



**Corporate Plan**  
2019-2023





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Our future lies in increasing the positive impact we have on people's lives.

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# About us

Ongo is a regional housing and community investment group based in Scunthorpe with ambitions to build more homes and help even more people.

With 9,768 homes to rent and a workforce of 360, we are currently the largest landlord in North Lincolnshire, providing homes to over 25,000 people.

We have a strong track record in delivering excellent customer service and putting tenants at the heart of our decision making.

Our first ten years have been focused on improving our homes and establishing a strong business which is well-governed, financially secure and meets the needs of our tenants.

Our future now lies in building on these strengths and increasing the positive impact we believe we can have on peoples' lives.

We will do this by finding opportunities to build more homes, creating safe and welcoming communities and inspiring people to reach their potential through education and employment.



We want people to sit up and say wow, what a difference Ongo makes.



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Being Ongo is  
believing we can  
make a difference.

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# What it means to be Ongo

Being Ongo is believing we can make a difference. Underpinning everything we do are our values. These guide the way we work.

## Partnership

Being a great partner is really important to us.

Partnership is about valuing relationships, with staff, tenants, suppliers, customers and other organisations. It is about listening and learning and having a positive approach to problem-solving together.

No-one knows what we do better than our tenants, so their voices drive what we do and always will.

We aim to be a great employer, with colleagues who love their work and believe in making a difference. We know the importance of investing in the personal and professional development of our workforce and will ensure they have what they need to do the best job they can.

And, when it comes to our partners, we know we are stronger and more effective when we share skills, knowledge, experience and ideas.

## Drive

We have the passion and commitment to make a lasting change and a belief that we can make a positive difference to people's lives.

We aim for excellence in everything we do and we won't give up.

We learn from what we do and will always look for new and better ways of doing things.

Everyone at Ongo has personal responsibility to deliver excellent customer service. It is what sets us apart.

This means being prompt, showing empathy, being specific and honest in our responses, having respect and, most importantly, keeping our promises.

All our objectives have key performance indicators attached to them to clearly show whether we have achieved what we set out to achieve.

## Responsibility

We are responsible for making sure our tenants are safe in their homes and that the information we hold is secure. We can be trusted.

We recognise people have different needs, motivations and backgrounds. We value the diversity of our communities and respect the individuality of the people who work with us and who access our services.

We promise to offer tenants the best possible value for the rent they pay so we continually look for more efficient ways of doing things. This means achieving the greatest return from our resources, maintaining the ability to borrow, maximising the rent we collect and securing as much grant funding as we can.

It also means the continued investment in our commercial businesses and build-for-sale programmes to generate as much profit as possible to reinvest.

We are committed to ensuring we meet the regulatory standards required by The Regulator of Social Housing including making sure we manage the risks of our business appropriately.



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# What makes us different?

With private rents in North Lincolnshire being up to 40% higher than a comparable Ongo Home for social rent we are still more affordable than the private sector rental market.

Our tenants tell us they value the security of living in one of our homes and the comfort that we are on hand to help.

But what really makes us different is how we go beyond just being a landlord.

We believe in providing opportunities, as well as homes, and working in true partnership with our tenants, customers and business partners to make lasting change.

Our vision is to create and sustain truly vibrant communities.

To achieve this, we will offer quality homes, be a great landlord and create opportunities for people.

We believe the opportunities people have in life depend on many things, not least the education they receive and their ability to work.

We understand some people may not be able to work for a range of complex reasons. But for many, the barriers include a lack of skills or qualifications, little confidence, fear, caring responsibilities or sometimes a lack of aspiration.

As a housing provider, we are in a unique position to create opportunities to help people, enabling them to be their best, regardless of their past experiences.

To increase our resources and support these additional activities, we have developed commercial services to complement our core business, including building homes to sell.

We do this with a clear purpose in mind, to



reinvest back into building more homes, improving neighbourhoods and creating opportunities for more people.



This is the Ongo Promise.

# Where we are now

We are in a position of strength with a healthy margin, strong partnerships and high customer satisfaction for our landlord services.

Our homes are maintained to a high standard to ensure they comply with safety regulations and are as energy efficient as they can be.

We have built up a positive culture of customer engagement by putting tenants at the heart of decision-making and implementing strong scrutiny processes.

We are always improving our services to ensure they offer equal and fair access to everyone.

We have created new opportunities to increase our income through our commercial roofing, plumbing and maintenance services and building homes for sale.

And we have increased our abilities to tackle homelessness by acquiring a specialist supported housing service.

Our communities work has grown in its reputation and reach, helping around 700 people each year improve their chances for employment. Again, there is the potential for further growth.

We have strengthened our partnerships with North Lincolnshire Council, Humberside Police and North Lindsey College and are a strategic partner in the economic growth of North Lincolnshire.

We are doubling the number of new homes we are building for rent, and have partnered with North Lincolnshire Council to deliver its accelerated construction programme.

We have also fostered good relationships with neighbouring local authorities so we are positioned to support their new-build ambitions too.





# Why we need to do more

By 2022, the number of our tenants transferring to Universal Credit will rise to more than 4,000, substantially increasing the risk of more people in rent arrears.

Delivering our services relies on rental income. Protecting this is critical.

Although deprivation in North Lincolnshire has reduced in recent years, a small number of areas remain in the top 10% of most deprived areas nationally. These are areas in which we have a high concentration of homes.

And, whilst the results from satisfaction surveys suggest over 89% of tenants are happy with their neighbourhood, consultation has told us that investing in environments is an important priority.

Of the working population in North Lincolnshire, 67% are in lower paid jobs, such as manufacturing, health and administration. This means affordability is an issue.

Whilst price isn't always the most important factor in choosing where to live, there is a wide choice of privately rented homes in the region. Trends indicate that some of our property types are becoming less desirable.

Losing tenants to the private sector remains the biggest cause of turnover in the first year of tenancy.

We need to differentiate what we offer, concentrating on our strengths as a trusted landlord offering quality services and support.

We also need to seek out opportunities to provide more homes across a range of types and tenures, including affordable rent, shared ownership and rent to buy.

Of course, there are national influences on the work we do too. The Government has published five issues it believes are important for registered housing providers to address:

- Tackling stigma and celebrating thriving communities
- Expanding supply and supporting home ownership
- Effective complaints resolution
- Empowering residents and strengthening regulation
- Ensuring homes are safe and decent

We are well positioned to play a positive part in delivering this agenda.





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We will offer quality homes, be a great landlord and create opportunities.

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# Our plan

We have three simple objectives.

## Be a great landlord

- We will involve tenants in our decision making.  
**Our aim is for more than 90% of tenants to say their views are listened to and acted upon.**
- We will provide excellent services to tenants.  
**Our aim is for more than 90% of tenants to say they are happy with our services.**
- We will run an efficient landlord service.  
**Our aim is to provide our services at or below the costs achieved by similar housing associations.**

## Create opportunities

- 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.**

## Offer quality homes

- We will enhance our environments to make them places people want to live in.  
**Our aim is for more than 90% of our tenants to be happy with their neighbourhood.**
- We will invest 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.**
- We will build new homes to help address housing need.  
**Our aim is to build 225 new homes every year for the next 10 years.**

# Our thanks

This plan is approved jointly by the boards of Ongo Partnership Ltd and Ongo Homes Ltd.

It was developed from the views of tenants, staff and colleagues from North Lincolnshire Council, Humberside Police and North Lindsey College.

They helped us to understand what people needed to improve their homes, communities and lives.

Although we know we can't deliver everything people ask for, this plan is based on honest feedback from those who live, work and invest in our communities.

That gives us confidence that we are heading in the right direction.

Thank you to everyone who helped.

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