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A word from our Chair Matthew Spittles

Hello, and thank you for taking the time to have a look at our annual report for 2015/16.

It was quite a year for housing associations as we sought to address the increasing political and economic challenges that came our way.

The announcement of a 1% rent reduction for social housing tenants in the Chancellor's Budget in July 2015 was unexpected and has had a significant impact on the revenue of all housing associations – some more than others. Fortunately, we were in a strong position to adapt our plans to accommodate the loss of rental income. We have done this without the need to reduce the service we provide to customers. In fact, you will see from this report that customer satisfaction with our services is as high, if not higher, than it has ever been before.

We don't take this for granted. We know it takes hard work and a willingness to listen to and learn from customers to maintain a successful business. We also know we don't always get it right, but I do know that the Ongo team cares passionately about making a difference to the communities and the people it works with.

That is clear to see when you read some of the examples and case studies in this report.

The national challenges haven't ended with the rent reduction. We are still facing the potential extension of the Government's Right to Buy policy and the further roll-out of benefit changes, such as Universal Credit, which will affect many of our tenants.

However, our business is strong and our people, Board members, staff and tenant volunteers, continue to work really hard to ensure the continued success of Ongo Homes.

As Chair of the Board I can reassure you that we remain committed to providing some of the best housing options and support services for the people of North Lincolnshire.



A word from our **Chief Executive Andy Orrey**

This is our first annual report as Ongo Homes, having changed our name from North Lincolnshire Homes in 2015/16.

This was an important step for us to take as we move further away from the old days of 'council housing' and continue to grow into a vibrant, modern, efficient business focused on making a real and lasting difference in people's lives. Ongo stands for our ongoing commitment to local communities and that is our promise.

We don't consider ourselves to be just a housing

We've been around now for nine years and take pride in what we have achieved in that time. Our homes are of much better quality now that we've invested £165m in bringing them up to standard and our outside spaces are looking nicer too.

But I hope you will see, in this annual report, how much more we do every day to try and help people, whether it be through our work in tackling loneliness or helping young people with their first step on the career ladder.

The year 2015/16 has been yet another busy year for us. We've had some setbacks, but we've had a lot of successes too.

The one thing I know for sure is that Ongo Homes will only be a success if we all continue to work together - staff and tenants - to create better places to live.



A bit about our business

Ongo Homes is part of the Ongo group – a Scunthorpe-based business with the vision to create and sustain truly vibrant communities, where children grow up with opportunities and aspiration, where there is diversity and respect and, above all else, there is pride in our homes and neighbourhoods.

Alongside Ongo Homes, we have our own recruitment and employment support agency, called Crosby Employment, a commercial roofing company called Ashbridge Roofing and a community business which provides not-for-profit neighbourhood services, such as our handy van and furniture recycling store.

Every part of Ongo has the same one promise – everything we do is put back into local communities.

We are the largest landlord in the area and with that comes responsibility. It is our job to make sure people's homes are safe and modern, kept in good repair and that tenants have a say in the place they live and the services they receive. We were very pleased to be named Social Landlord of the Year in 2015 by Housing Excellence.

We welcome over 1,000 new tenants every year and at the end of March 2016, we rented out 9,720 homes across North Lincolnshire.

We sold 43 homes under the Right to Buy or Right to Acquire schemes.

Accommodation owned and managed...total stock 9,720



General Needs 9,030



Intermediate rent



Affordable rent **196**



Supported housing 8



Housing for older people 480



Accommodation meeting Decent Homes Standard 9,720



Total number of lettings **1,198**



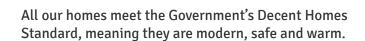
Total number of sales

43



Total stock built/acquired

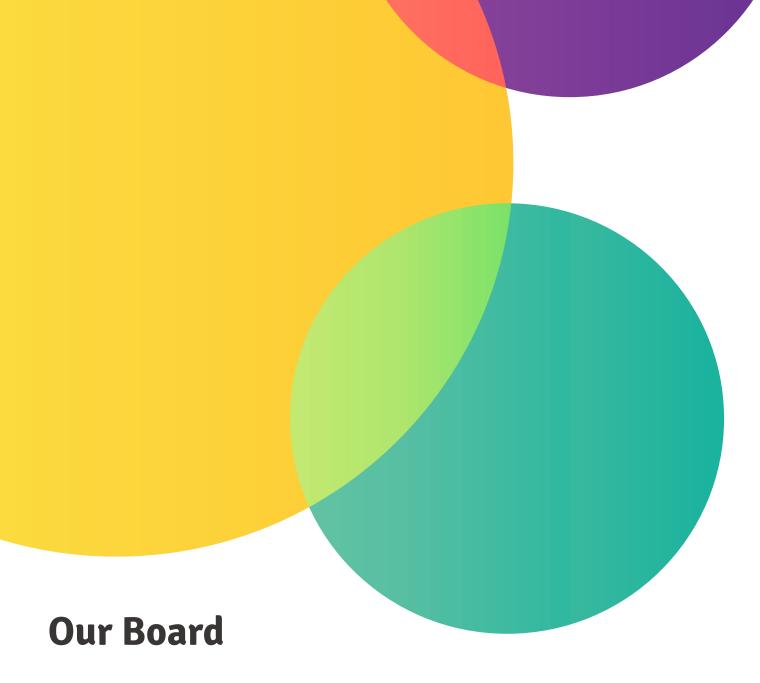
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When compared to the cost of privately renting a home in North Lincolnshire we continue to offer the most affordable rented housing option in our region. You can see here, a three bedroom home rented from Ongo is 35% cheaper than a privately rented home in North Lincolnshire.

Types of general needs home	Average weekly rent	How this compares with average private rent in our area*	Difference
Bedsit	£62.20	No data	No data
1 Bed	£70.42	£81.00	15%
2 Bed	£78.76	£104.54	33%
3 Bed	£88.47	£119.08	35%
4 Bed	£94.70	£176.77	87%
5 Bed	£96.85	No data	No data

^{*} All North Lincolnshire



Our Board members play a vital role in making sure our business is well run and financially stable.

They come from a wealth of backgrounds, not just housing but development, manufacturing, retail, accountancy, audit and IT.

In 2015/16 we welcomed Melvin Kenyon, Helen Lennon, Sarah Bird, Gemma Dixon, Tom Clark and Liz Cook. You can read more about them on our website www.ongo.co.uk/all-about-ongo. We also said a big thank you and goodbye to Kelly Smith, Cheryl Leaning, Tony Lightfoot and Colin Barker.

We are regulated by the Government's Homes and Communities Agency who, every year, rate our standard of governance and financial viability. In 2015 we achieved the top rating for our financial viability (V1), but our governance rating fell (from G1 to G2) because the HCA wanted some additional assurance that Ongo Homes had full control over the business now that it is part of a group, with a parent company which isn't regulated by the HCA. We were very pleased in 2016 when we were revisited by the HCA and our governance returned to a G1 rating.

Listening and learning from our tenants

We offer our tenants a wide range of ways to get in touch and tell us what they think.

Our Customer Engagement Team supports 11 local resident associations and regularly runs consultation events to ask tenants their views on our plans.

We also recruit Tenant Inspectors to carry out inspections, surveys and mystery shopping and have a Residents Scrutiny Panel whose members conduct detailed investigations into our services. In 2015 the

panel scrutinised our grounds maintenance contract and our applications for accreditations, checking that they delivered good value for money. In key areas of the business, such as maintenance, complaints management and equality and diversity, we have set up special tenant panels.

Throughout the year, we also carry out regular tenant surveys so we can see where we need to improve and whether we are meeting the high standards we aim to give. In 2015/16, we surveyed 1,600 tenants as part of our annual 'survey of tenants and residents' known as STAR. However, in total, we reckon we speak to up to half our tenants each year to ask them about our service.

Over 94% of our customers who took part in our STAR survey said they were happy with the service they get from Ongo Homes – a better result than last year, which is good news.

Customer satisfaction survey	2015/16	2014/15	2013/14
Overall satisfaction with the service provided by Ongo Homes	94.2%	89.4%	90.2%
Satisfaction with the overall quality of your home	94.0%	91.0%	91.9%
Satisfaction that Ongo Homes treats you fairly	94.2%	90.7%	93.4%
Satisfaction that your rent provides you value for money	91.8%	88.8%	86.5%
Satisfaction with your neighbourhood as a place to live	91.9%	89.1%	90.8%
Satisfaction that Ongo Homes has friendly, approachable staff	95.9%	90.8%	95.8%
Satisfaction that Ongo Homes listens to, and acts on, your views	86.5%	83.1%	87.8%
Satisfaction that Ongo Home keeps you informed	92.1%	89.2%	90.9%

Whilst we value the feedback we get from surveys, one of the main ways in which we learn and improve is by listening to complaints.

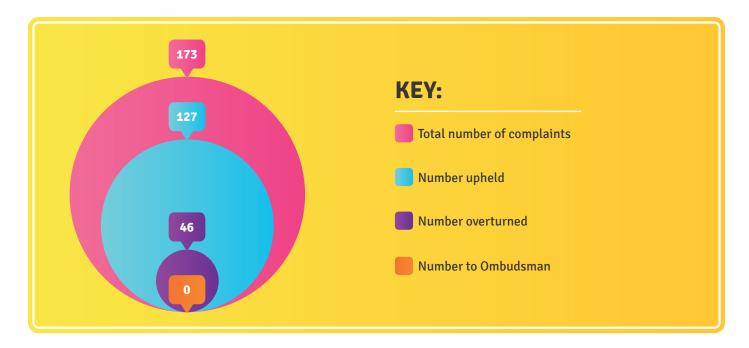
In 2015 we improved our complaints handling process to make it quicker and much more efficient, with our Customer Advisors being the first to try and resolve complaints.

A new tenant-led Complaints Monitoring Group was also set up to carry out checks on how we've handled cases, track trends and ensure our customer-focus at all times.

Complaints: our performance

We received 173 complaints in total in 2015/16. Of those, 127 were upheld. This means we agreed with the tenant making the complaint and took action to compensate them or make things right.

If we are unable to resolve a complaint, a tenant does have the right to refer the matter to the Housing Ombudsman, however, there were no such cases in 2015/16.



We still have some work to do to reach our target of 75% of our customers being satisfied in the way their complaint was handled.

We are addressing this by looking for trends in complaints and coming up with actions for improvements. We've already adopted several new practices, such as inviting tenants to take part in the review of a policy they have previously complained about, increasing management training, introducing a way of measuring withdrawn complaints, accepting complaints from a formal advocate on behalf of someone else and making sure we contact tenants in their preferred way.

Complaints	2013/14	2014/15	2015/16	Target
Complaints responded to within target	97%	98%	92%	99%
Customers satisfied with the way the complaint was handled	51%	60%	59%	75%
Customers satisfied they were kept informed throughout their complaint	51%	100%	55%	90%
Average days to resolve a complaint	12	13	9	



Complaints: a case study

In November 2015, a customer called to make a complaint after he was left for five days with no heating and hot water. Appointments were made but the contractors failed to turn up on a number of occasions throughout the week.

There was a definite lack of communication in explaining the warranty repairs process to the customer which was something he stated he would like sorting out to put things right.

As a result of this complaint, full training on how to communicate issues like these was given to the Customer Service Team. The Maintenance Team also received information to ensure this would not happen again.



Meet Community Voice

Community Voice is our main resident group which works with us to talk about operational issues and customer services. It meets monthly and is open to all tenants and leaseholders.

In 2015/16, Community Voice members took on additional responsibility to approve all our operational policies.

Janine Garner, Chair of Community Voice, said: "We are as much part of Ongo Homes as all the staff are. We all bring a different perspective to problem solving so that together we make real, lasting improvements to homes and communities."

We agree that working with different people, with a variety of backgrounds and experiences, brings great value to our organisation.

We are delighted that in 2015/16 we achieved Leaders in Diversity accreditation – a great testament to the work our staff and tenants put in to ensuring customers always remain at the heart of our business. This was recognised at a national awards event held by the National Centre for Diversity when Ongo was ranked 33rd out of 600 organisations for its commitment to equality and diversity.

Giving back to your community

Every year we arrange a host of events and projects to bring a little bit of fun, and some learning, into our communities.

Our annual Ongo Carnival never fails to draw a large crowd, but we have a whole host of other events throughout the year, such as our Dine and Dance for older tenants and our Neighbourhood Pride days which bring out whole communities for a collective spruce up. Our digital workshops have gone down well too. In fact we were short-listed for an award for excellence in digital involvement from the Tenant Participation Advisory Service (TPAS).

Through our Ongo partners at Crosby Employment, we helped 536 people improve their employment prospects and got 179 people into work. We also created opportunities for 36 apprentices.



Ongo Carnival: a case study

Tenant Natasha Thumwood claims Ongo Carnival changed her life.

She was one of more than 700 people who enjoyed the 2015 event at Manor Park, in Scunthorpe.

After three years of struggling to get a job to support her three-year-old, a shortage of confidence, and a series of nos, she stopped off at a skills stall at the carnival. She was advised on how to retrain and two weeks later was enrolled at North Lindsey College.

She's now in her second year of a foundation degree in children's learning and development and is the one thing she really wanted to be more than anything – a great role model for her daughter.

"If I hadn't become an Ongo tenant I seriously doubt I would be where I am today. Ongo is more than a landlord, they can really help you get back on track with your life and help you make a new life," she said.

The day not only gives people the chance to find out information and get help, like Natasha, it is a fun day too. Amongst the attractions are fairground rides and bouncy castles, games and competitions and shows from local groups. The best bit is, it's all free.

Ongo Carnival has become a firm date in the diary of

Scunthorpe communities and it is just one of our ways of giving back.





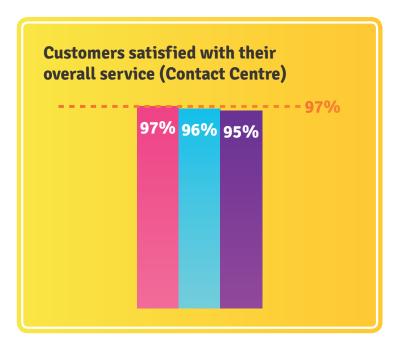


How we've done over the year

Dealing with enquiries

In 2015/16 we took 102,096 telephone calls from our customers. Of those, most (39%) were from tenants requesting home repairs.

All our staff are trained to the highest level of customer service which was recognised in 2015/16 when we received re-accreditation for our commitment to Customer Service Excellence. The team was also recognised when it won the Contact Centre of the Year in the Midlands Contact Centre Forum Awards 2015.









Repairing your home

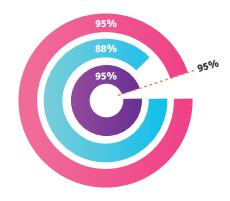
In 2015/16 we carried out over 28,000 repairs at the request of our tenants. Our repairs team continues to attract the highest level of customer satisfaction, with 96% of customers telling us they are happy with the quality of our work.

X	Number of same day, next day and standard jobs reported.	2015/16 28,501
	Percentage of repairs carried out 'right first time' Target 90%	2015/16 82% 2014/15 88% 2013/14 85%
	Percentage of tenants satisfied with repairs and maintenance services Target 96%	2015/16 95% 2014/15 94% 2013/14 96%
	Percentage of tenants satisfied with the quality of work Target 97%	2015/16 96% 2014/15 96% 2013/14 96%
0	Percentage of tenants satisfied they were told when workers would call Target 99%	2015/16 98% 2014/15 98% 2013/14 98%

Letting homes

Every year we let over 1,000 homes to new tenants. We advertise them through Home Choice Lincs, an online lettings service set up by North and North East Lincolnshire Councils along with Ongo Homes and other local housing associations. We've also started advertising some of our homes through Facebook, which is proving very popular. In fact it has reduced the time it takes to let hard-to-let properties from just over four weeks, to just over two.

Percentage of tenants happy with our lettings service



Keeping people in their homes and reducing the number of times they move is important to us so we were pleased to see that the turnover of homes is falling year on year.

It is still higher than we want it to be though, so we are planning to target specific areas which have high turnover to understand what we can do to help people stay in their homes longer.

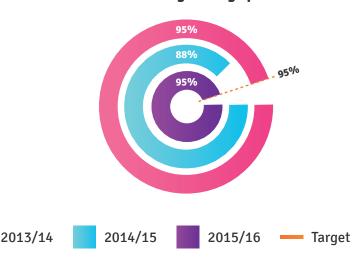
We've already started this work by trialling a project aimed at young people living on the Westcliff Estate in Scunthorpe.

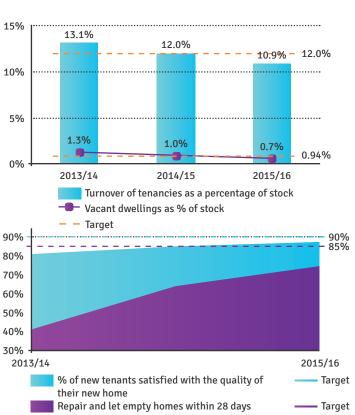
We are getting quicker at getting homes ready to re-let too, with 74% repaired and re-let within 28 days. We didn't quite hit our target of 90% of new tenants who are satisfied with their new home, but 87% said they were and we are improving year on year.

We make sure every one of homes meets our own Quality Lettable Standard, which we revised in 2015/16 with feedback from our tenants.

We asked our new tenants how satisfied they were with our lettings service. In 2015/16, 95% said they were satisfied, a great improvement on 87.5% the previous year. 90% also said they were happy they were kept informed throughout the lettings process which is great to hear.

Percentage of tenants kept informed during lettings process





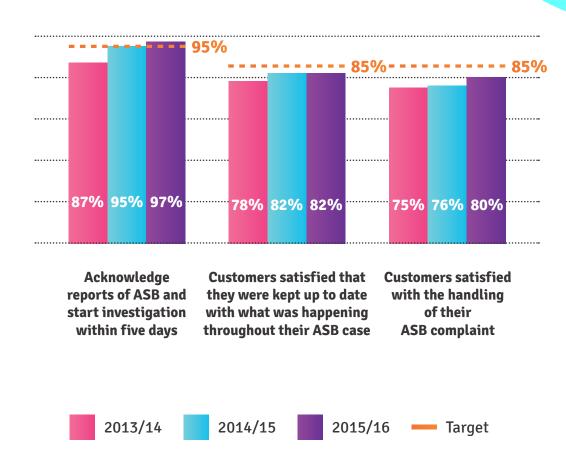
Tackling anti-social behaviour

We have a dedicated Tenancy Enforcement Team which takes action, when it becomes necessary, against tenants who breach their tenancies.

It is always our preference, and priority, to work with tenants to help them live successfully in their homes. But there are times when firm action needs to be taken.

In 2015/16, there were 925 cases of anti-social behaviour reported to us. The greatest number of complaints (30%) was around noise nuisance. We aim to start an investigation within five days.

In total, we evicted four tenants for anti-social behaviour. However, our staff also help people turn their lives around.



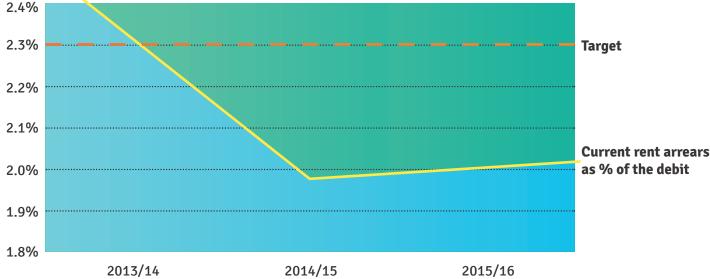


Collecting rent

Whilst collecting rent is essential to keep our business running, the team works closely with our Financial Inclusion officers to provide essential support for people with money struggles.

When we look at our tenant arrears (having disregarded Housing Benefit, which is guaranteed to be paid to us), they were less than we targeted for, at 2%. This means we collected 98% of the rent owed to us.





But, at Ongo Homes, we are not just about collecting rent. We recognise things can be tough going for many of our tenants on limited incomes.

In 2015/16, we helped more than 2,800 tenants to access additional benefits, totalling over £927k, which had previously gone unclaimed.

Number of tenants supported	Cash value of additional benefits	Number of Universal Credit claimants	Total arrears for Universal Credit claimants	Percentage of tenants on full/partial Housing Benefit
2,808	£927,515	67	£38,913	61.5%

A blog from Denise, Tenancy Support Officer

Following a starter visit, a housing officer referred a tenant on to me. She was very isolated.

I arrived to be greeted by the two cutest dogs I have ever seen.

Whilst cuddling the two dogs and admiring the five newly born kittens (I wanted one!) I explained the service we provided and what I may be able to do to support her once I knew her circumstances. So I asked her to start at the beginning.

She had moved to the area having lost her job due to ill health and being evicted from her property. She could not afford to pay the private rent having lost her appeal at a medical assessment for benefits. Whilst she realised that she was living in a very isolated place with no form of transport and limited communications, she loved her bungalow despite not being able to afford to furnish it.

Her health had deteriorated over a period of time, she was suffering from chronic arthritis and a spinal injury following a car accident some years ago. It was clear to see how much pain she was in and how her mobility was being affected by this.

She felt that all her independence had been taken away from her and she was 'just living in a

She stressed that whilst she realised having two dogs. two cats and now five kittens to provide for was adding pressure to her financial situation, they were her 'only vice' and could not bear to be without them so 'please do not suggest this'. I reassured her that I would not dream of suggesting

She said she felt embarrassed by how she was living now compared to how she used to live when she was in employment and financially secure.

I tried to reassure her that she had nothing to be embarrassed about and to never give up hope of moving on. She attempted a smile, started to cry and said she hoped I could help. I replied so do l'.

12 months on...

She receives regular visits from the over 55s Support Team, a grant was given for white goods for her kitchen. Her Employment Support Allowance appeal was successful and Personal Independence Payment benefit was awarded and backdated to September 2014.

Five kittens have loving homes (I didn't get one!) and mum has been spayed at a reduced cost. The two dogs may have gained a little weight due to the treats I took them regularly but they loved

She has transformed her bungalow and gardens having had the finances to do so and she said she feels like a completely different person having had the 'weight of the world lifted from her shoulders' and could see a `positive future'.



Supporting people

We provide a wide range of support for people who most need it, ranging from young people struggling to set up their first home, to older people who are isolated and lonely.

Although in 2016, North Lincolnshire Council decided to stop its contract to provide housing-related support, we do still deliver the council's support contract for people from black or minority ethnic backgrounds.

We also have a team of dedicated support officers who help people living in our 16 sheltered housing schemes across North Lincolnshire.

We hold a host of events throughout the year, and always try to add a fun twist, even to serious messages.

As a Dementia Friendly organisation we support Dementia Awareness Week, held every May. In 2015, we set up a bouncy castle obstacle course, held a cake sale, crocheted forget-me-not flowers and set up a gallery of photos of staff as children. The aim was to raise money but also make people stop and think about those with the condition and understand that life doesn't stop when dementia starts.



Improving homes and neighbourhoods

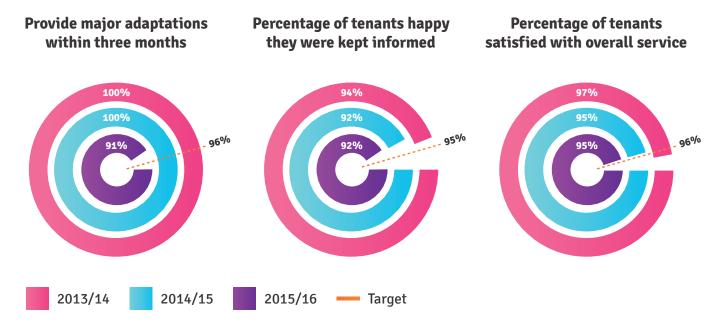
We are always looking for new, energy efficient and environmentally-friendly ways to improve our tenants' homes.

In 2015/16 we completed a lot of work to replace external wall coverings and received £130k from ERDF to help fund this programme.

We also won a grant of £237,800 to install innovative heating systems to 30 homes and installed solar PV to more than 700 homes, helping tenants save cash on their energy bills.

We carried out major adaptations to 146 homes in 2015/16, providing people with disabilities the equipment they need to live safely and independently. This includes things like wet rooms, level access showers and ramps.

Working safely is our number one priority so we were very proud in 2015/16 when we achieved a five-star rating from the British Safety Council for our approach to safety.



Building new homes

We finished building 48 new homes in 2015/16, and started to build a further 30. These were partly funded by Government grants as part of the Homes and Communities Agency's Affordable Homes programme.

One of the schemes we began was a £2million 20-home development on Bridgewater Road, in Scunthorpe, which is due to be completed in April 2017. This forms part of our Westcliff estate regeneration plan, in which we are investing a further £5.2million.

We were also nominated for a Building Excellence Award for a brand new 13-bungalow complex in Haxey, along with our local developer T G Sowerby, who also worked with us to build 13 new homes for over-50s in Broughton.

Forty-three tenants took the opportunity to buy their home from us through a Right to Buy or Right to Acquire scheme – a small increase on the previous year.

Karen Court: a case study

Karen Court was officially opened in June 2015 as our first specialist development providing adapted homes for people with support needs to live independently.

The £750,000 development of two-bedroom apartments is the first of its kind in Scunthorpe and means local people who need extra help to live independently can stay in their home town and close to family and friends.

The open plan design includes special features, such as sliding doors and adapted bathrooms, so they are perfect for people with disabilities and learning difficulties. The development was highly commended in the LABC South Yorkshire and Humber Building Excellence Awards.



Providing value for money

With every penny we spend, or decision we make, we are always looking to find the best deal and most value.

In 2015/16, we saved a massive £3million from our budget, but not at the expense of our customer services. Each year, we set new targets. In 2016/17 it is to save a further £500k.

Interested in finding out more about our approach to value for money? Check out our annual Value for Money Statement by visiting www.ongo.co.uk



Our people

We strongly believe that if our staff are happy and engaged in their work, they will provide the very best service to our tenants.

This is why we take time to invest in our staff, help them get the best skills to do their job and look after their health and wellbeing.

For the third year in a row, this investment has paid off and we have been recognised in the Sunday Times Top 100 list for a not-for-profit organisation.

In 2015/16, we made 23rd in the list – a jump of 16 places on the previous year, when we were placed 39th.

Thirteen apprenticeships were announced by Ongo Homes as part of National Apprenticeship Week in March 2016.

The apprenticeships were created in teams across the organisation, from finance to maintenance.

This brings the total number of apprentices supported by Ongo since 2010 to almost 50.

Add this to the 70 apprentices supported by Ongo's Crosby Employment in 2015/16 and it is clear to see how investing in people is a priority for us.



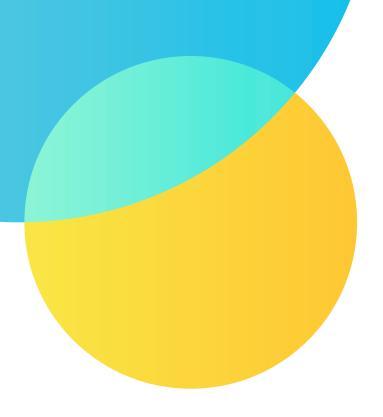
Apprenticeships: a case study

Twenty-one-year-old Lauren Robinson is one of 15 Ongo apprentices who has secured a full-time job with the company.

As one of nearly 50 apprentices supported by Ongo since 2010, Lauren made the move from Maintenance Team Apprentice to become our HR Assistant in April 2015.

Having achieved her NVQ Level 2 Housing qualification, she is now working towards her CIPD Level 3 qualification, and her future has never looked brighter.

"Ongo has given me many opportunities, the main one being the chance to take my first steps on the employment ladder and decide what career I wanted. Ongo has invested in me from the day I started, my self confidence and self belief have grown from strength to strength," she said.



The money bit

Our surplus, which is basically the profit we have made, was just over £13m in 2015/16.

But remember, all the money we receive goes into running the business and investing back into local communities and homes. For more about how we invest, check out our Value for Money Statement 2015/16 by visiting www.ongo.co.uk

Income and expenditure	2015/16 (£,000)
Turnover (income mainly from rent collected)	45,991
Operating Costs (all the costs of managing homes)	(32,833)
Operating surplus before past service cost	13,158
Operating surplus	13,158
Surplus on sale of properties (proceeds from 'right to acquire')	1,109
Interest receivable	64
Gift aid	47
Interest and financing costs (the interest we pay on our loans to carry out improvement work)	(3,298)
Surplus before taxation	11,080
Taxation	(45)
Surplus for the financial year	11,035
Actuarial gains on defined benefit pension scheme	10,518
Total comprehensive income for year	21,553

Balance sheet	2015/16 (£,000)
Fixed assets	
Housing properties	156,879
Other fixed assets	170
Total fixed assets	157,050
Current assets	
Stock	0
Debtors	2,520
Cash and cash equivalents	18,538
Creditors (amounts falling due within one year)	(5,178)
Net current assets	15,881
Total assets less current liabilities	172,932
Creditors (amounts falling due after more than one year)	(113,073)
Pension liability	(2,904)
Net assets	56,954
Capital and reserves	
Designated reserves	0.001
Revenue reserves	56,954
	56,954



Looking forward

In 2016, we published our new four-year plan, setting out our priorities going forward until 2020.

We have four new strategic objectives.

They are to:

Provide excellent value for money services and homes

We will do this by aiming for high customer satisfaction and below average costs when compared to similar housing organisations, investing in homes and new technology, and continuing to put customers at the heart of the business by ensuring they are informed, involved and empowered.

Offer life chances and improve sustainable tenancies

We will do this by supporting tenants in managing their finances and reducing the impact of welfare reforms, investing in training and employment, supporting independent living and exploring opportunities to meet specialist and older people's housing needs.

Use excess resources to build new homes

We will do this by using profits from the sale of newbuild homes to subsidise the building of 1,250 social homes in 10 years.

Grow the Ongo group with complementary activities

We will do this by seeking out new partners and bidding for external contracts, specifically around mental health support, offender rehabilitation, support for people with learning difficulties, substance abuse, domestic violence and older people's support.

Our vision remains, to create and sustain truly vibrant communities. We reckon a truly vibrant community is one where:

- · Children grow up with aspiration
- Residents are financially independent and have opportunities
- There is pride in the place and no stigmatisation
- The environment is clean and tidy
- Residents feel safe and want to live where they do
- There are appropriate community facilities
- Vulnerable and lonely residents are properly supported
- Diversity is respected and new communities are integrated
- Residents are healthy and look out for each other

This is why, going forward, we will be increasing our emphasis on the support we give people, particularly the young and the old.

We are drawing up plans to help young people unlock their potential by working more closely with schools and colleges and establishing a mentoring programme to provide positive role models.

We also plan to increase the work we do to help people with mental health issues, supporting them to overcome any barriers they might have and help them live happily and successfully.

Let us know what you think

We hope you can see that all of us here at Ongo, from our Board members to our staff and Community Voice, are committed to providing the very best homes and services to tenants and that we are always happy to listen and willing to learn.

There are loads of ways you can contact us. So if you have an idea, or a grumble, then please get in touch.

www.ongo.co.uk

Email: enquiries@ongo.co.uk

@ongoUK

/OngoHomes

Telephone: 01724 279900

Registered address

Meridian House, Normanby Road, Scunthorpe, North Lincolnshire, DN15 8QZ

Customer centre

15-19 Cole Street, Scunthorpe, North Lincolnshire, DN15 6QY

PS...we almost forgot to mention. Ongo Bear became a Guinness World Record Holder in 2015 for being part of the largest mascot race in the world.

