



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:

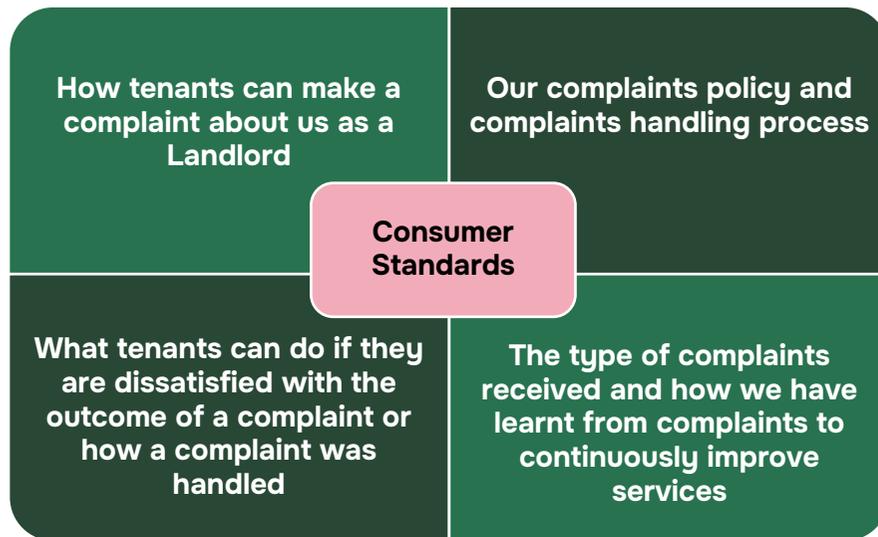
- To reduce repeated occurrences of complaints by 20%.
- Increase customer satisfaction by 20%.
- Develop and implement standardised procedures for complaint handling to ensure consistency and efficiency across the team.
- Provide regular training sessions for team members on effective complaint handling, 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:

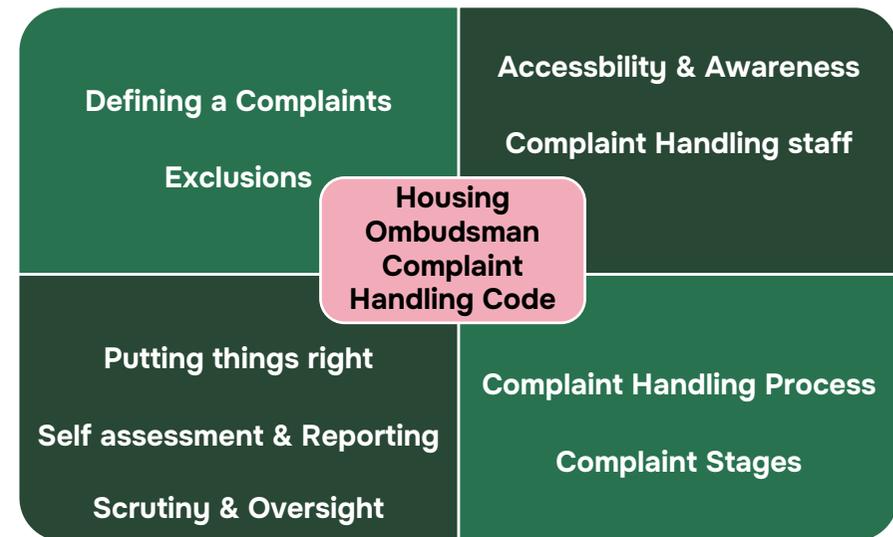
- Achieve a measurable reduction in the repeated occurrences of complaints received.
- See an increase in the % of customer satisfaction specifically related to the complaint handling process.
- Implement documented procedures that are followed by all team members, leading to greater consistency in handling 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.

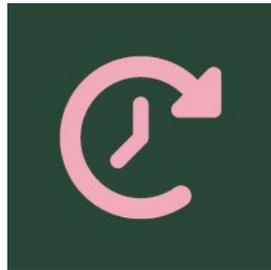
The Complaint Working Group will play a leading role in reviewing the common themes which drive the number of complaints we receive and make recommendations on where improvements can be made to help us understand the root cause of the complaints we receive.

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



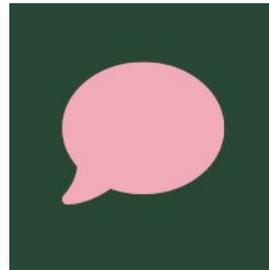
Train

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 Amplus 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

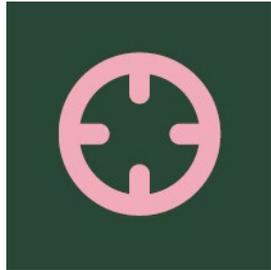
Key Performance Indicators (KPI's)

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

What are SMART Objectives?



Specific

Target a particular area for improvement - everyone knows what it looks like



Measurable

The goal has a measure of success that everyone can understand



Achievable

The goal is challenging, but should be achievable with the resource available



Relevant

Outlines what results you can achieve using the available resource



Timebound

This goal has a deadline or, better, yet a timeline of progress on the milestone

Team Member Roles and SMART Objectives

We will review objectives for quarter three and quarter four within quarter two review. Please note there may be slight differences between responsibilities for staff members in Milton Keynes.

Senior Complaints & Improvement Manager	<p>Responsibility for continuous improvement and using customer feedback to enhance service delivery across teams within the business and reducing complaint trends.</p> <p>Delivering tailored training to colleagues and contractors to ensure they meet contractual obligations.</p>
Complaints Manager / Customer Experience Manager	<p>Operational responsibility to provide guidance, training and support to Complaint Team Leaders.</p> <p>Managing and monitoring team performance against KPI framework and effectively utilising resources.</p>
Housing Ombudsman Team Leader	<p>Support, train and coach the Housing Ombudsman Resolution Officer and Administrator to deal with Housing Ombudsman enquiries effectively.</p> <p>Main contact for the Housing Ombudsman and monitoring compliance with Housing Ombudsman determinations.</p> <p>Analysing complaint trends with Senior Management.</p>
Complaint Team Leader	<p>Support, train and coach the Complaint Resolution Officers/Advisors in delivering high quality complaint handling through productivity, quality and customer satisfaction</p>
Learning & Improvement Officer	<p>Collaboration with Customer Engagement & Insights Team to gather and analyse customer feedback and identifying trends for improvement.</p> <p>Developing service improvement plans, designing and implementing improvement initiatives to reduce complaints.</p> <p>Communicating with customers to inform them of changes made based on feedback.</p>

Complaint Resolution Officer / Advisor	<p>Undertaking investigations into complaints received and collaborating with teams across the business to co-ordinate timely responses to customers and in line with the Housing Ombudsman complaint handling code.</p> <p>Maintaining strong communication with customers throughout the investigation, monitoring actions and gathering insights for service improvement and meeting performance targets.</p>
Housing Ombudsman Administrator	<p>Collaborate across teams to gather and compile information for Housing Ombudsman requests.</p> <p>Managing information requests efficiently, handling customer feedback within required timescales, updating relevant case management systems and identifying opportunities to resolve ongoing issues.</p>

Senior Complaints and Improvement Manager

- Providing clear guidance to ensure the complaints team delivers high-quality complaint services and meets productivity, quality, and customer satisfaction targets.
- Support and mentor Complaint Team Manager, Housing Ombudsman Team Leader and Learning and Improvement Officer tracking performance and identifying areas for improvement.
- Work in collaboration with the Head of Customer Experience to ensure compliance with the Complaints Handling Code, maintain a good relationship with the Ombudsman.
- Create and implement a performance reporting framework to drive continuous improvement, including regular reports on status, productivity, and improvement.
- Ensure that our partner contractors meet contractual obligations in their complaints handling processes and produce reports on trends and service failures.
- Collaborate with key internal teams to ensure departmental complaints follow internal policies and comply with the Housing Ombudsman Complaint Handling Code.
- Use customer feedback to assess performance and enhance the complaints handling service.
- In collaboration with the Learning and Improvement Officer establish a learning and quality assurance framework that shares performance trends and insights with team members, contractors, and customers.
- Undertake external benchmarking against KPI's to strive for top-tier performance levels.

- Deliver tailored training to colleagues and partner contractors to ensure a high-quality complaints service and foster a positive complaint culture.
- Keep updated about regulatory changes and update policies and procedures accordingly.
- Oversee the review and reporting of the compensation procedure, ensuring it is current and reflects best practice.
- Regularly provide updates to the Senior Leadership Team on complaint volumes, trends, root causes and lessons learnt.
- Ensure all team members follow Data Protection and Information Governance procedures. Promoting the use of Dynamics for managing customer interactions.
- Lead and develop Complaints Manager, Housing Ombudsman Team Leader and Learning & Improvement Officer addressing poor performance and recognising strong performance.

When	SMART Objectives
Q4 March 2025	<ol style="list-style-type: none"> 1. By the end of March 2025 review Commitments Procedures and gain approval from the Service Leads. 2. By the end of March 2025 review Complaints Procedures to combine into one procedure that meets the requirements within the new combined Complaints Policy. 3. Conduct training sessions for property services and compliance on the importance of completing commitments within 6 weeks of the new procedure being agreed with 100% attending the training sessions. 4. Develop a risk matrix for outstanding commitments. 5. By the end of March 2025 Identify specific team members responsible for open commitments, attending fortnightly meetings to discuss performance and establish action plans to track progress, preparing monthly outcome reports to the Head of Customer Experience to identify risks identified within 5 days of the month end. 6. To ensure we are logging complaints in line with the source of being received. Identify process for logging complaints received via Facebook. 7. Develop robust induction plans and skills matrix for direct line reports to set expectations within the 6-month probation period.
Q1 Apr-June	<ol style="list-style-type: none"> 1. All direct line reports would have had three monthly 121 meetings to discuss their performance and development needs identified. 2. To ensure I have had three monthly 121 meetings with my line manager and discussed my performance and identified my development needs. 3. 100% of mandatory training complete for me and direct line reports within required timeline.

When	SMART Objectives
	<ol style="list-style-type: none"> 4. The Head of Customer Experience would have received four monthly reports on commitment performance and next steps. 5. Deliver training to Complaint Handling staff on the new Complaint Procedure 6. Define and document the roles and responsibilities of all staff involved in complaint handling, ensuring a minimum of 90% of staff understand their responsibilities through a follow up survey. 7. Complete a comprehensive training needs assessment by end of Qtr. 1 targeting all roles involved in complaint handling. 8. Develop and implement role specific guidelines for complaint handling by end of Qtr. 1, ensuring 100% of staff can access and reference the guidelines via the internal intranet. 9. Meet the target of 70% satisfaction with complaint handling. 10. In collaboration with the Head of Customer Experience and Communication Team to develop a communication mechanism on the implementation of improvements made and the impact on complaints received.
<p>Q2 July - Sept</p>	<ol style="list-style-type: none"> 1. All direct line reports would have had three monthly 121 meetings to discuss their performance and development needs identified. 2. To ensure I have had three monthly 121 meetings with my line manager and discussed my performance and identified my development needs. 3. 100% of mandatory training complete for me and direct line reports within required timeline. 4. In collaboration with Learning & Development launch an e-learning module for complaint handling / complaint awareness by the end of July with a minimum of 75% of staff completing the module within 3 months of the release date. 5. Develop and implement an annual refresher training programme for complaint handling by the end of Q2, ensuring 80% of staff participate in the first refresher session scheduled for July 2026.

Complaints Manager / Customer Experience Manager

- Provide guidance to the Complaints Team Leaders to ensure they delivery high quality complaint services and meet service standards for productivity, quality, and customer satisfaction.
- Support and mentor the Complaints Team Leaders. Making sure team performance is regularly checked, resources are used effectively and identify strengths and areas for improvement.
- Work closely with the Senior Complaint and Improvement Manager to ensure compliance with the Complaint Handling Code.
- Monitor the performance of the team through the performance framework implemented by the Senior Complaints and Improvement Manager
- In collaboration with the Senior Complaints and Improvement Manager Implement lessons learnt identified from the root cause analysis undertaken by the Learning and Improvement Officer
- Ensure our Compensation Budget is managed effectively according to our policies and procedures.
- Provide tailored training to Team Leaders to ensure a high-quality complaints service and promote a positive complaints culture.
- Lead and develop Team Leaders addressing any underperformance and recognising strong performance.

When	SMART Objectives
Q4 Jan – Mar 2025	<ol style="list-style-type: none"> 1. All direct line reports would have had three monthly 121 meetings (1 x per quarter for Milton Keynes staff) to discuss their performance and development needs identified. 2. To ensure I have had three monthly 121 meetings with my line manager (1 x per quarter for Milton Keynes staff) and discussed my performance and identified my development needs. 3. 100% of mandatory training complete for me and direct line reports within required timeline. 4. Ensure performance targets are met by Complaint Team Leaders and Complaint Handlers each month. 5. Monitor the exclusion database to track exclusions effectively until system development is completed. 6. Develop robust induction plans and skills matrix for Team Leaders and Complaint Handlers to set expectations within the 6-month probation period. 7. Develop a work around matrix for monitoring complaint commitment and resolution (Milton Keynes – audit action) 8. Provide monthly reports to the Head of Customer Experience on complaint handling and quality performance (Milton Keynes audit action).
Qtr1 Apr – Jun	<ol style="list-style-type: none"> 1. All direct line reports would have had three monthly 121 meetings (1 x per quarter for Milton Keynes staff) to discuss their performance and development needs identified. 2. To ensure I have had three monthly 121 meetings (1 x per quarter for Milton Keynes staff) with my line manager and discussed my performance and identified my development needs.

When	SMART Objectives
	<ol style="list-style-type: none"> 3. 100% of mandatory training complete for me and direct line reports within required timeline. 4. Ensure performance targets are met by Complaint Team Leaders and Complaint Handlers each month. 5. Monitor the exclusion database to track exclusions effectively until system development is completed. 6. In collaboration with Learning and Development explore training opportunities for complaint handling staff on empathy, communication, active listening and non-defensive complaint handling training and provide options to the Head of Customer Experience by the end of June. 7. Develop and implement a checklist to demonstrate evidence decision making for complaint outcomes. 8. Develop a quality check matrix to monitor complaint handlers' performance against criteria to achieve 95% of quality checks and implement with Team Leaders by May 2025. 9. 10% of quality checks on closed cases of complaint handlers are undertaken by Team Leaders 10. Provide monthly reports to the Head of Customer Experience on complaint handling and quality performance (Milton Keynes audit action). 11. 5% of quality audits are undertaken each month on cases completed by Team Leaders. Improvements identified are implemented into personal development plans for Complaint Team Leaders.
<p>Qtr2 July – Sept</p>	<ol style="list-style-type: none"> 1. All direct line reports would have had three monthly 121 meetings (1 x per quarter for Milton Keynes staff) to discuss their performance and development needs identified. 2. To ensure I have had three monthly 121 meetings with my line manager (1 x per quarter for Milton Keynes staff) and discussed my performance and identified my development needs. 3. 100% of mandatory training complete for me and direct line reports within required timeline. 4. Ensure performance targets are met by Complaint Team Leaders and Complaint Handlers each month. 5. Monitor the exclusion database to track exclusions effectively until system development is completed. 6. 10% of quality checks of case management and responses are undertaken by Team Leaders 7. Provide monthly reports to the Head of Customer Experience on complaint handling and quality performance. 8. 5% of quality audits are undertaken each month on cases completed by Team Leaders. Improvements identified are implemented into personal development plans for Complaint Team Leaders.

Complaints Team Leader

- Provide guidance to the Complaints Resolution Officers / Advisors to ensure they delivery high quality complaint services and meet service standards for productivity, quality, and customer satisfaction.
- Coach and support Complaint Resolution Officers /Advisors to make informed decisions and find effective solutions for complaints.
- Train Complaint Resolution Officers / Advisors to provide independent and clear advice to customers throughout the complaint process.
- Support the Complaints Manager in managing the Stage 2 complaint process, ensuring timely resolutions.
- Ensure Complaint Resolution Officers / Advisors follow data protection and maintain accurate record keeping within our case management database.
- Undertake audits to recognise good practice, identify improvement areas and implement personal development plans.
- Ensure resources are used effectively to maintain high service levels and achieve team targets.
- Lead and develop Complaint Resolution Officers / Advisors addressing any underperformance and recognising strong performance.

When	SMART Objectives
Q4 Jan – Mar 2025	<ol style="list-style-type: none"> 1. All direct line reports would have had three monthly 121 meetings (1 x per quarter for Milton Keynes staff) to discuss their performance and development needs identified. 2. To ensure I have had three monthly 121 meetings with my line manager (1 x per quarter for Milton Keynes staff) and discussed my performance and identified my development needs. 3. 100% of mandatory training complete for me and direct line reports within required timeline. 4. Ensure performance targets are met by Complaint Handlers each month. 5. Meeting performance targets within own area of responsibility on a consistent monthly basis. 6. 10% of quality audits are undertaken within 5 days of case closure each month and improvements identified are implemented into personal development plans for Complaint Handlers. 7. Attend weekly meetings with Team Leaders to discuss resource, best practice and areas for improvement to share with the Complaints Manager / Customer Experience Manager. 8. Complete weekly coaching sessions with Complaint Handlers

When	SMART Objectives
Qtr1 Apr – Jun	<ol style="list-style-type: none"> 1. All direct line reports would have had three monthly 121 meetings (1 x per quarter for Milton Keynes staff) to discuss their performance and development needs identified. 2. To ensure I have had three monthly 121 meetings with my line manager (1 x per quarter for Milton Keynes staff) and discussed my performance and identified my development needs. 3. 100% of mandatory training complete for me and direct line reports within required timeline. 4. Ensure performance targets are met by Complaint Handlers each month. 5. Meeting performance targets within own area of responsibility on a consistent monthly basis. 6. 10% of quality audits are undertaken within 5 days of case closure each month and improvements identified are implemented into personal development plans for Complaint Handlers. 7. Attend weekly meetings with Team Leaders to discuss resource, best practice and areas for improvement to share with the Complaints Manager / Customer Experience Manager. <p>Complete weekly coaching sessions with Complaint Handlers</p>
Qtr2 July – Sept	<ol style="list-style-type: none"> 1. All direct line reports would have had three monthly 121 meetings (1 x per quarter for Milton Keynes staff) to discuss their performance and development needs identified. 2. To ensure I have had three monthly 121 meetings with my line manager (1 x per quarter for Milton Keynes staff) and discussed my performance and identified my development needs. 3. 100% of mandatory training complete for me and direct line reports within required timeline. 4. Ensure performance targets are met by Complaint Handlers each month. 5. Meeting performance targets within own area of responsibility on a consistent monthly basis. 6. 10% of quality audits are undertaken within 5 days of case closure each month and improvements identified are implemented into personal development plans for Complaint Handlers. 7. Attend weekly meetings with Team Leaders to discuss resource, best practice and areas for improvement to share with the Complaints Manager / Customer Experience Manager. 8. Complete weekly coaching sessions with Complaint Handlers

Ombudsman Team Leader

- Provide guidance to the Ombudsman Resolution Officer and Administrator to ensure they delivery high quality complaint services and meet service standards for productivity, quality, and customer satisfaction.
- Coach and support Ombudsman Resolution Officer and Administrator to make informed decisions and find effective solutions for complaints and complex cases.
- Monitor and report on team performance, particularly regarding Housing Ombudsman cases, identifying strengths and areas for improvement.
- Identify and address risks related to negative determinisations from the Housing Ombudsman, including any issues relating to complaint handling.
- In collaboration with the Senior Complaints and Improvement Manager, ensure compliance with the Housing Ombudsman determinations and recommendations, meeting required deadlines.
- Lead the management of determinations and any related orders, ensuring the organisation complies with the requirements.
- Be the main point of contact for the Housing Ombudsman, managing information requests and determinations. Overseeing all communication ensuring compliance with regulatory timeframes.
- Ensure the Ombudsman Resolution Officer and Administrator follows data protection and maintain accurate record keeping within our case management database.
- Undertake audits to recognise good practice, identify improvement areas and implement personal development plans.
- Collaborate with the Senior Complaints and Improvement Manager and the Learning and Improvement Officer to analyse complaint trends and root causes, ensuring lessons learned are documented and monitored.
- Ensure resources are used effectively to maintain high service levels and achieve team targets.
- Lead and develop Complaint Resolution Officers / Advisors addressing any underperformance and recognising strong performance.

When	SMART Objectives
Q4 Jan – Mar 2025	<ol style="list-style-type: none"> 1. All direct line reports would have had three monthly 121 meetings to discuss their performance and development needs identified. 2. To ensure I have had three monthly 121 meetings with my line manager and discussed my performance and identified my development needs. 3. 100% of mandatory training completed within required timescales.

When	SMART Objectives
	<ol style="list-style-type: none"> Achieve 100% of acknowledging receipt of enquiries from the Ombudsman within the specified timeframes by end of March 2025.
<p>Qtr1 Apr – Jun</p>	<ol style="list-style-type: none"> All direct line reports would have had three monthly 121 meetings to discuss their performance and development needs identified. To ensure I have had three monthly 121 meetings with my line manager and discussed my performance and identified my development needs. Achieve 100% of acknowledging receipt of enquiries from the Ombudsman within the specified timeframes every month within Qtr.1. Create clear escalation paths for minor and serious Ombudsman outcomes by the end of April 2025. Document escalation process and train relevant staff by the end of Qtr.1. Create a risk matrix categorising types of complaints logged by the end of May 2024 and implement the risk matrix by end of June 2025 Prepare monthly reports for the Head of Customer Experience on insights into trends and performance. Deliver reports consistently for six consecutive months within 5 days of month end. Include summary of key findings from Ombudsman investigations in periodic reports to identify common issues and recommendations for the Head of Customer Experience and Learning and Improvement Officer. To commence end of April 2025. Hold monthly Ombudsman Team Meetings to review case outcomes and trends with the Learning and Improvement Officer commencing in March 2025. Develop a clear procedure for Ombudsman enquiries, which creates a step-by step guide for receiving, assessing, and responding to the Ombudsman and gain approval from the Head of Customer Experience by the end of April. Develop a quality check matrix to monitor complaint handler and administrator performance against criteria to achieve 95% of quality checks and implement by May 2025.
<p>Qtr2 July – Sept</p>	<ol style="list-style-type: none"> All direct line reports would have had three monthly 121 meetings to discuss their performance and development needs identified. To ensure I have had three monthly 121 meetings with my line manager and discussed my performance and identified my development needs. Achieve 100% of acknowledging receipt of enquiries from the Ombudsman within the specified timeframes every month within Qtr.2. Monitor complaints logged against risk matrix implemented and include into the monthly reporting methods.

When	SMART Objectives
	5. Hold monthly Ombudsman Team Meetings to review case outcomes and trends with the Learning and Improvement Officer commencing in March 2025. 6. Attend at least two training sessions / or workshops with the Housing Ombudsman by the end of the year and share insights with the team to enhance overall compliance.

Learning and Improvement Officer

- In collaboration with the Customer Engagement Team explore ways to gather customer feedback through surveys, focus groups, complaints, and other methods.
- Analyse customer feedback to identify trends and areas that require improvement.
- Create a clear plan to capture learning and opportunities and establish ownership for making service improvements.
- Prepare reports and presentations on findings and recommendations for service leads, focusing on customer feedback and mapping the customer journey.
- Collaborate with key stakeholders to design and implement service improvement plans based on customer feedback.
- Monitor how effective improvement initiatives are and make adjustments based on feedback from customers and stakeholders.
- Promote a culture of learning from customer feedback and continuous improvement within the Organisation alongside the Head of Customer Experience.
- Support the Customer Engagement Manager in organising forums, workshops, and activities to involve customers in service improvements based on their feedback.
- In collaboration with the Senior Complaints and Improvement Manager develop training programmes for colleagues on the importance of customer feedback and best practices for learning from complaints.
- In collaboration with the Communications Team lead on the communication methods to inform customers on what changes have been made based on their feedback.
- Monitor and report on service improvement activities within set guidelines and deadlines.
- Research best practice in both public and private sectors collaborating with customers and stakeholders to implement agreed solutions.
- Deliver service improvement projects on time and to quality standards, ensuring stakeholder and customer involvement throughout.
- Demonstrate how we meet the Regulator of Social Housing’s standards for Transparency, Influence and Accountability by using customer feedback.

When	SMART Objectives
Q4 Jan- Mar 2025	<ol style="list-style-type: none"> 1. By the end of March 2025 develop a lesson learned process to undertake root cause analysis of unmet commitments and prepare monthly reports on resolution time and impact for customers to the Senior Complaint and Improvement Manager within 5 days of the month end. 2. By the end of March 2025 establish a process for the regular review of commitments and feedback loops from customers regarding their experiences and implement and monitor monthly throughout the year, including information into the monthly reports produced for the Senior Complaint & Improvement Manager. 3. By the end of March 2025 review satisfaction scores from transactional surveys and compare with identified lessons learnt and undertake a gap analysis as to where improvements remain unchanged.
Qtr1 Apr – Jun	<ol style="list-style-type: none"> 1. Ensure I have had three monthly 121 meetings with my line manager and discussed my performance and identified my development needs. 2. Conduct monthly reviews of complaints data to identify trends and themes, with a minimum of three actionable insights documented and addressed in each report for the Service Leads. Include learning from Ombudsman determinations. 3. Prepare significant complaint themes which include insights from the Ombudsman and actions taken on our internal intranet within 2 weeks of each monthly update, ensuring at least 80% of staff awareness is measured by a follow up survey. 4. Identify at least five reoccurring complaint issues and implement targeted remedial actions, leading to a 20% reduction in repeat complaints within the next 3 months. 5. Align training programmes to the top three complaint themes ensuring 90% of staff identified attend the training within 6 weeks of the end of June. 6. Develop a feedback system for complainants and implement by end of July 2025 achieving 70% satisfaction rate from complainants regarding the clarity and thoroughness of the outcomes. 7. Attend and share monthly reports to the Complaints Working Group detailing lessons learned and incorporating customer feedback. First report due May 2025. 8. By the end of Qtr.1 implement action plans for the top three service areas driving complaints with a goal of resolving 90% of identified service failures and/or improvements within 30 days of reporting. 9. Conduct root cause analysis using the essential tools (e.g. fishbone / 5 whys) for service improvements and submit monthly progress reports to the Head of Customer Experience within 30 days of the improvement implementation until the end of Qtr.4.

When	SMART Objectives
Qtr2 July – Sept	<ol style="list-style-type: none"> 1. By the end of Qtr.2, I would have had three monthly 121 meetings with my line manager and discussed my performance and identified my development needs. 2. Conduct weekly reviews of complaints data to identify trends and themes, with a minimum of three actionable insights documented and addressed in each report for the Senior Complaint & Improvement Manager to meet with service Leads for progress. 3. Communicate significant complaint themes and actions taken on our internal intranet within 2 weeks of each monthly update, ensuring at least 80% of staff awareness is measured by a follow up survey. 4. Identify at least five reoccurring complaint issues by the end of Qtr.2 and implement targeted remedial actions, leading to a 20% reduction in repeat complaints within the next 3 months. 5. Align training programmes to the top three complaint themes by the end of Qtr.2 ensuring 90% of staff identified attend the training within 6 weeks of the end of Qtr.2. 6. Achieve 70% satisfaction rate from complainants regarding the clarity and thoroughness of the outcomes communicated by Qtr.3 and maintain into Qtr.4. 7. Research and document at least three best practices in complaints management from other organisations by the end of Qtr.2, with at least one practice implemented in-house within Qtr.3 8. Attend and share monthly reports to the Complaints Working Group detailing lessons learned and incorporating customer feedback. 9. Launch the “You Said, We Did” communication campaign by end of July 2025 and gathering feedback on the campaign’s effectiveness.

Complaint Resolution Officer / Advisor and Ombudsman Resolution Officer

- Deliver a high-quality complaint service in line with our complaints policy, emphasising early resolution, quality and effective communication.
- Champion and promote a positive complaint culture.
- Advocate for customers by providing independent and impartial advice while collaborating with colleagues and contractors.
- Coordinate timely and quality resolution responses by understanding customer needs and implementing proactive solutions.
- Consistently meets internal targets for quality, satisfaction and productivity on a monthly basis.
- Ensure all formal complaints are addressed within agreed timescales and service standards.
- Maintain strong communication with customers throughout the complaint process, considering individual circumstances and accommodating their preferences for contact.
- Monitor and complete all actions agreed upon, during complaint resolution within specified timescales, which include follow-up communications with customers, contractors and colleagues.
- Actively gather insights from complaint feedback to support service improvement initiatives.
- Adhere to data protection and information governance process to ensure all customer interactions are recorded and managed in our Case Management system.

When	SMART Objectives
Q4 Jan- Mar 2025	<ol style="list-style-type: none"> 1. Ensure I have had three monthly 121 meetings with my line manager (1 x per quarter for Milton Keynes staff) and discussed my performance and identified my development needs. 2. 100% of mandatory e-learning to be completed within required deadlines. 3. 100% of complaint acknowledgements to be completed within 5 working days informing complainant of initial response to the complainant outlining next steps. 4. Maintain regular communication with complainants, providing weekly updates until the resolution of the complaint is complete. 5. 95% of stage 1 complaints to be completed within 10 working days. 6. 95% for stage 2 complaints to be completed within 20 working days. 7. Ensure all complaints and resolutions are documented accurately and comprehensively in the complaint management system in line with the complaint procedure. 8. Achieve a 95% quality score for complaint handling in line with the assessment criteria. 9. Identify process improvements based on insights gained from complaint resolution to reduce reoccurrence.

When	SMART Objectives
Qtr1 Apr – Jun	<ol style="list-style-type: none"> 1. Ensure I have had three monthly 121 meetings with my line manager (1 x per quarter for Milton Keynes staff) and discussed my performance and identified my development needs. 2. 100% of mandatory e-learning to be completed within required deadlines. 3. 100% of complaint acknowledgements to be completed within 5 working days informing complainant of initial response and outlining next steps, working towards a target of 4 days by end of June 2025. 4. Maintain regular communication with complainants, providing weekly updates until the resolution of the complaint is complete. 5. 95% of stage 1 complaints to be completed within 10 working days. 6. 95% for stage 2 complaints to be completed within 20 working days. 7. Ensure all complaints and resolutions are documented accurately and comprehensively in the complaint management system within 24 hours of complaint resolution. 8. Achieve a 95% quality score for complaint handling in line with the assessment criteria. 9. Identify process improvements based on insights gained from complaint resolution to reduce reoccurrence.
Qtr2 July – Sept	<ol style="list-style-type: none"> 1. Ensure I have had three monthly 121 meetings with my line manager (1 x per quarter for Milton Keynes staff) and discussed my performance and identified my development needs. 2. 100% of mandatory e-learning to be completed within required deadlines. 3. 100% of complaint acknowledgements to be completed within 4 working days informing complainant of initial response and outlining next steps. 4. Maintain regular communication with complainants, providing weekly updates until the resolution of the complaint is complete. 5. 95% of stage 1 complaints to be completed within 10 working days. 6. 95% for stage 2 complaints to be completed within 20 working days. 7. Ensure all complaints and resolutions are documented accurately and comprehensively in the complaint management system within 24 hours of complaint resolution. 8. Achieve a 95% quality score for complaint handling in line with the assessment criteria. 9. Identify process improvements based on insights gained from complaint resolution to reduce reoccurrence.

Ombudsman Administrator

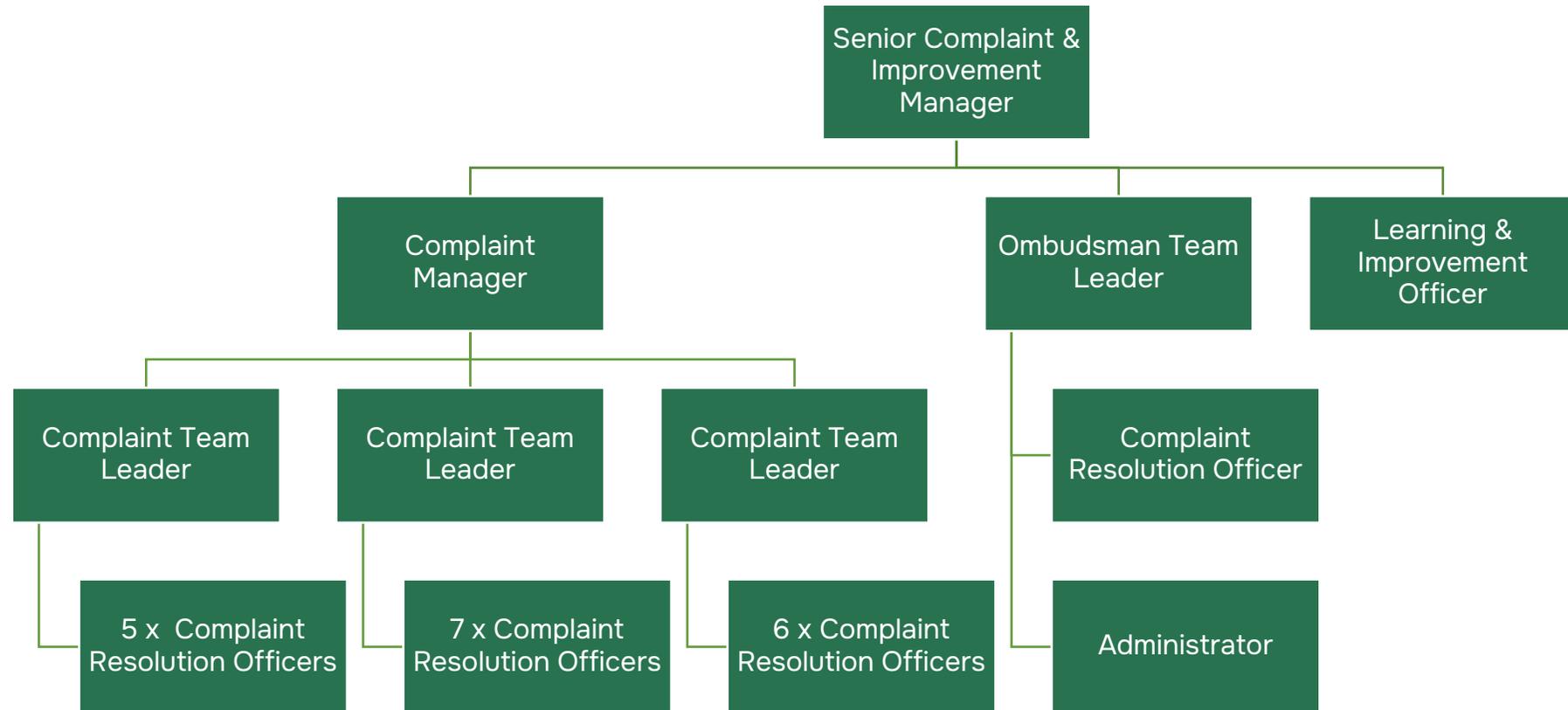
- Work closely across teams to gather information needed for Housing Ombudsman requests.
- Be the main point of contact for coworkers when compiling information to meet Housing Ombudsman deadlines.
- Take responsibility for actions resulting from Housing Ombudsman decisions and ensure all relevant parties are kept informed of progress.
- Work with other teams to make sure customer feedback is handled correctly and within the required timescales.
- Manage Housing Ombudsman information requests efficiently, ensuring we meet response deadlines.
- Share Housing Ombudsman decisions with the team and use a project management tool to clarify responsibilities and timelines.
- Organise meetings with key stakeholders to discuss Housing Ombudsman requests and decisions.
- Update the Housing Ombudsman database with new requests and decisions and review complaint cases for potential outcome.
- Update our Complaint Management system with any Housing Ombudsman information related to customer accounts.
- Look for opportunities to address issues in cases currently with the Housing Ombudsman.
- Notify the Housing Ombudsman of any new information relevant to cases after we've submitted our response.
- Undertake any administrative tasks related to the Housing Ombudsman process.
- Stay informed about regulatory changes and understand the Housing Ombudsman Complaint Handling Code thoroughly.

When	SMART Objectives
Q4 Jan- Mar 2025	<ol style="list-style-type: none"> 1. Ensure I have had three monthly 121 meetings with my line manager and discussed my performance and identified my development needs. 2. Collect and submit all required information for Housing Ombudsman requests within a 100% compliance rate by the end of March 2025. 3. Track and complete all actions from Housing Ombudsman determinations within 2 days of receipt, providing weekly updates to stakeholders and customers until resolved. 4. 100% completion for actions relating to Ombudsman determinations within established timeframes. 5. Attend at least two training sessions / or workshops with the Housing Ombudsman by the end of the year and share insights with the team to enhance overall compliance.
Qtr1 Apr – Jun 2025	<ol style="list-style-type: none"> 1. Ensure I have had three monthly 121 meetings with my line manager and discussed my performance and identified my development needs. 2. Collect and submit all required information for Housing Ombudsman requests within a 100% compliance rate by the end of March 2025.

When	SMART Objectives
	<ol style="list-style-type: none"> 3. Track and complete all actions from Housing Ombudsman determinations within 2 days of receipt, providing weekly updates to stakeholders and customers until resolved. 4. 100% completion for actions relating to Ombudsman determinations within established timeframes. 5. Attend at least two training sessions / or workshops with the Housing Ombudsman by the end of the year and share insights with the team to enhance overall compliance.
<p>Qtr2 July – Sept 2025</p>	<ol style="list-style-type: none"> 1. Ensure I have had three monthly 121 meetings with my line manager and discussed my performance and identified my development needs. 2. Collect and submit all required information for Housing Ombudsman requests within a 100% compliance rate by the end of March 2025. 3. Track and complete all actions from Housing Ombudsman determinations within 2 days of receipt, providing weekly updates to stakeholders and customers until resolved. 4. 100% completion for actions relating to Ombudsman determinations within established timeframes. 5. Attend at least two training sessions / or workshops with the Housing Ombudsman by the end of the year and share insights with the team to enhance overall compliance.

Team Structures

Rushden Office



Milton Keynes Office

