City of London Corporation Committee Report

Committee(s): Housing Management and Almshouses Sub Committee – For decision	**Dated:** 19 November 2026
Subject: DCCS Housing Communications and Engagement Strategy 2027-2031	**Public report:** For Decision
This proposal: **• delivers Corporate Plan 2024-29 outcomes**	Diverse Engaged Communities; Providing Excellent Services; Vibrant Thriving Destination
Does this proposal require extra revenue and/or capital spending?	No additional spending identified in the strategy or delivery plan.
If so, how much?	Not applicable.
What is the source of Funding?	Not applicable. Actions are presented for delivery through Housing services; no additional funding requirement is identified in the attached documents.
Has this Funding Source been agreed with the Chamberlain's Department?	Not applicable.
Report of:	Executive Director of Community & Children's Services
Report author:	Noah Powers, Strategic Communications and Engagement Officer

Summary

This report seeks approval of the DCCS Housing Communications and Engagement Strategy 2027-2031. The strategy sets out how City of London Corporation Housing will communicate and engage with tenants, resident leaseholders, non-resident leaseholders and other households or stakeholders affected by Housing projects and decisions. Its vision is to provide clear, accurate and respectful communication, keep residents informed, provide meaningful opportunities to influence decisions and show how feedback leads to action.

The strategy was reviewed by the Corporate Communications team, and their feedback has been included to support a consistent approach across the City

Corporation and help us communicate effectively with residents and wider audiences.

The strategy has been revised following resident consultation through Commonplace. Feedback broadly supported:

- Clear and consistent communication,
- Accessibility
- Resident involvement
- A digital-first approach where non-digital options remain available.

Residents also asked for greater accuracy, timeliness, accountability, visible action following feedback, improved communication about repairs and major works, and a shorter strategy. In response, the strategy has been shortened and is supported by a separate delivery plan, communications principles and guidance, a communication channels schedule and a two-page accessible summary.

Recommendation(s)

Members are asked to:

1. Approve the DCCS Housing Communications and Engagement Strategy 2027-2031.
2. Note the accompanying Delivery Plan, Housing Communications Principles and Guidance, and Communication Channels Schedule, which support implementation of the strategy.

Main Report

Background

1. The Housing Communications and Engagement Strategy forms part of wider work to improve Housing services, transparency and accountability. It supports and contributes to the:

    - City Corporation's Corporate Plan 2024-2029
    - Housing Strategy 2024-2029
    - Resident Involvement Strategy 2025-2029
    - Regulator of Social Housing's Transparency, Influence and Accountability Consumer Standard.

2. Feedback gathered through the Resident Involvement Strategy highlighted opportunities to make Housing communications more joined-up, consistent and responsive. Residents told us they value timely responses, a consistent approach to engagement across estates, a choice of digital and non-digital communication routes, and an equitable approach across tenure groups. The feedback also highlighted the important role of leadership and organisational culture in supporting effective communication and engagement.

3. A draft Communications and Engagement Strategy was subsequently consulted on through Commonplace and promoted by email, noticeboard posters and newsletters.
4. The consultation broadly supported the direction of the strategy but identified several areas for change. Respondents emphasised that:
    - Communication should be accurate, timely and respectful
    - Feedback should be followed by visible action
    - Accountability should be clearer
    - Communication should better recognise disability, language barriers, digital exclusion and the needs of non-resident leaseholders.
    - Respondents also considered the draft strategy too long.

Current Position

5. The post-consultation strategy applies to tenants, resident leaseholders, non-resident leaseholders and other households or stakeholders affected by Housing projects and decisions. It establishes five objectives:
    - Provide accurate, consistent communication and demonstrate delivery.
    - Keep people informed and involved.
    - Make communications accessible, inclusive and respectful.
    - Strengthen our Housing identity and voice
    - Develop digital-first, but not digital-only, communications.

6. The revised strategy also contains communication promises covering accuracy, clarity, timeliness, keeping residents updated, recording commitments, accessibility and inclusion, closing the feedback loop and accountability.

7. Detailed delivery activity has been separated from the strategy. The Delivery Plan sets out actions, responsibilities, timescales and measures against each of the five objectives, together with cross-cutting governance and reporting. The plan includes first-year work on communication principles, guidance, and quality assurance, feedback processes, accessibility and communication needs, staff guidance and digital and non-digital channels.

8. Separate Housing Communications Principles and Guidance set principles for clear, timely, consistent, transparent, respectful and resident-focused communications. The guidance also explains how Housing-managed communication channels will be used, including the approach to resident-led groups, campaigning, third-party content and community information.

Options

9. Option 1 - Approve the Communications and Engagement Strategy 2027-2031. This is the recommended option. It provides an agreed strategic framework for Housing communications and engagement, incorporates the resident consultation feedback and is supported by a delivery plan with responsibilities, timescales and measures.

10. Option 2 - Do not approve the strategy at this stage. If the strategy is not approved, feedback from Members will be considered and the strategy amended accordingly before being brought back to a subsequent Committee for further consideration. City Corporation Housing would continue to communicate through its existing channels, but without the proposed 2027-2031 strategic framework and associated delivery plan.

11. No additional revenue or capital spending is identified in the strategy or delivery plan for either option.

Proposals

12. It is proposed that Members approve the Communications and Engagement Strategy 2027-2031.

13. Delivery will be managed through the accompanying Delivery Plan. The plan assigns responsibilities across Communications, Business Support, Resident Involvement, Housing Management, service and project leads and other relevant Housing teams.

14. Progress will be kept under review, with resident updates, reporting through the Annual Report and progress updates on the Housing Communications webpage.

15. The strategy retains a digital-first, but not digital-only, approach. Digital channels will be the primary route for appropriate routine communications while printed, telephone and face-to-face routes remain available for residents who need or prefer them. Significant consultations and communications will use more than one channel.

Key Data

16. The consultation received ten responses. While this represents a relatively small number of responses, the feedback provided useful insights and has helped inform the development of this Strategy.

17. The current communication channels schedule records more than 1,250 residents signed up to receive Housing communications through the @Home newsletter and more than 250 people signed up to Community Centre communications. The schedule records 3,083 residents for communications intended for all residents.

18. The Delivery Plan includes an 80% target for residents reporting that they feel informed about services (this is based on our 2025-26 Tenant Satisfaction Measure TP07 result of 73.1%), a target for 100% of alternative-format requests to be responded to within the existing five-working-day standard, monthly @Home newsletters, twice-yearly @Home magazines, and at least one “You said, we did, we’re doing” update in each @Home newsletter.

Corporate & Strategic Implications

Strategic implications

19. The strategy supports the Corporate Plan 2024-2029 outcomes of:
    - Diverse Engaged Communities
    - Providing Excellent Services
    - Vibrant Thriving Destination.

    It also supports the Housing Strategy 2024-2029 and Resident Involvement Strategy 2025-2029. The strategy contributes to the Regulator of Social Housing's Transparency, Influence and Accountability Standard by promoting clear communication, resident influence, openness and accountability.

Financial implications

20. No additional revenue or capital spending requirement is identified in the strategy or delivery plan. Where individual future actions require expenditure, the relevant service will need to address the financial implications through the appropriate approval and budget process.

Resource implications

21. Delivery responsibilities are allocated across existing Housing roles and service areas in the Delivery Plan.

Legal implications

22. The strategy states that it contributes to meeting the requirements of the Regulator of Social Housing's Transparency, Influence and Accountability Standard. Any statutory or legal communications, including statutory consultation, will continue to require compliance with the relevant legal requirements.

Risk implications

23. The strategy responds to identified risks around inconsistent, inaccurate or inaccessible communication and residents not being kept updated. The Delivery Plan includes communication guidance, quality assurance, audits, feedback reporting and multi-channel communication measures intended to improve consistency and accountability.

Equalities implications

24. An Equality Impact Assessment has been completed for the Communications and Engagement Strategy 2027-2031. The assessment considered the potential impact of the strategy on people with protected characteristics and identified positive impacts arising from the strategy's emphasis on accessible, inclusive and multi-channel communication.

25. The strategy recognises different communication needs and preferences and is supported by actions covering alternative formats and translations, non-digital communication routes, resident communication preferences and engagement

with underrepresented and seldom-heard communities. The Equality Impact Assessment will be kept under review as the Delivery Plan is implemented.

Climate implications

26. None identified in the strategy or supporting documents.

Security implications

27. None identified in the strategy or supporting documents.

Conclusion

28. The Communications and Engagement Strategy 2027-2031 provides a revised framework for how City Corporation Housing will communicate and engage with residents. It incorporates feedback from the resident consultation, including stronger commitments on accuracy, accountability, accessibility, feedback and the continued availability of non-digital communication routes.

29. The separate Delivery Plan, Communications Principles and Guidance and Communication Channels Schedule provide the supporting arrangements for implementation and monitoring.

Appendices

- **Appendix 1** - DCCS Housing Communications and Engagement Strategy 2027-2031
- **Appendix 2** - Communications and Engagement Strategy Delivery Plan 2027-2031
- **Appendix 3** - Housing Communications Principles and Guidance
- **Appendix 4** - Housing Communication Channels Schedule
- **Appendix 5** - Accessible Summary of the Communications and Engagement Strategy 2027-2031
- **Appendix 6** - Equality Impact Assessment for the Housing Communications and Engagement Strategy 2027-2031

Background Papers

- None identified in the supplied documents.

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