

Resident & Community

Engagement Strategy



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Purpose of the Strategy



This strategy reflects IronOak's purpose, mission, vision and values, and supports our commitment to creating safe environments where residents can thrive, feel secure, and be actively involved in shaping services and communities.

The strategy also explains how IronOak listens to resident insight, demonstrates transparency, and uses learning to improve services and outcomes.

Our Engagement Principles

- Engagement is central to IronOak's purpose of *creating safe environments where every resident can thrive, feel secure, and actively participate in the development of their communities.*
- IronOak's engagement approach reflects both regulatory expectations and the principles in our Communications and Engagement Framework.
- IronOak actively encourages residents to raise concerns about safety, services or their living environment without fear of detriment. Residents' insight is recognised as a critical part of identifying risk and improving safety.
- These principles guide how IronOak designs, delivers and reviews all resident and community engagement activity. They apply across all services and interactions.
- IronOak uses a **layered engagement model** so residents can participate at a level that suits them.





We commit to
engagement
that is:

Fair, Respectful and Inclusive

- IronOak believes in fair, respectful and inclusive communication and engagement to ensure:
- Every resident is treated with dignity, courtesy and respect
- Engagement is accessible and responsive to diverse needs, vulnerabilities and communication preferences
- Barriers to participation are actively identified and removed

Two-Way and Influential

- Engagement is not just about informing, but about listening and responding
- Resident insight will be used to inform decisions, shape services and provide assurance that services are meeting residents' needs.
- Stakeholders are provided simple and effective ways of communication their experiences and thoughts with IronOak

Proportionate and Meaningful

- Engagement methods reflect the scale and impact of the issue
- Consultation begins early enough for residents to influence outcomes

Transparent and Consistent

- Information is clear, accurate and timely
- Residents & other stakeholders know what to expect, when, and how to engage

IronOak is committed to:



01

Explaining landlord decision-making

02

Helping residents confidently give feedback

03

Supporting residents to participate in ways that feel safe

Understanding Our Residents and Communities

IronOak provides supported and general needs housing to diverse resident groups, including people with complex needs and vulnerabilities.

Understanding who our residents are, their lived experience and their communication needs is essential to ensuring engagement is fair, inclusive and effective.

IronOak will help residents feel confident and supported to participate, including by explaining processes, listening without judgement, and recognising lived experience as expertise



Engagement with residents
will be considerate to their
personal experiences such as:

Vulnerabilities and support
needs

Experience of domestic abuse

Mental health challenges,
substance misuse or trauma

Varying levels of digital access
and confidence



Who We Engage With

IronOak engages with residents, communities and partners to understand experiences, identify issues early and support positive outcomes.

Early and ongoing engagement enables resident insight to shape decisions before options are finalised, wherever reasonably practicable.

Residents

- Individual residents and licence holders
- Prospective residents (where relevant)
- Resident representatives and groups
- Residents with protected characteristics or additional support needs
- Appointees & power of attorneys for residents

Communities and Partners

- Neighbours and local community groups
- Local authorities
- Police, health services and voluntary organisations
- Care and support providers working within IronOak schemes
- Referral teams such as the NHS, Charities, Adult Social Care

IronOak will review who engages with us and act where groups are under-represented



Information and Communication

Residents will receive clear information about:

Landlord services, standards and responsibilities

How to contact IronOak

Repairs, safety, complaints and performance information

Channels include:

- Welcome packs and scheme information
- Letters, posters and noticeboards
- Telephone and face-to-face contact
- Digital updates where appropriate

In addition, IronOak will ensure that:

- information will be provided before decisions are made, where possible
- residents will be told when works or changes will start
- different levels of detail will be provided depending on the service or decision
- Where digital tools are used, IronOak will ensure residents are not excluded and will always offer non-digital alternatives.



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Feedback and Listening

Residents will be informed about how their feedback has been considered and acted upon. Significant themes, concerns and recommendations arising from resident engagement activities will be escalated to the Executive Team and Board. Residents will be updated on decisions, actions and outcomes through engagement reports, "You Said, We Did" communications and website updates.

IronOak actively seek feedback through:



Satisfaction surveys
and service feedback



Complaints and
compliments



Scheme visits and
resident
conversations



Engagement through
support providers

- ✓ Feedback is analysed and used to inform learning and service improvement, with outcomes and impact set out in Section: Demonstrating Resident Impact
- ✓ IronOak will regularly share examples of how resident feedback has influenced services, using clear and accessible "You said, we did" communication



Scrutiny & Influence

Where appropriate, IronOak will involve residents in shaping, reviewing or testing services, rather than only gathering views once decisions are largely formed.

- IronOak supports residents to influence decision-making by:
- Involving residents in service reviews and consultations
- Seeking resident views on changes to services or management
- Supporting resident-led scrutiny where appropriate (venues, time, support)

Consultation on significant changes will:

- Begin early
- Be accessible and inclusive
- Clearly explain options, impacts and reasons
- Demonstrate how feedback influenced decisions



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How We Engage Residents on Landlord Service Decisions

- IronOak is committed to engaging residents on landlord service decisions that affect their homes, services and communities, in line with the Consumer Standards and our engagement principles.
- Engagement will be proportionate, meaningful and tailored to residents' needs **and preferences**. Where IronOak manages more than one scheme, engagement approaches may be similar; however, decisions, communication methods and timescales will reflect the specific residents, services and context of each scheme



Information we will provide

IronOak will provide residents with clear, accurate and timely information about landlord services and service decisions.

Depending on the matter, this may include:

- what the service or decision involves
- why it is being introduced or changed
- how it may affect residents
- any options available for delivery
- expected timescales, including start dates for works or changes
- how residents can give feedback or influence outcomes
- who to contact for further information or support

Information will be shared before decisions are made, wherever reasonably practicable, and in formats that are accessible to residents.



What We Will Ask Residents About

IronOak will seek residents' views on aspects of services that affect their experience, particularly where there are choices about how services are delivered.

This may include:

- priorities for service improvements
- how services are accessed or delivered
- timing or sequencing of planned works or changes
- communication methods and frequency
- how disruption or inconvenience can be minimised
- service quality and satisfaction

Were services or works:

- last more than one day, or
- restrict access to parts of a scheme, or
- significantly disrupt daily routines or wellbeing
- IronOak will ask residents for their views on:
- when services or works should take place (where feasible)
- how disruption can be reduced
- what additional support may be needed



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Decisions Residents Will Not Be Asked About



Residents will not be asked to make decisions on matters that are:

- governed by legislation or regulation
- subject to professional or technical requirements
- urgent or emergency actions required to protect health, safety or welfare

In these situations, IronOak will explain why consultation is not appropriate, while still providing information and reassurance.



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How We Will Collect and Use Feedback

IronOak will use a range of engagement methods, proportionate to the decision and residents' needs, including:

- surveys and questionnaires
- written communications
- meetings, drop-ins or scheme visits
- one-to-one discussions
- supported engagement via advocates or support providers

Residents will be asked if they require information:

- in alternative formats or languages
- with additional support to participate
- via a nominated representative
- Feedback will be:
 - recorded and reviewed
 - considered as part of service decision-making
 - used to inform improvements where appropriate

Residents will be told:

- what feedback we received
- what decisions were made
- how their views influenced outcomes, or why they could not



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Timescales and Data Protection



IronOak will:

- give residents **reasonable time** to provide feedback
- clearly communicate response deadlines and reasons for them
- collect and store information securely
- process personal data in line with General Data Protection Regulation (GDPR) requirements



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Monitoring and Review

IronOak will regularly assess the effectiveness of engagement on landlord service decisions by:

- monitoring participation levels
- reviewing feedback, satisfaction and complaints
- assessing whether engagement reaches different resident groups

Residents can influence IronOak services by:

- *shaping service improvements and priorities*
- *informing how and when services are delivered*
- *highlighting risks and emerging issues*
- *reviewing services and identifying learning*

Residents can engage with IronOak by:

- sharing feedback on services
- participating in surveys or consultations
- raising concerns or complaints
- taking part in service reviews or improvement conversations
- engaging through support providers or representatives

Where participation or satisfaction is low, IronOak will adapt its engagement approach to improve inclusion and effectiveness. Learning from engagement will be recorded and used to strengthen future practice.

Where appropriate, IronOak will work with residents to co-develop service improvements, particularly where changes are significant or long-term.



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Community Engagement and Neighbourhoods

IronOak recognises its role in supporting positive neighbourhoods, in line with the Neighbourhood and Community Standard.

We will:

- Work with partners to promote safety in shared and surrounding spaces
- Take a victim-centred approach to anti-social behaviour and hate incidents
- Support residents affected by domestic abuse, working closely with specialist agencies
- Encourage positive relationships between residents and local communities



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Accessibility, Equality and Diverse Needs

IronOak will adapt engagement methods to reflect residents' diverse needs and circumstances, ensuring engagement is accessible, inclusive and fair, including:

- Collecting and using information about residents' needs lawfully and transparently
- Offering information in alternative formats and languages on request
- Supporting residents to nominate representatives to act on their behalf
- Regularly assessing whether engagement is fair and equitable

IronOak will tailor engagement and information for different resident groups by:

- tailoring engagement by scheme type
- engaging via advocates or support workers where appropriate
- adapting methods (1:1 conversations, supported surveys, verbal feedback)

IronOak will produce an Easy Read version of this strategy and other key resident documents. Easy Read documents will use plain language, images and clear formatting to support residents with learning disabilities, cognitive impairments or those who prefer simplified information.



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Demonstrating Resident Impact

Maintain	Maintain an engagement impact log
Share	Share “You said, we did” updates annually
Use	Use engagement evidence in Board and Committee papers and regulatory assurance



Roles and Responsibilities

All staff and contractors are expected to listen to residents, take concerns seriously, and act on feedback within their role. Leaders and managers at all levels are responsible for creating a culture where resident feedback is welcomed, acted upon and used to improve services.

- **Board and Committees:** assurance that resident views influence decisions
- **Executive Team:** accountability for delivery of this strategy
- **Operational Teams:** day-to-day engagement with residents
- **Partners and Providers:** required to support IronOak's engagement expectations

IronOak will support staff to engage effectively with residents through clear expectations, guidance and training, recognising the complex needs of some residents.

This shared responsibility reflects IronOak's values and commitment to resident-first, respectful and accountable services.



Roles and Responsibilities continued

IronOak will assess whether residents require training, guidance or independent support to participate effectively in engagement, scrutiny or consultation activities.

IronOak will provide:

- Introductory sessions for residents involved in scrutiny or consultation.
- Guidance on understanding landlord responsibilities, performance information and regulatory requirements.
- Support to build confidence in giving feedback and challenging decisions constructively. Access to independent advocacy or support where required.



Monitoring, Performance and Assurance

We will monitor:

- Engagement activity and participation
- Resident satisfaction and complaint's themes
- Tenant Satisfaction Measures (TSMs)
- Evidence of resident influence on decisions
- Performance information will be shared with residents in an accessible way

IronOak will:

- record participation levels for engagement activities
- review satisfaction with engagement methods
- adapt approaches if participation or satisfaction is low



Measuring Success

IronOak will monitor the delivery of this strategy through annual performance targets and milestones including:

Objective	Measure	Target
Resident participation	Number of residents participating in engagement activities	Year-on-year increase
Representation	Participation from under-represented groups	Annual review and improvement plan
Feedback	Percentage of engagement activities receiving feedback	100% monitored
Closing the loop	"You Said, We Did" updates published	Minimum quarterly
Satisfaction	Resident satisfaction with engagement opportunities	Annual target set and monitored
Accessibility	Requests for alternative formats fulfilled	100%
Influence	Evidence of resident recommendations influencing decisions	Reported quarterly to Board

Using Resident Insight

IronOak will use a range of information sources to understand residents' experiences, including feedback, complaints, engagement activity, operational learning and partner insight. This helps identify themes, emerging risks and service improvements, including where residents may be less able or less confident to engage directly.



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Continuous Improvement

IronOak is committed to time-limited scrutiny reviews to ensure continuous improvement is embedded within the organization. This ensures IronOak's engagement approach remains effective, proportionate and aligned to resident needs and expectations.

To demonstrate this, we will:

- Complete annual deep-dive on one service area (e.g. repairs, safety communication, complaints)
- Facilitate small resident reference groups supported by staff
- Support involvement via one-to-one interviews where group participation isn't suitable

This strategy will be:

- Reviewed regularly
 - Updated in response to resident feedback, performance insights and regulatory change
 - Used as a live framework rather than a static document
- 