

City of London Corporation Committee Report

Committee: Community and Children's Services Committee	Dated: 17/09/2025
Subject: Resident Involvement Strategy 2025-29 – Housing Service	Public report: For Decision
This proposal: <ul style="list-style-type: none"> • delivers Corporate Plan 2024-29 outcomes 	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:	Judith Finlay, Executive Director of Community and Children's Services
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Summary

The Resident Involvement Strategy 2025–29 sets out a refreshed and ambitious approach to working collaboratively with residents in the design, delivery, and scrutiny of housing services. Developed through extensive consultation and co-design, the strategy directly reflects residents' calls for greater transparency, improved communication, and more meaningful opportunities to shape the services that affect them. Listening to and working with residents is fundamental to successful service delivery and supports both our departmental priorities and the wider aims of the City of London Corporation's Corporate Plan 2024–29. The strategy outlines five strategic objectives focused on inclusive engagement, empowerment, communication, influence, and culture change. It is supported by the formation of the new Resident Voice group and a detailed action plan to ensure effective implementation and accountability.

Recommendation

Members are asked to:

- Approve the draft Resident Involvement Strategy 2025–29 for implementation by the Housing Service

Main Report

Background

1. We are implementing a new Resident Involvement Strategy to strengthen how we engage with our residents and ensure that their voices are meaningfully reflected in the way we deliver and improve housing services.
2. This strategy is a key step in enhancing our approach to resident involvement, ensuring that it is more inclusive, responsive, and aligned with best practice. The City Corporation's Housing Service is implementing significant changes to improve services and outcomes for residents. A key part of this is ensuring that residents are meaningfully involved in the scrutiny of current practice, and that they are empowered to participate in identifying and making improvements.
3. The strategy also supports the delivery of our Corporate Plan 2024–29, particularly our commitments to transparency, service improvement, and building stronger relationships with our communities. It provides a clear framework for how we will work in partnership with residents to shape services, influence decision-making, and hold us to account.
4. The strategy will also support us in meeting the expectations set out in the Regulator of Social Housing's Consumer Standards, particularly around tenant engagement and accountability. By embedding a more structured and strategic approach, we will be better placed to demonstrate compliance with regulatory requirements and respond effectively to resident feedback.
5. These key elements have informed the proposed title of the strategy, "Involving You, Improving Services".

How the Strategy Was Developed and Informed by Residents

6. The development of the Resident Involvement Strategy 2025–29 was shaped by a strong commitment to listening to residents and building on what they have already told us. Rather than repeating previous exercises, we reviewed existing feedback, including insights from the Pennington Choices review of customer services and repairs, to ensure that we made the most of residents' time and avoided consultation fatigue. This provided a solid foundation for the strategy, rooted in real experiences and concerns.
7. To gather fresh insights and co-design the future of resident involvement, we commissioned the independent Tenant Participation Advisory Service to run a series of workshops. These sessions brought together residents, housing staff

from across service areas, and the Housing Division's senior management team. The workshops focused on how we can improve involvement, build trust, and ensure that residents' voices are central to shaping housing and estate services.

8. In addition to the workshops, we consulted residents on the draft strategy through our online Have Your Say platform, hosted on Commonplace. This allowed a wider group of residents to review and comment on the proposals, ensuring that the strategy reflects a broad range of views and experiences.
9. The feedback we received highlighted several key themes, including the need for greater transparency, more consistent communication, and more meaningful opportunities for residents to influence decisions. Residents also expressed a strong desire for a culture shift; one that values their contributions and embeds involvement across all levels of the organisation. These insights have been central to shaping the strategy's objectives and actions, and they will continue to guide how we work with residents in the years ahead.

Strategic Objectives

10. The Resident Involvement Strategy 2025–29 sets out five key objectives designed to strengthen the voice of residents, improve service delivery, and embed a culture of meaningful engagement across the Housing Service. These objectives respond directly to resident feedback and align with the City of London Corporation's wider strategic aims:

1: Inclusive and accessible engagement	This objective focuses on ensuring that all residents, regardless of background, ability, or preferred communication method, can be involved. It commits to offering a range of flexible engagement options, improving understanding of residents' needs, and removing barriers to participation. Both digital and traditional methods will be used to ensure that no one is excluded.
2: Empower residents to get involved	The strategy recognises that meaningful involvement requires investment. This objective commits to supporting residents through training, digital access, and incentives, while ensuring that involvement is worthwhile and leads to tangible outcomes. It also includes a commitment to dedicate appropriate staff and financial resources to support resident participation.
3: Consistent and timely communication	Effective communication is essential to building trust. This objective aims to improve how and when the Housing Service communicates with residents, using data to tailor approaches and ensure that feedback is acknowledged and acted on. It includes a commitment to accessible, culturally sensitive communication and the use of a 'you said, we did' approach.

4: Strengthen and champion resident influence	This objective seeks to embed residents' voices in decision-making processes at all levels. It includes developing new opportunities for scrutiny and co-design, involving residents in procurement and service standards, and ensuring accountability to residents as well as to elected Members. The aim is to make resident influence a routine and valued part of governance.
5: Build a resident involvement culture	To ensure long-term impact, the strategy commits to embedding a culture of resident involvement across all teams and services. This includes leadership from senior officers and Members, staff training, performance monitoring, and the integration of residents' voices into service planning and delivery. The objective is to make resident involvement a core part of how the Housing Service operates.

Good Practice and the Regulatory Context

12. Primarily, the strategy reflects the City of London Corporation's ethical duty to treat residents with fairness, respect, and dignity. It recognises that residents are not just service users, but partners in shaping the communities they live in. The strategy responds to resident feedback that past engagement has sometimes felt tokenistic or inconsistent and sets out a clear commitment to rebuild trust through transparency, responsiveness, and genuine collaboration.
13. By embedding a culture of involvement across all levels of the Housing Service, the strategy ensures that residents' experiences inform service delivery and improvement. It also acknowledges the value of residents' time, skills, and insights, and commits to supporting their involvement through training, recognition, and accessible communication. In doing so, the strategy upholds the ethical principle that all social landlords have a duty to listen to and act on the voices of those they serve.
14. The Resident Involvement Strategy 2025–29 will also align closely with the expectations of the Regulator of Social Housing, particularly the revised Consumer Standards, which place a strong emphasis on the tenant voice, transparency, and accountability. The strategy sets out clear commitments to:
 - strengthen resident influence in decision-making and service design
 - improve communication and feedback mechanisms, including a 'you said, we did' approach
 - enable effective scrutiny of performance by residents
 - ensure inclusive and accessible engagement opportunities for all residents.
15. These actions directly support compliance with the Transparency, Influence and Accountability Standard, which requires landlords to provide meaningful opportunities for tenants to influence and scrutinise landlord performance. The

strategy also contributes to meeting the same standard by embedding residents' voices into governance and service planning processes.

Implementing the Strategy

Resident Voice

16. As part of the implementation of the Resident Involvement Strategy 2025–29, we are in the process of establishing the new Resident Voice group, which will form a central pillar of our resident involvement offer. The creation of this group was a commitment made in the Housing Strategy 2024–29.
17. The Resident Voice group will act as the primary mechanism for resident-led scrutiny and monitoring of Housing Services, ensuring that residents have a structured and influential role in holding the service to account. The group will be representative of our resident community and will work in partnership with officers and elected Members to review performance, contribute to service improvement, and provide feedback on key decisions.
18. Its formation reflects our commitment to embedding resident influence at the heart of our governance and service delivery arrangements. The group, which will be co-chaired by a resident and the Director of Housing, will feed information directly into the Housing Management and Almshouses Sub-Committee and therefore be a key part of our governance process moving forward.
19. At the time of writing, recruitment to the group is underway, and communications have been sent out to residents inviting expressions of interest. We aim to recruit six tenants and three leaseholders to the group, reflecting the proportions of tenanted and leasehold homes on our estates.

Action Plan

20. To support the delivery of the Resident Involvement Strategy 2025–29, an accompanying action plan is being developed. This plan will set out clear milestones, responsibilities, and timescales for each of the strategy's objectives, ensuring that progress can be effectively monitored and evaluated. It will include measurable outcomes aligned with resident feedback and regulatory expectations, enabling the Housing Service to track impact, identify areas for improvement, and report transparently on achievements. The action plan will be a living document, reviewed regularly in partnership with residents and the Resident Voice group, to ensure that it remains responsive and continues to drive meaningful change.

Corporate & Strategic Implications

21. **Strategic implications** – The new Resident Involvement Strategy directly supports the delivery of the City of London Corporation's Corporate Plan 2024–29 by strengthening residents' voices, accountability, and partnership working, key principles that underpin the plan's ambitions. By embedding more inclusive,

transparent, and responsive engagement practices, the strategy contributes to the Corporation's goals of delivering excellent services, promoting equality and inclusion, and building trust with communities. It ensures that residents are active participants in shaping the services they receive, helping to drive continuous improvement and align housing services with the wider corporate vision of a fairer, more inclusive, and well-connected City.

22. **Financial implications** – none.

23. **Resource implications** – none.

24. **Legal implications** – none.

25. **Risk implications** – none.

26. **Equalities implications** – The Resident Involvement Strategy will have a positive impact on equalities by ensuring that all residents, regardless of background or personal circumstances, have equitable opportunities to participate and influence decisions. By removing barriers to engagement, actively reaching underrepresented groups, and embedding inclusive practices, the strategy helps ensure that diverse voices are heard and reflected in service design and delivery. This will lead to fairer outcomes and stronger, more representative resident relationships.

27. **Climate implications** – none.

28. **Security implications** – none.

Conclusion

29. The Resident Involvement Strategy 2025–29 represents a significant step forward in strengthening the relationship between the Housing Service and its residents. By embedding a culture of meaningful involvement, the strategy will ensure that residents are heard and actively shape the services they receive. It reflects regulatory requirements and ethical commitments to fairness, respect, and partnership. Through inclusive practices, structured opportunities for influence, and a clear framework for accountability, the strategy will help build trust, improve service outcomes, and support the delivery of excellent housing services. Approval of this strategy will enable the Housing Service to ensure that resident involvement is central to its future direction.

Appendices

- Appendix 1 – Draft Resident Involvement Strategy

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