



Customer Focus Committee

Terms of Reference

June 2026

Purpose

The Committee provides strategic input and assurance to the Board on customer experience and influence in service delivery and reviews achievement of related strategic outcomes and performance.

Specifically, the Committee:

- Oversees **customer experience in service delivery** – including achievement of strategic outcomes and performance trends – ensuring decisions are informed by customer insight and views.
- Reviews the effectiveness of the **customer involvement plan**, including co-design arrangements.
- Reviews compliance with the **Consumer Standards outcomes** and **Housing Ombudsman Complaints Handling Code**.

Membership and Meeting Arrangements

Membership	Between six and eight members, with an equal ratio between Board members and Customer Independent Members. The Chair of the Board cannot be the Chair of this Committee but is able to be a member. The Non-Executive Director responsible for complaints will be a member. Colleagues are not permitted to be members of this Committee.	Meetings	Meet at least four times a year, with the scope for additional ad hoc meetings should a significant need arise.
Quorum	Three members, at least two of which must be Non-Executive Directors.	Lead Officer/s	Executive Director of Customers and Executive Director of Governance and Regulation

Duties

Customer Experience	Customer Involvement
• Review customer and community aspects of corporate strategies and change plans* • Approve customer service and community standards and other key documents • Review customer experience service operational delivery trends, insight and performance against outcomes (including all Tenant Satisfaction Measures (TSM's)) and service standards – providing assurance that services meet customer diverse needs (including fair access to services and equitable outcomes for all customers), learning is used to implement improvements to the customer experience, and customer insight is considered in decisions which affect customers • Review complaints performance, including Housing Ombudsman (HOS) determinations, and seek assurance that customer concerns are resolved quickly and easily and customers can hold LHP to account • Review community engagement activity reports – focusing on social value creation	• Approve the Customer Involvement Plan (including priority areas for co-design panels) [annually] – ensuring a focus on customer experience issues • Review the effectiveness of the Customer Involvement Plan - providing assurance it is inclusive, and results in services being co-designed with customers • Review customer involvement reports on key areas of LHP's work which impacts customers – such as decarbonisation, regeneration, community investment or place shaping and oversee how recommendations are actioned



Compliance and Assurance	Governance and Culture
• Review reports which provide assurance on compliance with the RSH Consumer Standards, HOS Complaints Handling Code, Together with Tenants Charter and TSM requirements, overseeing improvements – contributing to the Boards annual assurance statement and escalating to Board where appropriate • Commission further customer insight, deep dives into customer dissatisfaction areas, external benchmarking and advice as needed • Undertake a self-assessment of Committee effectiveness [annually] • Reflect on emerging best practice and horizon scanning for emerging risks and regulatory expectations in relation to its purpose –including HOS spotlight reports • Consider risks relevant to its purpose, recommending any changes in risk levels or identifying areas for further assurance or mitigation – escalating to Board where appropriate • At the request of the Board, review any other areas within its remit	• Embed equality, diversity and inclusion in customer experience and involvement – including vulnerable customers and reasonable adjustments • Support a culture of fairness, transparency, and integrity • Review, recommend and approve policies in line with delegations • Make sure decisions made by the committee align with consumer standards expectations and customer insight • Seek assurance that customer involvement structures align with LHP’s reputation and stakeholder expectations • Make sure customer involvement, community engagement, service standards and investment proposals are considered within the context of LHP’s long-term financial viability and sustainability • Oversee customer culture assessments - escalating to Board where appropriate
	Communication
	• Review key customer communications to make sure information is clear, accessible and supports understanding of LHP’s services • Oversee the Customer Information Plan, in particular communications on how customer insight and involvement has influenced LHP’s actions and decisions • Approve the Customer Annual Report



How to Read These Responsibilities: Glossary

The Terms of Reference use governance words that explain the Committee's role. In practice, these mean:

Oversee	Keep an eye on an area to make sure the right plans, controls and actions are in place, and progress is being made
Review	Receive regular updates, data or reports to understand compliance with regulations, service performance, trends, customer impacts and whether improvement is needed. Look at information in detail, discuss what it means, ask questions and decide whether changes or further action is needed
Approve	Formally agree something that falls within the Committee's delegated authority
Recommend	Discuss an issue and provide a formal view or recommendation to the Board for decision
Seek Assurance	Receive enough evidence to be confident that risks, compliance or performance are being managed properly. This evidence can be data and insight from our systems and customer surveys – or directly from customers lived experience to sense check the information provided matches customer experience.
Escalate	Raise significant concerns, risks or decisions to the Board where needed

The Committee does not manage day to day services or individual colleague decisions. Its role is to provide oversight, challenge