



**2018/19  
Annual  
report**





## Hello from Matthew Spittles

– Chair of Ongo Homes Board

Welcome to our 2018/19 annual report.

There have been many highlights over the last 12 months, and some important learning points to take on board.

Our governance downgrade was of course a big disappointment to us. We are continuing to work closely with The Regulator of Social Housing, to provide them with the assurances they need that we are improving our governance arrangements. We do still remain V1 for our financial viability (the highest standard) and we're working hard to return to a high standard in governance also.

We've had a positive year operationally. Our rent arrears were at an all time low, at £741,046 at the end of March 2019. This is £138,343 lower than the previous year.

I spent time learning about our community projects and there's really positive things happening to create opportunities for people to thrive, especially The Viking Centre in Barton and The Arc in Westcliff.

It is so important to involve our tenants in the decisions that really impact them, and it's been great to see how they've helped us to improve. One example is the resident scrutiny reviews carried out, including one around our heating charges (read more about this later on).

Finally, being able to build more affordable housing and introduce different home ownership options, to help people get on the property ladder, is a big step forward for us.

## Hello from Steve Hepworth

– Chief Exec

It's been great to look back at the great work happening over the last 12 months, how our tenants have worked with us and some important learning points to help us be an even better organisation.

Looking forward, I'm really excited about rolling out and implementing our new Corporate Plan. It gives us a clear focus on what is important and how we can achieve our targets. We have three clear objectives:

- **Be a great landlord**
- **Offer quality homes**
- **Create opportunities**

Whilst we have already set some targets to help us achieve these objectives, we want to continue having conversations with you as our tenants and customers, so we can make sure that our plans really do make a difference.

Our biggest focus and priority is working with the Regulator of Social Housing and our Board members to improve our governance arrangements. Part of this work is creating a common board between Ongo Homes and our parent company Ongo Partnership, to make sure that our work as a housing association is at the very centre of everything that the Ongo group does.

This will mean new opportunities for people, including tenants, to join our boards and committees. I am confident that our governance improvement work will give the Regulator the assurances they need to be able to review their judgement and return Ongo Homes to a compliant rating.





## Our performance - an overview

In 2018/19, we set out a new corporate plan focusing on three key objectives: being a great landlord; providing quality homes and creating opportunities for people and communities to thrive.

The plan was developed through consultation with tenants, staff, board members and partners.

Under each objective we have a number of indicators which will drive the activity needed to achieve our aims. Check out our performance info below to see how we've been doing in each of our three key areas.

### Being a great landlord: how have we performed?

Description (%)	2017/18	2018/19	Target
Tenants satisfied with overall landlord services*	93.8%	<b>94%</b>	<b>90%</b>
Tenants satisfied their views are listened to and acted upon*	88.7%	<b>90.4%</b>	<b>90%</b>
Tenants satisfied their rent offers value for money*	94.1%	<b>95.9%</b>	<b>88%</b>
Tenants satisfied with our repairs service*	88.3%	<b>87.2%</b>	<b>85.9%</b>
Average current tenant arrears as % of debit (exc housing benefit)	2.13%	<b>1.83%</b>	<b>1.93%</b>
Rent loss from lettable empty homes	1.33%	<b>1.31%</b>	<b>1%</b>

## Delivering quality homes: how have we performed?

Description (%)	2017/18	2018/19	Target
% of tenants satisfied with their neighbourhood as a place to live	89.7%	<b>88.8%</b>	<b>90%</b>
% of tenants satisfied with the quality of their home	93.5%	<b>94.2%</b>	<b>88.6%</b>
% of tenants likely to recommend Ongo Homes to family or friends	66.3%	<b>63.6%</b>	<b>45.4%</b>
Investment into existing housing stock	£5,003k	<b>£5,358k</b>	<b>£83m</b> over 10yrs
Number of new build homes delivered	103	<b>130</b>	<b>225</b>

## Creating opportunities: how have we performed?

Description (%)	2017/18	2018/19	Target
Number of people accessing employment support via Ongo Journey to Work	659	<b>832</b>	<b>700</b>
Number of people gaining sustainable employment	147	<b>180</b>	<b>180</b>
Number of young people engaged in one-to-one mentoring	87	<b>93</b>	<b>84</b>
Number of new apprenticeships	30	<b>48</b>	<b>36</b>
Total invested into community/creating opportunities projects	£672k	<b>£886k</b>	<b>£1m</b>



## About us

We're one of the largest housing providers in the region.

Local communities are at the heart of our business, which is why all profit we make is reinvested into improving neighbourhoods and creating opportunities for local people.

## Our lettings (as of 31 March 19)

**9,891** Number of homes we own and manage

**1,087** Number of lettings

**125** Number of empty homes

## Our homes

**9,400** General needs homes

**491** Homes for older people

**145** Number of new homes developed

**41** Supported housing

**29** Number of homes sold

## Involving our tenants

Involving tenants in our big decisions on things that matter to them is crucial to us.

One example was creating our Corporate Plan. Many tenants said how important it was to keep neighbourhoods clean and tidy. This is something we have made a priority – starting with our new Neighbourhood Services team.

We have lots of ways our tenants can get involved, including our Resident Scrutiny Panel. They review areas of the business, and give recommendations with ways to improve and be more efficient. A key investigation this year was 'heating charges'.

The panel scrutinised the new approach proposed to the way tenants would be charged for heating in some communal buildings. They spoke to tenants, Ongo staff and contractors to understand how these changes will impact tenants.

The outcomes included a need to communicate better with tenants throughout changes like this. They also concluded that the proposed charging changes were fair and will create value for money savings in the long run for both tenants and Ongo.

Find out more about getting involved, [ongo.co.uk/customerengagement](https://ongo.co.uk/customerengagement)

## We welcome our new Chief Exec

On 9 April 2018, Steve Hepworth stepped up to become our new Chief Exec. Steve had been a director here since 2007 and took over from Andy Orrey who retired after nine years in the job.

Steve is a familiar face within the housing industry and has worked his way to the role of Chief Exec, having started his social housing career as a Housing Officer 28 years ago with Wakefield District Council.

One of Steve's main priorities when he took on the role was to create a brand new Corporate Plan, check out the plan <https://ongo.co.uk/media/3131/the-ongo-corporate-plan-2019-2023.pdf>

Another of Steve's priorities was to continue working closely with our tenants to provide the best quality homes and services. "I am lucky to have worked for Ongo for the last 11 years, and I know how committed and passionate the teams are about the work they do in helping people in their everyday lives."

"We also have a strong tenant group in Community Voice, which is massively influential in the operational running of our business."

"I know there is a lot of hard work to be done but I am confident in the abilities of those who work for, and with, Ongo that we can make lasting improvements in our communities."





Pictured left to right: Pete Stones, Steve Hepworth, Ashley Harrison, Jo Sugden, Kevin Hornsby

## Say hello to our new Exec team

Our exec team has seen some changes in the last year, with Steve becoming our Chief Exec, Jo and Ashley stepping up to become directors and Kevin joining the team.



## A review of our governance

In February 2019, The Regulator of Social Housing carried out a review of our compliance with their standard for governance. The review concluded and the regulator announced that our governance rating was downgraded from a G1 grade (fully compliant) to G3 (non compliant).

The reason for this decision was because they had a lack of assurance that our Ongo Homes Board was effective in its risk management.

We have been working closely with the regulator to give them the assurances they need, for us to work towards becoming fully compliant once more. Our overall aim is to return to being G1, and we're working through a full governance review with the regulator to do this.



We spoke to 96 of our leaseholders and satisfaction was generally good. Within the housing sector leaseholder satisfaction is generally around 60% putting us slightly higher than the national average.

## Home ownership performance:

Description	2017/18	2018/19	Target
Total overall satisfaction with the Home ownership service	82%	69%	N/A

## Building homes for the future

Over the last 12 months we've seen 130 brand new homes being built. We also started work on 181 other homes due for completion in 2019/20.

We've introduced different tenure types alongside our social and affordable rented homes. This includes shared ownership homes, and we sold three of these in 18/19, generating £340,000 income and £193,000 profit.

We also embarked on our first build for outright sale development in Blyton, offering 14 homes for sale. We're hoping to generate £300,000 profit from this.

All the profit we make from our new homes will be reinvested straight back into our local communities and building even more homes.

Take a look at this [map](#) to see where we're building.

As well as building new homes, we've been investing in our existing ones, including a £1million project to replace the pipe work at our Market Hill estate in Scunthorpe town centre. We managed to deliver this £12,000 under budget and, along with providing a better value and more efficient heating system for our tenants living there, the investment led to a reduction in emergency repairs.

## Caring about our estates

In May 2018, The Arc and shops in Westcliff officially opened their doors to the public. This was part of a £9million regeneration project which included building The Arc, 41 new homes, a large One Stop convenience store, a Coop pharmacy, Heidi's Hair and Beauty Salon, Sam's Plaice fish and chip shop plus one other retail unit still available to rent.

The Arc has the aim to be a one stop shop for the whole community to access and enjoy. Within The Arc is a cafe, Post Office, enterprise zone, Little Owl's preschool, a training centre, youth zone and meeting rooms available for hire.

Since its opening, The Arc has held training courses, events for the whole family to enjoy as well as welcoming over 40 local partner agencies to use the space as their base to engage with the Westcliff community.





## Committed to our community

In June 2018 we moved into our new headquarters, right in the heart of Scunthorpe town centre.

Ongo House is part of a £60million regeneration scheme by North Lincolnshire Council to bring new commercial opportunities and housing into the town centre.

There were a few reasons why we decided to make this move. The lease on our existing office was due to expire in June 2018, so we needed to find an alternative

location. We wanted to be accessible for our tenants and visitors. Our Customer Service team were based on Cole Street so this move meant we could bring the team back into the same building as the rest of our staff; a benefit to both staff and tenants.

Our new HQ is also much more efficient to run, and has certain environmental features to allow us to do our bit for the planet.



## Repairs performance:

Description	2017/18	2018/19	Target
% of tenants satisfied that their repair was done 'right first time'	88%	88%	90%
% of tenants satisfied with the overall quality of work	95%	94%	97%
% of tenants satisfied with the overall performance of our staff in terms of their attitude, treatment of their home and tidying up after the work	96%	96%	97%

## Repairs and maintenance budget and spend information

Description	2017/18 actual spend	2017/18 budget	2018/19 actual spend	2018/19 budget
Total spent on day to day repairs and maintenance	£4.920m	£5.709m	£4.967m	£4.905m
Total spent on planned and major repairs such as new kitchens, new bathrooms, rewires, property compliance etc	£3.184m	£3.003m	£3.491m	£3.728m
<b>Total repairs and maintenance spend</b>	<b>£8.104m</b>	<b>£8.712m</b>	<b>£8.458m</b>	<b>8.633m</b>



## Housing support

We've supported our tenants to maintain their tenancies in various ways, including supporting with budgeting and benefits advice and supporting our older tenants.

Over 98% of the tenants that we supported during 2018/19 sustained their tenancies. This included 25 tenants who improved the condition of their property following coaching from our Home Skill Coach.

### Housing support performance:

Description	2017/18	2018/19	Target
Number of Ongo Homes tenants receiving support	286	<b>329</b>	<b>N/A</b>
Additional income gained for tenants via the support team	£1,899,197	<b>£1,409,774</b>	<b>£786,220</b>
Overall, how satisfied or dissatisfied are you with the support you received?	94%	<b>96.30%</b>	<b>97%</b>

## How we've supported our tenants

We supported four more refugee families to settle into North Lincolnshire life, bringing the total number of families to 12.

We welcomed our new [homelessness service](#) into the organisation in June 2018 meaning we can now support homeless people living in the Doncaster area.

We've rehoused 87 homeless people through our homelessness service in Doncaster.

## Paying rent

We want to thank all our tenants that continue to pay their rent each month and to those working with us to reduce the amount of rent owed. It has resulted in last year being our lowest year on record in terms of our rent arrears.

We worked really hard to make [paying rent](#) quick and easy.

## More ways to get in touch

My Home is an online account, where our services can be accessed 24/7. This is how My Home has been used in the last year:

### My Home in numbers

**3,408** tenants registered on My Home

**1,742** repairs logged

**139** complaints were made

**128** Ongo Recruitment enquiries

**82** rent statements generated

Find out more by visiting  
<https://www.myhome.ongo.co.uk>

## Rent performance:

Description	2017/18	2018/19	Target
Current rent arrears as % of the debit (Excl Housing Benefit Arrears)	2.13%	<b>1.83%</b>	<b>1.93%</b>
Current tenant rent arrears excluding Housing Benefits (£)	£873,389	<b>£746,311</b>	<b>£783,865</b>
Number of arrears related evictions	66	<b>38</b>	N/A
Number of tenants claiming Universal Credit	679	<b>1,722</b>	N/A
Current arrears due to tenants on Universal Credit	£259,943	<b>£418,936</b>	N/A
Average rent balance of tenants on Universal Credit	£329.90	<b>£130.54</b>	N/A
Former tenant arrears (as a % of the debit)	2.44%	<b>2.92%</b>	<b>1.25%</b>
Former Tenant Arrears (£)	£999,670	<b>£1,191,229</b>	<b>£507,684</b>

## Tenancy management

Our housing teams have had a really busy, successful year – getting involved with lots of great projects and work across our communities. Highlights for the teams include:

- Successful annual fire drills carried out at our four high rise flats
- #WeCareDays held at Belton and Winterton to improve local communities by working with staff and tenants to revamp the areas
- 100% of gas safety inspections achieved
- Continuing to work well with our partners including Child Sex Exploitation, Child Criminal Exploitation, Knives Reduction in North Lincolnshire



## Letting our homes-performance

Description	2017/18	2018/19	Target
Tenancy turnover	9.59%	<b>9.48%</b>	<b>9%</b>
% of homes let within 28 days	57%	<b>29%</b>	<b>70%</b>
% of new tenants satisfied with the lettings process	97.1%	<b>96.9%</b>	<b>97%</b>
% of tenants satisfied with the overall condition of their home at the time of letting	89%	<b>84%</b>	<b>90%</b>

## Tenancy enforcement-performance

Description	2017/18	2018/19	Target
Percentage of anti social behaviour cases successfully resolved in the year.	79%	<b>85%</b>	<b>N/A</b>
Number of new anti social behaviour cases received in year	1,530	<b>1,534</b>	<b>N/A</b>
% Satisfaction with being kept up to date with what was happening throughout their anti social behaviour case	79%	<b>79%</b>	<b>85%</b>
% Satisfaction with the way anti social behaviour cases are handled.	88%	<b>82%</b>	<b>89%</b>



## Employment support

One of our key aims is to support tenants and local people into employment and training. This starts from a young age, and we have a team working with young people in schools and after school clubs and events.

### Employment support performance

Description	2017/18	2018/19	Target
Number of people accessing the Ongo Journey To Work	807	<b>832</b>	<b>550</b>
Number of tenants accessing employment support	285	<b>272</b>	<b>N/A</b>
Number of school sessions delivered	18	<b>25</b>	<b>15</b>
Number of young people accessing 1-1 mentoring	87	<b>93</b>	<b>84</b>

External grants fund most of our employment support activities and have seen us work with 832 people in 2018/19. We increased our external grant funding by £39,000 last year to specifically deliver lone parent courses and welfare and debt advice.

In total, we successfully gained £603,000 in external funding to support our community programmes, including lone parent training, IOSH working safely courses and team leading courses.



## Listening and learning

In 2018/19 we received 335 compliments from our customers.

The area receiving the most compliments was our maintenance team.

Something we're going to work on over the next 12 months is how we get better at listening to feedback.

There has been a 43% increase in the number of complaints we have received over the last 12 months. The top three themes of complaints were around the length of time it took to resolve a repair, repeat repairs and poor communication.

This is a priority area for us to focus on moving forward, and we will improve the way in which we deal with complaints and how we keep tenants informed throughout this process. We have a Customer Complaints Panel which meet to analyse complaints we receive, with recommendations on ways we can learn from and improve.

Total number of complaints: 441  
Percentage of complaints upheld: 33%

## Complaints performance:

Description	2017/18	2018/19	Target
Complaints responded to within agreed target (%)	93%	<b>81%</b>	<b>93%</b>
Tenants satisfied with the way their complaint was handled (%)	56%	<b>56%</b>	<b>75%</b>



## Delivering value for money

We understand that getting the very best value we can from our services and homes means we can invest more in creating opportunities for people in things like jobs, training and neighbourhood services.

For us, delivering value for money is understanding the relationship between four things:

- Economy – the price we pay for providing a service
- Efficiency – how much we get for what we pay
- Effectiveness – the outcomes we achieve
- Sustainability – the impact we have on the environment and society

Each year we set targets for savings and measure any efficiencies we have achieved. In 2018/19 we achieved total cash savings of **£989,000**. Savings included a £400,000 saving by our Development team as a result of competitive tendering and £128,000 saved on the cost of our new asset management software system.

In April 2018, the Regulator of Social Housing published its new Value for Money Standard, that registered housing providers must adhere to. To find out more check out our [VFM statement](#).

## Awards and accreditations for 2018/19

We were really proud that some of our teams received external recognition for various areas of the business:

- Excellence in Employment, Skills and Training (TPAS) – Ongo Journey to Work
- Best Community Project on a social housing estate (Groundworks) – Viking Centre
- Best Project (Resolve Anti-Social Behaviour) – The Arc
- Building Excellence for the Best Community Building (South Yorkshire & Humber LABC)
- North Lincolnshire Business Awards - Excellence in Communities (The Arc)
- Customer Service Excellence - awarded 'compliance plus'

# Financial information

## Statement of Comprehensive income, Ongo Homes 2018-19:

	2019 £'000	2018 £'000
<b>Turnover</b>		
Cost of sales	45,044	£44,645
Operating costs	(147)	-
Surplus on sale of fixed asset housing properties	(33,879)	(31,090)
	£1,044	798
<b>Operating surplus</b>	12,062	14,353
Other interest receivable and similar income	137	81
Interest payable and similar charges	(3,160)	(2,897)
Other financial costs	(185)	(257)
Movement in fair value of investment properties	593	-
<b>Surplus on ordinary activities before taxation</b>	9,447	11,280
Taxation on ordinary activities before taxation	(10)	(17)
<b>Surplus for the financial year</b>	9,437	11,263
Actuarial (losses)/gains on defined benefit pension scheme	(2,547)	3,296
<b>Total comprehensive income for year</b>	6,890	14,559

## Statement of Financial Position, Ongo Homes 2018-19

	2019 £'000	2018 £'000
<b>Fixed Assets</b>		
Tangible fixed assets - housing properties	182,080	170,669
Tangible fixed assets - other	3,319	113
Investment properties	1,790	-
Investments - other	30	20
Investments - subsidiaries	100	100
	187,319	170,902
<b>Current assets</b>		
Debtors - receivable within one year	1,581	1,376
Debtors - receivable after one year	2,250	-
Cash and cash equivalents	15,840	18,140
	19,671	19,516
Creditors: amounts falling due within one year	(8,157)	(4,756)
<b>Net current assets</b>	11,514	14,760
<b>Total assets less current liabilities</b>	198,833	185,662
Creditors: amounts falling due after more than one year	(105,187)	(102,752)
Net assets excluding pension liability	93,646	82,910
Pension liability	(10,807)	(6,961)
<b>Net assets</b>	82,839	75,949
<b>Capital and reserves</b>		
Income and expenditure reserves	82,839	75,949

# Thank you

We'd like to say a big thank you to all our staff, tenants and partners for making 2018/19 another great year.