

Go Further and Do More

The Amplius corporate plan 2025-2030



Going further and doing more

Welcome to our corporate plan, which sets out what we'll achieve in the next five years, the steps we'll take to make it happen and why we're determined to make a positive difference.

Bringing together two fantastic organisations, in Grand Union Housing Group and Longhurst Group, we formed Amplius at the end of 2024. This gave us an excellent opportunity to be better than we've ever been before by improving the services we provide and enhancing the communities we serve.

One of the largest housing providers across the Midlands, East and Southeast of England, Amplius owns and manages more than 40,000 homes and delivers a range of quality services, including specialist housing and home ownership options.

Amplius is a Latin word that means 'more' or 'further', and we're absolutely committed to going further and doing more for our customers and our communities.

By realising the benefits of our merged organisation, we'll achieve over £7m of savings annually by 2030. These efficiencies will mean we can invest more money in homes and neighbourhoods, improve services and build 1,000 desperately needed new homes a year.

Building on firm foundations and our financial strength, we'll seize the opportunity of being a larger organisation that retains a local focus. We'll provide homes that make a difference and deliver the best outcomes for our customers, colleagues, stakeholders and the business.

First and foremost, we're determined to get things right for our customers. We want them to trust us to provide the homes and services they want, and to be there when they need us the most.

To do this, we'll be better connected to the places we're responsible for and the customers we serve so that we can provide quality, locally based housing services driven by data, insight, best practice, and customer need.

Our vision features four clear commitments that show how we'll achieve our aims. To create this plan, we've listened carefully to our customers and sought their views in a range of ways. That includes a consultation with thousands of customers in the build-up to our merger and by understanding the results of the Tenant Satisfaction Measures we assess.

Based on this feedback, we know that our major priorities are to improve the repairs service we provide, the way we handle customer complaints and the communal areas within our neighbourhoods.

We're determined to better understand how we can make life easier for those living in our homes and neighbourhoods and we retain a strong passion and commitment to providing a wide range of care and support services that our customers need and value. However. understanding that others are better equipped to deliver some specialised services, we'll continue to move away from providing registered care.

To shape our vision, we've collaborated with our colleagues as they'll be integral to its delivery as they embrace the Amplius way of working by living and breathing our values and retaining a wholehearted commitment to our customers.

As well as being ambitious, it's essential that our plans are sustainable, and we're focused on doing more to improve the energy efficiency of our homes and address fuel poverty.

It has been a difficult few years for our sector, with a range of external factors bringing significant change, but it's been even more challenging for many of our customers, and we've had to focus on getting the basics right to ensure a strong platform for future growth.

We're in a good position but we still have work to do, and we can't do it all on our own.

That's why we'll continue to work closely with our valued partners and build new relationships that help us deliver more, influence decision making and be a powerful force for good in the housing sector.



Julie Doyle Chief Executive



Emma Killick Board Chair

Our manifesto

Amplius... Homes that make a difference.

We're driven to have a positive impact on people's lives and provide affordable homes that make a difference.

A safe, affordable, quality home. That's the foundation of a good life. No matter who you are, or where you live.

We're driven to be better and do more. To build more homes and provide improved services. To do the right thing and help those who need us the most. To be accountable and deliver on our promises.

We're all in it together. Developing partnerships and communities. Treating people with respect. Listening and understanding. To have more of a positive impact on their lives.

Putting people first. Being ambitious. Providing good homes. With a heartfelt sense of purpose that's stronger than ever.

That's us. We're Amplius.

Our vision

Go Further and Do More

Our vision is to be a sector-leading housing provider that goes further and does more for our customers.

Realising the potential of being a larger organisation that works more efficiently, we'll make a bigger impact while retaining our local focus.

By utilising data, insight and technology to better understand our customers and deliver the homes and services they need, we'll redefine what it means to be a housing provider.

With highly motivated and high-performing people who are passionate about making a positive difference, we'll be recognised as the 'go-to' organisation in our sector.

The way we'll work

Our people will be integral to helping us deliver our strategy and influential to the way we deliver it. By absolutely living our values, we'll be driven to do more and continue to put people first, working closely together to do the right thing.

Colleagues across the organisation played a key role in shaping our values. These four guiding lights unite us as one team and define the Amplius way of doing things:



People come first

Everybody matters to us. We care deeply about our colleagues and customers. We have fun and get to know and understand the people we work with. We provide a heartfelt service and treat everyone with dignity and respect.



In it together

Our work is all about delivering excellent partnerships and building communities. We collaborate instead of competing and achieve the best results by working together as one team.



Do the right thing

We absolutely own it by doing what we say we'll do and being accountable for our actions.
We believe in fairness, equality and inclusivity. We operate with integrity and help those who need it the most.



Driven to do more

We're committed to providing better services and building more homes. We're ambitious, proactive and forward thinking. We want to amplify our impact, influence policy and transform the sector.

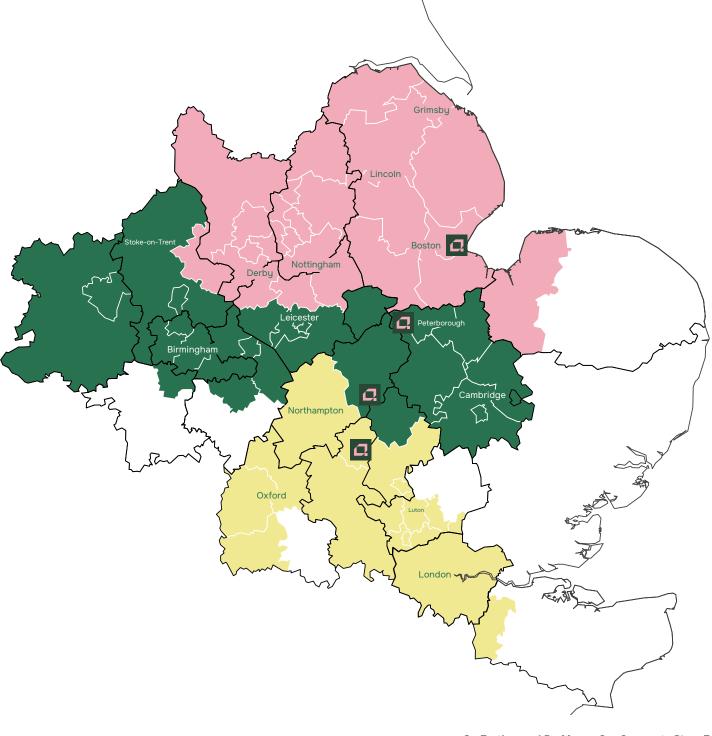
Where we operate

We own and manage more than 40,000 homes and provide a range of services across the Midlands, East and Southeast of England.

This includes specialist housing and home ownership options, as well as quality care and support services.

We've divided our operating area across three regions. These are North, Central and South and we have four main offices in Boston, Milton Keynes, Peterborough and Rushden.







How we'll do it

- Four clear commitments

To achieve our vision, we have four clear areas of focus that have an accompanying commitment.

Customers

We'll **understand** our communities and our customers to better meet their needs.

Strategy and plans

We'll **innovate** to ensure efficiency and value for money while improving the way we work and delivering homes and services that make a difference.

Partnership and influence

We'll **partner** with others to provide better solutions, amplify our impact and be more influential.

Colleagues

We'll **strengthen** our performance by attracting and developing people who are passionate about making a positive difference.



Customers

Our commitment

We'll **understand** our communities and our customers to deliver homes and services that better meet their needs.

Why?

By actively listening to the people who live in our homes and communities, we can provide what they need, and in the right way. We can tailor our services, care and support, and how we communicate to ensure we're providing a reliable and trusted service for existing and future customers.

We'll be able to understand how people need to interact and engage with us and provide the right balance of accessible digital services, useful and timely assistance on the phone and quality face to face interactions in our communities.

Continuing to involve our customers and amplifying the customer voice will shape our decision making and the services we provide. By listening and learning from the people we serve, we can go further, be better and have more of an impact.

What we'll do

The structure, processes and systems we adopt will ensure we deliver the required quality of service as efficiently as possible, while continually innovating to better serve our communities and deliver greater social value across our neighbourhoods.

The outcomes

- Quality local, tailored services based on need and influenced by customers.
- · An effective, efficient and flexible customercentric repairs service.
- · A quality digital offer that ensures our services are easy to access and flexible to the needs of our customers.
- Specialist housing and services that support customers who need a little extra help to retain their independence, live happily and healthily and thrive in their own home.



Customers

- Go further
- Do more
- Make a positive difference

The impact

Stage 1 - Go further

Extending our sector-leading approach to customer insight, we'll design services that meet customers' needs, being proactive and prepared for a changing customer demographic but also responsive to specific issues and concerns.

We'll know what our customers need and when. and understand how to change our properties to ensure they're fit for purpose for the people who live in them now and in the future.

Our improved customer influence framework will place the customer voice at the heart of everything we do, helping us establish our customer offer and new homes standard.

Knowing what matters most to our customers, we'll continue to listen to their views, analyse and understand our Tenant Satisfaction Measures (TSMs), and learn from the complaints we've received.

We'll know more about the challenges our customers face, ensuring our colleagues identify potential issues, such as domestic abuse, and have the capacity to support or provide signposting advice.

We'll make it easier for our customers to contact us and access services digitally, while retaining our focus on providing a range of other options to customers.

Our new regional delivery model will help us make the improvements we need as we clear the backlog of overdue repairs to create a strong foundation for an enhanced service.

With the introduction of Awaab's Law, we'll investigate and address hazards like damp and mould within strict timeframes to ensure our customers' homes are safe and habitable.

We'll proactively reduce the risk of damp and mould occurring by better understanding our properties and the work needed to improve them while also enhancing customer awareness.

Although we'll focus less on providing registered residential care services, we'll continue to deliver a variety of other crucial care and support services.

By doing all of this, we'll be better able to meet the current and future needs of our customers.

Stage 2 - Do more

Influenced by our customers, we'll deliver a significantly improved digital service. We'll also have delivered customer service training to ensure that all of our colleagues are focused on our customers and embracing the Amplius way of working.

Year on year, we'll continue to achieve our decarbonisation targets to help address fuel poverty for our customers and have a positive impact on the environment.

Stage 3 - Make a positive difference

We'll consistently deliever a quality customercentric repairs service as well as best in class local housing services.

We'll have greater understanding of the diverse communities across our operational area and shape our services and communications methods accordingly. By working closely with our colleague groups, particularly those focused on equality, diversity and inclusion, we'll properly represent all our customers.

By achieving greater insight, understanding our customers and really listening to the customer voice, we'll be able to tailor services to individual needs and know how and when to support vulnerable customers and those who need us the most.



Strategy and plans



Our commitment

We'll innovate to ensure efficiency and value for money while improving the way we work and delivering homes and services that make a difference.

Why?

As we continue to face an extremely challenging operating environment we need to work smarter and maximise the potential of our resources. By doing this, we'll be more resilient and future proof our organisation against further economic uncertainty.

To deliver the improvements our customers expect, while remaining efficient and focused on value for money and long-term sustainability, we'll embrace innovation and better understand and use data to shape our services and inform the decisions we make about where and how to develop and improve our homes.

It's imperative that we deliver our integration plan to bring our two legacy organisations together and transform the way we work to maximise the potential of Amplius and realise the benefits of our merger.

What we'll do

Have a clear strategy and plan that ensures every colleague and stakeholder understands our direction and the part they have to play. Everyone will know how we're progressing against our plans.

The outcomes

- · Strengthened investment in existing homes.
- Consolidating our resources to realise efficiencies that help us provide better homes and improved services.
- · Improved systems and processes designed to make things easier for our colleagues and our customers.
- Embracing technology solutions to improve resilience and cost effectiveness.



Strategy and plans

- 1 Go further
- 2 Do more
- 3 Make a positive difference

The impact

7

Stage 1 - Go further

We'll see the benefits of our innovation hub that enables us to solve problems by experimenting, testing and learning as we embrace opportunities to continuously improve.

Life will be easier for our colleagues as we bring key systems together to deliver things in a more consistent and efficient way, with reliable data that helps us make more informed decisions.

Improved data will also help us better understand the condition of our properties and how and where we need to invest to make them places people are proud to call home. We'll be able to make changes more quickly and realise greater benefits. Ultimately, we'll deliver more of the things our customers need.

Our new procurement strategy will help us leverage the scale of being a larger organisation and realise better value for money. We'll develop a new asset investment strategy that will help us shape future decisions about the properties and the areas we need to invest in. That means spending money where it's needed to make life better for our customers and enhancing the communities they live in.

As part of this strategy, we'll consider adding new stock as well as selling or transferring properties to other providers where it makes sense to do so.

Through a more localised lens and with greater community presence, we'll have more knowledge and insight about our communities so that we can make more informed decisions about where to focus our attention and our resources, and the areas where we can have the biggest impact.

Stage 2 - Do more

We'll have completed the first phase of a pilot project to use Artificial Intelligence tools to better understand how we'll need to invest in our homes. This will enable us to make more proactive improvements that make life better for our customers and reduce the number of responsive repairs we'll need to carry out.

As a result, we'll significantly improve customer experience and deliver greater value for money. By introducing more dynamic solutions, we'll be able to gain greater insight than what we would've achieved through stock conditions alone.

Stage 3 - Make a positive difference

We'll have driven over £7m of revenue savings annually, which equates to 13% of our current management costs. Through these efficiencies, we'll be able to build more much needed affordable homes, improve our existing homes and enhance the services and care and support we provide to our customers.

With a healthy operating margin, we'll be financially strong and well-placed for future growth so that we can continue to invest our profits in the services we provide to our customers or to build new homes for new customers, as we go further and do more up until 2030 and beyond.



Partnership and influence



Our commitment

We'll **partner** with others to provide better solutions, amplify our impact and be more influential.

Why?

Building on a solid financial base and strong governance, we'll place Amplius as a sector-leading housing provider that has the potential to make a positive and lasting impact.

Although we'll use our increased resource and profile to build more homes, improve our neighbourhoods and enhance the services we provide, we know we can't realise all our ambitions on our own. It's crucial that we continue to partner with others and develop new relationships to provide a range of affordable homes and the best possible services where they're needed the most.

We'll use the insight we gain from our customers to work more closely with local authorities and influence decision-making to help deliver the best possible outcomes for the people in our communities.

What we'll do

Through proactively partnering with the communities and stakeholders we support, we'll understand, predict and develop solutions to influence change and meet evolving needs.

The outcomes

- Deliver more homes and better services.
- Leverage the scale of being a larger organisation.
- · Deliver an environmental strategy that aligns with the sustainability reporting standard for housing associations and the Greenhouse Gas Protocol. with the aim of achieving carbon reduction, energy efficiency and climate adaptation.
- We'll carry out sustainable procurement and make improvements in biodiversity, resource management and environmental compliance. All of this will be underpinned by our commitment to embed Environmental, Social and Governance (ESG) principles throughout our governance, operations and investment decisions.
- Build valued relationships with local and devolved authorities, including regional Mayors, to enhance the impact we have across the regions we serve.
- Enhance our reputation and profile so we can achieve even more by building partnerships and influencing MPs and policymakers.



Partnership and influence

- 1 Go further
- 2 Do more
- Make a positive difference

The impact

Stage 1 - Go further

We'll have a regional approach to managing our neighbourhoods. After delivering phase one of our 'Amplius Places' initiative, we'll continue to invest in our neighbourhoods and demonstrate the positive impact we can have.

Through a regional model that better connects us to our communities we'll assess all of our neighbourhoods to establish a future programme of investment.

By working together with our customers and residents, we'll deliver the things they need, when they need them.

Focusing our efforts into three different regions, we've split our operational area into 'North', 'Central' and 'South' regions.

With Regional Directors who will work across our Housing and Healthy Communities Team, we'll organise our resources to provide more localised services in each region, helping us better connect with our customers and communities.

By being closer to our customers, we'll get back to basics and have more presence in our communities and greater accountability for our actions. It's something many of our customers have wanted for some time, and this came through strongly when we consulted with customers ahead of our merger.

We chose these three regions based on local authority areas and the need to build on existing relationships, as well as to ensure we have a sensible balance of properties in each area.

We also carefully considered our future growth plans and the decisions we'll need to make about our properties and what investment may be needed in the future. This new approach represents the Amplius target operating model, which basically means the way we're going to work. It'll help us deliver our vision of going further and doing more, increasing the positive impact we have while retaining our local focus.



Having developed and shared data insights and learning within established health partnerships, we'll introduce a range of initiatives to better support customers to live well. This will include innovative approaches to supporting people with respiratory conditions, mental health and hoarding.

Our new development strategy will clearly set out how we'll provide at least 1,000 new homes each year with around 750 delivered by the end of 2025, as we build the homes that people need, focusing on a range of different tenure types and sizes, in the areas they're needed the most.

We've already made an encouraging start, as emphasised by our placing in the top 20 biggest builders of an annual survey. Based on results from last year, when we completed 896 new homes, including 388 for affordable rent and 108 for social rent, we were ranked 16th in Inside Housing's Biggest Builders survey.

With a greater understanding of the local authorities and partners we'll work most closely

with, we'll maintain and enhance relationships and gain data, insight and feedback from external stakeholders to help shape our key operational and commercial strategies.

Through ongoing engagement with stakeholders and partners, including local authorities, we'll continue to focus on our priority regions for growth to ensure we maximise the opportunity to enhance and create communities.

Our new ESG strategy will also demonstrate the positive impact we have across a range of regions and communities.

Working closely with partnership agencies, such as the NHS, Police and Fire Service, we'll look to access funding opportunities for community projects and initiatives. We'll also continue to embrace and build strategic partnerships with organisations within the housing sector, such as the National Housing Federation and the Chartered Institute of Housing.



Stage 2 - Do more

Shaped by greater understanding of the needs of our customers and stakeholders, we'll continue to achieve our yearly development and sales targets to provide a range of affordable homes that meet housing need.

Having matched the £20.3m of Warm Homes funding we've received to improve the energy efficiency of our properties, we'll invest over £40 million to improve energy efficiency of more than 2,000 homes across Northamptonshire, Bedfordshire, Cambridgeshire and Lincolnshire.

This will help reduce energy costs for thousands of our customers. Improvements will include internal, external and cavity wall insulation, loft insulation, new doors and windows. Low carbon heating upgrades could also bring homes up to an Energy Performance Certificate (EPC) rating of C.

Building on open days we've hosted with contractors like Morgan Sindall and Lovell, we'll hold further events to showcase energy efficiency improvements to our customers and answer their questions.

Stage 3 - Make a positive difference

Working even more closely with our key stakeholders and partners, we'll amplify our presence by strengthening our relationships with local authorities and MPs. This will help us better influence decision and policymaking around the issues that matter to our customers and communities and ensure that Amplius is a force for good in our sector.

We'll have ensured that all of our housing stock is fully compliant with the Energy Performance Certificate (EPC) C rating by 2030, playing our part in helping make energy bills more affordable for our customers.

Through the way we work and with our procurement practices ensuring our contractors play their part, we'll be delivering greater social value for the communities we serve and measuring the impact this has.





Colleagues



Our commitment

We'll **strengthen**our performance
by attracting and
developing people
who are passionate
about making a
positive difference.

Why?

Quite simply, our people are integral to everything we do. Without the right people in the right roles, driven to make a positive difference, we won't be able to realise our vision and our plans. We're committed to doing everything we can to cultivate a fantastic group of colleagues who live and breathe our values and place our customers at the heart of everything they do.

With an inclusive and high-performing culture, the Amplius way of working will ensure that everybody understands their role and embraces our purpose. With a competitive employment offer and support structures in place, we'll help people develop and constantly strive for the highest levels of performance.

What we'll do

Our offer to colleagues and the clear expectations we set of them will ensure Amplius is a great place to work where people are challenged and supported to perform at their best and fulfil their potential.

The outcomes

- · We're seen as an employer of choice.
- We have a competitive and attractive colleague offer.
- We have the right people in the right roles.
- High-performing, highly engaged colleagues who have a customer-centric approach.



Colleagues

Go further
Do more
Make a
positive

difference

The impact

Stage 1 - Go further

Having restructured the organisation following our merger, we'll have the right people in the right roles, and they'll have a clear understanding of what's expected of them, what they need to deliver and how we'll all work together.

Building on the positive workplace culture that both legacy organisations worked hard to embed, we'll learn from this to forge the new Amplius culture.

Having completed a comprehensive terms and conditions review in partnership with our colleagues, our new employment offer includes a variety of additional benefits that we know our colleagues value.

This new offer follows extensive work with external expert consultants Altair and our colleagues through surveys and engagement with our representative groups. It's designed to support people at work and in their personal life covering health, financial wellbeing, work-life balance and personal growth.

The new offer features more than 50 different benefits which cover six separate areas. These are:

- A strong core offer
- Choice-based benefits
- Learning and development
- Wellbeing
- Recognition
- · Foundational benefits.

Our new people strategy and learning and development offer will motivate and reward our colleagues for going the extra mile for our customers.

Having signed up to a bespoke training programme designed to address the critical skills shortage in the housing and construction sectors, we're playing our part in ensuring the sector has the expertise needed for the challenges we face now, while preparing to meet the evolving needs of the industry.

Alongside some of the UK's leading housing associations, our partnership with PfP Thrive will see us bring in five apprentices to join our trades teams and benefit from training and on the job experience. This will be alongside our ongoing

commitment to professionalise the housing sector and provide more apprenticeships across the organisation.

By further investing in our offices, we'll create welcoming and enjoyable environments for everyone with a clear focus on enhancing connection and fostering collaboration. All of this will help us retain and recruit the best talent.

With colleagues already playing an integral role in shaping our vision, values and corporate plan, as well as our employment offer, we'll continue to engage with them on key decisions and changes, carrying out workshops and focus groups to understand where and how we need to improve the colleague experience.

We'll also introduce a new way to manage performance that fits our values and aspirations, and ensures we maintain high levels of performance and the best possible homes and services for our customers. Embedding these changes will help us establish a culture where people can thrive.



Stage 2 - Do more

With a one team approach embedded and inspired by strong, effective people-centred leaders, our colleagues will collaborate and work together as a unified Amplius team, living our values and embracing the Amplius way of working.

We'll get the balance right between achieving our social purpose and ensuring financial stability. Recognising we're here to improve lives and provide homes that make a difference, our colleagues will understand that we need to have financial discipline, be well governed and work smarter to achieve our aims.

On our journey to delivering an excellent customer experience, we'll constantly provide a good, reliable and consistent service. If we promise to do something, we'll make sure we deliver on it, every single time.

We'll achieve the highest possible external recognition for colleague engagement and be striving for excellence and a sector leading approach to everything we do. We'll regularly celebrate this work externally to enhance our profile and reputation.

Stage 3 - Make a positive difference

With a customer-centric focus guiding everything we do, our high-performing colleagues will feel valued for what they do and be proud to work for Amplius.

All our colleagues will be held accountable for the way they work but this will be done with empathy, so that people feel empowered to make decisions and embrace innovation but aren't afraid to make mistakes and learn from them. As well as having the processes in place to foster continuous improvement, all colleagues will have a personal development plan with clear pathways for career progression.

We know that having happy, engaged and motivated colleagues is critical to ensuring we provide a better customer offer. Enjoying a real sense of belonging, while listening to and delivering for our customers and having some fun along the way, our colleagues will feel empowered to act and take ownership of their work and embrace a culture of continuous learning and innovation.

All of this will mean that we'll be known as the 'go to' organisation in the housing sector and command a strong reputation as an employer of choice.





How we'll know we're on track

We understand that external factors outside of our control could have an impact on our ability to realise all the aims we've set out in our plan. This could include a shift in focus following a government spending review, a change of government, economic uncertainty or global instability.

Our robust governance and strong financial foundations, that will be further strengthened as we realise the efficiencies of our new structure and ways of working, will help us mitigate these potential risks but we'll need to remain vigilant and agile throughout the duration of this plan.

Through detailed horizon scanning and leading representation across a range of national and regional forums connected to our sector, we'll ensure that our efforts continue to address the most important issues.

As well as gaining insight from our own data and building a clearer picture of our customers through segmentation, which will see us purposely redesign services and the way we communicate with different customers groups, we'll utilise external data to build greater intelligence about the national and regional picture.

This will help us establish further clarity on changing demographics and customer needs so that we can tailor our services, the homes we build and our approach to care and support as people live longer with greater health needs, such as dementia, Alzheimer's and complex physical and mental health conditions.

As well as extrapolating themes from primary and secondary data, we'll continue to seek customer feedback as this provides the richest form of qualitative insight. Through our customer involvement groups, dedicated focus groups, TSMs and other online surveys, as well as learning from the complaints and feedback we receive, we'll

amplify the customer voice and really listen to their views so that we can be better, go further and do more.

As well as being proactive and implementing the clear objectives we've set out, it's crucial that we understand the impact we're having and remain open to making changes if they're needed. We'll gain this understanding by regularly assessing our progress against our four commitments and a range of Key Performance Indicators (KPIs).



We'll use the following factors and metrics to assess how we're delivering against our corporate commitments.

Customers

- Customer satisfaction
- Operating metrics and KPIs
- Our understanding of current and future needs
- Evidence of insight shaping our services.

Strategy and plans

- Regulatory assessments
- Our operating metrics and KPIs
- Value for money
- Realising the anticipated benefits of our business case.

Partnership and influence

- Meeting our development and sales targets
- Media engagement and coverage
- Public reviews
- Stakeholder feedback and relationships
- Speaking opportunities and award recognition.

Colleagues

- Colleague engagement
- Colleague development
- Colleague performance
- The way we live our values.

Sharing our progress

We're absolutely committed to sharing the progress we're making as we go further and do more during the next five years. As well as keeping our customers and colleagues regularly informed, we'll publish updates on our website and share key milestones and success stories with our customers and our stakeholders.

The influence of our customers, stakeholders and colleagues will continue to be critical as we regularly seek feedback, improve our understanding and ensure the way we're working and what we're delivering meets their requirements.

Stay informed

Visit the Amplius website **amplius.co.uk** or follow us across social media:

- **f** AmpliusLiving
- in AmpliusLiving2
- Ampliusliving

Get involved

Amplius customers can continue to influence the way we work, the decisions we make and the services provide in a number of ways. To get involved visit, amplius.uk/get-involved







Amplius

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Further information relating to Amplius can be accessed via our website: amplius.co.uk

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