries to clearly explain what we heard and what we're doing in response.
- Sharing our findings every quarter with the Customer Influence Panel and Customer Experience Committee to involve customers in shaping improvements.

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## **The Outcome**

- Clear and focused improvement actions based on what customers actually say and need.
- Higher satisfaction as a result of real, practical changes.
- Customers feel listened to because they can see how their feedback leads to action.
- The organisation shows measurable progress across all major services and touchpoints.

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## Corporate Evidence Library

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*Keeping all our learning in one clear, easy-to-use place*

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### Our Commitment

We will build and maintain a clear, well-organised Evidence Library so that all our learning, improvements, and actions are stored in one place and easy for colleagues to find and use.

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### Why This Matters

- It helps us quickly provide the right information for Ombudsman enquiries, inspections, and internal checks.
- Having everything in one place saves time, avoids duplication, and supports better decision-making.
- It shows customers, colleagues, and our regulators that we learn from feedback and take improvement seriously.

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### What We Will Do

We will create a simple, accessible, digital Evidence Library that brings together all key learning and improvement information, including:

- Root cause analysis findings
- Quality assurance results
- Learning from Ombudsman determinations
- Spotlight Report actions
- Customer satisfaction dashboards
- Failure demand analysis
- “You Said, We Did” evidence showing changes made

### We will:

- Update the library every month so it always reflects the latest learning.
- Make sure version control is clear so colleagues can trust the information.
- Offer short guides and training so colleagues know how to access and contribute.
- Carry out quarterly checks to make sure the library stays accurate and complete.

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## **The Outcome**

- Evidence is quick and easy to find when we need it for colleagues, leadership, and regulators.
- We have a clear record of what we've learned and how we've improved over the year.
- Everyone can see that Amplius is open, accountable, and committed to continuous learning.
- Colleagues feel confident using up-to-date information to improve services for customers.

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## Communications & Transparency - Internal & External

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*Clear, open, and honest communication for colleagues and customers*

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### **Our Commitment**

We will make learning and service improvements easy to understand and visible for everyone, colleagues, customers, and partners. We will communicate in a way that is clear, open, supportive, and meaningful.

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### **Why This Matters**

- When we are open, customers and colleagues trust us more.
  - Sharing learning helps everyone understand what's changing and why.
  - Customers feel reassured when they can see how their feedback leads to action.
  - Colleagues feel confident and informed about how improvements affect their roles.
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### **What We Will Do**

We will use simple, friendly, accessible language and share information in ways that work for everyone. We will share regular updates, including:

- Monthly Learning Briefs for colleagues (quick, simple updates on what we're learning).
- Quarterly "You Said, We Did" updates for customers (showing how their feedback shapes improvements).
- Regular updates to our Customer Influence Panel to involve customers in shaping changes.
- Quarterly reports to our Customer Experience Committee to show progress and learning.

### **We will also:**

- Share real stories about positive change, improvements, and what we've learned from complaints and feedback.
- Create short videos, infographics, and easy-read summaries to make information clearer and more accessible.

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- Increase visibility of improvements across our website, newsletters, social media, and customer channels.
  - Make sure colleagues always have the information they need to explain improvements to customers with confidence.

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### **The Outcome**

- Colleagues feel up-to-date, confident, and connected to our learning culture.
- Customers feel listened to, valued, and included they can see real changes happening.
- Panels and Committees have clear, honest information to support strong oversight.
- Amplius builds a positive reputation for being open, accountable, and committed to doing the right thing.

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## Quarter 1 — Setting the Foundations

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**Focus:** Understanding where we are now and what needs to improve.

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### What We'll Do

- Look at what the Housing Ombudsman has told landlords nationally and pick out what applies to us.
- Review all complaints, satisfaction results, and failure demand from the last year to spot patterns.
- Build a simple starting baseline so we know where we are starting from.
- Create the first version of our Evidence Library so learning is stored in one place.
- Share an easy-to-read “Learning Brief” and the first “You Said, We Did” update with teams and customers.
- Take our findings to the Customer Influence Panel and Customer Experience Committee.

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## Quarter 2 — Turning Learning into Action

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**Focus:** Training, improving processes, and starting to fix the things customers tell us about.

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### What We'll Do

- Run workshops across services to talk through the biggest learning themes (Repairs, Anti-social Behaviour, communication).
- Refresh any guidance, processes, or scripts that are confusing or causing repeat problems.
- Build action plans with teams based on satisfaction feedback and complaints themes.
- Improve communication messages to reduce chasing calls and avoid confusion.
- Add more learning and evidence into the library.
- Share a new “Learning Brief” and “You Said, We Did – Q2”.

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## Quarter 3 — Making Improvements & Testing with Customers

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**Focus:** Making real changes and checking with customers that things are getting better.

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### What We'll Do

- Test improvements with customers (e.g., new messages, new ways of working, clearer updates).
- Run “improvement sprints” to fix priority issues such as Repairs and Anti-social Behaviour updates or communication.
- Refresh the failure demand dashboard and satisfaction trends to see where things are improving or not.
- Complete a mid-year Ombudsman compliance check.
- Update the Evidence Library with new learning.
- Publish Q3 Learning Brief and “You Said, We Did”.

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## Quarter 4 — Checking Progress & Planning Ahead

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**Focus:** Gathering evidence, showing what's improved, and planning for next year.

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### What We'll Do

- Review everything we've learned this year to see what's changed and what still needs work.
- Complete a “Learning Audit” to check if lessons are being used in daily practice.
- Produce the annual satisfaction review and analyse what still needs to improve.
- Finalise all Ombudsman compliance evidence.
- Publish Evidence Library v3 with the full-year record of progress.
- Share our year-end learning report with customers, Customer Influence Panel, Customer Experience Committee, and Board.
- Set priorities for next year.