

## **Customer Experience Committee Update – January 2026**

The Customer Experience Committee met in January 2026 to review how services are performing for customers and to challenge the organisation on the improvements being made.

The committee focused particularly on complaints, repairs, contact centre performance, customer satisfaction, understanding customer needs, and how customer feedback is shaping services.

### **Focus on improving everyday customer experiences**

The committee reviewed progress on the “Brilliant at Basics” improvement programme, which is focused on fixing the issues that create frustration for customers and colleagues.

More than 350 customer “pain points” have now been identified across repairs and complaints services. The committee challenged the organisation to make sure this work leads to real improvements for customers, not just internal process changes.

Members stressed that success must be measured through things customers actually experience, including:

- Fewer complaints
- Better communication
- Higher satisfaction
- Faster and more reliable services

The committee requested clear customer-focused success measures and regular reporting so progress can be openly tracked.

The committee also recognised that meaningful improvements will take time and challenged the organisation to be honest and realistic with customers about what can improve quickly and what will take longer.

### **Contact centre performance and customer access**

The committee reviewed contact centre performance in detail.

Members heard that:

- Average call waiting times had reduced from 13 minutes in October to just over 8 minutes in December
- Additional contact centre staff are being recruited
- Priority queues and email response times have improved

However, the committee also challenged the organisation on the scale of demand and the impact this is having on customers.

Key concerns discussed included:

- Rising call and email volumes
- Long handling times
- Repeat contacts from customers, especially linked to repairs
- The complexity of systems colleagues must use
- The need to improve digital self-service options

The committee recognised the contact centre as the “front door” of the organisation and emphasised the importance of improving customer experience, not just meeting operational targets.

Committee members also requested opportunities to visit the contact centre directly to better understand customer and colleague experiences firsthand.

### **Repairs services remain under close scrutiny**

Repairs performance continues to be a major area of focus for the committee, particularly in London.

The committee reviewed:

- High numbers of overdue repairs
- Backlogs and delays
- Communication with customers
- The impact of increasing repair demand
- Members challenged the organisation on:
  - How customers are kept informed about repairs
  - The quality and consistency of communication
  - Whether cultural and process changes are happening quickly enough
  - The need to rebuild customer trust

The organisation confirmed that actions are underway to improve repairs performance, including increasing frontline capacity, improving contractor management, and introducing new systems to support productivity.

The committee asked for continued regular reporting on repairs and customer experience to ensure progress is sustained.

### **Better understanding customers and their needs**

The committee reviewed a report on how the organisation is improving its understanding of customers.

Discussion included:

- Gaps in customer data, including language, accessibility and vulnerability information
- Challenges following the merger with One Housing Group

The committee stressed the importance of:

- Collecting better information so services can be tailored to customer needs
- Improving accessibility
- Making it easier for customers to update their details
- Using customer insight to drive service improvements

Members welcomed the creation of an accessibility group to help shape service design from the perspective of customers with disabilities or language barriers.

### **Customer Strategy development**

The committee reviewed the developing Customer Strategy and welcomed its focus on:

- Services that work
- Seeing the person
- Pride in places
- A voice that counts

Members challenged the organisation to:

- Use plain English
- Improve communication with customers
- Make success measures clearer
- Ensure customer feedback genuinely influences decisions

The committee requested further revisions before the strategy is finalised.

### **Stronger oversight and transparency**

The committee also reviewed proposed changes to its performance framework and reporting arrangements.

Members supported the development of clearer dashboards and reporting, but challenged the organisation to ensure:

- Accessibility and diversity are properly considered
- Complaints and customer feedback are used to drive improvement
- Customers can more easily see what the committee is doing and what changes are happening as a result

The committee requested that meeting highlights and outcomes should be shared publicly in a more customer-friendly format.

## **Key message from the committee**

Throughout the meeting, committee members consistently challenged the organisation to focus on real customer outcomes rather than simply reporting activity or performance figures.

The committee emphasised that:

- Customers should see and feel improvements in services
- Communication must improve
- Trust needs to be rebuilt in some areas
- Services must become easier to access and more responsive to customer needs
- Progress should be transparent and measurable

The committee will continue to monitor progress closely throughout 2026.