



Corporate Plan

2025 - 2028



IRON OAK

Safe Homes, Strong Foundations



IRON OAK

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A message from the Chair...

“The Board and I are delighted to announce IronOak Homes’ inaugural Corporate Plan, a milestone that marks a new chapter for us. Together with the Board, we are excited about the future and confident in our strategic direction.

Our team's dedication over recent years has built a solid foundation, allowing us to set forth our priorities clearly and purposefully. As we unveil our new branding and reflect on our journey, we are committed to enhancing the lives of our residents and reinforcing our community values.

We have taken great care to articulate our core values, define our purpose, confirm our vision, and set forth a mission that captures the essence of our presence, direction, and pathway to achievement. These elements are crucial as they align with our promise to serve and elevate the communities we support.

Within our plan, we outline specific objectives and priorities, detailing how we will implement, track, and achieve these goals. Key to our strategy is continued investment in our existing homes, advancements in technology and systems, and our commitment to compliance and excellence that will strengthen not just IronOak Homes but the entire housing sector.

Thank you for your continued support as we move forward with determination and optimism.”



Steven Walton



A message from the CEO...

“As we unveil our Corporate Plan, we embark on a bold new chapter,

We have faced complex challenges, navigating a major restructure while upholding our unwavering commitment to returning to regulatory compliance. Through it all, we have worked tirelessly to restore trust, reinforce stability, and strengthen the foundation of our organisation.

These challenges demanded not only determination but integrity, unity, and an unshakable focus on excellence. I am immensely proud of how we stood together, ensuring safety, transparency, and accountability at every step. Adversity has forged us into a stronger, more focused, and more determined team, ready to lead with purpose and impact.

With a renewed brand and values, we are setting our sights firmly on a future of lasting change. These principles are more than words, they are a testament to our commitment to Excellence, Safety, Sustainability, and Integrity. Guided by these values, we will continue to create homes that offer stability, dignity, and opportunity, empowering individuals and communities to thrive.

This Plan is a promise. A promise to our residents, our partners, and our team, to deliver not only housing but a sustainable foundation for a brighter future.

I want to extend my deepest gratitude to every member of our team. Your dedication and perseverance are the driving force behind our success.
Together, we are building something truly exceptional.”



Anthony Jenkins

Introduction

Welcome to our Corporate Plan for 2025-28—a vision shaped collaboratively by our team and Board to define the next three years. This plan sets out our key priorities, each carefully aligned with our Strategic Objectives to drive meaningful impact.

Our vision is to be a leading housing provider, recognised for our commitment to sustainable growth and the creation of inclusive communities where every resident feels empowered, safe, and valued.

We are committed to setting the gold standard for excellence in both social and non-social housing, fostering diverse and thriving communities that promote quality living and opportunity for all. Guided by our core values of Excellence, Safety, Sustainability, and Integrity, we are dedicated to delivering professional housing services across the country.

This Corporate Plan outlines how we will turn our mission into reality, ensuring our tenants live in safe, secure, and thriving environments.

Through innovation and proactive engagement, we envision a future where every individual has a home that meets their needs, aspirations, and sense of belonging.

Our people are our greatest asset, and investing in them is fundamental to our success. Their dedication ensures that residents remain at the heart of every decision we make.

As we move forward, we remain focused on planning for the future while addressing today's challenges, ensuring we act responsibly to play our part in alleviating the housing crisis and creating a lasting impact.



Our Purpose, Vision & Mission

Our Purpose

‘Our purpose is to create safe environments where every resident can thrive, feel secure, and actively participate in the development of their communities.’

Our Vision

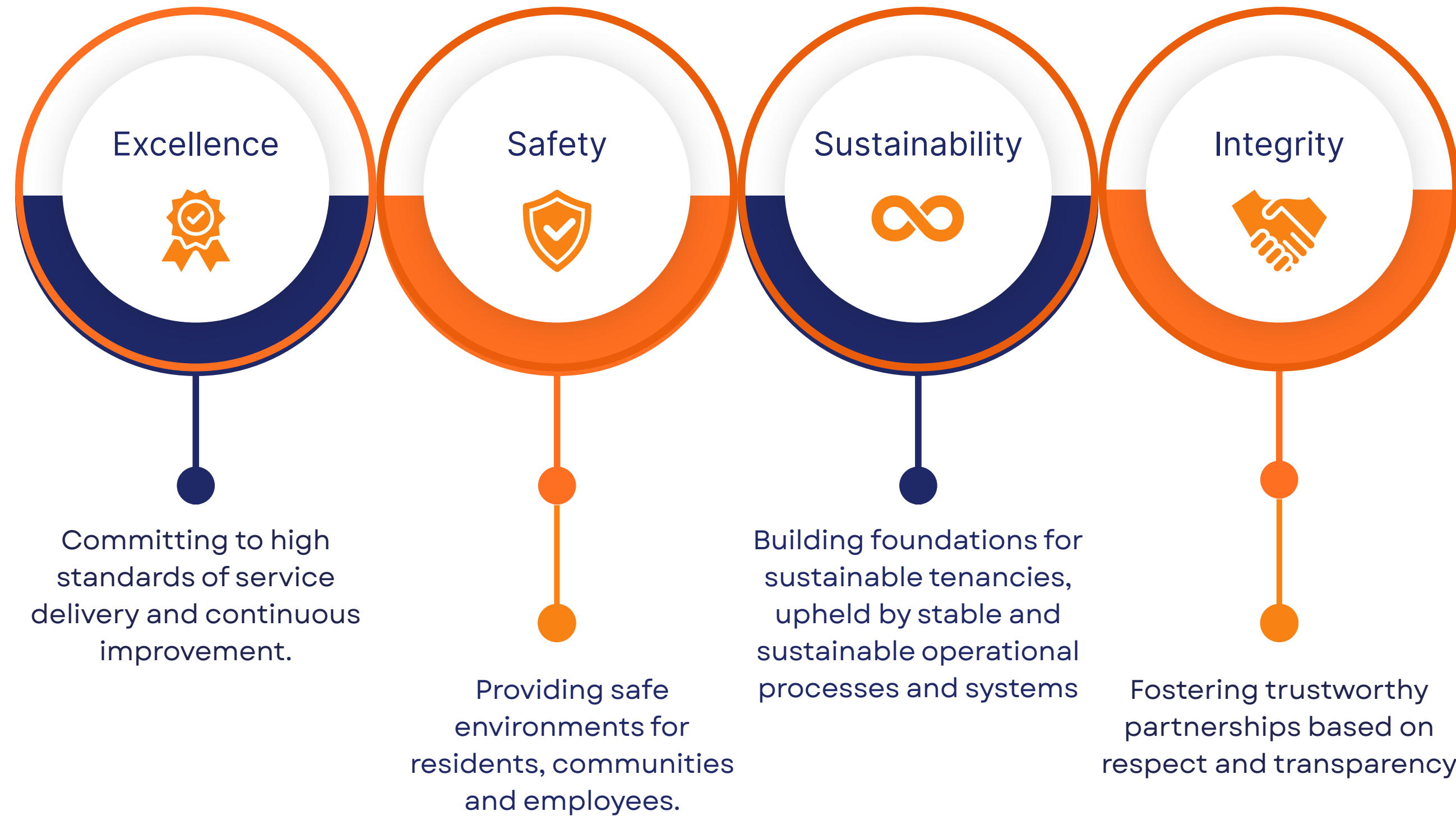
‘To be a leading housing provider, recognised for our commitment to sustainable growth and creating inclusive communities where every resident feels empowered, safe and valued.’

Our Mission

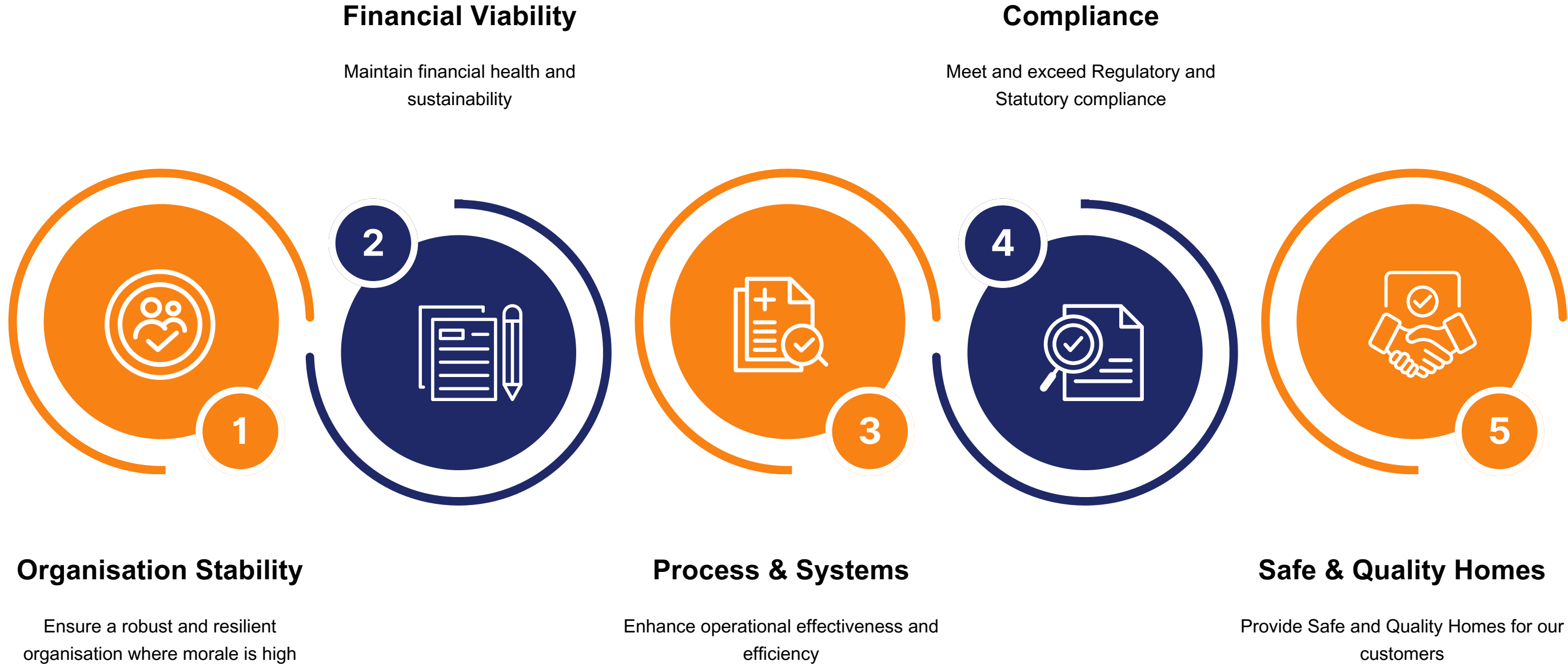
‘Our mission is to provide quality and safe homes through professional housing services that empower our people and residents. We are committed to fostering diverse and inclusive communities, ensuring financial sustainability, and upholding the highest standards of governance to create environments where everyone thrives’



Our Values



Our Strategic Objectives for 2025-2028



Key Priorities Introduction

Our 8 key priorities for 2025-28 are aligned with our overarching Strategic Objectives, ensuring that every action we take contributes to a stronger, more sustainable future for our residents, communities, and stakeholders.

Each priority has been carefully designed to complement and reinforce one another, creating a holistic approach that drives long-term success and resilience.

By embedding our core values of Excellence, Safety, Sustainability, and Integrity into every priority, we are not only strengthening our foundations but also shaping a future where quality housing, strong communities, and responsible growth are at the heart of everything we do.

Through innovation, collaboration, and a commitment to continuous improvement, we will deliver meaningful change that upholds our mission and vision, ensuring that our organisation remains a trusted leader in the housing sector.



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Governance & Leadership 05



Key Priorities

02 Resident & Community Engagement



Reputation 06



03 Compliance



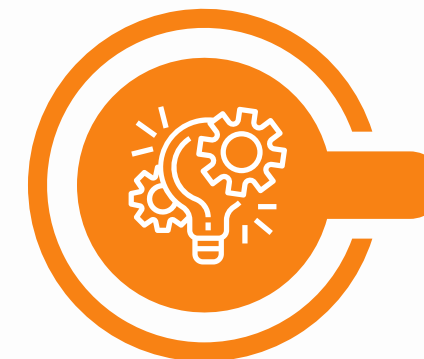
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Asset Management

Strategic investment in housing assets ensures long-term value, sustainability, and improved living conditions. Proactively managing and upgrading assets to minimise maintenance costs and improves resident satisfaction.



Actions

- Develop a long-term Asset Strategy to manage and improve housing stock.
- Invest into existing housing stock
- Increase owned housing stock.
- Conduct regular property condition reports.
- Reduce energy usage through Energy Champions'

Measurements

- Reduction in maintenance response time.
- Revised Asset Management Strategy in place.
- Increase number of owned homes to 3.
- Provide £200k investment for renewals and improvements.
- Inspect 50% of housing stock every year.
- Reduced energy consumption year on year.



Resident & Community Engagement

Strong resident and community relationships improve trust, service quality, and long-term sustainability.

Engaged residents contribute to better decision-making, increased satisfaction, and a stronger sense of community.



Actions

- Resident Committee to shape service delivery, policies, and performance.
- Developing and formalising channels of communication for residents both digitally and in-person.
- Establish Resident Accessibility Strategy
- Organise community-building events and support initiatives through promoting engagement.
- Develop Resident Voice

Measurements

- >70% in resident satisfaction.
- Arrange two resident engagement events per year.
- Develop Resident Accessibility Strategy
- Develop a Resident Newsletter
- Provide annual Resident Voice Report



Compliance

Ensure regulatory and legal compliance protects the organisation from risks and enhances operational integrity. Regulatory adherence fosters trust with stakeholders, reduces financial risks, and ensures high housing standards.



Measurements

- Full compliance with Legal & Regulatory requirements.
- Reduce underperforming Providers.
- Reduction of compliance-related incidents year on year.
- Complete annual internal department deep dives.

Actions

- Establish and embed an Integrated Compliance Framework
- Embed the Internal Portfolio Audit and Assurance Framework.
- Conduct regular staff training on regulatory changes.
- Strengthen risk management and mitigation strategies.
- Demonstrate full compliance with the Regulator of Social Housing and all legislative requirements (H&S, GDPR).



Diversification

Diversifying services and revenue streams ensures long-term financial sustainability and resilience.

Expanding service offerings reduces dependency on single-income sources and increases housing accessibility.

Actions

- Expand service offerings to include mixed-tenure housing options.
- Create, approve and implement a Diversification Strategy.
- Develop alternative revenue streams to enhance financial sustainability.

Measurements

- Meet targets as approved in the Diversification Strategy
- Meet annual Board turnover and profit targets as reviewed



Governance & Leadership

Strong governance and leadership drive transparency, accountability, and effective decision-making.

Improved governance builds stakeholder trust and ensures ethical, strategic leadership. Establish a clear path for workforce development to provide continued support and upskilling.



Actions

- Strengthen board effectiveness and leadership development.
- Enhance transparency and accountability measures.
- Establish an annual Governance Report.
- Establish leadership Coaching programme.
- Establish a Training & Development Framework.

Measurements

- Increase Board effectiveness assessment scores from internal and external evaluations.
- Published a Governance Report annually.
- Increase employees promoted internally.
- Maintain 10% of employees engaged with the Coaching Programme
- Establish and report on skills matrix and reduce gaps year on year.
- Increase staff job satisfaction year on year



Reputation

A positive reputation enhances public trust, attracts investment, and strengthens partnerships.

Proactive reputation management ensures the organisation is seen as a trusted leader in the housing sector.



Actions

- Develop a Marketing Strategy (employer of choice and brand)
- Articles, publications, awards
- Develop a proactive Communications Strategy.
- Strengthen relationships with key stakeholders.
- Develop a Crisis Management Framework
- Develop and implement Employee Benefits and Well-being Programs to boost retention.

Measurements

- Commit to a Communication Strategy
- Reduce number of bad news stories.
- Increase number of good news stories
- Annual increase in positive stakeholder feedback via surveys.
- Staff confidence levels in crisis management through staff surveys.
- Increase attraction rate in recruitment



Partnerships

Building strategic partnerships that strengthen resources, expertise, and service delivery.

Collaborations with public and private entities to enhance housing accessibility and operational efficiency.



Measurements

- Increase number of different Local Authorities active in.
- Implement Resident Pathway Framework.
- Create operational partnerships in each area of service delivery
- Partner with at least two Support referral partners

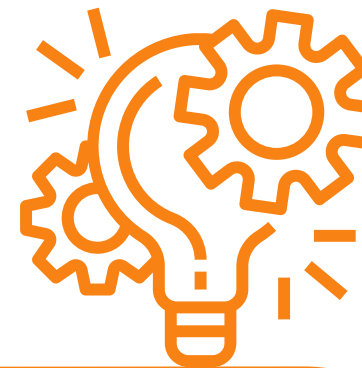
Actions

- Establish partnerships with local authorities, non-profits and charities.
- Strengthen collaborations with support services for referral network.
- Expand strategic alliances with service delivery organisations.
- Create new Resident Pathway Framework.



Technology

Modern technology including AI-driven solutions can improve operational effectiveness, reduce costs, and enhance the resident experience. Understanding their use and capabilities against organisational needs is necessary to provide a service.



Measurements

- Complete AI Strategy and provide recommendations.
- Establish 'live' reporting capabilities.
- Complete CRM review and implement recommendations
- Decrease number of data breaches year on year.
- Decrease number of cyber breaches year on year.
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Actions

- Create an AI Strategy to determine the organisational requirements.
- Review technology integration and optimise solutions to drive value for money, efficiency and transparency.
- Review all systems & processes used within our organisation to ensure they are fit for purpose, increase efficiency and decrease cyber & data risks.



Assurance, Review & Report

The IronOak Homes Board will receive reports each quarter and will be supported by committees who go into more detail about performance in different areas. These will be the Audit and Risk Committee, the Resident Committee, and the Governance Oversight Committee. Overall performance monitoring is complemented by performance reports for specific priorities.

Key projects that are implemented as part of the Corporate Plan are managed through our Executive leadership Team and reported to the Board or relevant committees.

To deliver our ambitions, we have a robust risk management strategy and governance framework that ensures regular and robust challenge and scrutiny.

The will Board review the management accounts and the 30-year financial plan each regularly, considering the reasons for any variance and the potential implications to our Corporate Plan.



Conclusion

IronOak Homes' Corporate Plan underscores our dedication to the community to living its values and objectives to ensure the well-being of our residents and the sustainability of our organisation. By prioritising organisational stability, financial viability, streamlined processes, compliance, and the provision of safe and quality homes, we will continue to empower as many people as we can and uphold our mission with transparency and courage.

IronOak Homes are driven by a clear vision, mission, and set of values that guide our commitment to our residents and communities across the country. Our vision to be a leading housing provider, recognised for our commitment to sustainable growth and creating inclusive communities where every resident feels empowered, safe and valued provides us an opportunity to make a difference. Through our mission, we actively work to strengthen communities, ensure safety, champion resident voices, promote transparency, and empower participation, all in alignment with the regulatory standards set by the Regulator of Social Housing.

By embodying our core values of Excellence, Safety, Sustainability, and Integrity, we will build a solid foundation for a housing association that meets the expectations of those we serve. Our purpose drives us to create safe environments where every resident can thrive, feel secure, and actively participate in the development of their communities. We recognise that the well-being of our residents is paramount, and we are dedicated to fostering a culture of collaboration, trust, and social responsibility.

As we move forward, IronOak Homes remains steadfast in our commitment to continuous improvement and growth. We will seek innovative solutions to the challenges faced by our residents and communities, ensuring that we are always responsive to their evolving needs. Together, we will strive to enhance the quality of life for our residents, build resilient communities, and contribute to a more equitable society where everyone has a place they can call home.





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