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2022/23

Annual Report





# Hello from Steve



A welcome from Steve  
to your Ongo Annual Report

[Click here for the video](#)

“Thank you for another great year. We’ve had some real highlights and lots of learning we can take forward.

“I want you to know that we are committed to creating communities we can all be proud of, so please know that we are working to make changes where needed. I’m confident you will see this in the coming months.

“I’d like to thank you all for being involved in this year’s report and for voting on the look and layout of it. I think you’ve done a great job and I hope you enjoy reading it.”

Steve Hepworth, Chief Exec



# Tenant involvement and empowerment



A word from Tim on tenant involvement and empowerment

Click here for the video



## Complaints

We have received more complaints this year and an increase in Stage 2 escalations.

We’ve also had a higher number of Housing Ombudsman investigations, with six in total. One found no failure, two are awaiting decisions and three determinations found service failures and maladministration.

From this, all orders were complied with, and full root cause analysis conducted to ensure we mitigate any future risks.

Despite the higher demand, we have achieved 91% of all Stage 1 complaints in target, and with six new members of the team, we are now starting to see improvements.

More information on our complaints process and performance can be found at [www.ongo.co.uk/complaints](http://www.ongo.co.uk/complaints).

**Key:**  
**Rapid response** – complaint resolved informally within 48hrs where possible, with your agreement.  
**Stage 1** – complaint investigated and resolution given within 10 working days.  
**Stage 2** – complaint to be reviewed further for final written decision within 20 working days.

Amount of complaints received	
2021/22	2022/23
253	356
Stage 1 complaints	
2021/22	2022/23
94%	90%
Stage 2 complaints	
2021/22	2022/23
89%	70%
Rapid responses	
2021/22	2022/23
362	230





# Snapshot of the year



**Total homes**

(2021/22 – 10,280)



**100**

**New homes  
built/acquired**

(2021/22 – 219)



**56**

**Homes sold through  
Right to Buy or Acquire**

(2021/22 – 75)



**816**

**Homes let**

(2021/22 – 775)

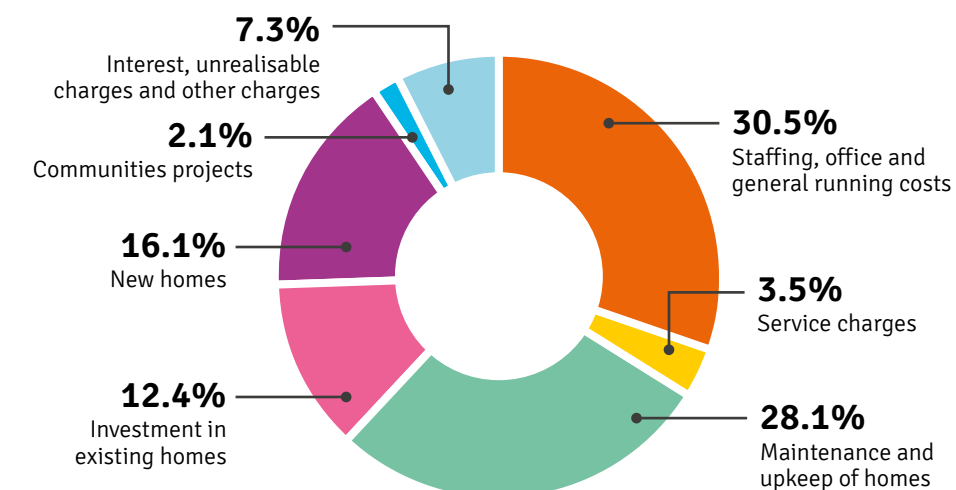


**34**

**Mutual exchanges**

(2021/22 – 28)

## How rent is set and spent





# Performance overview

Our Corporate Plan has three strategies, these are:

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

To monitor our progress 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.

We switched to collecting digital only feedback from April 2021. Following this we've experienced lower satisfaction scores, of around 15%, along with others in the housing sector who have made this change.

This is partly due to digital methods allowing us to reach a significantly larger audience than before, and the ability this provides to be more honest and direct with feedback.

To take a look, go to:

[www.ongo.co.uk/corporateplan](http://www.ongo.co.uk/corporateplan)



## Being a great landlord – at a glance

Indicator	2019/20 actual	2020/21 actual	2021/2022 actual	Target	Benchmark Peers top quartile	Benchmark Sector top quartile
% of tenants satisfied with overall landlord services*	91%	92.5%	74%	90%	86%	87%
% of tenants satisfied views are listened to and acted upon*	85.80%	88.6%	58%	90%	79%	73%
% of tenants satisfied their rent offers value for money*	92.40%	94.73%	81%	N/A	90%	76%
% of tenants satisfied with our repairs service*	81.50%	86.07%	69%	N/A	84%	81%
Current tenant arrears as % of debit (exc housing benefit)	1.79%	1.62%	1.41%	1.70%	2.94%	3.38%
% of rent loss from lettable empty homes	0.99%	1.12%	1.17	1.10%	0.89%	0.96%

## Offering quality homes – at a glance

Indicator	2019/20 actual	2020/21 actual	2021/2022 actual	Target	Benchmark Peers top quartile	Benchmark Sector top quartile
% of tenants satisfied with their neighbourhood as a place to live	84.20%	87.27%	73%	90%	86%	86%
% of tenants satisfied with the quality of their home	91.60%	92.07%	77%	N/A	84.38%	90%
% of tenants likely to recommend Ongo Homes to family or friends	63.80%	64.43%	21%	N/A	47.60%	44%
Investment into existing housing stock	£4,809k	£5,945k	£6,085k	£120m over 10 years	N/A	N/A
Number of new build homes delivered	134	179	213	N/A	118	204

## Creating opportunities – at a glance

Indicator	2019/20 actual	2020/21 actual	2021/22 actual	Target
Number of people accessing employment support	721	780	965	700
Number of people gaining sustainable employment	181	162	217	180
Number of young people engaged in one-to-one mentoring	128	112	116	100
Number of new apprenticeships	50	27	31	36
Total invested into community/creating opportunities projects	£1 million	£1.02 million	£1.03 million	£1.03 million



# Investing in homes and communities

We will invest **£45.6million** on major investments and decarbonisation work on our homes, as part of our current, four-year Asset Management plan (between 2022-2026).

This will see an average investment per year of £11.4million, up from £7.3million during the previous five-year plan (2016-2022).

Along with electrical upgrades, roofing work and other ongoing investment projects, this is set to include significant programmes around:

- **New kitchens fitted – 2,000**  
(compared to 793 in previous five-year plan)
- **New bathrooms fitted – 490**  
(compared to 494 in previous five-year plan)
- **Boiler replacements – 3,118**  
(compared to 3,252 in previous five-year plan)

Following this, over the next 10 years the level of investment will continue to increase, with a further £165million included, at an average of £16.5million per year.



## Keeping you safe

Gas safety checks complete:  
**100%** of all homes

Asbestos surveys completed:  
**100%** of all 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, sheltered/retirement schemes, offices and requests made)

Indicator	2021/22 actual	2022/23 actual	2022/23 Corporate Plan target
Investment into existing housing stock	£6,085k	£6,230k	£143m over 10yrs



# Regeneration and development

We've had another great year of developments, with **100 new homes** and plans to build more, continuing our growth in different areas.

This includes Skellingthorpe, Scotter, Keelby, Gainsborough and more activity in the central and eastern areas of the City of Doncaster.

Here are some of our key achievements over the last 12 months. All make a huge difference to the area and are being built in partnership with local building contractors, thereby helping with the creation of jobs and boosting the local economy.

## First net zero homes

We built our first net zero homes, costing around £1.8million and replacing unused garages and land. We'll be looking to build more like these in the future.

## Improving communities

Along with building new communities, we are committed to improving those in need of regeneration. We completed work at Rowland Road, Scunthorpe with 11 homes, and progressed work on the former Ashby Market site, Scunthorpe and Ashtree Close, Belton.

## Safe and secure

Two developments in Scunthorpe were given a Gold Secured by Design (SBD) award. This is the official Police security initiative that works with organisations to reduce crime through the design of new homes. Evidence shows 87% less burglary, 25% less vehicle crime and 25% less criminal damage on these developments.

## Growing our reach

A total of 48 homes were completed in Doncaster, helping to expand our reach in the area and create a real, solid foundation for growth. This included 41 homes in Hatfield, costing £5.2million, all for affordable rent.

New homes built/acquired		Target
2021/22	2022/23	150
219	100	
New homes started		Target
2021/22	2022/23	150
71	143	



# Repairs and maintenance

Over the last 12 months our repairs service has not been up to standard or what you, our tenants, deserve from us.

We've seen a decrease in satisfaction, way below our target of 80%. This is something we're working hard to get back to.

A large and unplanned for increase in demand (average of 200 extra jobs every month) led to increased waiting times. To fix this we have employed new staff, taken on additional contractors, and introduced a virtual service.

From this, timescales are now beginning to reduce and we are seeing a better quality of service.

There is still more to be done and we know how important repairs are to you, which is why getting back to a good standard is priority for us.

Repair jobs carried out		
2021/22	2022/23	
27,231	29,608	
Customers satisfied with repairs service (who have received one in last 12 months)		Target
2021/22	2022/23	
74%	68%	80%

### Damp and mould

We've made some changes to improve the way we handle cases of damp and mould.

This includes employing extra resources with a dedicated manager to oversee this work and a main contractor, along with trialling new augmented reality (AR) technology.

Our commitment to you is that we will inspect every report thoroughly, ensuring that any remedial repairs are carried out. We will then introduce a period of monitoring to make sure the problem has been resolved fully.

To read information on different types of damp, mould and condensation, or to report this in your home, go to: [www.ongo.co.uk/damp](http://www.ongo.co.uk/damp)



### £4,904,000

spent 2022/23

(£4,424,000 – 2021/22)





# Your neighbourhood

We're delighted that more of you have said you're satisfied with your neighbourhood as a place to live. We aim to create safe communities for families to thrive in.

Our community buildings, The Arc and Viking Centre, continue to offer community cafes, food pantries, financial support and activities for all ages, whilst also helping local people with employment, training and housing support.

The launch of Ongo action days across the region have been a huge success over these 12 months. The aim is to work with residents to identify any issues in their area, educate all ages on the environment, and carry out a general tidy-up, including litter picking, gardening and booking in larger improvements.

## Homelessness

Customers supported through our homelessness project		
2021/22		2022/23
100		115
Occupancy rate of homeless accommodation		Target
2021/22	2022/23	90%
90%	98%	

### Here are some other key highlights in our communities:

- Giving £20,000 to local groups as part of our community grants project
- Installed CCTV and extra lighting
- Focus groups at all 16 retirement schemes to gather feedback and strengthen relationships
- Hosting the Ongo Carnival, a free event which thousands attended
- Supporting volunteer groups to organise events in their area
- Community Voice approving operational customer facing policies
- Digital tenant group helping to develop the MyHome app
- Tenant inspectors suggesting improvements following visits
- A hard pruning schedule being launched to make grounds maintenance more efficient

Customers satisfied with their neighbourhood as a place to live	
2021/22	2022/23
73%	75%





# Your neighbourhood



## Anti-social behaviour

Over the last 12 months less cases of anti-social behaviour (ASB) have been reported, but we have seen a drop in satisfaction levels on how these were dealt with, below our target of 85%.

This is a trend we are aware of, and one we are working hard to change. To do so the team is focusing on the opening and closing of cases, and how customer expectations are managed.

A need to upskill and implement extra support has been identified through case reviews, to make sure all are dealt with at a consistent high level, with customers kept informed throughout.

Reducing any back log of cases open over 90 days is a key priority, focussing on long lasting change, rather than a quick resolution.

We're looking at repeat cases to understand the root cause and being clear that there will be times where we cannot address all low level ASB, for example one off party noise.

We've launched a working group to look at ways of reducing tenancy turnover and making improvements to our MyHome app, so that any ASB cases can be reported.

Following the Housing Ombudsman's 'Spotlight on Noise Report' we're evaluating how we deal with this and opportunities for better resolution.

We take great pride in only having **1% of ASB cases** resulting in legal action. Other key achievements over this time include:

- **Crosby project:** Working with our partners to address challenges in our neighbourhoods, one action day already completed, second one planned in
- **Earls Walk development:** Working with Humberside Police and Safer Neighbourhoods to reduce ASB and criminality in the area
- **Westcliff partnership:** Continuing to tackle entrenched issues in the area, including high profile presence on the estate

ASB cases reported		
2021/22	2022/23	
1,414	1,004	
Customers satisfied with how the case was dealt with		Target
2021/22	2022/23	85%
56%	48%	





# Community projects

Each year we invest over **£1million** of our profits into projects that improve communities and make a difference to people's lives.

Over the last 12 months we have also received an additional £571,818 in external funding.

For every £1 we spent in that time, we saw on average over £15 of social return on investment. This is way above the UK national average of £5-9.

Figures show that we're supporting more people than ever with our Journey to Work, but less are in sustainable employment. That's because we work with customers furthest from the labour market who require more intense support over a longer period, meaning outcomes take longer to achieve.

Mental health support accessed is lower too due to the externally funded project, Ongo Talk, coming to an end. However, plans are in place to increase the number of mental health specialists we have.



Customers accessing employment, coaching and training support		Target
2021/22	2022/23	700
888	1,289	
Customers gaining sustainable employment		Target
2021/22	2022/23	156
217	125	
Apprenticeships fulfilled		Target
2021/22	2022/23	36
35	39	
Customers supported with mental health counselling		Target
2021/22	2022/23	200
298	151	
Customers supported with mentoring		Target
2021/22	2022/23	96
116	118	





# Net Zero journey map

- Gathered and analysed information about the energy efficiency of our homes
- Agreements with contractors started to include a focus on sustainability and the environment
- Captured views and ideas from tenants



2022



2021

- Created Carbon Reduction Plan
- Started to include additional insulation when renewing roofs and within empty properties
- Promoted agile working, creating less office use and travel

- Start an energy efficiency programme for our homes
- Create an offsetting strategy and plan



2024



2023

- Started surveys of communal areas and highlight necessary actions around energy efficiency
- Started pilot projects on new technologies such as systems that control heating and lighting with the aim to cut energy costs for tenants
- Created plans to improve local biodiversity and open spaces
- Completed first net zero homes



2025



- Roof replacement programmes to consider the installation of solar panels
- All new homes to be built to government Future Homes Standard
- Ban on gas boilers in new builds comes into effect
- Start a triple glazing programme



2026



2027

- All Ongo offices to be carbon neutral so that energy is reduced via non-carbon heating, lighting and use of smart technologies



2030



2035

- New law introduced meaning no new gas boilers can be installed

- Ensure all properties have an EPC rating of B



2042

2050

- Reap financial and wellbeing benefits of homes that have low CO2 emissions, low fuel poverty, resilient to the effects of climate change and low air pollution





# An update on our Board

**We appoint Board members based on their skills and abilities. When we have vacancies we look at the skills of our existing members and recruit people to fill skills gaps, as well as considering diversity.**

To help us achieve greater diversity and aid our succession planning, we launched a two-year Board Trainee Programme, delivered in association with Housing Diversity Network (HDN).

The aim is to grow our own talent by equipping trainees with the skills and attributes they need to be Board members of the future.

This, along with recent recruitment means our Board is more diverse than before. We have a good gender split that is representative of the communities we serve and a more diverse age range, including some younger people.

We also have good representation of members that have lived experience as a tenant and whilst we have representation of disability and ethnicity, we recognise we can still improve this.

## Welcome to our newest members

During the last year we have appointed five new Board members. These are Gerraint Oakley on the Ongo Homes Board and as the Chair of the Ongo Developments Board, Kacper Merta on Ongo Homes and Ongo Communities Boards, and Hayley Phillips, Karen Locking and Debbie Clegg on the Ongo Communities Board.

To find out more about our Board structures, read minutes or find out more about the people who sit on them, head to: [www.ongo.co.uk/board](http://www.ongo.co.uk/board).





# Making sure we operate well

## Governance and Financial Viability Standard

We are regulated by the Regulator of Social Housing (RSH) who make sure we're doing everything as we should, relating to finances and our governance (how we operate as a business).

We're delighted that following an in-depth assessment in 2022 by the RSH, we were upgraded back to G1 for governance and have retained V1 for financial viability. These are the highest ratings available.

Lots of work has taken place in the background to completely refresh how we manage our governance processes. We hope this assures you that we're in a strong position and are running our organisation in the best way for our customers and all stakeholders.

## Statement of Compliance against the National Housing Federation Code of Conduct

We have adopted the National Housing Federation (NHF) [Code of Governance](#) (2020) and consider ourselves to be fully compliant, except for section 3.3.2 for Ongo Home Sales Ltd and Ongo Developments Ltd.

Our parent Board, as part of a review of our governance arrangements, agreed the appropriate size for Ongo Developments Common Board is four. This means Ongo Home Sales and Ongo Developments do not comply with section 3.3.2 regarding size.

Section 1.6.6 is not applicable to either Ongo Communities Ltd or Ongo Recruitment Ltd as they do not have shareholders. Section 1.6.7 applies to Ongo Homes Ltd only, as no other entity in the group has an open shareholding policy. We do not have any joint ventures so section 2.8 is not applicable. All entities have adopted this code, so section 3.11.3 also does not apply.

## Risk management

Our risk management framework helps us to protect our assets, comply with relevant laws and regulation, and create a robust and resilient organisation.

Risks are monitored through our strategic risk registers, which are continually reviewed and link directly to achieving our corporate objectives.

Risk is discussed at each Board meeting. Detailed statements are provided as a guide for decision making to ensure we do not take risks outside of our agreed boundaries and understand the wider strategic impact.

Ultimately Board agrees our appetite and manage risk, with members of our Executive Leadership team having ownership of specific items, making sure they are effectively overseen.

To help identify emerging risks, we assess internal and external environmental factors using a variety of tools and techniques.



# Ongo in numbers

## Value for money

We achieved savings of £1,856,000 meaning we exceeded our target for the year which was £809,000.

Some of the key savings made over the year include £552k saved when tendering for our roof repair and replacement contract and our plumbing and heating contract, and £620k of savings made on our utilities expenditure by fixing our contract rates when the market was extremely low.

You 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 2022

	Note	2023 £'000	2022 £'000
<b>Turnover</b>	3	<b>51,978</b>	49,156
Cost of sales	3	(75)	(103)
Operating costs	3	(45,109)	(38,967)
Surplus on sale of fixed asset housing properties	3, 10	3,075	1,991
<b>Operating surplus</b>	3, 6	<b>9,869</b>	12,077
Other interest receivable and similar income	11	1,268	102
Interest payable and similar charges	12	(4,762)	(4,629)
Other finance costs	12	(48)	(243)
Gift aid		430	191
Movement in fair value of investment properties	16	(130)	15
<b>Surplus on ordinary activities before taxation</b>		<b>6,627</b>	7,513
Taxation on surplus on ordinary activities	13	5	(44)
<b>Surplus for the financial year</b>		<b>6,632</b>	7,469
Actuarial (losses)/gains on defined benefit pension scheme	26	1,769	10,459
<b>Total comprehensive income for year</b>		<b>8,401</b>	17,928

## Statement of financial position at 31 March 2022

	Note	2023 £'000	2022 £'000
<b>Fixed assets</b>			
Tangible fixed assets – housing properties	14	<b>229,576</b>	220,877
Tangible fixed assets – other	15	<b>2,495</b>	2,679
Investment properties	16	<b>1,395</b>	1,525
Investments – other	17	<b>30</b>	30
Investments – subsidiaries	17	<b>77</b>	77
		<b>233,573</b>	225,188
<b>Current assets</b>			
Stock	18	<b>271</b>	20
Debtors – receivable within one year	19	<b>3,000</b>	2,740
Debtors – receivable after one year	19	<b>1,551</b>	-
Cash and cash equivalents		<b>59,705</b>	72,216
		<b>64,527</b>	74,976
Creditors: amounts falling due within one year	20	<b>(10,690)</b>	(20,115)
<b>Net current assets</b>		<b>53,837</b>	54,861
<b>Total assets less current liabilities</b>		<b>287,410</b>	280,049
Creditors: amounts falling due after more than one year	21	<b>(162,050)</b>	(161,324)
Net assets excluding pension liability		<b>125,360</b>	118,725
Pension liability	26	-	(1,766)
<b>Net assets</b>		<b>125,360</b>	116,959
<b>Capital and reserves</b>			
Income and expenditure reserve		<b>125,360</b>	116,959
		<b>125,360</b>	116,959

The financial statements were approved by the Board of Directors and authorised for issue on 25 August 2022.

**R Walder**  
Director

**M Kenyon**  
Director

**S Hepworth**  
Chief Executive

**J Sugden**  
Company secretary

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



# Looking forward to the year ahead...

**After 18 months of work, at the end of March 2023, we completed the consolidation of our group, making Ongo Homes the new parent entity in control.**

We wanted Ongo Homes to be at the heart of our business. We also reduced the number of companies within the group to simplify our operations.

This change supports our aim of maintaining our top regulatory rating of V1 for financial viability and G1 status for governance.

Our repairs service, returning to a high standard and reducing wait times is a major priority. We are working hard on this by listening to customer feedback, investing more resource and taking action to improve systems.

Another focus is on creating our new Corporate Plan due to launch on 1 April 2024. This will set our strategic direction and priorities for the next few years.

It is being shaped by consultation with customers and colleagues, as well as the needs of the business, what we must do to remain financially strong and meeting all relevant legislation.

Nationally, the Better Social Housing Review and new regulatory Tenant Satisfaction Measures have also been considered.

In future we'll continue to focus on providing a high standard of service, being more accountable and involving our customers in decision making.

We will continue to create opportunities within our communities and stand by our commitment to invest in our existing homes. This also includes decarbonisation work and supports our Net Zero action plan. Over the years to 2050, this means investing hundreds of millions of pounds.



We shall grow Ongo to ensure we remain sustainable and operate in a strong position. So we will invest in providing new homes and acquire existing homes to help more people find a home they can afford.

While the year is set to be full of exciting plans with some fantastic work, we know many of our customers will need our support more than ever. We intend to be there, so if our team can help, whether that's with finances, jobs, training, mental health or coaching, please get in touch.

I would like to end by thanking our customers for their patience and support during the last 12 months, for holding us accountable where needed, and working with us by providing feedback to make changes happen. You are what makes Ongo special and we are proud to work alongside you.

**Bob Walder**  
Chair of the Board





# A heartfelt thank you

to our tenants, colleagues, customers and partners for your support over the last 12 months.



## Awards and accreditations

Seeking accreditation is one way in which we check that our services meet the high standards that we always aim for. Here are some of them:

- Best Companies
- CHAS (health and safety)
- Construction Line
- Cyber Essentials
- Disability Confident
- Leaders in Diversity
- Matrix Standard
- Mindful Employer
- NFRC (roofing)
- Renewal Energy Consumer Codes (RECC)
- SHIFT Environmental
- SMAS (Health and safety)
- TPAS Exemplar (tenant involvement)
- White Ribbon

The National Centre for Diversity awarded 'Investors in Diversity' in 2014, and then 'Leaders in Diversity' in 2016. They also positioned us as 44 their list of 'Top 100 Most Inclusive Workplaces' out of over 300 multi-sector organisations.



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