



# Offer Quality Homes Strategy

## 2020 - 2023

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1.0	New Strategy	30 <sup>th</sup> April 2020	Group Common Board	Annual Review – April 2021

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## 1. WHAT IS THIS STRATEGY ALL ABOUT?

- 1.1 This strategy sets out our vision to offer quality homes to all our customers. It looks to determine the way in which we can fulfill our future ambitions to make sure all our customers live in homes, neighbourhoods and communities that not only meet, but exceed their expectations.
- 1.2 The strategy details the key areas that have the greatest impact on the lives of people that live in our homes and neighbourhoods.
  - ✓ **Enhancing our environments that make them places people want to live in**
  - ✓ **We will invest in our existing homes so they meet future demand.**
  - ✓ **We will build new homes to help address housing need.**
- 1.3 Whilst this strategy predominantly looks at achieving our aims and ambitions in relation to providing quality homes, we do not underestimate the impact that having a home to call your own can have on people's lives.
- 1.4 The strategy is inextricably linked with the other three Ongo strategies; Be a Great Landlord, Create Opportunities and One Ongo.
- 1.5 Together, these four strategies lead the way to create opportunities and determine a clear journey for our tenants, enable us to develop our landlord services from good to great and continue to build a range of quality homes, all delivered by one team, #OneOngo.
- 1.6 Our aims, objectives and performance indicators complement each strategy and put the customer at the heart of what we do at Ongo, whilst ensuring that the core business is both deliverable and sustainable.

## 2. WHERE WE ARE NOW

- 2.1 The 10,000 properties that we own provide homes for around 25,000 people, which makes us the largest landlord in our operating region.
- 2.2 Our determination to put our customers at the heart of service delivery and the talent, energy and enthusiasm of all our staff members, has cemented our fantastic track record in delivering excellent customer services.
- 2.3 The focus in the past has been to invest in our existing homes. We carried out a major decent homes programme that saw the renewal of items such as kitchens, bathrooms, heating and electrical systems that dramatically improved the homes of our tenants.
- 2.4 We have continued to carry out repairs and maintenance to both our tenanted and empty homes using our in-house team of trade staff. The team has maintained excellent results in regard to performance, with 18/19 satisfaction at 87.2%, whilst also ensuring the provision of a Value for Money service.
- 2.5 Our Neighborhood Services team has continued to expand and is delivering a range of services that will further enhance our neighbourhoods and communities, in line with what our customers told us about neighbourhoods being a priority for them.
- 2.6 We have increased our commercial offerings within the organisation that allows us to provide a range of property maintenance services to private and business customers. The profits made reinvested back into improving neighbourhoods, creating opportunities for local people and building new homes.
- 2.7 The health and safety of our tenants is of paramount importance to us. We always make sure this is at the forefront of our minds when carrying out activities relating to Fire, Gas, Electrical, Asbestos, Legionella and building safety.

2.8 The needs of our customers are wide ranging when it comes to the type of homes that we offer in respect of both property and tenancy type. Our aim is to offer the right homes to the right people at the right time in the right place. The investment into our current homes and the new homes we build helps us to achieve this aim.

2.9 Over the past six years we have built 500 properties. These have been of mixed tenures and types and some have been built in areas outside of our North Lincolnshire boundaries.

### 3. WHERE DO WE WANT TO BE?

3.1 This strategy sets out the ambitions of Ongo to achieve its Corporate Objective of offering quality homes to our customers; there are three aims for offering quality homes:

- ✓ **Enhancing our environments that makes them places people want to live in**
  - Our aim is for more than 90% of our tenants to be happy with their neighbourhood
- ✓ **Investing in our existing homes so they meet future demand**
  - Our aim is to invest £83.1m into our existing homes over the next 10 years
- ✓ **Building new homes to help address housing need**
  - Our aim is to build 225 new homes every year for the next 10 years

3.2 The consultation and analysis of the feedback we've received has helped us to come up with key priorities that will ensure we achieve our future ambitions. These are to:

- 👉 Invest in our Neighbourhoods to make them places that people are proud to live in.

- 👍 Continue to invest in our existing homes to ensure they remain modern, safe and secure.
- 👍 Aim to deliver a best in class maintenance service that meets the needs of tenants whilst also delivering Value for Money.
- 👍 Play a significant part in our region to build new homes to meet the demand.

## 4. HOW WE WILL GET THERE

4.1 This strategy has been developed with these key areas in mind:

- **Enhancing our environments that make them places people want to live in**
  - 👍 Our ambition is to deliver safe and secure properties and neighbourhoods.
  - 👍 We will work with our tenants to develop a neighbourhood standard that enables us to achieve the target of 90% satisfaction with their neighbourhoods.
  - 👍 We will provide improvements to our neighbourhoods that make them safe and secure for the people that live in them, such as providing lighting, CCTV and the introduction of defensible spaces.
  - 👍 We will introduce an annual programme of works for our neighbourhoods and include staff and tenants in the decision making process.
  - 👍 We will enhance our process for involving tenants in the work we carry out across our neighborhoods.
  - 👍 We will consider all options for reducing our carbon footprint when carrying out the work on our neighbourhoods, including things like our waste management and lighting options.
  
- **We will invest in our existing homes so they meet future demand.**
  - 👍 We will carry out stock surveys to all of our 10,000 homes over a five-year period to ensure we have up to date knowledge.
  - 👍 It's important that we ensure we take into account the technology within our existing homes and the impact they have on our carbon reduction plans.

- 👍 We will strive to deliver a best in class compliance function.
- 👍 We will introduce a three-year plan for maintenance services.
- 👍 We will deliver a value for money maintenance service that achieves upper quartile performance when benchmarked with other Large Northern Housing Associations.
- 👍 We will deliver a maintenance service that get things right first time for customers, are available when customers need them and are accessed digitally wherever possible.
- 👍 We will provide ongoing improvements to our homes, including new kitchens, bathrooms, rewires and cyclical programmes of work.
- 👍 We will introduce a new lettable standard for our empty homes.
- 👍 We will look to reduce our carbon footprint with our materials suppliers through developing effective feedback from all parties, including staff and tenants.

➤ **We will build new homes to help address housing need.**

- 👍 We will work towards delivering the objective of the Corporate Plan to build 225 new properties per year.
- 👍 Understand fully the housing markets outside of North Lincolnshire but in our operating area.
- 👍 We will continue to work with partners, including developers, Local Authorities and Homes England.
- 👍 We want to be sector leaders in carbon reduction initiatives and will carry out research and development of those technologies for our new homes that considers our policy of being carbon neutral by 2050.
- 👍 We will consider the options for the full utilisation of our land assets.

➤ **We will ensure our staff work together as One Ongo to deliver the strategy by:**

- 👍 Connecting internal teams and processes and making our services easier to understand for customers.
- 👍 Removing conflicting targets and different priorities and setting our deliverable shared targets and key performance indicators (KPIs) across Directorates and team.
- 👍 Developing the strengths, skills and abilities of our people to ensure we are able to attain and retain talent and provide the best service to our customers.

## 5. HOW WILL WE KNOW IF WE'VE SUCCEEDED?

5.1 We will monitor our progress in relation to the strategy by utilising the following:

Measure	Outcome	Timescale
<b>Communication</b>	Clear communication plan across the business Performance update Directorate away days Share best practice	Ongoing throughout the life-cycle of the strategy
<b>Balanced scorecard &amp; KPIs</b>	Monthly updates against team/service priorities	Monthly
<b>Customer Satisfaction information</b>	90% of customers are satisfied with their neighbourhoods and maintenance service Overall satisfaction with the service provided by Ongo in the top quartile	Monthly
<b>Reports</b>	Key News, CEO briefings and board papers Core Brief	Quarterly Monthly
<b>Cross team case studies</b>	Practical examples of how our people are helping us achieve the aims of this strategy	Monthly
<b>Benchmarking</b>	Comparison with Large Northern Housing Associations.	Annual
<b>VfM savings and the Social return on investment</b>	Deliver the expected efficiency savings	Annual
<b>Customer interactions –</b>	Process in place for tenant feedback and involvement in decision making Neighbourhood Inspections Empty Homes Inspections	Ongoing
<b>Annual review</b>	Carry out an annual review of the strategy against the strategic 1-page plan	Annual

5.2 Each year of the strategy we will deliver a number of performance outcomes linked to the three themes:

	Theme	Performance aim	Annual Outcome
a)	<b>We will enhance our environments to make them places people want to live in</b>	<p>To provide improvements to our neighbourhoods that make them safe and secure for the people that live in them.</p> <p>Our aim is for more than 90% of our tenants to be happy with their neighbourhood.</p>	<p>Upper Quartile is 87.1% (STAR)</p> <p>Customers satisfied with their Neighbourhoods as a place to live in - 90%</p>
b)	<b>We will invest in our existing homes so they meet future demand</b>	<p>To deliver an excellent properties service to our customers.</p> <p>Deliver upper quartile maintenance service.</p> <p>Provide quality standards that meet customers' expectations</p>	<p>97% of customers will be satisfied with the maintenance service they receive.</p> <p>90% of customers are satisfied that their repair was completed right first time.</p> <p>90% of customers are satisfied with their home at the time of letting.</p>
c)	<b>We will build new homes to help address housing need</b>	<p>We will work towards delivering the objective of the Corporate Plan to build 225 new properties per year.</p>	<p>225 homes will be built each year for the next ten years.</p>