Customer Experience and MaPS Standards

August 2026 Update Debt

CX & Standards Assurance Team Update

I previously shared directly with you that we were going through a restructure within the team and I can now provide more details of the changes and what that means for you.

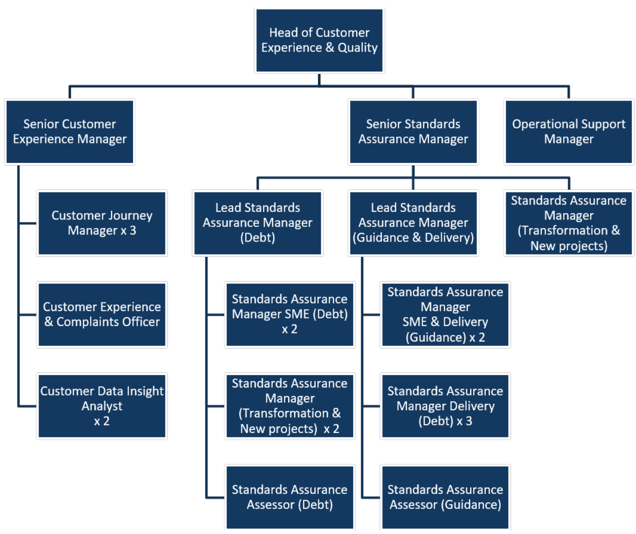
The restructure was designed to do three things:

1. Align the team's Job Descriptions and titles with the work they already do – not first line QA but assure the MaPS Standards.
2. Bring the Design & Implementation and Delivery Teams together under one senior leader to bring all colleagues closer to delivery partners.
3. Reduce the number of managers and re-invest back into more colleagues to support delivery partners.

The new structure which went into effect on 3 August, is shown below – Catherine Thomas was successful in securing the Senior Standards Assurance Manager role and is leading the team moving forwards which will now be referred to as the Standards Assurance Team. Quality remains an important part of our work and a key driver of delivering the MaPS Standards.

Quality Managers, now called Standards Assurance Managers, **remain your main point of contact and are unchanged for now**. Any portfolio impacts will be communicated in advance as we settle into the new structure. If you need to cc or escalate to a leadership member, please use: standardsassurance.leadershipteam@maps.org.uk which ensures it gets to the right person first time.

In the new structure you'll see a couple of different roles that have come in – first the Standards Assurance Manager – Transformation and new projects. This is a role which works to identify improvements to policies and processes from feedback, due to external impacts such as new delivery methodologies or because of any legislative or strategic changes (for example the FCA review currently underway). The second role is that we're supplementing the existing Standards Assurance Assessor role in Guidance with an equivalent in Debt. We're particularly keen to use a role like this to help us test more in house when we're making changes so that we understand any impacts to wider processes and policies sooner.



As part of this work, three colleagues will be moving on, the first being Carol Marsh who begins a new role as a Contract Manager in Debt Ops in September. I'd like to thank Carol for all her hard work over the last 4 years and being such a champion for Delivery Partners internally.

Dan Portus – Interim Head of Customer Experience and Quality

A joint statement by CX & Standards Assurance and the Debt Operations Teams

Working together through change - a joint message from Debt Ops and Customer Experience & Standards Assurance (formerly CX & Q)

Over recent months, delivery partners have been managing a significant amount of change. Alongside the updated Standards, organisations have been adapting to a new Standards platform, changes to detriment reporting and the introduction of randomised case selection.

We know that, taken together, the pace and volume of these changes has placed additional pressure on delivery partners and their teams. We have heard that clearly in your feedback, and we want to acknowledge the impact this period of change has had.

We also want to make sure we learn from your experience. Over the coming months, we want to hear directly from delivery partners about what is working well, what is creating challenges and where things could work better. Your feedback will help us understand the impact of the changes across the debt advice sector, identify where additional support may be needed, and inform our ongoing discussions with the FCA and other stakeholders.

Throughout implementation, we have worked with delivery partners to understand the practical impact of the changes and, in several areas, have adjusted approaches and timescales in response to feedback. We remain committed to that collaborative approach. We recognise, however, that there is more we can do to give organisations the time and space they need to embed these changes well.

That is why we have decided to extend the current implementation period until the end of December 2026.

This additional time is intended to give delivery partners greater space to embed the changes, build confidence and consistency in the new arrangements, and work with us to identify where further support or improvement may be needed. It will also give us an important opportunity to listen and learn before determining what needs to happen next.

While we recognise there is still work to do, we are beginning to see some of the benefits the changes were designed to deliver. We have received positive feedback about the improved visibility and reporting available through the new Standards platform, with partners telling us it is helping them better understand performance, identify areas for improvement and track progress over time. Organisations are at different stages of embedding the new arrangements, but it is encouraging to see partners beginning to use these insights to support continuous improvement and identify trends more quickly.

Over the coming months, colleagues from Debt Operations and Customer Experience & Standards Assurance will continue to engage directly with delivery partners, including through visits across the network. We want to hear first-hand about your experiences, concerns and suggestions, and better understand where challenges are being experienced in practice.

We will use that feedback constructively. It may identify opportunities to improve our guidance, support, processes or systems, or issues that need to be raised with external stakeholders, including the FCA. It may also help us understand where greater clarity, consistency or support is needed.

We want to be clear that listening does not mean every piece of feedback will result in a change. Decisions will continue to be informed by evidence, client outcomes and the need for a consistent approach across the network. But your feedback will always contribute to our understanding and help shape the decisions we make.

Our shared objective remains the same: supporting the delivery of high-quality debt advice and achieving good outcomes for clients. We are grateful for the professionalism, commitment and openness delivery partners have shown through a demanding period of change.

We want the next few months to give us the opportunity to consolidate what has been introduced, understand what is working and what needs further attention, and work together on the best way forward. Thank you for continuing to engage with us and for everything you and your teams do for clients.

Dan Portus and David Cheadle

Interim Head of CX & Quality and Head of Debt Delivery

MaPS Standards Portal – Top Tips

A reminder that the Portal is now fully live. We share below some helpful tips for users:

- All clarifications should be raised via the Portal. Airtable should no longer be used and will not be accessible or monitored.
- Portal User Guides and other key documents can now be easily accessed via the Document library.
- Use the "My Layout" feature (top right) to customise what appears on screen, and then use of the Filters feature (top left) to help with searching for specific things.
- The Reporting page will default to the current submission month. Use the filter feature (at the top right) to make sure the correct period is selected for the relevant data to appear.
- In the calibration menu, the heat map of variances is downloadable into Excel.

We will shortly be issuing a survey to users of the Portal to gather feedback from early use. This will support us to identify and prioritise further enhancements and ensure we are able to provide the best support for users moving forward.

Spotlight on Detriment Reporting

Following the introduction of the detriment reporting process for Delivery Partners in July, we communicated the expectation that the updated detriment reporting template should be used moving forward. Thank you for all your engagement with this revised template to date.

As a supporting measure of standards compliance, Detriment reporting provides valuable insight into how findings of detriment (in line with the MaPS Standards definition) are being managed and remedied. To help manage expectations, CFA calibration meetings will continue to focus on individual standard scoring variance and ensuring an aligned interpretation of the MaPS Standards. Any detriment queries relating to individual cases should be recorded within the Detriment reporting template and the appropriate reporting fields completed accordingly. This will ensure that detriment issues are captured, reviewed, and managed through the correct governance route, while allowing CFA calibration sessions to remain focused on their intended purpose.

Thank you for your feedback

Thank you for your feedback on the recent communications preferences, we're working through them and will update you on our findings and what we will do differently as a result.

New Starters

This month we welcomed Nicola Ponikiewski, our newest Customer Data Insight Analyst, who will be turning customer feedback and assurance data into informative, actionable insights that will help improve customer outcomes and experiences.