Appendix 2

DCCS Housing - Communications and Engagement Strategy 2027–2031

Delivery plan

Objective 1: Provide accurate, consistent communication and demonstrate delivery

Action	Responsibility	Timescale	Measure
Develop and introduce Housing communications principles and standards covering accuracy, clarity, accessibility, timeliness, accountability and tone of voice.	Strategic Communications and Engagement Officer / Business Support Manager	**Year 1**	Principles and standards published and communicated to Housing staff.
Introduce proportionate quality assurance for significant communications, particularly repairs, major works, building safety, service changes and statutory consultations.	Strategic Communications and Engagement Officer / relevant Head of Service	**Year 1, then ongoing**	Periodic sample audits against communications standards.
Identify the responsible service or project lead in significant resident communications.	Heads of Service / Project Leads	**From Year 1**	Sample audits confirm that significant communications identify the accountable service or project lead.

Ensure significant project/service communications explain what is happening, why, expected timescales and what happens next.	Service and Project Leads, supported by Strategic Communications and Engagement Officer	**From Year 1**	Compliance included within communications audits.
Update affected residents when significant plans or previously communicated timescales change.	Relevant Service/Project Lead	**Ongoing**	Evidence of revised updates included in communications audits.
Publish housing performance information, including Tenant Satisfaction Measures, in accessible resident-facing formats, and share outcomes from regulatory inspections, improvement plans and service reviews.	Business Support / Strategic Communications and Engagement Officer	**Tenant Satisfaction Measures (TSM) annually; other updates at relevant reporting points**	Tenant Satisfaction Measures published once a year; regulatory, improvement-plan and service-review outcomes published and kept up to date.
Continue regular @Home newsletters, magazines and service updates; monitor reach and engagement and periodically test usefulness, clarity and accessibility with residents.	Strategic Communications and Engagement Officer	**Monthly newsletter; magazine twice yearly**	Newsletter issued monthly and magazine twice yearly; subscriber numbers, open rates and click rates monitored, with year-on-year increases in digital engagement. Periodic resident testing of usefulness, clarity and accessibility completed and findings recorded.
Monitor resident perception of how well City Corporation Housing keeps residents informed (tenant satisfaction)	Business Support Manager	**Annually, through TSMs**	Performance monitored against the strategy's 80% target (based on 2025-26 TSM TP07 result of 73.1%).

Objective 2: Keep people informed and involved

Action	Responsibility	Timescale	Measure
Publish a resident-facing feedback report following significant consultations and engagement activities, explaining what residents said, what has been decided, what will change and what happens next.	Resident Involvement / responsible service or project	**Following significant consultations and engagement activities**	Feedback reports and outcomes published for significant consultations and engagement activities.
Include a regular 'You said, we did, we're doing' section in the @Home newsletter.	Strategic Communications and Engagement Officer / Heads of Service	**From Year 1**	At least one update in each @Home newsletter.
Promote consultations and opportunities for residents to become involved.	Resident Involvement / Strategic Communications and Engagement Officer / Heads of Service	**Ongoing**	Year-on-year increase in participation in consultation and engagement activities, measured through Commonplace and other consultation methods.
Continue supporting resident-led scrutiny and engagement through the Resident Voice Group and Resident Associations.	Resident Involvement Manager / relevant Housing Heads of Service	**Ongoing**	Participation monitored, with representation from a wider range of resident groups in engagement activities.

Use available resident insight, including the Household Survey, to identify groups that are underrepresented in engagement.	Resident Involvement / Strategic Communications and Engagement Officer	**Annual review**	Evidence of activity designed to improve representation.
Monitor whether residents believe Housing listens to and acts on their views.	Business Support Manager	**Annually, through TSMs**	Year-on-year increase in resident satisfaction that Housing listens to residents' views and acts on them.

Objective 3: Make communications accessible, inclusive and respectful

Action	Responsibility	Timescale	Measure
Record and use known resident communication needs and preferences.	Business Support Manager / Head of Housing Management	**Year 1–2**	Process established and used to inform relevant communications.
Develop estate audience profiles using Household Survey information and use them to adapt communications and choose appropriate communication methods.	Strategic Communications and Engagement Officer / Head of Housing Management	**Year 1–2**	A demographic profile is available for each estate, with evidence that profiles inform adaptations to communications where needed.
Provide alternative formats and translations in response to identified needs or requests, including telephone, paper and face-to-face options where appropriate.	Heads of Service	**Ongoing**	100% of alternative-format requests responded to within the existing five-working-day standard.

Apply plain-English and accessibility standards to resident communications and explain technical housing terminology.	Heads of Service	**From Year 1**	Compliance monitored through periodic audits.
Use more than one communication channel for key consultations and communications so that access and participation do not depend solely on digital access.	Resident Involvement / Project Leads	**Ongoing**	Evidence that key consultations and communications use more than one communication channel.
Promote accessible communication guidance to Housing staff.	Strategic Communications and Engagement Officer	**Twice yearly**	Two internal accessibility communications/activities each year.
Review engagement with underrepresented and seldom-heard communities and adapt approaches where needed.	Resident Involvement Manager	**Annually**	Representation reviewed and follow-up activity recorded.

Objective 4: Strengthen our Housing identity and voice

Action	Responsibility	Timescale	Measure
Strengthen Housing-specific communication and branding, including a clear tone-of-voice and style guide, aligned with the wider City Corporation identity and accessibility requirements.	Strategic Communications and Engagement Officer / Business Support Manager	**Year 1**	A recognisable Housing identity is supported by published and implemented branding guidance, a tone-of-voice and style guide, and approved templates.

Introduce agreed templates for commonly used resident communications.	Strategic Communications and Engagement Officer / service leads	**Year 1–2**	Approved templates available to relevant teams, with reviews demonstrating increased consistent use across service areas.
Provide staff with practical support to communicate consistently and confidently.	Strategic Communications and Engagement Officer / Business Support Manager	**Ongoing from Year 1**	Guidance communicated and support activities recorded.
Review communications issued across Housing teams for consistency of language, graphics, approved templates and resident-focused tone across newsletters, consultation materials and digital channels.	Strategic Communications and Engagement Officer	**Annually**	Yearly reviews completed and improvement actions identified and communicated back to responsible teams.
Require consultants and contractors to follow the same Housing communication principles and standards as internal staff.	Commissioning service / Project Leads	**Ongoing**	Communication requirements incorporated into relevant project arrangements; sample audits check contractor and consultant communications against the same principles and standards as internal communications. Strategic Communications and Engagement Officer involved in procurement and project kick-off meetings.

Objective 5: Develop digital-first, but not digital-only communications

Action	Responsibility	Timescale	Measure
Continue developing digital communications as the primary route for appropriate routine communications while retaining alternative routes.	Strategic Communications and Engagement Officer / service leads	**Ongoing**	Digital reach and engagement monitored alongside availability of offline routes.
Increase awareness and take-up of @Home and other appropriate digital communications.	Strategic Communications and Engagement Officer	**Annually**	Year-on-year increases in digital newsletter subscribers and digital engagement rates, including newsletter open rates and click rates.
Review Housing web information and identify opportunities to improve online self-service information and forms.	Strategic Communications and Engagement Officer / relevant service leads	**Year 1–2; review thereafter**	Priority pages/forms identified and improvements recorded.
Retain appropriate printed, telephone and face-to-face communication routes for residents who need or prefer them.	Heads of Service	**Ongoing**	Essential communications remain available through suitable non-digital channels.
Review printed communications to ensure they are targeted, effective and available where residents need or prefer them, rather than reducing print as an objective.	Strategic Communications and Engagement Officer	**Annually**	Reviews of printed communications completed and rationale evaluated.

Introduce a consistent estate noticeboard checking process, identify responsible staff, remove expired material and use alternative channels where noticeboards do not reach all households.	Head of Housing Management	**Year 1, then ongoing**	Noticeboards checked against an agreed schedule, responsible staff identified and expired material removed; alternative channels used where noticeboards do not reach all households.
Where a communication channel does not adequately reach an intended audience, use an appropriate additional channel.	Strategic Communications and Engagement Officer / relevant service lead	**Ongoing**	Multi-channel delivery demonstrated for significant communications where required.

Cross-cutting governance and reporting

These actions support delivery, oversight and reporting across all five objectives.

Action	Responsibility	Timescale	Measure
Maintain the Communications and Engagement Delivery Plan and coordinate progress reporting.	Business Support Manager / Strategic Communications and Engagement Officer	**Ongoing**	Delivery plan kept under review. After year 2, review and develop new delivery plan.
Strengthen how commitments made to residents are recorded.	Service Improvement Manager / relevant Head of Service	**Year 1, then annual review**	An agreed recording process is in use across Housing. Quarterly sample checks confirm that commitments have a named owner, due date, status and evidence of completion or an

			explanation of delay, including an update to affected residents.
Review the accessibility and reach of communication channels.	Strategic Communications and Engagement Officer	**Year 1, then annual review**	Review completed across key digital and non-digital channels, using reach data, resident feedback and accessibility checks. Gaps identified and an improvement plan agreed, with named owners and deadlines; progress reviewed annually.
Review delivery progress and identify delayed or outstanding actions.	Strategic Communications and Engagement Officer / Business Support Manager	**Yearly**	Delivery plan updated with completed, in-progress, and not completed actions identified and followed up on.
Provide residents with regular updates on implementation of the strategy.	Strategic Communications and Engagement Officer / Business Support Manager	**Yearly**	Resident progress update published through Annual Report, @Home newsletter/magazine, and Housing Communications webpage.
Keep staff, Members and relevant stakeholders informed about delivery through frequent internal communications and appropriate stakeholder updates.	Strategic Communications and Engagement Officer	**Quarterly**	Delivery updates issued to staff, Members and relevant stakeholders; frequency to be agreed.
Review the delivery plan and measures to ensure they remain appropriate over the lifetime of the strategy.	Strategic Communications and Engagement Officer /	**Annually**	Annual review completed and revisions documented.

	Business Support Manager		