



Create Opportunities Strategy

2020 - 2023

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1.0	New Strategy	30 th April 2020	Group Common Board	Annual Review – April 2021

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1. WHAT IS THIS STRATEGY ALL ABOUT?

- 1.1 Our aim is to develop a clear customer journey across Ongo, through a single way of working, which will create opportunities for tenants and customers.
- 1.2 Over the next three years we will spend over £3,000,000 on providing opportunities, and be creative and inclusive in our approach to delivering an ambitious strategy. We want people to sit up and say ‘wow, what a difference Ongo makes’.
- 1.3 Our focus is on the impact created by developing relationships with our clients and delivering a range of services to help them to fulfil their own potential, however we are open to new opportunities that provide additional support to sustain tenancies.
- 1.4 This strategy considers our tenants, their families and households, young people, communities, our staff and businesses. The strategy is inextricably linked with the three other Ongo strategies; Be a Great Landlord, Offering Quality Homes and One Ongo.
- 1.5 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 Ongo, whilst ensuring that the core business is both deliverable and sustainable.

2. WHERE WE ARE NOW

- 2.1 Our vision is to create and sustain truly vibrant communities, underpinned by the Ongo values: partnership, drive and responsibility. Our strength is in our passion, enthusiasm and determination to continue to make a difference to our tenant’s

lives, and maintain our promise that “everything we do is put back into local communities”.

- 2.2 Since 2017 Ongo Communities has assisted 2266 customers on the “Ongo Journey to Work”, delivering training and activities and achieving excellent results for individuals and families, and a social return on investment of £13.77 for every £1 spent.
- 2.3 The requirements of our customers are wide ranging and our services have grown and developed to support emerging issues, such as mental health, social isolation and young people. We have invested in the Caistor Road and Westcliff communities and plan to widen our area reach, keeping up to date with local and national issues and working with partners, through digital access where possible, but not leaving anyone behind.
- 2.4 We have won grants and contracts to the value of £1.6 million in the past three years and we want to continue this success to maximise our annual £1 million internal investment. In addition, our social enterprise Ongo Recruitment and Crosby Brokerage have both increased their services and profits year on year.
- 2.5 Over the past three years our Tenancy Support team has assisted tenants in 31% of our homes. Moving forward our focus will be on tenancy sustainment; coaching tenants to manage their homes and finances, offering support where needed.
- 2.6 We have focused on building positive relationships with individuals which has resulted in the achievement of the outcomes that meet corporate aims and objectives and increased awareness of what we deliver across Ongo, working more cohesively with other teams to reduce duplication and improve access to opportunities.

3. WHERE DO WE WANT TO BE?

3.1 We want to create an environment where people can realise their own strengths and resourcefulness, and be inspired to live their best lives through:

- 👉 Modernising and transforming our services, designing a clear plan of coaching and mentoring that creates opportunities for our tenants, their families and households, and our wider communities.
- 👉 Delivering wide-ranging and progressive community development activities across our estates and areas where we have homes that meet the ambitions of our customers.
- 👉 Raising the aspirations of young people and supporting more of our tenants into employment.
- 👉 Strengthening our reputation and our skills to deliver excellent services, and developing our commercial companies and social enterprises to ensure continued financial investment.

3.2 This strategy will define a clear and accessible “Tenant Journey” through a coaching programme:

- 👉 Ensure everyone can understand our offer and recognise what is available.
- 👉 Enable us to provide the right service at the right time by the right team.
- 👉 Ensure our tenants and customers access good quality general and specialist support to meet their needs and aspirations, and help to improve tenancy sustainment.
- 👉 Enable us to become a recognised model and example of excellence both inside and outside of our industry.

4. HOW WE WILL GET THERE

4.1 Our Corporate Plan sets out our objectives:

- ✓ **We will increase the employment potential of tenants.**
 - Our aim is to help 700 people with employment support every year.
- ✓ **We will raise the aspirations of young people in our communities.**
 - Our aim is to support the personal development of 100 young people each year.
- ✓ **We will invest £1million each year in programmes which improve communities.**
 - Our aim is to invest our commercial profits into this activity, supported with an ongoing commitment from Ongo Homes.

4.2 To achieve our objectives, we will focus on five themes:

Theme	
a) Coaching Journey	Design a clear “Ongo Journey” to enable tenants to sustain their tenancies through coaching.
b) Community Development	Deliver community activities that help us to build relationships to improve life skills, health and mental health and reduce social isolation.
c) Employment and Skills	Create opportunities to develop skills and increase employment prospects through coaching and training.
d) Education	Raise aspirations in young people through mentoring and activities.
e) Business and Enterprise	Inspire and develop social enterprise and support business development, working with partners and in the local economy.

4.3 We will maximise the potential to achieve the objectives through:

a) Coaching Journey

Our current projects and services are wide ranging and sometimes difficult to understand. We will provide a clear and simple offer to our customers, moving towards a coaching relationship with individuals, where they are supported to find ways to resolve their own needs and issues. This offer will:

- ✓ Clearly describe what opportunities and services are available to customers.
- ✓ Commence with one point of triage to ensure that there is no duplication between teams.
- ✓ Provide coaching and mentoring that is accessible to tenants prior to, and throughout their tenancy that will enable them to work towards achieving their plans and aspirations.
- ✓ Recommend information and signposting when other services are more suitable.

b) Community development:

We want to continue to be a leading provider of community services in the areas we have homes. However, there are many charities and other providers who deliver excellent work in our communities that we will continue working in partnership with; sharing workloads and resources to ensure we can all achieve our aims and value for money. Our aims are to:

- ✓ Deliver a range of services and projects that help to improve life skills, health and mental health of people in our communities.
- ✓ Help to reduce social isolation and loneliness by providing opportunities for people to communicate and meet through a variety of community activities.
- ✓ Deliver one volunteering programme for staff, tenants and customers, working with partners to ensure a range of opportunities are available.
- ✓ Consider our approach to energy advice and environmental activities through awareness raising and delivering key messages about how best to

use systems and manage finances to achieve low carbon and low energy households.

- ✓ Help to build communities where we are building new homes, working with local authorities and new partners.
- ✓ Seek new opportunities and enhance existing partnerships to work better together, taking into account that we can only do so much ourselves.
- ✓ Direct our investment to where our tenants live, starting with the social regeneration of the Westcliff estate, one of the most disadvantaged and the largest area of our stock.

c) Employment and skills

We want to continue to access external funds to deliver employment services because we know that being in employment is healthy and leads to prosperity and independence. We will assist with:

- ✓ Getting people job ready through training opportunities and employment coaching for those furthest away from the job market.
- ✓ Offering coaching to people already employed in low level jobs as, although we are living in a low wage area, there are opportunities to improve career prospects in emerging sectors.
- ✓ Offering health and mental health support to overcome the barriers that are preventing people from moving forward in their lives.
- ✓ Utilising Ongo Recruitment to improve our employment offer to people who are work ready, and to support local businesses.

d) Education

We want to inspire future generations through early engagement, education and raising aspirations. We know that we cannot achieve this alone therefore we will work in partnership with schools, youth providers and local authorities to:

- ✓ Expand opportunities for young people through increasing youth activities and mentoring, sourcing income for additional educational and fun activities.

- ✓ Encourage our young people to develop themselves and their own resourcefulness.
- ✓ Help to reduce food poverty through engagement with families including healthier lifestyles, budgeting and preventing “holiday hunger”.

e) Business and Enterprise

We will fund the strategy by maximising the £1 million annual income from Ongo Homes; through accessing wider grants, developing social enterprise and increased profits from our commercial businesses. We aim to:

- ✓ Consider ways to make the Arc and Viking Centre self-sustaining and investigate the viability of delivering similar programmes of work elsewhere within our operating areas.
- ✓ Develop our in-house homeless support model through a new business plan, providing good quality homes to support those in most need.
- ✓ Develop social enterprise activity that meet the needs of the community e.g. Ongo Talk, to reduce reliance on funds from Ongo Homes.
- ✓ Continue to develop Ongo Recruitment, including registration with the Care Quality Commission to enable agency staff to deliver personal care services.
- ✓ Improve involvement in the economy in our area, and support small businesses, including opportunities for local procurement.
- ✓ Learn from the best inside and outside of sector and encourage grass roots innovation.
- ✓ Consider joint bids for funds, recognising and signposting to organisations that have specialist skills, and supporting local groups and charities to develop through our annual small grants fund.

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

5.1 We have listened to our staff and our customers and believe we have incorporated their ideas and captured the issues raised from the information we learned and are confident in achieving the outcomes we have set ourselves.

5.2 We will make any adjustments in the content through each annual plan to ensure we keep on top of emerging issues and opportunities, and monitor our progress in relation to the strategy by setting clear measures and timelines:

Measure	Rationale	Outcome	Timescale
Key performance indicators	Set out targets that are achievable in terms of delivering the outcomes. This will be achieved through creating an annual plan that sets out how we will achieve the strategy, year by year.	Strategic one-page plan to focus on top six outcomes from the strategy each year	Quarterly in line with board reports
Balanced scorecard	Ensure cross service targets are devised that promotes shared responsibility to achieve our goals.	Data updates on achievements assigned to teams	Monthly
Customer Satisfaction	Ensure that we are meeting customer expectations to ensure regular monitoring against actions, implementing improvements and engaging listening to customers to help shape future services.	Telephone, social media surveys/focus groups	Quarterly
Reports	Regular reports that can be accessed by stakeholders in appropriate, timely manner.	Key News, CEO briefing Core Brief	Quarterly Monthly
Budget monitoring	Ensure that we continue to manage and maximise the £1 million per year whilst delivering value for money.	Management accounts, board reports	Monthly Quarterly
Social return on investment	Measure the impact of our work using the HACT calculator that provides values of return on our investment.	Up to date measures using the industry standard calculator	Annual
Sharing Best Practice	Enable us to respond to and put in place improvements based on successful initiatives and share our successes across and outside of the industry.	Industry magazines Conferences Award opportunities	As available
Cross team case studies	Practical examples of how tenants are being supported across multiple departments. Opportunity for staff to share in success.	Written and video studies	Monthly
Review	Ensure we achieve annual milestones and amend or update any changes to continue to deliver right services/right time and consider emerging issues /opportunities.	Carry out an annual review of the strategy	Annual

5.3 Each year of the strategy we will deliver a number of performance outcomes, linked to the five themes:

	Theme	Performance aim	Annual Outcome
a)	Coaching Journey	Coaching plans for tenants facing longer term challenges	250 tenants
		Money advice; providing advice to increase sustainment of tenancies	1800 tenants
b)	Community Development	Mental health related support including life coaching and counselling	250 people
		Provide a range of activities in retirement schemes and community venues	1000 people
c)	Employment and Skills	Employment support including coaching and training (50% tenants)	700 people
		Sustained employment outcomes (minimum 3 months)	180 people
d)	Education	Raising aspirations in young people through mentoring (50% tenants)	100 young people
		Complete 18 internal and 30 external apprenticeships through apprentice training agency	48 young people
e)	Business and enterprise	Create new social enterprises that complement the strategy and provide new means of income	2 enterprises
		Maximise external funding opportunities that meet the aims of the strategy	£200,000 grant income

