



Customer Experience Committee – January 2026

The Customer Experience Committee (CXC) met on 19 January 2026 to scrutinise customer experience, service improvement, resident engagement, complaints and the experiences of different customer groups.

The Committee reviewed current service performance and the impact of regulatory and operational developments on customers. This included early experience of the implementation of Awaab's Law and pressures affecting repairs and other customer-facing services. Members emphasised the importance of maintaining effective oversight of service quality and customer outcomes.

Resident engagement and customer scrutiny were reviewed, with the Committee considering how customer feedback is used in everyday service delivery and decision-making. Members emphasised the importance of demonstrating clear outcomes from engagement activity and ensuring that both structured and informal customer feedback informs improvements. The Committee also considered how customer scrutiny actions could be reported and monitored more clearly.

Complaints performance was reviewed, including progress in resolving older complaints and the effectiveness of Curo's revised complaints approach. The Committee considered learning from complaints and Housing Ombudsman determinations and discussed the importance of identifying recurring themes. Communication remained an important area of focus, with members emphasising clear ownership and consistent communication with customers throughout the complaints process.

The Committee considered customer insight relating to how residents feel about their homes and neighbourhoods. Members discussed the importance of combining different sources of customer feedback to understand what drives satisfaction and dissatisfaction, rather than relying solely on headline measures. Repairs and the condition and environment of homes were identified as important influences on customers' experiences.

The Committee also reviewed work to improve engagement with shared owners. Members discussed the need for clearer communication about responsibilities, particularly in mixed-tenure developments, and emphasised the importance of fairness, transparency and managing expectations throughout the customer journey. The Committee recognised shared owners as a distinct customer group whose experiences and needs should inform future engagement activity.

Finally, the Committee considered how responsibilities are shared between CXC and the Audit & Assurance Committee, with the aim of ensuring effective scrutiny and assurance while maintaining a strong focus on customer outcomes.