

City of London Corporation Committee Report

Committee(s): Policy and Resources Committee	Dated: 3 July 2025
Subject: Residential Reset Update	Public
Which outcomes in the City Corporation's Corporate Plan does this proposal aim to impact directly?	Diverse Engaged Communities, Providing Excellent Services
Does this proposal require extra revenue and/or capital spending?	No
If so, how much?	N/A
What is the source of Funding?	N/A
Has this Funding Source been agreed with the Chamberlain's Department?	N/A
Report of: Chief Strategy Officer	For Information
Report author: Mark Gettleson, Head of Campaigns and Community Engagement Emily Grant, Resident Campaigns and Communications Manager	

Summary

This report provides an update on the City Corporation's Resident Reset strategy, structured for the first time around its five foundational pillars, based on learnings of the past two years and resident and member feedback. These pillars reflect a whole-organisation approach to strengthening the Corporation's engagement with its 8,600 residents and guiding investment, communications, and service delivery across the Square Mile.

The five pillars are:

1. Long-term investment in our residents
2. Clear and effective communications
3. Accountability and consultation
4. Meeting the needs of a diverse population
5. Harnessing the Square Mile

Major developments in the past year include: quarterly City Question Time events accompanied by a "You Said, We Did" handout; a refreshed communications offer through the City Living brand; the upcoming launch of the City Living Resident Card; enhanced resident participation through consultation and events; and expanded wellbeing and community initiatives.

Recommendation

Members are asked to:

- Note the report.

Main Report

Background:

1. The Resident Reset is a Policy Priority to overhaul the City Corporation's engagement with those who call the Square Mile home and ensure that delivering for our residents is a strategic priority across the organisation.
2. While its delivery is led from Communications and Engagement, the Department for Children's and Community Services and the Office of the Policy Chairman, it touches on all departments and institutions of the City Corporation. The April 2024 update report outlined progress in resident communications, City Question Time, ward engagement and the need for a unified residential offer. This 2025 report embeds these developments within a five-pillar strategic framework and introduces metrics to track impact.
3. Destination City focusses on the Square Mile's attractiveness as a place to invest, do business and the varied needs of City workers – and its development as a place to live, work and learn. The Resident Reset provides specific additional focus on our resident community.

Current Position

4. Over the past two years, in particular following the appointment of a dedicated Resident Campaigns and Communications Manager and member Lead Member, residential engagement has grown in scale, reach, and ambition. Regular City Question Time and other events have been held, consistent resident-facing communications products have been deployed across channels, systems are being introduced to improve data capture and consultation, and partnerships have deepened with departments and community stakeholders.

Resident Reset: Five Delivery Pillars

5. In collaboration with teams across the organisation, in particular with the Department for Community and Children's Services, delivery of the Resident Reset has been grouped across five pillars:

a) Long-Term Investment in Our Residents

We recognise our duties to our residents – and are taking long-term action to deliver vital services and amenities.

- Major investment projects include the £10.4m refurbishment of Golden Lane Leisure Centre and £191m Barbican Renewal scheme
- Improvements are underway across Middlesex Street and Golden Lane Estates, with resident involvement in design and delivery
- A new single line of responsibility for the management of Barbican Estate services has been introduced to improve accountability

Success metrics:

- The continued delivery of the investment outlined

- Tenant Satisfaction Measures
- Barbican Resident Satisfaction Survey

b) Clear and Effective Communications

Our communication with our residents should be audience-focused, effective and leave no-one out.

- Work is underway to streamline our resident-facing communications across channels: print, email and digital – as part of the wider Communications transformation programme, with the central team providing increased support to resident-facing activities across departments.
- A new physical and localised City Living newsletter has been developed, distributed to every home in the City with contributions from across departments, institutions, partners and ward members. It is supported by a digital version issued fortnightly.
- Across all resident email products (City Living, Barbican Bulletin and Estate communications), approximately 3,000 individuals are registered. The implementation of the Data Lighthouse Dynamics 365 CRM across teams will enable the identification of gaps in coverage, and allow for improved oversight, consistency and resident experience.
- A new resident webpage went live in March 2025, consolidating content and making key information more accessible. The forthcoming audit of a digital estate will put resident needs front and centre, as a key audience in the reimagining of our online presence.
- The Resident Services Directory introduced in May 2025 has received positive feedback and is now available online.

Success metrics:

- Proportion of residences subscribed to resident-facing email newsletters (requires Dynamics 365 integration);
- Open and click-through rates for resident-facing email newsletters;
- Number of City Living physical newsletters distributed annually.

c) Accountability and Consultation

All our residents feel valued and listened to – wherever they live in the City.

- City Question Time is now delivered quarterly and has included themed discussions and informal elements through community fairs and opportunities for networking. Attendance is increasing, with 70% of attendees rating events 'good' or 'excellent'.
- Learning from platforms operated by neighbouring local authorities, work has begun to implement a City Hub consultation platform (powered by Commonplace) to centralise consultations and improve demographic and

consent data capture. Approximately 6,000 unique contributors, including residents, have already engaged through Commonplace.

- Through this work, a new data permissions model and standard consultation templates will enabling greater oversight and consistent data capture across departments, with the aim of it being integrated in the new CRM.
- DCCS are continuing to prioritise co-creation of residential services, particularly with Barbican Residential Estate and engagement with residents on our social estates.

Success metrics:

- Total number of resident responses per resident-facing consultation on Commonplace.
- % of consultations using the standardised demographic template.
- Resident satisfaction with City Question Time events.

d) Meeting the Needs of a Diverse Population

Our resident community is far from homogenous – we work hard to deliver exceptional services and amenity for all.

- The City Corporation continues to deliver children's services, rated Outstanding in 2024, and effective adult social care, public health and safeguarding partnerships.
- 700 resident children (aged 0–18) are supported across education and services, with one maintained primary school in the City and support for secondary education across London.
- A full calendar of activities and events is supported by the Community Sport Officer and Resident Engagement team, with targeted work across age, gender, and wellbeing needs. This includes:
 - School holiday events and youth sports clubs at Golden Lane Leisure Centre and Artizan Library
 - Weekly Zumba and self-defence classes for women and girls
 - Pickleball sessions and intergenerational sports days for older residents
 - Combat Sports Day hosted in Guildhall Yard
- The Community Infrastructure Levy Neighbourhood Fund (CILNF) is increasingly accessed by community groups to deliver resident-led projects. Work is ongoing to provide more structured support, guidance, and partnership opportunities to help community organisations overcome capacity challenges and develop sustainable programmes.
- The Faith in the City programme, funded through CILNF, has conducted extensive research on the multi-faith needs of our communities, including interviews with City residents.

- The team also receives feedback that there is a wish for a wider programme of resident-facing community events, similar to those run by other local authorities or the Residents Celebration Day previously run by Housing. The Resident Campaigns and Communications Manager will work to identify opportunities to partner with other organisation, including in applications for CILNF funding, to deliver such a programme.

Success metrics:

- City Corporation Children's Services Ofsted rating
- Number of residents attending City Corporation-convened or funded events (tracked through Dynamics 365)
- Post-event satisfaction surveys
- Demographic breakdown of participants in community and sports events (i.e. reflective of City's composition on age, gender, ethnicity etc.)

e) Harnessing the Square Mile

Our residents have access to unique opportunities due to living in the Square Mile, the world's foremost business district.

- The Campaigns and Engagement team and Resident Lead Member receive regular feedback that residents want increased access to the many experiences, spaces and facilities the Square Mile has to offer.
- Reflecting successful Resident Card schemes operated by other local authorities for many years, the City Living Resident Card will launch in summer 2025 with 28 confirmed partners. It will serve as a hub for inclusive information, encourage community partnerships, and act as a bridge to local organisations and services. In such doing, and based on experience elsewhere, it is aimed at broadening our engagement across our residential community.
- Opportunities include discounts at City Corporation and other services, such as the development of a Barbican Centre local membership, £1 tickets at Tower Bridge and 20% off at the GSMD. A number of City businesses have also come forward agreeing to participate including cafes, restaurants and sports facilities and cultural attractions.
- The card will double as a library card, keeping the cost of implementation low, and uptake will be tracked through the Dynamics 365 CRM platform under development by DITS.
- A theory of change and tailored Flourishing Scale will be developed and guide long-term evaluation of the programme.

Success metrics:

- Number of registered City Living Resident Card users
- Number of interactions and engagements using Card (where trackable)
- Resident card satisfaction (6-month post-launch survey)

Corporate & Strategic Implications

6. Strategic implications – Improving engagement with our resident community helps contribute to Corporate Plan objectives Diverse Engaged Communities and Providing Excellent Services.
7. Financial implications – None.
8. Resource implications – Support may be called upon from officers across the organisation both with a resident-facing remit or in an enabling function (e.g. the programme relies on DITS implementation of the Data Lighthouse) to deliver the activities outlined in this report.
9. Legal implications – Information collected on City residents as part of an engagement must be stored securely and only shared within the organisation in a way that is compliant with the GDPR and other data protection legislation.
10. Risk implications – Failure to engage residents risks reputational harm and reduced uptake of services.
11. Equalities implications – By engaging more of our residents in our activities on a fair and equal basis, especially those not currently involved in our decision-making processes, the proposals contained in this report help to support our equalities duties and aspirations. We are also mindful of the need to broaden access to those not currently engaged, including residents in the East of the City and outside of the estates we manage.
12. Climate implications – None.
13. Security implications – Any information held on residents as part of this programme must be stored safely.

Conclusion

14. The Resident Reset represents a shift towards more inclusive, strategic and sustained engagement with City residents. Through its five pillars, the programme is embedding resident priorities across departments and ensuring that the Square Mile is a more welcoming, supportive and accessible place to live.

Appendices (online)

Appendix 1 - 'You Said, We Did' document produced for the February 2025 City Question Time, responding to questions raised at the October and December 2024 events: [you-said-we-did-2024-25](#)

Appendix 2 – City Living Newsletter, Spring 2025 Edition, distributed to all residential addresses in the City via council tax letters:

<https://www.cityoflondon.gov.uk/assets/Services-DCCS/city-living-spring-2025-newsletter.pdf>

Appendix 3 – Resident Services Directory, produced for and distributed at the May 2025 City Question Time event: <https://www.cityoflondon.gov.uk/assets/Services-DCCS/resident-services-directory.pdf>

Background Papers

[Delivering the Residential Reset – Committee Report \(Communications and Corporate Affairs Sub-Committee – For Decision Policy and Resources Committee – For Decision\)](#) - 14 February 2023

[Residential Reset Update - Committee Report \(Communications and Corporate Affairs Sub-Committee\)](#) - 24 April 2024

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