

Lessons Learnt Framework

1.0 Introduction

- 1.1 At Southern Housing, we continuously look for opportunities to improve services to residents. Placing residents at the heart of service delivery is a commitment to listening to their needs, preferences, and experiences and using them as the focal point in the development and implementation of our services.
- 1.2 This customer-centric approach ensures the residents' voice actively shapes the design, delivery, and continuous improvement of services.
- 1.3 This framework streamlines the process of identifying insights from multiple sources including complaints and Tenant Satisfaction Measures surveys (TSM). This ensures we gather and actively share and use knowledge to drive positive change within our organisation. See [Appendix 1](#).
- 1.4 This framework will create a standardised process for capturing relevant information, including details of:
 - The lesson at an early stage
 - The event as whole
 - Business and resident impact
 - The actions we took
 - Any subsequent findings.
- 1.5 We'll store lessons learnt centrally, promoting easy access for all.

2.0 Background and objectives

- 2.1 Ensuring residents are at the centre of service delivery is not just a commitment we uphold voluntarily; it's a regulatory requirement as set out by Consumer Standards, the Housing Ombudsman Service (HOS) and Care Quality Commission (CQC). Collectively they require we review learnings to identify:
 - Potential systematic and organisational issues
 - Risks from service delivery
 - Service improvements
 - Opportunities for innovation
 - Needs for policy and procedure revisions
 - Training needs
 - How residents feel about our ability to listen to their views and act upon them.

- 2.2 We will publish lessons learnt in annual reports, as well as to residents, colleagues, and stakeholders regularly. Transparency is key to this process.

The framework will be supported by a communications campaign to support us in continuously and effectively communicating learnings, actions we're taking to address, and success stories.

2.3 The Lessons Learnt Framework will ensure we meet regulatory requirements and standards by covering the following key points:

2.3.1 Informed decision-making

Sharing lessons learnt ensures residents are well-informed about the outcomes of complaint handling and service improvement. This empowers residents to:

- Make informed decisions
- Feel respected and listened to
- Understand the measures taken to address their concerns
- Collaboratively work with us to improve services.

2.3.2 Transparency and trust-building

Transparency in sharing lessons learnt builds trust between Southern Housing and its residents and colleagues. When we can all see complaints are taken seriously, addressed promptly, and lessons are openly shared, it cultivates a sense of trust we're doing what we say we will.

2.3.3 Continuous improvement

Regulatory standards emphasise using complaints to improve services. Sharing lessons learnt facilitates a culture of continuous improvement. By disseminating insights gained from complaints, the organisation signals its dedication to learning and evolving from feedback alongside operational service improvement and transformation programmes.

2.3.4 Empowering residents and colleagues to advocate for change

When residents are aware of the lessons learnt and the subsequent improvements we've made, they become empowered advocates for positive change within their communities. This encourages them to actively participate in shaping and improving the services provided by Southern Housing.

Empowering colleagues is crucial as it directly translates into empowering our residents. By providing colleagues with the necessary authority, resources, support, and training, they can better meet the unique needs of residents and deliver efficient services.

2.3.5 Accountability and scrutiny

The [HOS Complaint Handling Code](#) mandates learning from complaints and publishing insights for scrutiny. Sharing lessons learnt establishes accountability by allowing residents, colleagues, and scrutiny panels to assess how effectively

Southern Housing is addressing issues raised by its residents. This scrutiny encourages a commitment to excellence in service delivery.

3.0 Co-creating Lessons Learnt with residents and colleagues

- 3.1 To ensure the Lessons Learnt Framework is effective and impactful, we've co-created it with residents and colleagues to gain an understanding of their experiences.
- 3.2 By involving our residents and colleagues from the beginning through a process of co-creation, we enabled them to be part of the decision-making process. This approach allowed us to co-create a relatable and meaningful definition of 'lessons learnt' that accurately reflects its importance to our residents and colleagues.
- 3.3 We met with residents to collectively establish what lessons learnt means to them and co-designed how this framework would be best implemented from our residents' perspective.
- 3.4 Residents collectively defined 'lessons learnt' as:

'Lessons learnt means building trust and relationships, which empowers resident voice to be part of the decision making. Learning from our mistakes and listening to our residents' own experiences will deliver learning in action. This drives positive impact on improving services for our residents.'

"A huge part of communication is listening, understanding and hearing our concerns."
Southern Housing Resident, November 2023

"Improvement can only happen when the service users are involved and communicated to"
Southern Housing Resident, November 2023

"Being a part of this is empowering us as residents to be part of the decision making."
Southern Housing Resident, November 2023

- 3.5 Colleagues told us about the importance of having regular forums, workshops, and cross-functional teams to encourage the sharing of insights and experiences. This collaborative approach ensures diverse perspectives are considered, enriching the learning environment and promoting ownership and accountability of lessons learnt.

4.0 Delivery of the framework

- 4.1 Delivery of the framework covers the following key areas and principles:

4.1.1 Lessons Learnt collection

- Thoroughly document lessons learnt from various sources including complaints, HOS determinations, TSMs, transactional surveys, and operational delivery feedback
- Assign clear ownership and responsibility for each action item to ensure accountability

- Develop and use a fully accessible 'collector' (a central log for lessons learnt) to make lessons visible and owned, and the outcomes documented.

4.1.2 Identify key themes

- Conduct analysis to understand the root causes, contributing factors, and patterns associated with the lessons and use these to shape service improvements
- Prioritise these key themes based on their potential impact on resident experience and satisfaction.

4.1.3 Operational planning

- Use themes and outcomes to shape operational plans, identifying how actions will be addressed in teams across the business
- Define clear objectives, action steps, and timelines for implementation.

4.1.4 Integration into processes

- Integrate lessons learnt into existing processes and procedures
- Update policies, processes, and standard operating procedures to reflect the changes informed by the lessons.

4.1.5 Training and awareness

- Use themes and lessons learnt to raise awareness of training needs and knowledge gaps
- Ensure all relevant colleagues are well-informed and equipped to implement the improvements
- Record and track success stories to support long-term learning.

4.1.6 Continuous monitoring and governance

- Customer Obsession Group (COG) will govern outcomes of individual lessons learnt actions and the wider programme of Customer Experience Design
- Establish a monitoring and evaluation system to track the progress of the implemented changes in line with our Quality Assurance Framework
- Regularly assess the effectiveness of the improvements and make adjustments to the Customer Experience Design programme as needed.

4.1.7 Feedback mechanism

- Create a feedback loop to gather input from residents and colleagues on the impact of the implemented changes
- Use feedback to further refine and innovate services based on the lived experience of colleagues and residents.

4.1.8 Communicate success stories

- Share success stories that highlight positive outcomes resulting from the lessons learnt
- Use internal and external communications channels to showcase the organisation's commitment to learning and improvement

- Share positive impact and informative constructive feedback from residents and colleagues in videos and engaging case studies.

4.1.9 Culture of learning

- Foster a culture that values continuous learning and improvement
- Recognise and reward individuals and teams for actively contributing and embedding lessons learnt into improvement activities.

4.1.10 Review and iterate:

- Periodically review the effectiveness of the implemented changes
- Regularly review the source and centralised storage to ensure we are evolving with technology as an organisation
- Iterate on the Lessons Learnt Framework based on ongoing experiences and feedback.

4.1.11 Share best practices

- Encourage the sharing of best practices derived from lessons learnt across different departments and teams
- Facilitate knowledge-sharing sessions to promote cross-functional learning.

4.1.12 Lesson Learnt champions

- Lessons Learnt champions will be integral in teams across the organisation to have an active role in sharing best practices and positive outcomes on any action implemented
- Have clearly defined responsibilities (see [Accountability and ownership](#))
- Represent their department in knowledge-sharing sessions.

4.2 By following these steps, we can ensure lessons learnt are acknowledged and actively embedded into a culture of positive change at Southern Housing.

5.0 Accountability and ownership

- 5.1 To instil a sense of ownership and accountability, each team and individual will be assigned specific responsibilities within the lesson learnt process. This includes the identification of key stakeholders (champions) responsible for documenting lessons, implementing improvements, and tracking progress.
- 5.2 We'll establish clear lines of accountability to ensure lessons are acknowledged and acted upon.

6.0 Quality assurance (QA)

- 6.1 Southern Housing's Lesson Learnt Framework sets out to achieve a more systematic way of documenting learning and actions implemented from a specific lesson. It provides guiding principles for teams to adopt rather than detailed rules.

- 6.2 We'll use quality assurance (QA) principles to measure whether the framework adequately translates lessons learnt across the business into positive change and improvement to resident experiences.

The framework will facilitate continuous improvement and support our ability to demonstrate compliance with relevant statutory and regulatory requirements. It will be instrumental in our work toward achieving our second strategic objective: listen and act on resident's views. As such, the QA aspect of this framework will be built into Southern Housing's Quality Assurance Model.

- 6.3 We'll develop QA measures under the following three principles to ensure the success of the framework:

Fit for purpose: Lessons learnt should be accessible, easy to operate. Where issues are raised, and further improvements to the process required, changes must be easily identified and completed with confidence.

Provide actionable insights: Lessons learnt information within the central log should be as complete, reliable, and accurate as possible. They must be documented at source and transferred to the central database. Any improvement actions must be monitored through to completion.

Create transparency and accountability: All actions and insights will have an audit trail to facilitate monitoring and risk management. Any knowledge gained from the Lessons Learnt process should be shared.

- 6.4 We'll introduce monthly QA testing to assure:

- All lessons learnt are transferred to the central database
- Lessons learnt are translated into tangible (SMART) actions
- Actions have been implemented, within the target
- Actions adequately address the original issue highlighted in the lesson learnt.

- 6.5 The Lessons Learnt QA Framework will support colleagues' commitment to internal documentation and encourage delivery of high-quality services. This will support the credibility of the framework, aiding the implementation of lessons learnt into our culture.

Controls

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Owner	Director of Customer Experience
Author	Customer Experience Design Team

Version history			
Version no.	Date	Summary of change	Author and approver
1.0	26.02.24	New framework	Customer Experience Design Team Customer Obsession Group

Appendix 1 – Lessons Learnt process and framework summary



LISTENING - ANALYSE FEEDBACK –
TSM, COMPLAINTS ETC



ACTING - AGREE ACTION WITH
SERVICE AREAS AND TRACK
PROGRESS ON SINGLE LOG. MORE
COMPLEX ACTIONS WILL FEED INTO
PROGRAMMES OF WORK



WHAT DIFFERENCE HAVE WE
MADE: DEFINE IMPACT



PROMOTE AND INFORM