

Pathways

Customer Engagement Policy



LLOYDS
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Scope

This policy applies to all customers of Citra Pathways Limited (Pathways).

Policy statement

Pathways supports the government's drive for greater accountability among social landlords and is committed to transparency. This policy is designed to comply with the Regulator of Social Housing's Transparency, Influence, and Accountability Standard.

This policy explains how Pathways will involve customers in shaping our strategic priorities, policies, and services. It sets out how we will empower you to influence decisions, scrutinise our activities, and hold us accountable for performance.

We value strong, sustainable relationships and believe customer involvement in planning, delivery, and monitoring leads to better outcomes for everyone.

To ensure these aims are met we will:

- Create a formal framework for customer involvement across the organisation, expanding opportunities as we grow
- Review involvement opportunities annually
- Report resident feedback and satisfaction to the board
- Build insight into customer profiles and diverse needs.
- Consult customers and consider their views when shaping policies or making major decisions
- Publish timely performance data, satisfaction results, and consultation responses.

Separate policies set out our approaches to:

- Customer service (Customer Service Policy)
- Complaints (Complaints Policy).

Opportunities for involvement

We are committed to giving customers meaningful ways to shape our services. We will provide opportunities for input and scrutiny through:

- Collecting feedback on key housing activities (e.g., sign-up and management of communal areas)
- Running an annual satisfaction survey including mandatory Tenant Satisfaction Measures (TSMs), plus additional surveys at key engagement points

- Inviting comments during policy reviews
- Consulting on how we present performance information and on service delivery
- Sharing performance data and seeking feedback.

We will dedicate staff time and funding to support customer involvement. We may use third parties to deliver some of these services for us.

Complaints and other feedback

Pathways follows the Housing Ombudsman Service Code of Practice with a simple, effective complaints process to resolve issues and drive improvement. The board will regularly review complaints and feedback and take action as needed.

Accountability

We will ensure accountability to our customers by:

- Publishing an annual customer report including Tenant Satisfaction Measures
- Establishing a communication link from customer panels to the board once we have sufficient customer numbers.

Customer data and equality

We will collect and update customer information, focusing on protected characteristics and support needs, to tailor service delivery. We will cross-reference this with satisfaction data to understand different groups' experiences.

When introducing new policies or major service changes, we will assess the impact on diverse groups and consult them directly rather than relying solely on data. Communication method - such as format, language, and frequency - will reflect these needs.

We will report regularly to the board and customers on our customer profile and how it informs service and communication.

In all landlord services, employment, and procurement, Pathways will treat customers fairly and respectfully. Staff and agents will follow our Equality and Diversity Policy. We will periodically seek customer feedback on fairness and equality, in line with Tenant Satisfaction Measures, and monitor outcomes.

Change of landlord or management arrangements

Pathways may deliver some or all management services. If we propose changes to service providers or scope, we will consult customers before tendering and again before finalising contracts and service specifications. If homes are to be sold to another landlord, consultation will occur before contracts are exchanged. In both cases, we will clearly outline proposals, including potential benefits and drawbacks, and provide information online and via written communication.

Customer feedback will be collated, reported to the board, and considered in decision-making. A summary of views and how they influenced outcomes will be published.

If Pathways undergoes a shareholder change without altering management arrangements, we will notify customers of the process, potential impacts, and measures to safeguard their interests.

Should a group of customers express an interest in taking on management of their homes, we will discuss opportunities with them.

Monitoring and compliance

We will track delivery and outcomes of the resident engagement policy sharing the results with customers, the Board and leadership team together with all colleagues. Performance will be monitored using key indicators, complaints, and compliments to ensure accountability, identify trends that require intervention, and meet objectives.

Reports will include Tenant Satisfaction Measures required by the Regulator of Social Housing and additional indicators developed with customers.

Review schedule

As Pathways grows we will have more opportunities to engage with our customer group and will therefore assess this policy for suitability within 12 months of the approval date. Thereafter this policy will be reviewed every three years or more frequently as a result of an incident occurring, feedback obtained, internal/external audits and change in legislation/regulatory requirements.

This process ensures the policy's continuing suitability, adequacy, and effectiveness. The Pathways Chief Strategy Officer has responsibility for this policy, and ultimate responsibility for performance and compliance sits with the Pathways Board.

Current version	Date approved	Date for review	Document owner
1.1	16.12.2025	By 16.12.2026	Craig Luttman

This policy relates to Pathways only.

Citra Pathways Limited is a Private Limited Company. Registered in England and Wales No. 15662072.

It is a for-profit registered provider of social housing and registered with the Regulator of Social Housing (No. 5221).

Citra Pathways Limited registered office: X+Why, 100 Embankment, Cathedral Approach, Salford, M3 7FB.

Citra Pathways Limited is a part of Lloyds Banking Group. It is a wholly owned subsidiary of Citra Living Limited.

Lloyds and Lloyds Living are trading names of Citra Living Limited. Registered office: X+Why, 100 Embankment, Cathedral Approach, Salford, M3 7FB. Registered in England and Wales No. 13120129. Citra Living Limited is part of Lloyds Banking Group but is not regulated by the Financial Conduct Authority or the Prudential Regulation Authority.



Appendices

Appendix 1 – Landlord responsibilities

The RSH's Transparency, Influence and Accountability Standard requires Pathways to:

- Offer a wide range of opportunities for customers to influence and be involved in making housing-related policies and priorities, decisions about delivery of services, setting performance standards, scrutiny and performance improvement, management of homes and repairs services, and local service offers
- Demonstrate that we understand and respond to the diverse needs of customers
- Treat all customers with fairness and respect
- Support formation and activities of customer panels or equivalent groups
- Respond in a constructive and timely manner to customer panels or equivalent groups
- Support customers to exercise their Right to Manage (where applicable) or otherwise exercise housing management functions where appropriate
- Provide timely and relevant performance information to support effective scrutiny of landlord performance
- Agree with customers the form in which performance information will be provided
- Publish an annual report that includes information on repair and maintenance budgets
- Provide support to customers to build their capacity to be more effectively involved
- Consult on scope of local offers for service delivery
- Consult in a fair, timely, appropriate and effective manner when proposing a change in landlord or significant change in management arrangements
 - Set out the proposals clearly and in an appropriate amount of detail and shall set out any actual or potential advantages and disadvantages (including costs) to customers in the immediate and longer term
 - Demonstrate to affected customers how they have taken the outcome of the consultation into account when reaching a decision
- Consult customers at least once every three years on the best way of involving customers in the governance and scrutiny of the organisation's housing management service
- Meet the regulator's requirements in relation to the technical and survey requirements for the Tenant Satisfaction Measures (TSMs)
- Collect and process information specified by the regulator relating to performance against the relevant TSMs
- Annually publish our performance against the relevant TSMs
- Ensure that the information is an accurate, reliable, valid, and transparent reflection of our performance against the TSMs.

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