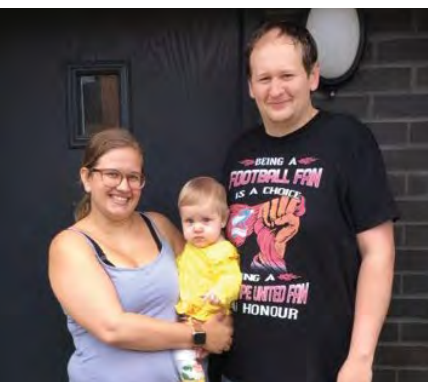




# 2020/21 ANNUAL REPORT





# LOOKING BACK ON THE YEAR

“The last 12 months have, without doubt, been like no other. It’s been the most challenging year for us as an organisation, but also one I’ve felt very proud to be part of Ongo.”

“I’m proud of the way every single one of my colleagues stepped up to the challenge we were faced with. And how their number one priority was to make sure we could continue offering our essential services to you, our tenants and customers. Doing whatever was needed to make sure we were offering the support and services needed most was the priority.

I’m proud of our tenants and customers. Tenants and customers were patient, and accepted when we were unable to offer certain services due to the restrictions we faced, and tenants and customers adapted to new ways of working with us.

Despite the pandemic we still achieved a lot of great things with the support and input of our tenants.

Back in 2019 we were downgraded by the Regulator of Social Housing for our governance, and in November 2020, we were upgraded to a G2 rating. This is a big achievement and important for our tenants to have that reassurance that we are both financially compliant and now, also compliant with our governance arrangements.

We have supported our tenants to get on top of their finances, resulting in rent arrears being at their lowest ever. I’d like to thank them, for working alongside us to help us achieve this fantastic result.

Arrears now stand at around £600,000 which is half what it was in 2018.

Building new homes has also been a real positive for us over the last 12 months. We’ve built 182, including a brand new retirement scheme in Gainsborough, family homes in Scunthorpe and the final homes were completed in our £9million regeneration project in Westcliff.

We’ve also invested in our existing homes, spending £1million on new fire doors in our high rise blocks at Market Hill in Scunthorpe,

we replaced the heating system at Victoria House; our retirement scheme in Barton, spent £500,000 improving the quality of roofs on our homes and also spent around £1million on rewiring work and installing new kitchens and bathrooms.

Lastly from me, I’d just like to say thank you once again for your continued support over the last 12 months.”



**Steve Hepworth**, Chief Exec





# PERFORMANCE OVERVIEW

Throughout 2020/21, we completed 99% of our Operational Plan, which is made up of the targets set out in our Corporate Plan.

In September 2020 we launched three new strategies which feed directly into our Corporate Plan and the objectives we set out to achieve. These are:

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

To monitor our progress and success, we have performance targets for each objective. This shows the level of service we're giving our tenants and keeps us on track to achieve our aims.

[FOR MORE CLICK HERE](#)



## BEING A GREAT LANDLORD – AT A GLANCE

Indicator	2018/19 actual	2019/20 actual	2020/2021 actual	Target	Benchmark Peers top quartile	Benchmark Sector top quartile
% of tenants satisfied with overall landlord services*	94%	91%	92.5%	90%	89.40%	88.39%
% of tenants satisfied views are listened to and acted upon*	90.40%	85.80%	88.6%	80%	77.84%	75%
% of tenants satisfied their rent offers value for money*	95.90%	92.40%	94.73%	90%	90.36%	88.85%
% of tenants satisfied with our repairs service*	87.20%	81.50%	86.07%	90%	83.96%	83.44%
Current tenant arrears as % of debit (exc housing benefit)	1.83%	1.79%	1.62%	1.70%	3.02%	2.58%
% of rent loss from lettable empty homes	1.31%	0.99%	1.12%	1.10%	1.05%	1%



## OFFERING QUALITY HOMES – AT A GLANCE

Indicator	2018/19 actual	2019/20 actual	2020/2021 actual	Target	Benchmark Peers top quartile	Benchmark Sector top quartile
% of tenants satisfied with their neighbourhood as a place to live	88.80%	84.20%	87.27%	90%	86.30%	87%
% of tenants satisfied with the quality of their home	94.20%	91.60%	92.07%	90%	87.70%	87.54%
% of tenants likely to recommend Ongo Homes to family or friends	63.60%	63.80%	64.43%	No target for this	42.97%	46.21%
Investment into existing housing stock	£5,358k	£5,350k	£5,954k	£83m over 10 years	N/A	N/A
Number of new build homes delivered	130	128	182	225	N/A	N/A

## CREATING OPPORTUNITIES – AT A GLANCE

Indicator	2018/19 actual	2019/20 actual	2020/21 actual	Target
Number of people accessing employment support	832	721	671	700
Number of people gaining sustainable employment	180	181	162	180
Number of young people engaged in one-to-one mentoring	93	128	112	100
Number of new apprenticeships	48	50	27	36
Total invested into community/creating opportunities projects	£886k	£1 million	£1,572,337	£1 million



# BOARD UPDATE

November 2020 saw us return to a compliant G2 governance rating following an assessment by the Regulator of Social Housing. This means that the regulator now has the assurance that, following a downgrade in 2019, we have reviewed and strengthened our governance arrangements.

The regulator is confident that we meet the requirements expected of a registered provider resulting in a G2 rating being granted.

Following our downgrade, we worked through a detailed improvement plan which has included refreshing our Board membership, creating a common Board across our group, and fully reviewing our risk management framework.

We have maintained a V1 (the highest rating) throughout for our financial viability.

We appoint our Board Members based on their skills and abilities. Our current Members have all been in post since at least January 2020. The Board have agreed a statement and plan of work to ensure it is fully representative of the communities it serves.

The current gender breakdown of non-executive directors is 8 males and 7 females. Tenants and customers can find out more about who sits on our Boards here [ongo.co.uk/Board](https://ongo.co.uk/Board)



## RISK MANAGEMENT AND COMPLIANCE

The management of risk is essential in ensuring we meet our strategic objectives and remain legally and regulatory compliant. Our Risk Management Framework follows the principles of ISO 31000 standard, and is embedded throughout the organisation.

To ensure we understand the effect of risk on our business plan, we use possible scenarios taken from our Strategic Risk Register, and our Boards have an active role this.

Various stress tests are modelled on the most likely combinations including economic, business

management and operations, and development stress.

The risk landscape had changed significantly at the start of the financial year, with the emergence of Covid-19. So, as part of our Business Continuity Management process, all associated risks were assessed weekly, or more if needed.

To ensure that Risk Management is effective and that we have a sound and effective system of internal control, we have a framework in place, and all risks are discussed at each Board meeting.

We also carry out several audits to provide an objective evaluation and opinion on the overall adequacy and effectiveness of our risk management, and internal control environment.

Our annual internal audit plan is set using a risk-based approach and is approved by the Group Audit and Risk Committee.

There were eight internal audits carried out in 2020-21. For each assurance review an assessment of the combined effectiveness of the controls in mitigating the key control risks was provided.

Progress with internal audit recommendations are monitored by the Group Audit and Risk Committee, and implementation is verified by internal audit twice a year.

The Board has adopted the National Housing Federation Code of Governance for Ongo Homes. Following an assessment against the code we are pleased to report we are fully compliant

To read more on our risk management, please visit our website.

FOR MORE [CLICK HERE](#)





# FOCUS ON – BE A GREAT LANDLORD

Our aim is to not just be good, but be a great landlord. We want to not only meet the expectations of our tenants, but exceed them with the services we provide. To do this, we learn from the times we didn't quite get it right, and listen to feedback.

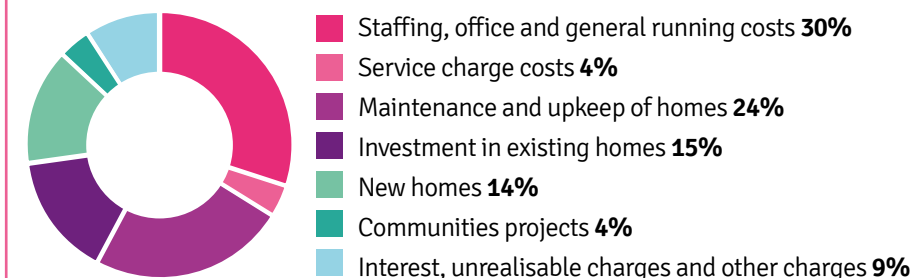


## YOUR SAFETY IS OUR PRIORITY

Keeping tenants and customers safe is our number one priority, and we're pleased to be able to report on the following safety measures in 2020/21:

- Gas safety checks: **100%** of all homes
- Asbestos surveys completed: **100%** of homes (with asbestos in, built before 2000)
- Fire alarms tests in high rise blocks and communal areas: **100%**
- Legionella tests completed: **100%** (high rise blocks, retirement schemes, offices and requests made)

## HOW RENT AND OTHER FUNDS WERE SPENT



## LISTENING AND LEARNING

We received 381 compliments, with our Tenancy Support, Repairs & Maintenance and Housing teams receiving the most.

We received 337 complaints, with 174 (52%) being upheld. We introduced a Customer Resolution team in February 2020, who deal solely with complaints. There is now one point of contact for tenants as they go through the complaints process, making it much easier.

The team also worked to reduce the number of days it takes to resolve a complaint, and in just two months reduced this from an average of **29 days** to an average of **eight days**.

## TENANCY MANAGEMENT

1,618 new anti-social behaviour cases were reported, which is eight more than last year. Despite the pandemic, our team has been working hard to resolve these.

## HOMELESSNESS SUPPORT

We continue to provide homes to homeless people living in the Doncaster area, and in the last 12 months we have worked in partnership with North Lincolnshire Council to reduce homelessness in North Lincolnshire too.

A pilot project was launched to provide temporary accommodation to single homeless people living in the area.

The team has supported 85 clients in the last year who were homeless or at risk of losing their home, supporting them with:

- 18 engaging in education, volunteering or training
- 10 supported to secure employment

Our occupancy rate for our homelessness accommodation was 96.7%. This means there were only 532 nights out of a total of 16,060 where a room was recorded as being empty.

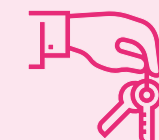
[FOR MORE CLICK HERE](#)

## OUR HOMES IN NUMBERS



Total number of homes:

**10,009**



Number of homes let:

**1,063**



Number of homes sold through Right to Buy or Right to Acquire:

**28**



Number of mutual exchanges:

**30**



# FOCUS ON – OFFER QUALITY HOMES

We aim to provide quality homes at all times. This means building new homes to a good standard, and investing in our existing ones.



182

new homes built

## REPAIRS AND MAINTENANCE

We carried out 23,447 jobs in 2020/21, with 36% of these being emergency or urgent. We reduced our repairs service for parts of the year to remain in line with government guidance, but always offered essential services. We put safe systems of work in place to ensure our colleagues and tenants were safe and felt reassured.

We saw 88% of tenants feeling satisfied that their repair was done right first time, with 95% happy with the quality. 90% was the target, which demonstrates an improvement in the quality of our repairs service.

## IMPROVEMENT WORK

2,020 properties had planned improvement work, which is a slight decrease from 2,269 in 2019/20.

We've spent £500,000 improving the structural work at some of our homes in Scunthorpe town centre, along with replacing the steel roofs and guttering at our Market Hill estate in Scunthorpe. The insulation in the new roofs will reduce heat loss making them more energy efficient for the tenants living there.



## NEW HOMES

We built 182 new homes in the last 12 months, and started building 68 more. These include affordable rented, shared ownership, rent to buy and homes for outright sale.

These homes were in areas including Scunthorpe, Doncaster and Gainsborough providing retirement living, family homes and homes to support people onto the property ladder.

A highlight for us includes the completion of the regeneration work on the Westcliff estate in Scunthorpe. We spent £9million transforming the area with new

homes, a community hub and shops. We also secured £600,000 from the Office of the Police and Crime Commissioner to further improve the estate and make it a safer place to live.

We progressed with Myos House, which will be the first specialist Dementia scheme in North Lincolnshire. It will be complete in August 2021 and will offer those living with dementia and their families somewhere safe, modern and welcoming that they can call home.

FOR MORE [CLICK HERE](#)

## REPAIRS AND MAINTENANCE SPEND

Actual spend	Budget
Repairs 19/20	Repairs 19/20
£3,434,197	£2,845,475
Repairs 20/21	Repairs 19/20
£3,736,576	£3,171,832



# FOCUS ON – CREATING OPPORTUNITIES

Each year we invest £1million in projects and programmes to improve our communities and provide local people with opportunities to thrive. For every £1 we spent in 2020/21 we saw £15.33 of value in return.



**£1,143,407**

of additional external funding secured



## CREATING OPPORTUNITIES FOR TENANTS AND CLIENTS

Our additional funding, along with our own, meant we could provide employment support, training and wellbeing for 1,010 people.

671 people were supported through our Ongo Journey to Work, which is slightly below our target of 700. This support included CV writing, coaching, mentoring and helping clients to take the next step in their career.

However, for a lot of 2020, we focused our efforts on supporting customers throughout the pandemic, ensuring they had access to the support and services they needed most.

We also supported 112 young people with mentoring which is slightly above our target of 100.



## MENTAL HEALTH SUPPORT

We have a number of programmes to offer mental health support including our Ongo Talk and Looking Up projects. The last 12 months has been busier than ever and we've supported 224.

## SUPPORT DURING THE PANDEMIC

Keeping our tenants safe and reassured throughout the pandemic was so important to us. We worked hard to offer additional support where it was needed:

- Making 37,779 safe and well calls to check in on our older and vulnerable tenants
- Delivering 14,457 food parcels

- Handing over keys to more than 500 homes, and continuing to carry out emergency lettings
- Keeping the Post Office within The Arc open throughout the whole of the pandemic

[FOR MORE CLICK HERE](#)



**671**

People given employment support



# INVOLVING OUR TENANTS

Despite the pandemic, our tenants have been just as involved as ever, making key decisions that impact our communities and make a real difference.

We have established a new, virtual way of engaging, which means more people can be involved from the comfort of their own homes.



## MAKING A DIFFERENCE

Take a look at just some of the ways we've been involving tenants:

- We've updated our Lettable Standard for empty homes, as part of our promise to offer homes that are clean, safe and secure. Our Resident Scrutiny Panel looked at the standard following feedback from Tenant Inspectors, and recommended improvements.

This resulted in further consultation before the new standard was approved by our tenant body, Community Voice.

- We changed our kitchen supplier after a consultation process. This involved tenant reps visiting suppliers, a digital survey, which over 460 of our tenants and customers took part in, and then drop in sessions to take a look at samples.
- Using tenant ideas, we launched a new, simpler design for our rent statements. Feedback was overwhelmingly positive with tenants saying they liked the new layout and design, and thought it was easy and clear to understand.

- Community Voice has discussed a huge number of issues, including our Anti-social Behaviour Policy, Rent to Buy Policy, our approach to booking non-essential repairs and our Covid Renewal and Recovery Plan. Complaints, climate change and environmental issues have also been on the agenda.



Kitchen Suppliers – this will result in savings of

**£180k**  
per annum

FOR MORE [CLICK HERE](#)



## DIGITAL UPDATE

We now reach more of our customers online than ever before with the start of our digital tenants group who help us direct changes to our digital services.

We've increased the number of repairs that can be booked online and made more appointment slots available. We've also made improvements to the software that we use to make it a smoother experience.

One of our biggest achievements was developing and launching our online applications (e-signup). This meant customers could continue their online journey from finding a new home, applying online and being able to track the process, uploading documents, arranging viewings, paying advanced rent and setting up payments before signing their tenancy agreement and collecting their keys.



# EQUALITY, DIVERSITY & INCLUSION

We are fully committed to equality, diversity and inclusion (EDI). It is so important to us that everyone has the right to fair and equal treatment, and that we recognise people using our services and those working for us, come from diverse backgrounds.

Everything we do recognises the **FREDIE** principles (**f**airness, **r**espect, **e**quality, **d**iversity, **i**nclusion and **e**ngagement), and we are proud to be represented by tenants, colleagues and stakeholders that believe in and demonstrate this too.

Here are some of our EDI highlights over the last year:

- **Black Lives Matter** – following the murder of George Floyd in May 2020 and the subsequent Black Lives Matter protests around the world, we had the conversation with colleagues and tenants about this issue. We held a round table event, which was led by our Chief Exec and attended by colleagues, and tenants.

This provided a safe space for open conversations around racial inequalities that were apparent in and around our communities. It gave an opportunity to look at ways in which we could provide a platform for such an important issue, and bring forward any ideas.

Following this, we created an action plan to focus on what we could do to improve knowledge, increase awareness and educate on the topic.

- **Recognising underrepresentation in our organisation** – we asked our colleagues, tenants and Board members to share their diversity profiling information, so we had an up to date picture of profiling both internally and externally. This was used to provide a comparison against other regional results. It was also used to identify under-representation and work to change this in the future.



An area of development was to have better representation on our Board and Leadership team in respect of race, age and disability status. We have reviewed where we advertise our job roles and have made a commitment to advertise Leadership vacancies through the Housing Diversity Network, to ensure the reach is as far as possible in respect of diversity.

Here's some more training, education and awareness we've taken part in:

- We hold the Leaders in Diversity Accreditation, awarded by the National Centre for Diversity, and have gone through a full re-assessment process.

- We have an events calendar that details all the different celebrations we will recognise though the year. Despite restrictions, these have still taken place.
- During the pandemic our EDI group considered the impact and potential disadvantages of communication to minority groups. As a result we worked with partner agencies to ensure information was delivered.
- All our Board members and colleagues take part in mandatory EDI and unconscious bias training.
- In March 2021 we held a dedicated EDI event with all Board members to raise awareness and encourage them as our leaders to promote FREDIE from the highest level.
- We successfully maintained our Disability Confident Accreditation, which recognises us as leaders in the community, thinking differently and taking action to improve how we recruit, retain and develop disabled people.
- We share a gender pay gap report on our website each year. Ensuring all our employees are rewarded fairly and equally for the work they do is important to us, irrespective of gender.



**Want to find out more or get involved?**

If tenants and customers have any ideas or want to come along to our next EDI Steering Group, please just let us know.

FOR MORE [CLICK HERE](#)





# ONGO IN NUMBERS

## VALUE FOR MONEY

We achieved savings of **£943,505**, meaning we didn't quite meet our target for the year which was **£1m**.

Some of our savings made over the year to note include; saving £88,000 on the furniture purchased to refurbish our retirement schemes, saving £87,000 as a result of obtaining the apprenticeship levy funding and £116,000 in savings from our maintenance team.

Tenants and customers can take a look at our full Value for Money Statement by visiting [ongo.co.uk/valueformoney](https://ongo.co.uk/valueformoney)

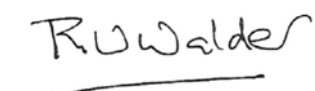

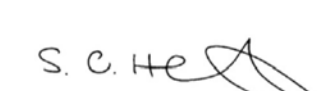
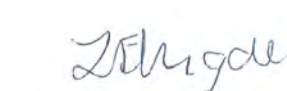
## STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 MARCH 2021

	Note	2021 £'000	2020 £'000
<b>Turnover</b>	3	<b>47,691</b>	45,840
Cost of sales	3	(220)	(140)
Operating costs	3	(35,954)	(36,033)
Surplus on sale of fixed asset housing properties	3, 10	<b>1,149</b>	1,608
<b>Operating surplus</b>	3, 6	<b>12,666</b>	11,275
Other interest receivable and similar income	11	<b>74</b>	206
Interest payable and similar charges	12	(3,707)	(3,217)
Other finance costs	12	(88)	(262)
Gift aid		<b>681</b>	–
Movement in fair value of investment properties	16	(20)	(260)
<b>Surplus on ordinary activities before taxation</b>		<b>9,606</b>	7,742
Taxation on surplus on ordinary activities	13	(43)	(34)
<b>Surplus for the financial year</b>		<b>9,563</b>	7,708
Actuarial (losses)/gains on defined benefit pension scheme	26	(8,166)	7,087
<b>Total comprehensive income for year</b>		<b>1,397</b>	14,795

## STATEMENT OF FINANCIAL POSITION AT 31 MARCH 2021

	Note	2021 £'000	2020 £'000
<b>Fixed assets</b>			
Tangible fixed assets – housing properties	14	<b>202,146</b>	194,291
Tangible fixed assets – other	15	<b>2,850</b>	3,136
Investment properties	16	<b>1,510</b>	1,530
Investments – other	17	<b>30</b>	30
Investments – subsidiaries	17	<b>100</b>	100
		<b>206,636</b>	199,087
<b>Current assets</b>			
Stock	18	<b>379</b>	214
Debtors – receivable within one year	19	<b>3,721</b>	3,699
Debtors – receivable after one year	19	<b>900</b>	1,700
Cash and cash equivalents		<b>77,505</b>	13,859
		<b>82,505</b>	19,472
Creditors: amounts falling due within one year	20	(10,863)	(9,056)
<b>Net current assets</b>		<b>71,642</b>	10,416
<b>Total assets less current liabilities</b>		<b>278,278</b>	209,503
Creditors: amounts falling due after more than one year	21	(167,509)	(107,769)
Net assets excluding pension liability		<b>110,769</b>	101,734
Pension liability	26	(11,738)	(4,100)
<b>Net assets</b>		<b>99,031</b>	97,634
<b>Capital and reserves</b>			
Income and expenditure reserve		<b>99,031</b>	97,634
		<b>99,031</b>	97,634

The financial statements were approved by the Board of Directors and authorised for issue on 27 August 2021.

			
<b>R Walder</b> Director	<b>M Kenya</b> Director	<b>S Hepworth</b> Chief Executive	<b>J Sugden</b> Company secretary

The tables included are an extract from our financial statements and their explanatory notes.



# LOOKING TO THE YEAR AHEAD

“Over the next 12 months, one of our main priorities will be working alongside the Regulator of Social Housing to return to a G1 rating for our approach to governance. We have an action plan to give the regulator assurances that we can return to the highest rating within the social housing sector.”

## BOB WALDER, CHAIR OF THE BOARD

“We are here to not only provide great homes and services, but also to create positive change within the communities we serve, and over the last year, this has really been demonstrated to me. I’d like to thank our customers and colleagues for all of their hard work in keeping each other safe, whilst still getting essential work done, to benefit others.

### Looking ahead

Over the next 12 months, we have an ambitious plan to continue building new homes to provide much needed affordable housing to local people, and this will see us continue with our

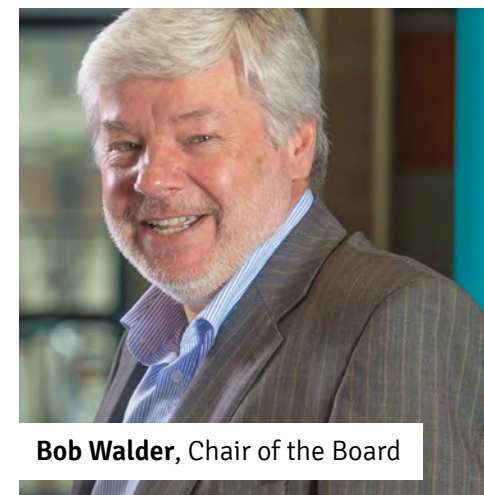
aim of building in excess of **2,200** new homes by **2031**. This will include our brand new Dementia care scheme being completed, developments in Scunthorpe town centre and regenerating an area in Belton to replace old flats with family homes.

Another one of our main priorities will be working alongside the Regulator of Social Housing to return to a G1 rating for our approach to governance. We have an action plan to give the regulator assurances that we can return to the highest rating within the social housing sector.

The impact of coronavirus will also be something we continue to work through in the next year, making sure tenants and colleagues receive the support they need.

I’m looking forward to a positive 12 months where we can really push on with our plans and aims, whilst always learning how we can be the best possible landlord to our tenants.”

*Bob Walder*



Bob Walder, Chair of the Board





# AWARDS AND ACCREDITATIONS

- **Disability Confident Accreditation** – We currently have level two in place.
- **Leaders in Diversity Accreditation (National Centre for Diversity)** – Current accreditation held until mid-2021. Late 2020 through to March 2021 went through full accreditation scrutiny process.
- **LABC Building Excellence Awards** – Winner of ‘Best small social or affordable housing development’ for our development on Holgate Road, Scunthorpe and runner up in ‘Best social or affordable housing development’ for our 27 home development on Cottage Beck Road in Scunthorpe.
- **Investors in People (IIP)** – We are proud to have achieved the gold level accreditation as it shows we are a great employer and offer our staff a great place to work.
- To find out more on our awards and accreditations, please visit our website:

FOR MORE [CLICK HERE](#)





# Thank you

for all of your patience,  
support and involvement  
over the last 12 months.  
By working together we have  
been able to achieve lots  
of positives to improve our  
homes and communities.

Visit our website **ongo.co.uk**

