Complaint Handling Improvement Plan 2026/27

Our Commitments, Why They Matter, What We Will Do & The Outcomes We Expect

Amplius Annual Complaint Handling Improvement Plan 2026/27

Delivering Fair, Fast & High-Quality Complaint Handling Across the Organisation

Introduction and Purpose

This Annual Improvement Plan sets out how Amplius will deliver a fair, timely, accessible, learning-driven and customer-centred complaint handling service fully aligned to:

- The statutory Housing Ombudsman Complaint Handling Code (2024)
- Our corporate aim to strengthen trust, transparency, accountability, and organisational learning
- Our ambition to increase complaint-handling satisfaction by +5% year-on-year, reduce delays, prevent avoidable escalations, and improve outcomes for customers, colleagues, and partners.
- Our organisational values, which shape every stage of the complaint journey:

People come first

- We treat every customer as a person, not a case.
- We listen, understand, adapt, and respond in a way that meets their needs, including through Reasonable Adjustments and accessible communication.

Do the right thing

- We are honest, transparent and take responsibility, especially when things go wrong.
- We provide clear explanations, sincere apologies, and fair, proportionate remedies.

In it together

- We work as one Amplius team across Complaints, Repairs, Estates, Housing, and the Contact Centre.
- We collaborate before committing to actions and redress, ensuring promises are deliverable and consistent.

Driven to do more

- We always look for ways to improve, learn, and prevent repeat problems.
- We use insights, data, and customer feedback to strengthen our services and culture.

Organisational Outcomes (By March 2027)

By the end of the year, Amplius will be able to demonstrate:

Timeliness & Reliability

- 100% Stage 1 responses issued within 10 working days
- 100% Stage 2 responses issued within 20 working days
- Extensions used only where justified, with clear reasons and Ombudsman signposting
- Telephone contact achieved in over 90% of cases (unless the customer opts out)

Quality & Fairness

- Over 85% QA pass rate (evidence, RA, reasons, tone, remedy fairness)
- Full, fair, evidence-based investigations at Stage 1 and Stage 2
- Clear reasoning, strong apologies, and proportionate, deliverable remedies
- 100% RA accuracy in relevant cases recorded, honoured, and referenced in decisions
- Consistent compensation rationale aligned to Ombudsman standards

Customer Experience

- Faster, clearer communication with proactive updates in every case
- Fewer customer chase-ups and clearer expectations at every stage
- Reduction in repeat issues due to stronger investigation quality
- +5% improvement in complaint-handling satisfaction
- Customers able to see how their complaints lead to improvements

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Learning, Culture & Improvement

- Weekly and monthly learning built into daily practice:
  - QA themes
  - Repairs/contractor insights
  - Delay themes
  - RA practice
  - Ombudsman learning

- Action tracking in place with over 90% actions completed on time
- Quarterly organisational learning reviews and full Code self-assessment
- Reduction in repeat themes and cross-service failure points
- A culture of open, honest, psychologically safe communication

Sharing Lessons Learned With Customers

- Quarterly “You Said, We Did” reports published to customers
- Clear communication of improvements made from:
  - Stage 1 themes
  - Stage 2 insights
  - Housing Ombudsman determinations
- Annual “What We Learned This Year” update included in the Complaints Performance & Learning Report
- Customers know how their feedback shaped services and prevented recurrence

Ombudsman Exposure Reduction

- Reduction in escalations to the Housing Ombudsman
- Reduction in findings of maladministration / service failure
- Zero missed orders, deadlines, or evidence requests
- High-quality, complete and accurate bundle submissions
- Evidence of learning from determinations built into services and processes

IMPROVEMENT THEMES

Easy Access & Correct Logging

Our Commitment

We will ensure that every customer can raise a complaint easily, through any route, and access Reasonable Adjustments (RA) that meet their needs. No customer should ever feel blocked, filtered or discouraged from making a complaint.

Why

Mis-logging, gatekeeping and unclear definitions delay resolution, undermine trust, and breach the statutory Housing Ombudsman Complaint Handling Code, which requires landlords to:

- accept complaints “however made,” and
- ensure the complaints process is accessible, with RA proactively offered and recorded.

What we will do

Access & Logging

- Accept complaints “however made,” regardless of channel or colleague.
- Introduce clear Service Request vs Complaint guidance for colleagues.
- Ensure RA prompts are built into CRM at log, with RA reviewed at each stage.
- Agree early issue definition with the customer for clarity and fairness.

Colleague Capability

- Provide awareness sessions for all frontline colleagues on how to recognise, log, and escalate complaints correctly.
- Embed plain-language templates to ensure responses are accessible and easy to understand.

Quality & Assurance

- Undertake monthly audits of Contact Centre complaint logging.
- Provide refresher training where audit findings show gaps in knowledge or consistency.
- Track % of RA recorded and honoured as part of monthly reporting.

OUTCOMES

- Customers feel confident raising complaints with any colleague.
- Faster, more accurate logging and fewer avoidable escalations.
- Improved accessibility for customers requiring RA.
- Stronger fairness and transparency at first point of contact.
- Better regulatory compliance with the Housing Ombudsman Code.

Stronger Stage 1 Investigations

Our Commitment

We will respond quickly, communicate warmly, and complete full, fair, and timely Stage 1 investigations that meet all expectations of the Housing Ombudsman Complaint Handling Code.

Our aim is to provide decisions that are accurate, empathetic, evidence-based and deliverable, preventing unnecessary escalation to Stage 2.

Why

Most customer dissatisfaction occurs when Stage 1 investigations are incomplete, unclear, or delayed.

The statutory Complaint Handling Code requires landlords to:

- Acknowledge and define within 5 working days
- Issue a Stage 1 response within 10 working days
- Provide clear, impartial, evidence-based decision-making
- Communicate regularly and proactively

1. What we will do

Timeliness & Early Engagement

- Make first contact within 48 hours for all Stage 1 complaints (telephone preferred unless the customer opts out).
- Acknowledge & define within 5 days, ensuring the customer agrees the scope.
- Provide a minimum of two proactive updates before the Stage 1 decision.

Investigation Quality

- Complete every investigation using the Complaint Handling Manuals.
- Apply the Six Pillars (objective, evidence-led, policy-aware, impact-aware, proportionate, learning-focused).
- Apply the five checks before sending:
  Accuracy · Chronology · Names/details · Tone · Reasonable Adjustments

Decision Quality

- Write decisions that:
    - address every issue raised
    - use clear, plain language
    - give strong, timely, personal, and sincere apologies where appropriate
    - provide fair, proportionate remedies
    - explain any compensation using clear rationale

- Team Leaders complete QA pre-issue on all Stage 1 decisions.

Cross-Team Coordination

- Work proactively with Repairs, Surveyors, Neighbourhoods and Contractors to:
    - gather evidence
    - confirm realistic actions, timescales, and follow-on work
    - agree remedies and redress before sign-off, ensuring deliverability

Extensions

- Use extensions only where necessary, with:
    - a clear explanation
    - revised timescales
    - Housing Ombudsman contact details included

OUTCOMES

- Faster, clearer, and fairer Stage 1 resolutions
- Fewer escalations to Stage 2
- Stronger customer understanding and confidence in outcomes
- More consistent, high-quality decisions
- Reduced Ombudsman risk due to improved reasoning and evidence

Stronger Stage 2 Investigations

Our Commitment

We will deliver independent, thorough, fair, and timely Stage 2 investigations that fully address unresolved concerns, strengthen trust, and meet the highest expectations of the Housing Ombudsman.

Our Stage 2 reviews will provide a fresh, impartial assessment that corrects deficiencies, closes evidence gaps, and ensures remedies are realistic and deliverable.

Why

Stage 2 is the final internal stage and the point at which Ombudsman scrutiny is highest. Customers escalate when Stage 1 is incomplete, communication is unclear, or remedies do not address the impact of failures.

The Complaint Handling Code requires:

- Acknowledgement and definition within 5 working days
- Independent review (no involvement in Stage 1)
- Full and fair consideration of all evidence
- A final response within 20 working days
- Clear reasons, strong apologies, and proportionate remedies

What we will do

Timeliness & Contact

- Acknowledge and define the complaint within 5 working days.
- Make telephone contact wherever possible (unless the customer requests otherwise).
- Provide four proactive updates before issuing the final Stage 2 decision.

Investigation Quality

- Conduct a fully independent re-investigation, separate from Stage 1.
- Reassess all evidence and close any gaps, inaccuracies, or contradictions.
- Apply the Complaint Handling Manuals and Six Pillars to ensure fairness, objectivity, and a complete review.
- Document RA requirements and incorporate vulnerability into investigation and remedy planning.

Decision Quality

- Write a clear, well-reasoned Stage 2 decision that addresses every issue raised.
- Provide strong, personal, timely and sincere apologies where failures occurred.
- Apply fair, proportionate remedies and compensation, with clear rationale aligned to Ombudsman guidance.
- Ensure deliverability by co-agreeing actions, commitments, follow-on work and timescales with Repairs, Surveyors, and other service teams before sign-off.

Final Response

- Issue the Stage 2 response within 20 working days or apply a compliant extension with clear explanation and Ombudsman signposting.
- Track all agreed actions to completion and record updates in CRM.

Outcomes

- Reduction in Housing Ombudsman escalations and negative determinations.
- More robust, defensible, evidence-based Stage 2 decisions.
- Stronger organisational learning from root causes.
- Improved customer trust in the fairness and independence of the process.
- Clearer accountability and stronger cross-service collaboration.

Quality Assurance (QA) Framework

Our Commitment

We will operate a rigorous, consistent, and transparent Quality Assurance (QA) Framework that ensures every complaint is fully and fairly investigated, every response meets the requirements of the Housing Ombudsman's Complaint Handling Code, and learning leads to real, measurable improvement across all services.

Why

The statutory Housing Ombudsman Complaint Handling Code requires landlords to demonstrate:

- Full and fair investigations
- Evidence-led, impartial decisions
- Clear reasons and accessible communication
- Putting things right through fair, proportionate remedies
- Organisational learning and reduction of repeated failings
- Strong oversight and governance at senior levels

A strong QA Framework ensures consistent standards, reduces risk of maladministration, and strengthens customer trust.

What we will do

Assurance on Every Case

- Apply QA checks to all Stage 1 and Stage 2 responses before issue, ensuring accuracy, evidence, RA, tone, and reasoning meet Code requirements.
- Move toward a meaningful percentage of Stage 1 responses receiving pre-issue QA (focusing on complex, high-risk, or vulnerable cases).

Closed-Case Auditing

- Team Leaders will complete structured monthly audits on closed Stage 1 decisions.
- The Quality & Service Improvement (Q&SI) Manager will audit closed Stage 1 and Stage 2 cases monthly, ensuring consistency in findings, remedies, apologies, and evidence handling.
- All audits will use a consistent Green / Amber / Red scoring model.

Learning & Insight

- QA findings will feed directly into the Monthly Learning Pack, identifying patterns, gaps, strengths, and service improvement needs, with clear owners and deadlines for action.

- A monthly QA dashboard will be produced for:
    - The Complaint & Resolution Manager
    - The Head of Customer Experience
    - The Complaints Working Group

Continuous Improvement

- QA outputs will inform:
    - Colleague coaching
    - Better Letters reflections
    - Repairs/contractor learning meetings
    - Training & Development Programme
    - Quarterly Review & Reset

- Themes from QA will also be shared with customers (e.g., in “You Said, We Did” updates).

Outcomes

- Higher investigation quality and consistency across all handlers and service areas.

- Faster, clearer, fairer decisions for customers, leading to fewer escalations and repeat failures.

- Stronger confidence from the Housing Ombudsman, Executive Team, and Board.

- A clear, reliable evidence trail of Code compliance for internal and external assurance.

Joined-Up Communication

Our Commitment

We will provide clear, aligned, and consistent communication across all service areas, so customers receive one clear message, not conflicting updates. We will work as one Amplius team to avoid confusion, duplication, and escalation.

Why

Contradictory or inconsistent internal messages undermine trust, cause confusion, prompt avoidable escalations, and breach the Complaint Handling Code’s expectations around clarity, accuracy, and fairness.

What we will do

- Implement a One-Team Communication Standard across all teams.
- Align internal information (Repairs, Surveyors, Neighbourhoods, Contact Centre, Contractors) before updating the customer.
- Track and monitor callback commitments with clear expectations for completion.
- Apply plain English standards across all communication.
- Ensure updates reflect RA and customer preferences.

Outcomes

- Clear, consistent updates across all services.
- Fewer customer chasers and repeat contacts.
- Reduced internal conflict and fewer contradictory messages.
- Stronger trust in our communication and professionalism.

Repairs & Contractor Excellence

Our Commitment

We will work in partnership with Repairs, Surveyors, and contractors to ensure timely, accurate and coordinated information that leads to fair decisions and reliable, deliverable remedies.

Why

Repairs generate the highest proportion of complaints, delays, and Housing Ombudsman findings. Failures in communication, evidence and follow-on work create repeat service failures and escalation risk.

What we will do

- Implement an SLA for Repairs/Contractors to return evidence and updates.
- Improve appointment-setting accuracy and drive first-time fix performance.
- Introduce regular workmanship and contractor quality checks.
- Hold monthly joint learning sessions with Repairs and Contractors.
- Co-agree remedies and commitments before sign-off to ensure deliverability.
- Monitor ongoing actions/commitments using shared dashboards and escalation routes.

Outcomes

- Reduction in repairs-related escalations.
- Remedies that are realistic, agreed and deliverable.
- Faster responses and fewer systemic delays.
- Better customer experience and reduction in repeat repair failures.

Delay Reduction

Our Commitment

We will actively manage risks and delays throughout every complaint to prevent breaches, reduce uncertainty, and maintain customer confidence.

2. Why

Delays are the biggest source of dissatisfaction, the main driver of Complaint Handling Failure Orders, and a key reason customers escalate to the Ombudsman.

What will we do

- Run daily and weekly jeopardy checks to identify cases at risk of breaching timescales.
- Require Team Leader intervention at day 5 and day 8 for all Stage 1 cases showing risk.
- Prioritise cases involving vulnerability, RA, or significant impact.
- Publish a monthly delay dashboard tracking trends, root causes, and service blockers.
- Strengthen escalation routes for Repairs, Surveyors, and contractors.

Outcomes

- Stronger control over timeliness and risk.
- Reduced likelihood of CHFOs.
- Faster progression and fewer stalled cases.
- Improved customer trust and confidence in the process.

Accuracy, Tone & Professionalism

Our Commitment

We will communicate clearly, respectfully, and professionally in every complaint interaction.

Our decisions will be easy to understand, empathetic in tone, and accurate in content reflecting our values and the standards expected by the Housing Ombudsman.

Why

Communication quality determines how fair, transparent, and trustworthy customers feel the complaints process is.

Poorly written decisions, unclear reasoning, technical jargon, defensive tone, or weak apologies are a major driver of dissatisfaction and avoidable escalations.

Clear, accessible, empathetic communication is a core requirement of high-quality complaint handling.

What we will do

- Apply quality assurance checks on all decision letters before issue (accuracy, tone, RA, clarity, completeness).
- Use plain-English templates that support consistent, accessible communication.
- Maintain and expand the Better Letters Library with strong examples and revised templates.
- Run regular calibration sessions to align tone, clarity, structure, and expectations across the team.
- Ensure all colleagues follow strong apology standards (timely, personal, sincere, and empathetic).
- Provide coaching to strengthen reasoning, wording, structure, and accessibility in written communication.

Outcomes

- Clear, consistent, and empathetic communication across the organisation.
- Higher customer satisfaction due to improved clarity and tone.
- Reduced misunderstandings, escalations, and rework.
- Stronger alignment to Ombudsman expectations for fairness and accessibility.

Apologies & Remedies

Our Commitment

We will deliver apologies and remedies that genuinely put things right. Our apologies will be timely, personal, sincere, and empathetic, and our remedies will be realistic, proportionate, and meaningful. We will ensure every customer feels heard, respected, and treated fairly.

Why

A poor apology is one of the biggest reasons customers escalate complaints, even when the underlying decision is correct.

Weak, defensive, or impersonal apologies or unclear, undeliverable remedies undermine trust, damage relationships, and increase the likelihood of escalation to Stage 2 or the Housing Ombudsman. Strong apologies and proportionate remedies are core expectations of the Complaint Handling Code and essential to effective resolution.

What we will do

Give apologies that are timely, personal, sincere, and empathetic, following Ombudsman guidance.

- Ensure remedies are realistic, proportionate, and meaningful, addressing the actual service failure and its impact.
- Provide a clear, evidence-based rationale explaining how the remedy was chosen.
- Co-agree actions, follow-on work, commitments, and timescales with service teams before sign-off to ensure remedies are deliverable.
- Use the Redress & Compensation Matrix consistently (mandatory / quantifiable loss / discretionary).
- Confirm next steps with the customer, including who will do what and by when.
- Track all remedy actions to completion and record outcomes in CRM.

Outcomes

- Early de-escalation, even in complex cases.
- Stronger rapport and trust between customers and Amplius.
- More credible, consistent, and fair decisions.

- Reduction in compensation-related challenges and Ombudsman findings.
- Clearer, more transparent communication that reassures customers.

Redress Fairness

Our Commitment

We will provide fair, consistent, transparent, and well-reasoned redress that reflects the impact of service failures and aligns fully with the Housing Ombudsman's Remedies Guidance. Every remedy will be proportionate, explainable, and deliverable.

Why

The Housing Ombudsman frequently finds maladministration when a landlord's remedy is:

- inconsistent
- poorly reasoned
- not aligned to guidance
- disproportionate to the impact
- or not supported by clear rationale

Inconsistent approaches to redress undermine fairness, weaken trust, and increase the likelihood of Ombudsman determinations.

What we will do

- Apply the Ombudsman-aligned three compensation categories consistently: Mandatory · Quantifiable Loss · Discretionary (distress, inconvenience, time & trouble).
- Conduct weekly compliance checks to ensure consistency with Ombudsman decisions and reduce variance.
- Develop and implement a Redress Casebook with examples, rationale and good practice.
- Require a clear, evidence-based rationale in every case explaining how redress was calculated.
- Co-agree redress with Repairs/Surveyors/Neighbourhoods/Contractors before sign-off to ensure remedies are deliverable.
- Monitor trends in redress decisions through QA, learning packs and quarterly assurance reporting.

Outcomes

- Reduced negative Ombudsman findings relating to compensation.
- A fair and consistent approach to redress across all complaint handlers and service areas.

- Stronger organisational credibility and transparency.
- More customers understanding how and why decisions were made.
- Increased trust in our ability to put things right.

Learning Culture & Psychological Safety

Our Commitment

We will create a culture where colleagues feel safe, supported, and confident to speak up, reflect honestly, share learning, and openly discuss mistakes without blame.

We will use complaints as a learning asset, not a failure, and strengthen cross-service ownership of improvement.

Why

Learning only happens when colleagues feel psychologically safe to be able to:

- raise concerns
- challenge unclear decisions
- admit mistakes
- identify gaps in practice
- question entrenched processes
- share insights

Without a safe, open environment, issues remain hidden, repeat failures continue, and the organisation cannot meet the expectations of the Housing Ombudsman Code, which requires learning, transparency, and cultural maturity.

What we will do

- Embed an open, honest, safe-to-speak culture, backed visibly by leadership.

- Build reflective practice into daily stand-ups, weekly QA huddles, and monthly audits.

- Use the Quality & Service Improvement (Q&SI) Manager to lead cross-service learning with Repairs, Surveyors, Neighbourhoods, and the Contact Centre.

- Ensure leaders model transparency, own mistakes, and demonstrate curiosity rather than blame.

- Encourage colleagues to raise risks early (delays, evidence gaps, vulnerability concerns).

- Capture recurring themes and root causes in the monthly learning pack and track actions to closure.

- Celebrate examples of strong practice and recognise colleagues who demonstrate learning behaviours.

Outcomes

- Fewer repeated issues as learning becomes embedded.
- Higher colleague engagement and confidence across all complaint roles.
- A mature, blame-free complaints culture aligned with Code expectations.
- Clearer, more consistent cross-service ownership of issues.
- Improved quality, decision-making and timeliness through reflective learning.

Housing Ombudsman Compliance & Determination Reduction

We will strengthen our compliance with the Housing Ombudsman's expectations through high-quality submissions, robust evidence, zero missed deadlines, and organisation-wide learning.

Our aim is to reduce Ombudsman escalations and negative determinations by ensuring every case is fully defensible, well-reasoned and supported by clear, accurate evidence.

Why

Maladministration or service failure findings from the Housing Ombudsman damage:

- Customer trust
- Organisational reputation
- Regulatory assurance
- Confidence in our handling and governance

Most adverse determinations relate to delays, evidence gaps, inconsistent compensation, poor reasoning, or failure to complete promised actions.

Strengthening Ombudsman readiness reduces risk and increases organisational integrity.

What we will do

- Implement high-quality bundle standards for every Ombudsman submission, including clear definitions, full chronology, RA details, all relevant evidence, and policy references.
- Maintain zero missed orders or deadlines, supported by a live Ombudsman tracker and daily oversight by the Ombudsman Manager.
- Build determination learning into all services (Repairs, Anti-social Behaviour, Estates, Housing, Contact Centre), with themes included in monthly learning packs and quarterly Review & Reset.
- Conduct regular Ombudsman risk analysis, identifying trends, repeat issues, and areas of vulnerability.
- Ensure all remedies and redress from determinations are completed in full, with evidence retained for assurance.
- Apply consistent, well-reasoned compensation aligned to Ombudsman guidance to reduce parity gaps.
- Strengthen escalation routes and leadership oversight for complex or high-risk cases.

Outcomes

- Stronger regulatory compliance and improved readiness for any Ombudsman investigation.
- Reduction in future maladministration or service-failure findings.
- Increased quality, accuracy and defensibility of Stage 2 responses and submissions.
- More consistent cross-service learning and improvement.
- Better customer experiences strengthened transparency and restored trust.

Sharing Our Learning With Customers

Our Commitment

We will be open and transparent with Customers about what we learn from complaints and Housing Ombudsman determinations. We will show customers how their feedback leads directly to changes in services, culture and decision-making.

Our aim is to build trust, accountability, and confidence by demonstrating that complaints are listened to, acted upon, and used to improve the organisation.

3. Why

Customers want to see that raising concerns leads to meaningful change. The Housing Ombudsman Complaint Handling Code places strong emphasis on:

- learning from complaints,
- sharing improvements with customers, and
- showing how landlord actions prevent repeat failings.

Not sharing learning can make customers feel unheard, discourage future engagement, and undermine trust in the process.

What we will do

Clear Customer-Facing Learning Updates

- Publish a quarterly “You Said, We Did” update on our website and customer channels.
- Share key themes, what we found, and what we have changed as a result.
- Include learning from Stage 1, Stage 2, and Housing Ombudsman determinations.

Transparent Learning from Ombudsman Cases

- Publish anonymised findings and lessons from Housing Ombudsman cases, including:
  - service failures
  - delays
  - communication gaps
  - redress lessons
  - RA practice improvements
- Share how we have implemented Ombudsman recommendations and orders.

Customer Influence and Engagement

- Discuss learning at customer panels, scrutiny forums, and tenant groups.
- Provide accessible summaries for customers in plain English.
- Seek customer feedback on whether learning has improved their experience.

Cross-Service Learning to Customers

- Share improvements beyond the complaints team including Repairs, Surveyors, Neighbourhoods, and the Contact Centre.
- Explain how joint work across teams has prevented repeat issues.

Annual Learning Transparency

- Include a dedicated "*What We Learned This Year*" section in the Annual Complaints Performance & Learning Report.
- Show year-on-year trends, improvements achieved, and remaining areas of focus.

Accessibility & Inclusion

- Ensure all learning materials are accessible, using plain language and available formats, and reflect Reasonable Adjustments where required.

Outcomes

- Increased customer trust through greater openness and transparency.
- Customers can clearly see how their complaints lead to positive change.
- Stronger accountability across all service areas.
- Reduction in repeat themes due to shared learning.
- Greater confidence in the fairness and effectiveness of the complaints process.
- Improved satisfaction and alignment with the Complaint Handling Code.

Training & Development

Our Commitment

We will build a confident, capable, consistent, and empowered complaints workforce by investing in structured, targeted training and development.

Our training will be driven by evidence using a Skills Matrix Audit, QA insights, Ombudsman learning, and service-area feedback to ensure every colleague has the skills needed to deliver full, fair, and high-quality complaint handling.

Why

Colleague capability is critical to:

- the quality of investigations
- the timeliness of responses
- the fairness and consistency of decisions
- the accuracy of RA, evidence, and reasoning
- the tone, empathy, and professionalism of communication
- the trust customers place in our process

Variation in practice directly increases the risk of escalation, delay, error, and Ombudsman findings.

A skilled, trained, well-supported team is essential for delivering Code-compliant complaint handling.

What we will do

Skills Matrix & Development Planning

- Complete a full Skills Matrix Audit in Q1 to assess capability across:
    - investigations
    - evidence & analysis
    - RA & vulnerability
    - communication & tone
    - reasoning & policy use
    - remedy & compensation
    - repairs and technical understanding
- Complete a Q4 re-audit to measure progress.
- Develop tailored Individual Development Plans for each complaint handler.

Core Training Programme

Deliver targeted training modules covering:

- Evidence gathering and assessment
- RA identification, application, and recording
- Tone, apologies, and plain-English communication
- Policy interpretation and decision reasoning
- Remedy and compensation standards
- Repairs knowledge and technical expectations
- Contractor SLA knowledge

Service-Area Complaint Handling Documents

Develop and launch service-specific guides for:

- Repairs & Contractors
- Neighbourhoods / Housing Officers
- Estates Management
- Damp & Mould
- Anti-social behaviour
- Insurance Claims
- Contact Centre
- Contractors
- Owners, Shared Owners, and Leaseholders
- Older person schemes
- Tenant & Customers joint complaints
- Colleague complaints

- Each document will include:
    - required evidence
    - communication standards
    - expected response times
    - RA considerations
    - commitment and remedy requirements
    - escalation routes
    - role clarity for complaint support

Quality & Writing Development

- Deliver Better Letters reflections, focusing on tone, clarity, structure, apology, and reasoning.
- Expand the Better Letters Library with real examples (before/after anonymised).
- Use QA insights to deliver monthly coaching for handlers.

Continuous Improvement

Ensure training is informed by:

- QA findings
- Ombudsman determinations
- Stage 2 themes
- Complaints Working Group insights
- Learning pack themes

- Build reflective learning into daily stand-ups, weekly huddles and monthly audits.

Outcomes

- Consistent decision quality across the organisation.
- Reduced variability between handlers and service areas.
- A confident, capable, empowered workforce aligned to Code expectations.
- Stronger investigations, better evidence, clearer decisions.
- Fewer delays and fewer escalations to Stage 2 and the Housing Ombudsman.
- Improved customer trust, fairness perception, and apology quality.
- Demonstrable year-on-year improvement in complaint handling capability.

QUARTERLY DELIVERY MODEL

This Quarterly Delivery Model sets out what Amplius will deliver each quarter to improve complaint handling, strengthen quality, reduce Ombudsman risk, and build organisational learning.

Quarter 1 – Foundation & Compliance

Focus: Build the essential foundations for compliance, access, capability, and early engagement.

Key Deliverables

- Improve access and logging (“however made”), activate RA prompts, refresh templates.
- Implement Stage 1 contact and proactive update standards.
- Embed Complaint Handling Manuals and Six Pillars across the team.
- Launch Repairs SLA for evidence and updates.
- Put the QA Framework live (pre-issue checks, closed audits, calibration).
- Complete Skills Matrix baseline audit and create Development Plans for each handler.
- Deliver core training (RA, evidence, tone, policy basics).
- Launch service-area Complaint Handling Documents.
- Establish the Learning Pack structure and customer-facing learning approach.

Impact

- Strong, consistent foundations for the rest of the year.
- Clear expectations for colleagues and customers.
- Early demonstration of improved access and communication.

Quarter 2 – Quality, Independence & Consistency

Focus: Strengthen investigation quality, independence of Stage 2, and organisation-wide consistency.

Key Deliverables

- Conduct QA audits and weekly calibration sessions.
- Strengthen Stage 2 independence, evidence testing, and reasoning.
- Start weekly compensation parity checks to ensure fairness.
- Run Repairs/Contractor learning cycle and implement CRM accuracy prompts.
- Deliver technical training:
    - Decision reasoning
    - Compensation
    - Repairs knowledge
    - Complex evidence
- Launch Better Letters reflections and expand the Better Letters Library.
- Publish Q1 “You Said, We Did” learning for customers.
- Hold the first Quarterly Review & Reset.

Impact

- Improved quality and consistency of decisions.
- Early transparency to customers through published learning.
- Greater cross-service alignment.

Quarter 3 – Culture, Performance & Learning

Focus: Embed a psychological-safety culture, deepen learning, and strengthen performance.

Key Deliverables

- Continue peer reviews, QA calibration, and Better Letters clinics.
- Drive repairs/contractor performance cycle and reduce repeat failure points.
- Mid-year Skills Matrix review with targeted capability refreshers.
- Publish Compensation Casebook.
- Run cross-service reflective learning sessions.
- Publish Q2 "You Said, We Did", including Ombudsman learning.
- Hold second Review & Reset.

Impact

- Mature, open learning culture.
- Stronger communication, tone, and remedy consistency.
- Noticeable reduction in repeated errors across services.

Amplius

Quarter 4 – Assurance, Reporting & Reset

Focus: Assure, evaluate, demonstrate improvement, and prepare for next year.

Key Deliverables

- Complete Annual Code Self-Assessment and publish assurance.
- Publish Annual Complaints Performance & Learning Report.
- Conduct Skills Matrix re-audit and evaluate training impact.
- Deliver advanced masterclasses (Ombudsman-level reasoning, complex cases).
- Complete end-of-year performance analysis (timeliness, QA, RA, repairs SLA, compensation).
- Publish annual customer-facing “What We Learned This Year.”
- Provide final assurance to Exec/Board and agree the 2027/28 Improvement Plan.

Impact

- Full compliance demonstrated to the Ombudsman, Exec and Board.
- Clear transparency to customers on improvements.
- A capable, consistent, high-performing complaint handling service ready for the next year.

Clear Roles & Accountability

Our Commitment

Everyone is clear on what they own.

WHY

The Code expects clear roles, responsibilities, independence, and accountability at each level.

WHAT WE WILL DO

These are the high-level responsibilities included in the Improvement Plan. A separate document holds the full, detailed responsibilities and SMART objectives.

Complaint Resolution Officers (Stage 1) — Responsible

- Investigate using the Complaint Handling Manuals.
- Make first contact within 48 hours.
- Provide proactive updates throughout the case.
- Gather relevant evidence and issue clear, fair Stage 1 decisions.
- Recommend remedies and compensation, track actions to completion.
- Record accurate case notes (definition, RA, evidence, decisions, actions).

Complaint Resolution Officer (Stage 2) — Independent Review

- Conduct a full, independent re-investigation using the Complaint Handling Manuals.
- Reassess all evidence, gather anything missing, and challenge inconsistencies.
- Apply Reasonable Adjustments (RA) throughout the review.
- Provide clear, well-reasoned Stage 2 decisions addressing every issue.
- Recommend remedies and compensation; ensure actions are co-agreed with services before sign-off.
- Deliver strong apologies where appropriate and ensure decisions are accurate and fair.
- Track all agreed actions to completion and ensure updates are recorded on the case.

Team Leaders — Accountable for throughput & quality

- Lead daily stand-ups and jeopardy monitoring.
- Complete QA on all Stage 1 responses before issue.
- Coach Complaint Resolution Officers (Stage 1) on quality and investigation practice.
- Ensure consistent use of Manuals and Six Pillars.
- Agree commitments and redress with service teams before sign-off.

Complaint & Resolution Manager — Oversight

- Guard Complaint Handling Code compliance.
- QA and assure Stage 2 investigations and decisions.
- Coach Complaint Resolution Officers handling Stage 2 reviews.
- Responsible for compensation governance.
- Report performance, risks and learning to the Complaints Working Group.

Head of Customer Experience — Governance

- Provide organisational policy and Code assurance.
- Lead annual reporting of compliance against the Complaint Handling Code.
- Provide senior oversight of learning, service improvement, and culture.

Quality & Service Improvement Manager — Quality, Learning & Assurance

- Own the Quality Assurance Framework (QA of closed case audits).
- Lead learning from Ombudsman findings and turn this into cross-service actions
- Produce monthly learning packs and track all service actions to completion.
- Report on quality, learning, and improvement to the Complaints Working Group.
- Drive cross-service improvement with service areas.
- Review and recommend e-learning and webinars from the Housing Ombudsman
- Centre for Learning

Housing Ombudsman Service Manager — Ombudsman Coordination & Assurance

- Act as the single coordination point for all Ombudsman enquiries, investigations, and determinations.
- Ensure landlord submissions are complete, accurate and evidence-led.
- Track all Ombudsman orders, actions, and payments to 100% completion.
- Support learning from Ombudsman findings and turn this into cross-service actions.
- Maintain the Ombudsman case register and produce monthly/quarterly assurance reports.
- Escalate risks and overdue actions to the Head of Customer Experience.

Internal Housing Ombudsman Administrator — Evidence, Data & Compliance Support

- Maintain the Ombudsman case register and monitor deadlines daily.
- Collate, format and quality-check evidence bundle and timelines.
- Track all orders, payments and remedy actions with owners and due dates.
- Coordinate information requests across service areas.
- Log and update learning actions from Ombudsman determinations.

Our New Ways of Working

DAILY — Do Every Day

Across the Complaints Team

- Team Leaders will run the daily stand-up (new cases, due today, risks, impacts).
- Make telephone contact for all new Stage 1 cases.
- Provide proactive updates to customers, check callback commitments.
- Review cases at risk of breaching timescales (early jeopardy spotting).
- Gather evidence quickly from services using our new SLA.
- Keep case notes fully updated.
- Apply Reasonable Adjustments consistently
- Daily jeopardy sweeps (cases due in 3–5 days).

WEEKLY — Check Every Week

Quality, assurance & progress

- QA checks to review evidence sufficiency, tone, reasons, remedies, RA.
- Twice-weekly jeopardy sweeps (cases due in 3–5 days).
- Team Leader intervention on Stage 1 cases at day 5 and day 8 where deadlines risk slipping.
- Stage 2 cases: review independence, scope, evidence gaps, decision progress.
- Repairs/contractor huddle (issue resolution, evidence delays, appointment failures).
- Weekly compensation review against Ombudsman expectations.
- Review priority cases involving vulnerability or significant risk.
- Log weekly learning themes for the monthly learning pack.
- Regional huddles to discuss impacts / what's working well / knowledge gaps
- Whole Team Briefings – New Guidance / Updates from Regional Huddles
- All team members will have an office presence

MONTHLY — Improve Every Month

Quality, learning & service improvement

- Closed-case audits (Stage 1 & 2) using QA scorecards.
- Issue the Monthly Learning Pack (QA themes, delays, repairs, RA practice, tone).
- Track all learning actions to closure across service areas.
- Review performance dashboards (timeliness, quality, extensions, compensation, RA).
- Housing/Repairs/Contractor joint learning meeting (SLA failures, themes).
- Team Leader/Complaint Resolution Officers 1:1s focusing on performance and development.
- Team Leader/Manager 1:1s focusing on performance and development
- Team Meetings to ensure issues/updates are discussed as a whole team
- Update Better Letters Library with new examples.
- Check alignment with Code requirements (definition, access, timescales, fairness, reasons).
- Run learning reviews on recent Housing Ombudsman determinations.

QUARTERLY — Learn & Reflect

- Assurance, improvement & Code compliance
- Complete the Quarterly Complaint Handling Code Self-Assessment, updating evidence and scoring.
- Review & Reset session: identify what's working, improvements, or needs escalation. Strengthen controls where needed
- Analyse quarterly trends: timeliness, QA, RA, repairs performance, contractor SLA, compensation parity, delays, repeat themes.
- Review Stage 2 performance and Ombudsman exposure (determinations, orders, learning).
- Agree cross-service improvement priorities for next quarter.
- Clear escalation routes for service areas with repeated high-risk themes and provide outcomes to Leadership Team.

ANNUALLY – Compliance

- Undertake the Housing Ombudsman annual self-assessment, gain approval by the governing body, and publish on our website alongside our improvement plan.