

Ongo Homes

Report and Financial Statements

Year Ended

31 March 2025

FCA Registration Number 7639

Regulator of Social Housing Registration Number L4486

Ongo Homes

Report and financial statements for the year ended 31 March 2025

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Ongo Homes

Executives and advisors for the year ended 31 March 2025

Board Members

The following members have held office during the period and to the date of this report unless otherwise stated:

R Walder	J Wright
S Hepworth	G Oakley
R Cook	N Cresswell
M Finister-Smith	P Gouldthorpe (resigned 23 May 2025)
P Warburton	K Merta
T O'Neill (appointed 11 September 2024)	M Sugden (appointed 11 September 2024)
J Tomlinson (co-opted 11 September 2024)	N Haywood-Cleverly (appointed 11 September 2024)
C Mande (trainee) (appointed 11 September 2024)	

Executive leadership team:	Chief Executive	S Hepworth
	Property Director	S Ellard (appointed 9 July 24)
	Director of Resource and Commercial	A Harrison
	Director of Corporate & Compliance Services	J Sugden
	Director of Customer Services	K Hornsby

Secretary and registered office: J Sugden

Ongo House, High Street, Scunthorpe, North Lincolnshire, DN15 6AT

Auditor: Crowe U.K. LLP
3rd floor
56 Peter St
Manchester
M2 3NQ

Bankers: Barclays Bank plc
One Snowhill
Snow Hill Queensway
Birmingham B4 6GN

NatWest Bank plc
119 High Street
Scunthorpe
North Lincolnshire
DN15 6LT

Solicitors:

Devonshires Solicitors Park House Park Square Leeds LS1 2PW	Forbes Solicitors Rutherford House 4 Wellington Street (St Johns) Blackburn BB1 8DD	Knights Professional Services The Lexicon Munt Street Manchester M2 5FA
Bermans Exchange Station Titheburn Street Liverpool L2 2QP	Trowers and Hamlins 55 Princess Street Manchester M2 4EW	Wilkin Chapman LLP Cartergate House 26 Chantry Lane Grimsby DN31 2LJ

Ongo Homes

Report of the Board of Management for the year ended 31 March 2025

Financial Statements

The Board of Management present their report and audited financial statements of the Group for the year ended 31 March 2025.

Nature of business

The Ongo Group is constituted of the following:

- Ongo Homes Limited, the parent company, is a charitable Community Benefit Society (CBS) regulated by the Financial Conduct Authority (FCA) and a Registered Provider of social housing regulated by the Regulator of Social Housing. The primary role of the Society is to provide social housing in North Lincolnshire and surrounding areas having taken over the ownership and management of North Lincolnshire Council's homes in February 2007.
- Ongo Communities Limited is a not-for-profit company limited by guarantee, a registered charity that delivers community development activities.
- Ongo Roofing Limited (trading as Ashbridge Roofing) is a private company limited by shares delivering roofing services.
- Ongo Heating & Plumbing Limited (trading as Hales & Coultas Heating and Plumbing) is a private company limited by shares concerned with delivering heating and plumbing services.
- Ongo Recruitment Limited is a social enterprise employment agency supplying temporary and permanent staff.
- Crosby Brokerage Limited is a private company limited by shares offering business services.
- Ongo Developments Limited is a private company limited by shares. Its role is to help Ongo Homes deliver its new build programme

The corporate structure of the Ongo group is clearly defined and the relationship between Ongo Homes and its subsidiaries is set out in Intra Group Agreements which were considered and approved by each of their Boards.

Board and Executive Directors

The Board Members and Executive Leadership Team serving during the period and up to the date of signing the Financial Statements are listed on page 3. None of the Board Members and Executive Leadership Team hold any interests in the capital of Ongo Homes Limited or any of its subsidiaries.

Executive Leadership Team members act as executives within the authority delegated by the Board. The group's insurance policies indemnify Board Members and officers against liability when acting on its behalf.

The Chief Executive is appointed on a permanent contract with a six month notice period. Other Executive Directors have a three month notice period but are otherwise employed on the same terms as other staff. We review the contractual terms of the Executive Team every two years and make any recommendations to the Board to approve any changes.

The Executive Directors are all members of either the East Riding Pension Fund, a defined benefit pension scheme, or the defined contribution scheme provided for the employees, currently through Aviva. They contribute on the same terms as all other eligible staff and the Society contributes to the schemes on behalf of these employees.

Financial Statements

The Board present their report and audited Financial Statements of the group and Ongo Homes as an entity for the year ended 31 March 2025.

Ongo Homes

Report of the Board of Management for the year ended 31 March 2025

Results

The Group made a surplus before taxation and actuarial losses of £8.4m for the year (2024: £6.0m). The Directors consider this to be an acceptable performance.

The Society made an operating surplus of £13.2m for the year (2024: £7.1m). The Directors consider this to be an acceptable performance.

Reserves

Total reserves for the Group at the year end were £133.9m at the year end (2024: £127.0m). The corporate plan dictates that these reserves will be utilised for the furtherance of the stated corporate objectives

Revenue reserves for the entity total £138.8m at the year-end (2024: £131.0m). The business plan dictates that these reserves will be utilised for the furtherance or the stated corporate objectives.

External Factors

We carry out extensive sensitivity and combined stress scenario testing of the business plan. This includes identification of a range of mitigating actions which could be taken upon onset of the identified, or other, factors which may have a detrimental impact on the financial position of the business. When applied to the stress tests carried out these mitigating measures show that both the group and the entity are in a position to operate sustainably and within our financial covenants.

Going Concern

The group and the Society's business activities, the current financial position and factors likely to affect future development are set out in this report. The Society has in place long term debt facilities which provide adequate resources to finance committed reinvestment and development programmes along with day-to-day operations. The Society also has a long-term business plan which shows that it is able to service these debt facilities whilst continuing to comply with lenders' covenants. The board approved next year's budget for each entity within the group and the Society's business plan in March 2025 and were content that these plans were affordable and that the accounts should be prepared on a going concern basis.

The executive leadership team and the board have reviewed financial assumptions in the budgets and business plan, particularly focusing on the next five years to ensure the Group and the Society remain a going concern. The long-term business plan is stress tested to assess the possible financial impacts and the resilience of the plan including the range of available mitigation plans. This multi-variate stress testing did not cause a breach in bank covenants, which remained compliant even in the most severe of scenarios once identified mitigations were applied.

The financial performance of entities within the group in the year proved resilient and this, alongside the budgets provide evidence that the board has a reasonable expectation that the group has adequate resources to continue in operational existence for the foreseeable future, being a period of twelve months after the date on which the report and financial statements are signed. For this reason, it continues to adopt the going concern basis in the financial statements.

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Report of the Board of Management for the year ended 31 March 2025

Governance

The Regulator of Social Housing (RSH) undertook an In-Depth Assessment in August 2022 and concluded Ongo Homes had further strengthened its governance arrangements and simplified its governance structures and upgraded Ongo Homes to G1, with V1 for financial viability. These ratings were confirmed via a stability check from the RSH in January 2024 and again in January 2025. This means Ongo Homes continues to hold the highest rating available for both governance (G1) and financial viability (V1).

Financial instruments

Credit risk

Credit risk is the risk of financial loss to the Group if a customer or counterparty to a financial instrument fails to meet its contractual obligations. The Group is mainly exposed to credit risk from rental income. Bearing in mind that rents are payable in advance, it is Group policy, implemented locally, to assess the credit risk of new tenants before entering contracts. Enquiry is made into previous history with the Group and each new tenant is appraised on their ability to meet rental payments from their income.

At a local level, a monthly review of the trade receivables' ageing analysis is undertaken and customers' credit is reassessed periodically in order to recover any outstanding amounts or commence recovery proceedings. Existing customers that become classed as high risk as a result of the periodic reassessment are placed on a restricted customer list and future sales are made only with approval of the local management, otherwise payment in advance is required.

Credit risk also arises from cash and cash equivalents and deposits with banks and financial institutions. The institutions comply with the approved treasury policy as overseen by the treasury committee. Outside of the Group's bankers as set out in page 3 of the accounts, funds were held with the following institutions:

	Balance at 31 March 2025 £'000	Balance at 31 March 2024 £'000
QNB	5,000	-
Mitsubishi UFJ	-	5,000

In addition to the above, funds of £1.5m (2024: £1.5m) were held by bLEND on behalf of Ongo Homes. These funds were held at different institutions.

Liquidity risk

Liquidity risk arises from the Group's management of working capital and the finance charges and principal repayments on its debt instruments. It is the risk that the Group will encounter difficulty in meeting its financial obligations as they fall due.

The Board is provided with information around cash position and cash flow projections within the Management Accounting information. At the end of the financial year, these projections indicated that the Group expected to have sufficient liquid resources to meet its obligations under all reasonably expected. The Group also seeks to reduce liquidity risk by fixing interest rates (and hence cash flows) on a portion of its long-term borrowings, this is further discussed in the 'interest rate risk' section below.

Ongo Homes

Report of the Board of Management for the year ended 31 March 2025

Market risk

Market risk arises from the Group's use of interest bearing and tradable financial instruments. It is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in interest rates (interest rate risk), or other market factors (other price risk).

Cash flow interest rate risk

The Group is exposed to cash flow interest rate risk from long-term borrowings at variable rate. It is currently group policy that at least 50% of external group borrowings (excluding short-term overdraft facilities and finance lease payables) are fixed rate borrowings. This policy is managed centrally. Local operations are not permitted to borrow long-term from external sources. The Board accepts that this policy neither protects the Group entirely from the risk of paying rates in excess of current market rates nor eliminates fully cash flow risk associated with variability in interest payments, it considers that it achieves an appropriate balance of exposure to these risks.

The Group's borrowings are denominated in Sterling.

Statement of the Board's Responsibilities in Respect of the Accounts

The board members are responsible for preparing the report of the board, the strategic report and the financial statements in accordance with applicable law and regulations.

Co-operative and Community Benefit Society law requires the members, who are the Board of Management, to prepare financial statements for each financial year. Under that law the Board of Management have elected to prepare the group and company financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under law the Board of Management must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and the Society and of the profit or loss of the group and Society for that period.

In preparing these financial statements, the Board of Management are required to:

- select suitable accounting policies and then apply them consistently.
- make judgements and accounting estimates that are reasonable and prudent.
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements.
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the group and entity will continue in business.

The Board of Management are responsible for keeping adequate accounting records that are sufficient to show and explain Ongo Homes Limited's transactions and disclose with reasonable accuracy at any time the financial position of the entity and enable them to ensure that the financial statements comply with the Co-operative and Community Benefit Societies Act 2014. They are also responsible for safeguarding the assets of the entity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Financial statements are published on the entity's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The maintenance and integrity of the entity's website is the responsibility of the Board of Management. The Board of Management's responsibility also extends to the ongoing integrity of the financial statements contained therein.

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Report of the Board of Management for the year ended 31 March 2025

Assessment of the effectiveness of Ongo Homes' system of internal control

The Board is ultimately responsible for the group's system of internal control and for reviewing its effectiveness.

The Board recognises that no system of internal control can provide absolute assurance or eliminate all risk. The system of internal control is designed to manage risk and provide reasonable assurance that key business objectives and expected outcomes will be achieved. It also exists to give reasonable assurance about the preparation and reliability of financial and operational information and the safeguarding of group's assets and interests.

The Board has adopted a risk-based approach to internal controls, which are embedded within the normal management and governance process. This approach includes the regular evaluation of the nature and extent of risks to which the group is exposed and is consistent with good practice and regulatory requirements.

The main area in which this is evidenced is as follows:

Risk Management

Alongside the launch of our new Corporate Plan in April 2024, we reviewed our strategic risks to ensure that they fully represented the risks to achieving our strategic objectives. Sessions were held at a Board Strategy Day to ensure that all Board members were able to discuss and contribute to the identification of the Strategic Risks for Ongo.

Together, our Leadership Team assessed the identified risks to ensure we fully understand mitigations in place and required, developing a clear action plan to manage these risks.

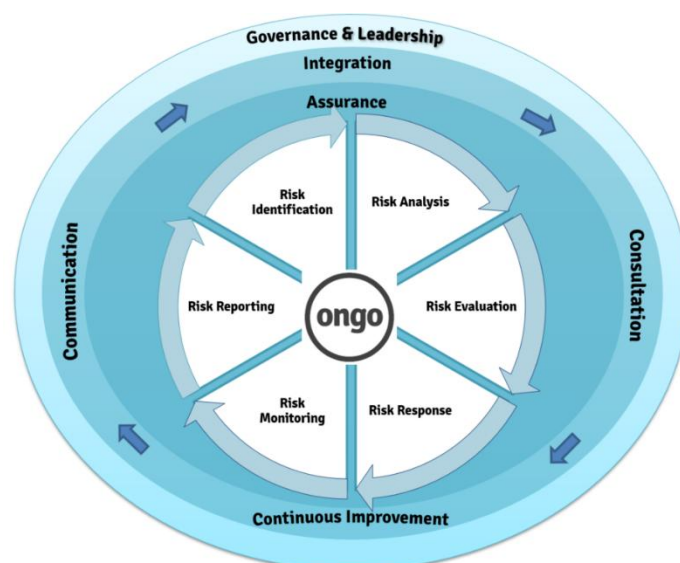
To support the process our Risk Management Framework was fully reviewed and approved by the Ongo Homes Board.

Our approach

Risk is the possibility of an event and the consequences it has on the achievement of objectives, at a strategic, operational and project level. Risk creates uncertainty which we must understand, control, and monitor to reduce the uncertainty to an acceptable level.

Risk is part of everyday life and directly linked the decisions we make. The management of risk is therefore essential in ensuring the group meets its strategic objectives and remains legally and regulatory compliant.

Our risk management framework provides a clear and robust approach to managing risk. It provides a structure to integrate risk management into all aspects of Ongo activity, with the aim of protecting our assets, complying with all relevant laws and regulation, successfully achieving our corporate plan and creating a truly vibrant and resilient organisation.



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Report of the Board of Management for the year ended 31 March 2025

Our principles of risk management

The overarching principle of risk management is to add value, and to support the successful delivery of objectives.

At Ongo, we use **GUARDED** principles to set our approach to risk management:

- **Governed** – Risk management is integral to governance and leadership at Ongo, it is fundamental to how Ongo is directed and managed.
- **Understood** – Risks are comprehensive, well-articulated and understood by all.
- **Aligned** – Risk management is aligned with other business activities and is not a separate activity.
- **Relevant** – Risks are relevant to objectives and the management of risk is proportionate to the level of risk.
- **Discussed** – Risk is communicated and discussed with all interested parties.
- **Embedded** – Risk management is part of everyday life, activities and decision making at Ongo,
- **Dynamic** – The management and reporting of risk is responsive to change and can adapt and identify emerging risks quickly.

Our risk appetite

Our risk appetite is reviewed at least on an annually basis. With the launch of the new corporate plan our Board set our new appetite statements as part of the risk focussed strategy day. Detailed statements were approved as part of our Risk Management Framework and provide a guide for decision making to ensure we do not take risks outside of our agreed boundaries. Our risk appetites for 2024-25 are shown below:

- **Financial Risks (medium risk appetite):**
We will ensure that we remain financially strong and will manage risks within our golden rules. We will take a balanced approach and seek to take risk only where the benefits outweigh potential costs.
- **Compliance Risks (low risk appetite):**
We understand our compliance obligations and have a low-risk appetite for any action or decision that would result in a breach of our statutory or regulatory obligations.
- **People Risks (medium risk appetite):**
We empower and support our colleagues to make the right decisions. We will ensure those carrying out work have the relevant qualifications and competences. We will encourage a culture of learning and look to take risks where benefits can be justified, and any potential risks are managed.
- **Customer Risks: (medium risk appetite):**
We will ensure that all those working on behalf of Ongo have a strong customer focus, we will listen to our customers and work together to ensure we have a balanced approach to risk.
- **Delivery Risks (medium risk appetite):**
We will ensure that we meet all required standards and work together to ensure our services meet the needs of our customers, we will take a balanced approach to managing risk ensuring that benefits and costs are assessed.
- **Growth Risks (high risk appetite):**
We are open to growth opportunities that align with our Corporate Objectives and will look at innovative ways of working and new technologies. Where the benefits can be demonstrated we will manage the risk.

Stress testing

To ensure we understand the effect of risk on our business plan, we use possible scenarios taken from our strategic risk register. Our Board has an active role in developing additional scenarios and agreeing on multi-variate scenarios based on likelihood and onset. These tests are intended to identify and model situations that could arise and enable us to then identify where management action could be required to rectify a situation.

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Various individual stress tests are modelled, followed by multivariate tests on the most likely combinations. In respect of the financial covenants the results of the tests are rated as fail, breach of a golden rule (but pass of covenant test) or pass of both measures, and the position regarding peak debt is advised. The following combinations were assessed:

- **Economic stress**

This model looks at the combined effect of income and expenditure, including rent policy change, inflation and interest rate change, macro-economic difficulties (inflationary pressure and increased borrowing rates), and local economic slowdown.

- **Operational stress**

This model looks at the combined effect of various operational factors moving in an adverse manner due to either internal or external factors (increased voids and bad debts, maintenance and capital spend, decarbonisation, changes to legal compliance and building safety).

- **Development stress**

This model looks at the combined effect of a number of adverse situations affecting the development programme of the business; property build and acquisition and investment in current stock (increased costs for new builds and investment in existing properties, quantity of new properties brought into service, overspending on our capital programme and decarbonisation).

- **People stress**

This model looks at the combined effects on the business of changes in specific factors around the costs of employing our Ongo colleagues, specifically pensions' provision, salary increases and operational issues requiring recruitment of additional colleagues.

Following the modelling of multi-variate scenarios on the business plan, we consider the mitigating actions that could be taken to recover the situation and return the business plan to a financially viable position. Our Asset and Liability Register is vital in understanding our options.

Golden Rules

Based on our risk appetite the Board have approved a number of "Golden Rules", which are monitored at each Board meeting. These indicators are intended to set out the lines which the business will not cross in terms of its financial performance and position and will be used as parameters for both financial control and financial planning.

Operating environment and risk management

To help identify emerging risks, we assess the external and internal environments using a variety of tools and techniques. Our performance management framework runs in line with our risk management framework to help identify areas of concern or emerging risks. We have a suite of key risk indicators (KRIs) which provide intelligence on the key areas of risk facing our business and act as early warning indicators. Our key financial ratios and stress testing indicators are monitored monthly in our management accounts. We also map the annual sector risk profile with our existing risk registers as a comparison aid.

Our strategic risks

Our strategic risks are ultimately owned by our Board and monitored through our strategic risk registers. Our Executive Leadership Team have direct ownership of specific risks to ensure that they are effectively managed. The risks on the strategic risk register are continually reviewed and linked directly to achieving our corporate objectives.

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Report of the Board of Management for the year ended 31 March 2025

Each of the strategic risks below are fully assessed to identify the cause and consequence of the risk occurring. A likelihood and impact score has been applied before and after reviewing current controls in place. Risk is assessed within each Board report and the strategic risk register is reviewed at alternate Board meetings. The Board seeks assurance to understand the wider strategic impact and to inform the decision-making process. Additional assurance is gained from reviews, overseen by our Group Audit and Risk Committee. The Strategic Risk Register is reviewed at each committee meeting. The table below provides a brief overview of our current Strategic risks and risk appetite:

Strategic Risk Summary			
Be a Great Landlord			
	Health and Safety Compliance Serious incident or systemic failing in control occurs resulting in harm, prosecution and significant loss.		Managing change We are unable to effectively implement change required without affecting service or objective delivery.
Risk Appetite: Low Key Risk Mitigations and Assurance: ✓ Approved policies and arrangements in place ✓ Qualified and competent resources in place ✓ Risk specific mandatory training programme ✓ External legal Compliance Register Review (Feb 25) ✓ External Legal Compliance Audit (Jun 24) ✓ Internal Audit Water (Jun 24 Substantial) ✓ Internal Audit Electrical (Jul 24 Substantial) ✓ Internal Audit Gas (Dec 23 Substantial) ✓ Internal Audit Gas (Sept 22 reasonable TIAA) ✓ Corgi Audits (2025-26) ✓ Inspection and Testing Plan audit (Jun 24) ✓ RSH Safety and Quality consumer standard self-assessment and assurance map (25-26). ✓ Residents Safety and Colleague Health and Safety Forums.		Risk Appetite: High Key Risk Mitigations and Assurance: ✓ Consulted and redesigned corporate plan (2024-29) ✓ Financial planning and leadership oversight ✓ Business Plan Stress Testing ✓ Strong local and national networks ✓ Board strategic away days ✓ Quarterly Assurance Reviews ✓ External advice and consultation ✓ External legal Compliance Register Review (Feb 25) ✓ 6 monthly legal update review (2024-25) ✓ Internal Audit Repairs Review Follow up (Jan 25 Substantial) ✓ Internal Audit Damp & Mould Follow up (Jan 25 Substantial)	
	Delivery of effective repairs service. We are unable to deliver an effective repairs service within timescales leading to increased dissatisfaction, high costs and a breach in consumer standards.		Data quality and integrity Poor data integrity, quality and governance leads to an inability to understand, improve and make appropriate decisions.
Risk Appetite: Medium Key Risk Mitigations and Assurance: ✓ Policies and process in place ✓ Redesigned system and maintenance team ✓ Redesigned performance information and dashboards ✓ Revised process for managing cases of damp & mould ✓ Internal Audit Void Management (Jul 24 Substantial) ✓ Internal Audit Contractor Management (Jan 25 Substantial) ✓ Internal Audit Repairs Review Follow up (Jan 25 Substantial) ✓ Internal Audit Damp & Mould Follow up (Jan 25 Substantial)		Risk Appetite: Low Key Risk Mitigations and Assurance: ✓ Approved knowledge and information management plan ✓ Internal Audit Data Protection (Jan 24 Strong) ✓ Data integrity included in all Internal Audits ✓ Centralised data team ✓ QI Coaches ✓ Minimum data standards ✓ Access Controls within systems ✓ Controlled data sources ✓ Reconciliation and correction reports ✓ Training programmes	

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Report of the Board of Management for the year ended 31 March 2025

Strategic Risk Summary			
✓ RSH Safety and Quality consumer standard self-assessment and assurance map		✓ System audit reporting ✓ Data Benchmarking	
Customer Focus			
	People We are unable to recruit, retain and engage colleagues which impacts the successful delivery of the Corporate Plan.		Customer Expectations We are unable to deliver our services to meet expectations leading to a failure in service and dissatisfaction.
Risk Appetite: Medium Key Risk Mitigations and Assurance: ✓ Policies, procedure and guidance ✓ Personal Development Reviews and 1:1 ✓ Approved Learning and competence framework ✓ Mental health and financial support ✓ Training matrices and budgets ✓ Market benchmarking of salary and benefits ✓ Colleague surveys and feedback. (Pulse surveys) ✓ Matrix accreditation ✓ Internal Audit Staff Wellbeing (Jun 23 Strong) ✓ Best Companies – (2024) ✓ Disability Confident (2022-25) ✓ Equality & Diversity policies, training and road map		Risk Appetite: Medium Key Risk Mitigations and Assurance: ✓ Centralised customer satisfaction and feedback processes and team. ✓ Customer complaints panel ✓ Root cause analysis and complaint learning exercises ✓ Community Voice and resident engagement. ✓ Development of a Customer Focus Committee. ✓ Operational performance – customer service updates to Board ✓ Internal Audit Complaints (Oct 24 Substantial) ✓ Internal Audit Anti-Social Behaviour ✓ Complaints (Oct 24 Substantial) ✓ TAS Exemplar (2023-25) ✓ Housing Ombudsman code of practice self-assessment	
Growth and Sustainability			
	Regulatory Standard Compliance Weaknesses in Internal Control leads to a breach in our regulatory standards resulting in prosecution and/or regulatory intervention/action.		Development Delays in the development programme or funding arrangements leads to stagnant growth, financial loss and additional management expense.
Risk Appetite: Low Key Risk Mitigations and Assurance: ✓ Regulatory standards self-assessments and ✓ Assurance mapping ✓ External assurance register ✓ Customer assurance register ✓ Strong Governance Controls in place ✓ Triannual Governance Review (2024) ✓ Legal registers and review in place. ✓ Policies and processes in place to control risk ✓ Assets & Liabilities register in place and maintained.		Risk Appetite: High Key Risk Mitigations and Assurance: ✓ Strong governance control over approvals. ✓ Development Board scrutiny ✓ Business Plan Stressing testing ✓ Financial planning and monitoring ✓ Programme management skills-controlled programme ✓ Homes England compliance audits	
	Financial Resilience: Uncertain economic pressures and fluctuations to income leads to reduction in operating margin, and our ability to deliver our corporate objectives.		Funding Agreements & Covenants Financial pressure and uncertainty lead to a breach in funding agreements or covenants resulting in significant financial exposure or regulatory action

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Report of the Board of Management for the year ended 31 March 2025

Strategic Risk Summary			
Risk Appetite: Medium		Risk Appetite: Low	
Key Risk Mitigations and Assurance: ✓ Business Plan Stress testing ✓ Strong budgetary controls ✓ External Audit ✓ Internal Audit Rental Income & Arrears (2024-25) ✓ Internal Audit Purchasing (Oct 23) ✓ Internal Audit Budgetary Control (Mar 23) ✓ RSH Value for Money economic standard self-assessment		Key Risk Mitigations and Assurance: ✓ Approved Golden rules ✓ Monitoring of compliance ✓ Loan covenant compliance monitoring and liquidity management of subsidiaries. ✓ Assets & Liabilities Register is maintained, including liabilities that may have recourse to social housing assets ✓ Treasury Review and Advice (2025) ✓ External Audit (Sept 24) ✓ Internal Audit Fraud (Jan 23)	
	Subsidiary Performance Subsidiary action or decision adversely impacts Ongo Homes resulting in reputational damage or financial loss.		Cyber Ongo is the victim of a cyber incident which results in a significant loss of systems or data impacting our ability to deliver our services.
Risk Appetite: High		Risk Appetite: Medium	
Key Risk Mitigations and Assurance: ✓ Subsidiary board and governance structure in place ✓ Ongo Homes Board oversight ✓ Subsidiary business plans and robust monitoring ✓ Key management information monitored. ✓ Internal Audit (strong 2025) ✓ External Advice on group structures		Key Risk Mitigations and Assurance: ✓ Internal Audit Data Protection (Jan 24) ✓ Cyber Essentials (Oct 24) ✓ Cyber Essentials Plus (Nov 24) ✓ PCI-DSS compliance (Annual) ✓ Penetration testing (Sept 24I) ✓ 3rd party cyber incident response retainer ✓ Disaster recovery infrastructure ✓ Mandatory Cyber security eLearning, staff awareness, communications & lessons learned ✓ Information security and acceptable use policy • Antivirus software • Firewalls • Security specialists	
	Decarbonisation We are unable to affect culture and the pace of change in order to meet our Carbon Reduction Plan targets, leading to expensive investment decisions and limited progress.		
Risk Appetite: High			
Key Risk Mitigations and Assurance: ✓ Knowledge and use of EPC ratings on each property ✓ Carbon Reduction Plan Net Zero Action Plan approved (these actions will manage this risk) ✓ The Social Housing Decarbonisation Wave 2.2 (SHDF) project started in April 2024 Smart technology innovations ✓ Internal Net Zero Steering Group ✓ Environmental and Sustainability Policy ✓ SHIFT silver accreditation			

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Report of the Board of Management for the year ended 31 March 2025

Assurance framework

To ensure that risk management is effective and that we have a sound and effective system of internal control we have a control framework in place. As Boards have ultimate responsibility for risk management, it is essential that Board members understand the risks facing Ongo and receive assurance on the effectiveness of controls. Strategic and emerging risks are discussed at each Board meeting as a separate agenda item (alternate meetings) but also embedded within each report. The Ongo Homes Board have delegated assurance reviews to the Group Audit and Risk Committee. This enables the committee to focus on key areas of risk and assurance.

Assurance can come from many sources within an organisation. Developed from the three lines of defence, we have adopted four lines of assurance (FLA), which helps identify and understand where these different contributions arise:

- **First line of assurance**

This comes directly from our business operational areas. Various controls are in place, designed or directing processes and behaviours to ensure that operational objectives are achieved. The responsibility is to ensure procedures are followed, identify risks and improvement actions, implement controls and report on progress.

- **Second line of assurance**

This comes from corporate oversight. It is separate from those responsible for delivery, but not independent to the organisation. There are various teams that provide this assurance, including health and safety, finance, compliance, legal and audit and risk. The responsibility is to ensure that compliance obligations and commitments are understood and met.

- **Third line of assurance**

This comes from independent, objective and expert sources. It provides independent challenge. It places reliance upon assurance mechanisms in the first and second lines of defence, and request evidence to confirm assurance is in place. Assurance is gained from internal and external audit, regulators, and accreditations.

- **Fourth line of assurance**

Our customers provide a fourth assurance level. As they directly receive certain services, they are in the ideal position to assess and review service delivery. We have strong customer engagement arrangements, including a Resident Scrutiny Panel, Community Voice, Property Services Panel, and Complaints Monitoring Panel.

All assurance activities are co-ordinated centrally to provide assurance maps. The assurance map of the strategic risk register is used to inform the internal audit programme and assurance work for the next financial year.

Internal controls assurance

Internal audit

Our internal auditors are appointed by the Group Audit and Risk Committee to provide an objective evaluation and opinion on the overall adequacy and effectiveness of our risk management and internal control environment.

The annual internal audit plan is set using a risk-based approach and is approved by the Group Audit and Risk Committee. The plan includes a range of internal audits and assurance appraisals.

The findings within the internal audits inform both an individual assurance assessment and the annual assurance opinion statement, provided by the Head of Internal Audit.

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Report of the Board of Management for the year ended 31 March 2025

The annual plan is subject to ongoing review and could change as the risks change throughout the year. Any changes are formally reviewed with the Executive Leadership Team and the Group Audit and Risk Committee should a significant issue arise.

Internal audit reports carried out are signed off at each Group Audit and Risk Committee, where members have the opportunity to discuss and challenge the findings. Progress on any recommendations made are monitored by the committee and once implemented are verified by internal audit for final sign off. The internal auditors have an opportunity at every committee meeting to discuss matters without the presence of executives.

Our internal auditors provide an annual report on the internal control environment at Ongo. The annual report summarises the outcomes of the reviews that have been carried out on the Ongo group's framework of governance, risk management and control. The Head of Internal Audit's annual opinion states:

"We are satisfied that sufficient internal audit work has been undertaken to allow us to draw a conclusion as to the adequacy and effectiveness of the Group's risk management, control and governance processes.

"In our opinion Ongo Homes did have adequate and effective risk management, control and governance processes to manage its achievement of the Group's objectives at the time of our audit work. In our opinion, the Group has proper arrangements to promote and secure value for money. However, we did provide a weak level of assurance following our rental income and arrears review which we will follow up during the 2025/26 plan."

This opinion is based solely on the matters that came to the attention of internal audit during the course of the internal audit reviews carried out during the year and is not an opinion on all elements of the risk management, control and governance processes or the ongoing financial viability or your ability to meet financial obligations which must be obtained by Ongo from its various sources of assurance.

Our internal auditors carried out ten reviews, of which nine resulted in strong or substantial assurance. These were designed to ascertain the extent to which the internal controls in the system are adequate to ensure that activities and procedures are operating to achieve Ongo's objectives. For each assurance review an assessment of the combined effectiveness of the controls in mitigating the key control risks was provided.

The areas on which the assurance assessments have been provided can only provide reasonable and not absolute assurance against misstatement or loss and their effectiveness is reduced if the internal audit recommendations made during the year have not been fully implemented. Progress with internal audit recommendations are monitored by the Group Audit and Risk Committee and implementation is verified by internal audit twice a year. All audit recommendations have been accepted and implemented.

External audit

The external auditors have an opportunity to meet with the Group Audit and Risk Committee without the presence of executives.

Fraud

The fraud register is reviewed at each Group Audit and Risk Committee. To assess our internal control framework, assurance tests are built into the internal audit plan each year.

The fraud register is updated as necessary for all actual and potential frauds committed or attempted to be committed against the group.

Ongo Homes

Report of the Board of Management for the year ended 31 March 2025

Reporting, review and corrective action

A process of regular management reporting on control issues provides assurance to the Executive Leadership Team and to the Board. This includes a rigorous procedure for ensuring that corrective action is taken in relation to any significant control issues, particularly those that may have a material impact on the financial statements and the delivery and fulfilment of our services.

The Group Audit and Risk Committee conducts an annual review of the effectiveness of the system of internal control and has taken account of any changes needed to maintain the effectiveness of risk management and control process. This Committee makes an annual report on this matter to the Board. The Board has received this report and has included it within the Financial Statements.

The Board confirms that there is an ongoing process for identifying, and managing significant risks faced by the Society. This process has been in place throughout the year under review, up to and including the date of the annual report and accounts and is regularly reviewed by the Board.

Employment and equal opportunities

Employee information is set out in the notes to the financial statements.

The group is committed to the principles of equal opportunities.

Employment of disabled persons

The group is committed to a policy of recruitment and promotion on the basis of aptitude and ability without discrimination of any kind. Particular attention is given to the training and promotion of disabled employees to ensure that their career development is not unfairly restricted by their disability, or perceptions of it.

Ongo is accredited with the Disability Confident Employers, and this means we are recognised as going the extra mile to make sure disabled people get a fair chance. The group's HR procedures make clear that full and fair consideration must be given to applications made by and the promotion of disabled persons. Where an employee becomes disabled whilst employed by the group, the HR procedures also require that reasonable adjustments are put in place to ensure that the individual can sustain their role and continued employment within the group.

Engagement with employees

We aim to involve staff and keep them engaged with decisions that will impact them and seek their continuous feedback.

We continue to drive up colleague engagement levels, measuring this through quarterly pulse surveys, exit interviews, health and wellbeing surveys and Q&A's to identify common themes and each Head of Service has developed their own team engagement plans. 80% or more colleagues continually said that Ongo is a great place to work over the last 12 months.

Ongo is recognised as a two-star organisation by Best Companies which recognises outstanding levels of colleague engagement. Ongo scores highly on the Best Companies league tables, ranking 10th in the housing sector, 31st place regionally (Yorkshire and Humber), and 73rd nationally. Since taking part in the survey since 2017 Ongo has improved its position year on year. Using the results and the outcomes from colleague focus groups we have developed an action plan and we are proud of the commitments to ensure that Ongo continues to be a great place to work.

Ongo Homes

Report of the Board of Management for the year ended 31 March 2025

Ongo's policies set out clearly how our employees should act and what they should do if they need to raise any concerns, as well as meeting any legislation or regulatory requirements. Policies are reviewed in line with the Policy Development and Review Framework and staff consultation is always part of any policy review.

The group recognises three unions: Unison, GMB and Unite the Union, and the company holds a Joint Consultative Committee (JCC) on a regular basis, led by the Group's Executive Leadership Team. The purpose of this committee is to jointly agree effective collective bargaining, negotiation, consultation and communication in order to maintain good employment relations. We successfully negotiated a pay award for 2025/26 of 2.1% with an overwhelming vote in favour across all three recognised unions.

Our Corporate Plan 2024-2029 sets out our strategic focus and the Customer Focus strand sets out a clear objective that our workforce will be professional, Competent, and suitably qualified with access to the appropriate systems to deliver excellent services and that everyone that works for Ongo will be customer focussed and totally committed to our values.

Our new Learning and Competency Framework sets out our approach to managing skills, knowledge, experience and conduct for all Ongo staff and links to the Regulator of Social Housing's new Competence and Conduct Standard, which forms part of broader legislative changes under the Social Housing (Regulation) Act 2023.

To ensure that we meet these requirements our framework sets out the following:

1. Housing qualifications – The Standard sets out that certain senior and executive housing roles have or are working towards a housing qualification. We have identified the roles in scope that are required to undertake these qualifications, and the first cohort of colleagues started their qualification in May 2025.
2. Professional standards and behaviours – The Standard states that all housing colleagues must have the skills, knowledge, experience and behaviours to deliver good quality professional services to tenants. We are refreshing our customer service training and will be rolling this out during 2025/26 to ensure everyone is clear on the expectations set out in these new standards.
3. Clear policies and guidance – Providers must have up-to-date policies on learning and development including how they will ensure colleagues maintain and demonstrate the appropriate skills and behaviours. We have developed a new Learning and Competency Framework that clearly sets out our approach to learning and development and defines roles and responsibilities.
4. The role of the line manager - Managers play a key role in implementing these standards by supporting their teams, ensuring compliance, and creating a culture of continuous improvement and professional development. We will be working with managers to embed this policy and will have governance around this.

In addition, the group has a number of employee forums including a health and safety and equality, diversity and inclusion (EDI) forum which is represented by employees across different areas of the business. This provides an opportunity for employees to put forward their views and suggestions on how we can improve working practices.

Our environmental impact

As a social landlord and responsible employer, we have an important role in ensuring that new and existing homes are built or adapted to meet the climate change challenge and reduce our CO² emissions. This is far reaching from how we procure products and conduct our business to ensuring our homes are as energy efficient as possible.

Our Board has recognised that a commitment to reducing the carbon impact of the business must be a key component of the corporate plan/business plan. It recognises that it will touch every aspect of the business and will affect all aspects of decision making across the organisation.

Ongo Homes

Report of the Board of Management for the year ended 31 March 2025

Our approach to carbon reduction, has three specific areas of operation to ensure a holistic solution is found:

- **Existing homes** – 11,000 + stock, new Decent Homes Standards, challenge to get all stock to Energy Performance Certificate (EPC) B. engagement, awareness and culture
- **New build homes** – establishing specification for the future, modern methods of construction
- **Corporate** – offices, fleet, procurement, purchase of utilities, engagement, awareness and culture

During the financial year 2024-25, we have continued to move forward on our path to achieve net zero, with some highlights during the year being:

- The continuation of our Ongo Net Zero Steering Group, led by the Director of Property with a cross-team membership of internal stakeholders
- Continuation of our membership with the Off Site Housing Alliance (OHSA) to progress opportunities to develop new properties using modern methods of construction (MMC)
- The commissioning and completion of SECR compliance reports which provide a year-on-year position, identifying energy use and carbon emissions for each financial year (the SECR framework being a mandatory UK-wide energy and carbon reporting scheme)
- Continuing our SHIFT accreditation (SHIFT being an environmental sustainability standard for the housing sector)
- The development of a phased plan for the replacement of fleet with hybrid or electric vehicles
- Invested £2.5m alongside a £2.3m grant from the Social Housing Decarbonisation Fund to improve the EPC rating of around 200 properties.
- Capital investment projects during 2024/25 included installing low energy lighting to communal areas and street lighting, improving loft insulation and a variety of heating projects that will help tenants reduce their energy consumption.
- Continuing a culture change, raising net zero awareness to tenants via promotional articles in our tenants newsletter and social media, maintaining a dedicated page on our website and discussing net zero topics with our Environmental and Sustainability Panel which encompasses members of Community Voice and tenant representatives.
- Commencing a project to merge two office locations that will have a positive impact on the emissions produced by our office environment

SECR (Streamlined Energy and Carbon Report)

The SECR framework is a mandatory UK-wide energy and carbon reporting scheme, implemented to create a straightforward carbon reporting framework. SECR seeks to improve transparency and help reduce UK carbon emissions associated with business and industry. All large UK organisations are mandated to make an annual public disclosure within their Directors' Annual Report and Accounts of their UK energy use and carbon emissions.

Why calculate a carbon footprint?

To support the management and reduction of greenhouse gas (GHG) emissions an organisation needs to understand which business activities generate GHG emissions and the magnitude of the generated emissions.

A carbon footprint provides a quantitative assessment of the GHG emissions arising from an organisation's business activities. Once a carbon footprint has been created, an organisation can begin identifying areas with the greatest potential for emission reductions.

The footprint includes the 'Scope 1' (e.g. combustion of fuel, fugitive and process emissions) and 'Scope 2' (electricity) emissions associated with the activities for which Ongo Homes Ltd are responsible. For the purposes of the report only 'Scope 1' (Direct) and 'Scope 2' (indirect) emissions sources are required.

Ongo Homes

Report of the Board of Management for the year ended 31 March 2025

Methodology

The footprint is calculated in accordance with the Greenhouse Gas (GHG) Protocol and Environmental Reporting Guidelines: Including streamlined energy and carbon reporting guidance. Activity data has been converted into carbon emissions using published emissions factors. The data used has been provided by Ongo Homes Ltd.

The results below included figures for the Ongo Group. The figures also includes energy used in our communal areas (such as heating and lighting, in over 400 sites).

Intensity ratio

The intensity ratio constitutes a simple measure of energy efficiency, as opposed to total energy or emissions.

Usage

Streamlined Energy and Carbon Reporting (SECR)

Energy consumption	2024-25
Mains gas (KWh)	5,961,245
Mains electric (KWh)	1,224,864
Business mileage (KWh)	186,132
Transport – direct (KWh)	2,947,981
Total energy consumption (KWh)	10,320,222
Emissions	
Combustion of fuels (Scope 1) tCO ₂ e	1,090.31
Combustion of fuel for transport (Scope 1 – Direct) (tCO ₂ e)	744.01
Purchased electricity (Scope 2, location-based) (tCO ₂ e)	253.61
Business travel (Scope 3) (tCO ₂ e)	46.41
Total gross emissions for which SECR reporting required (tCO₂e)	2,134.34
Intensity ratio	
Per home managed (exc. office emissions) kg CO ₂ e	184.79
Office intensity (kg CO ₂ e per m ²)	26.30

Previous year

The financial statements for the year ended 31 March 2024 included the following data:

Energy consumptions: gas – 10,759,238KWh, mains electric – 1,479,913KWh, transport direct – 7,506,656KWh and total energy consumption – 19,745,807KWh.

Emissions: 4,175tCO₂e for combustion of fuels, 1,900.7tCO₂e for combustion of fuel for transport, 306tCO₂e for purchased electricity with total gross emissions of 4,481tCO₂e

Intensity ratio: Total gross emissions divided by turnover (tCO₂/turnover): 34.07tCO₂e.

The following intensity ratios apply to 2024 but were not reported in the financial statements: per home managed (exc. office emissions) kg CO₂e - 398.43kg CO₂e, office intensity (kg CO₂e per m²) - 33.67kg CO₂

Methodology

The footprint is calculated in accordance with the Greenhouse Gas (GHG) Protocol and Environmental Reporting Guidelines: Including streamlined energy and carbon reporting guidance. Activity data has been converted into carbon emissions using published emissions factors.

Ongo Homes

Report of the Board of Management for the year ended 31 March 2025

Energy efficient action statement

Action taken during the year:

- 57 air source heat pumps
- 705 new gas condensing combi boilers installed.
- 1 new electric storage heater installed
- 1 new oil combination boiler installed
- 26 cavity wall insulation extracted and refilled
- 13 double or triple glazing windows
- 26 properties with external wall insulation
- 290 loft insulation topped up or replaced
- 92 solar photovoltaic panels installed

Engagement with suppliers, customers and others

We're committed to creating and sustaining vibrant communities. We understand that delivering the best possible value through our homes and services allows us to reinvest in local opportunities—creating jobs, providing training, and supporting neighbourhood services that truly matter to our tenants.

Success is built on working together, and we firmly uphold our core values:

- Partnership
- Drive
- Responsibility

As a Registered Provider of Social Housing, our purpose is clear: to deliver good quality services that support our tenants, customers, and communities.

The impact of our work extends beyond housing, generating economic benefits through job creation and environmental improvements that enhance both communities and the natural surroundings, making the regions in which we operate, better places to live.

Who We Work With

Our key stakeholders across all areas where we operate include:

- Tenants and customers
- Colleagues
- Local communities
- Suppliers and contractors
- Regulators and auditors
- Third-party partners, including:
 - Local authorities
 - Police
 - NHS
 - Fire services
 - Schools and colleges
- The environment

Our role is to listen, engage, and collaborate with partners to identify common challenges and co-create solutions. Our approach is underpinned by robust governance, ensuring that the voices shaping our work are truly heard and reflected in the decisions we make.

Ongo Homes

Report of the Board of Management for the year ended 31 March 2025

How we engage with, and are influenced by – our communities

At the heart of everything we do is a commitment to strengthening communities, creating vibrant, welcoming spaces where people not only live but truly thrive. We believe in making a difference where it matters most, working side by side with local residents to tackle challenges, invest in opportunities, and shape solutions that bring lasting change.

Our community hubs The Arc and Viking Centre, serve as vital lifelines, offering support to tenants facing difficult circumstances or seeking new opportunities.

Our work goes beyond these walls. From neighbourhood action days to school holiday activities and local events, we are out in the community, building connections, listening to feedback, and empowering people to play an active role in shaping the places they call home

Together, we're creating stronger, more vibrant communities; places where people feel proud to live.

How we engage with, and are influenced by – our colleagues

We are proud to have a highly engaged, diverse and talented team. Our managers play a vital role in supporting and empowering their teams, with regular one-to-one meetings that drive collaboration and success. Our engagement survey consistently scores above the UK average—our workplace is one where people feel heard, valued, and inspired.

Communication is at the core of our culture. Our Leadership team keeps colleagues informed and involved through weekly updates, whether it's an email from our Chief Executive or a Friday video message from a senior leader. These updates cover key company news, opportunities for colleagues to contribute their ideas, and ways to have their voices heard. And for those keen to engage even further, our live Executive team question and answer sessions provide a direct platform to ask questions and discuss important developments.

We believe in the power of collective ideas. That's why we have various colleague-led forums where team members can share their thoughts and shape the future of our company. Our colleague suggestion scheme also encourages everyone to put forward innovative ideas. These are reviewed at our Managers' Forum to ensure they have real impact.

How we engage with, and are influenced by – Suppliers and contractors

As well as our colleagues, we rely on our suppliers and contractors to deliver our services, and the availability of goods and services in the market influences our strategy and how we operate. Good relationships with suppliers ensure projects are delivered on time, to a high standard, at efficient costs, and can bring innovative approaches and solutions. We use procurement to generate, build, and maintain business relationships with suppliers. As we carry out some duties on behalf of the public sector, we must always ensure that we contract with suppliers in an open, fair, and transparent manner whilst conforming to the requirements of public procurement regulations and legislation, including the recently introduced Procurement Act. We actively seek to engage with local suppliers, local contractors, and local service providers whenever possible and run active marketing, meet the buyer events, and supplier workshops so that we generate local interest and competition. We maintain an electronic procurement and tendering portal for running all procurement processes and conduct due diligence on suppliers ahead of contracting and permitting them onto our approved supplier list.

Ongo Homes

Report of the Board of Management for the year ended 31 March 2025

How we create value for our suppliers

Short term

- We spend significant amounts of money with our suppliers each year to help deliver maintenance and enhancement projects across our asset base, and this helps support thousands of jobs in our region.
- By investing in our infrastructure we are helping to keep the economy flowing. We generate jobs through our ongoing development programme and provide income for workers in the region

Long term

- Supporting jobs through our supply chain in the short term catalyses the development of skills and jobs in the region, providing a stimulus to benefit the regional economy in the long term.
- Working together to develop innovations and new technologies means we can identify solutions that will make our services better in the future. We act with integrity, giving suppliers confidence in the way we do business, which translates to transparency and fairness for our suppliers.

In addition, we actively engage with our suppliers and ask them to contribute to the social value within our communities. Contributions of both time and money donated by our suppliers, contractors, and service partners help to advance the social, economic, and physical environments in which our customers (and many of our suppliers) live. These contributions all help to improve the lives of the thousands of people who live in our communities and help to sustain these improvements for the long term and for future generations.

How we engage with, and are influenced by our...

Regulator

Through proactive, constructive engagement with The Regulator of Social Housing, we agree to deliver commitments over specified time frames. We actively engage to shape the policy and regulatory framework within which we operate, covering customer, economic, environmental, social and governance matters. These priorities need to be balanced and viewed over a long-term horizon and maintaining relationships is key to this. The priorities and objectives of the Regulator can change over time so active engagement to provide our perspective around future policy is important to us.

Auditors

We conduct audits to assess, interrogate, and test our internal processes. This aids with ensuring good governance and makes sure that any weaknesses in our processes and practices are identified prior to critical failure. In turn, this provides assurance to our customers, regulators, and our board and helps us to identify, assess, and manage our operational risks.

We have a small team of staff dedicated to the delivery of audit and risk management, and also engage the services of independent, third-party auditors in order to provide assurance that internal control is in place and effective.

NHS

Whilst we don't operate traditional care facilities, we work closely with local NHS providers to support the health and wellbeing of our tenants and communities. As a registered social housing provider, we form innovative partnerships to help direct essential services where they're needed most.

Police

We have a strong, collaborative relationship with the police, working together to tackle anti-social behaviour (ASB) and crime through joint initiatives that enhance our communities.

Ongo Homes

Report of the Board of Management for the year ended 31 March 2025

Our community hubs provide a direct link between tenants and officers, offering a space to report issues, seek support, and access valuable resources. We also invite police representatives to local events, ensuring accessible engagement when needed.

Fire Services

Fire safety is a top priority, and we maintain strong partnerships with local fire and rescue services across our regions. We share essential safety information, conduct training in high-risk properties, and keep them updated on any changes affecting fire safety.

To meet our legal duties under the Regulatory Reform (Fire Safety) Order 2005 (RRFSO), we carry out annual fire risk assessments on high-risk buildings and weekly health and safety checks to identify potential risks. This information supports fire services in developing effective emergency response procedures for our properties.

Local authorities

In order to be successful and good at what we do, it is vital that we maintain close working relationships with the local authorities in all the areas we operate. Whether it is for facilitating housing need and planning requirements for our development team, highways access for our grounds maintenance teams, the safeguarding of our tenants, or the co-ordination and liaison of our homeless services we need to maintain professional close working relationships with all of the local councils under which the jurisdiction of our properties fall.

We also work with local authorities on their green agenda to ensure we have a joined up approach. We also host school holiday activities funded by local authorities, ensuring our tenants benefit from free sessions provided by them.

Schools and colleges

As a major local employer, we have a responsibility to help prepare the next generation of talent for the workplace. Our structured partnerships with local schools and colleges include the provision of opportunities for work experience and apprenticeships, school placements and supporting with industry days held in local secondary schools.

These arrangements not only prepare young people for the world of work, they also help to raise their aspirations. We endeavor to give young people ambition and the motivation they require to continue their studies and to perform well at all levels of their education journey.

Environment

In the last twelve months, our Net Zero Working Group has progressed with its action plan making progress in all areas of the organisation. The group is led by our Chief Executive with representatives across Ongo to feed in and drive our plan forward. The action plan created continues to focus on key areas including:

- Existing homes
- New homes
- Our offices and buildings
- Corporate
- Education and awareness

The plan has targets in all of the above areas to achieve by 2028, 2030 and the national targets to meet by 2050.

Ongo Homes

Report of the Board of Management for the year ended 31 March 2025

How we create value for our environment

Short term

- We meet increasingly stringent environmental standards which help to improve the quality of our services and improve sustainability.
- We adopt best practices to avoid generating waste and contract with waste partners to assist with recycling and effective waste disposal.
- We reduce energy consumption to our corporate offices and adopt environmental practises into our operational activities.
- We adopt sustainable forms of transport by transitioning our fleet to hybrid or electric vehicle and encourage employees to reduce their journeys and travel in a sustainable manner.
- We achieve our short-term targets set out in the net zero action plan.

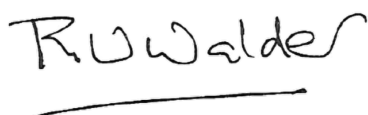
Long term

- Our investment in renewable energy generation is reducing our carbon footprint and contribution to climate change.
- We innovate and invest in our properties to make them more efficient and environmentally friendly.
- We plan far ahead to ensure our activities and investment enhance the long-term resilience of the environment.
- We achieve our longer-term targets set out in the net zero action plan.

Auditors

All of the current Board of Management members and Executive Management Team have taken all the steps that they ought to have taken to make themselves aware of any information needed by the company's auditors for the purpose of their audit and to establish that the auditors are aware of that information. The current Board of Management and Executive Management Team are not aware of any relevant information of which the auditors are unaware.

By order of the Board



R Walder
Director

Date: 10 September 2025

Ongo Homes

Audit and Risk Committee report for the year ended 31 March 2025

From 1 April 2024 to 31 March 2025 there were five meetings held on

11 June 2024	14 August 2024	24 September 2024
5 December 2024	18 March 2025	

These meetings were attended by:

Name	Number of meetings eligible to attend	Number of meetings attended
Cook, Rachel	5	5
Finister-Smith, Michael	4	4
Wright, John	5	5
Gore, Martin	5	5

Michael Finister-Smith served as chair of the Committee until December 2024. John Wright was appointed Chair at that time. The Committee has continued to focus on risk management as a key part of its terms of reference.

The key responsibilities of the Group Audit and Risk Committee, which enable it to assist the Board in fulfilling its oversight responsibilities, are:

- Reviewing the effectiveness of the Community Benefit Society's (CBS) and the wider Group's financial reporting and internal control policies.
- Reviewing procedures for the identification assessment and reporting of risk and the effectiveness of risk management.
- Monitoring the integrity of financial statements for the Group.
- Monitoring compliance with applicable legal and regulatory requirements.
- Agreeing the scope of the internal auditor's annual audit plan.
- Agreeing the scope of the external auditor's audit plan.
- Monitoring the qualifications, expertise, resources, independence, performance and effectiveness of the internal and external auditors.
- Making recommendations to the Board on the reappointment or otherwise of both the external and internal auditors and keeping their fees, terms of engagement and independence under review.

The minutes of each Group Audit and Risk Committee meeting are available to Ongo Homes Board and a written update provided by the Chair on key decisions of each committee meeting is made available to all Board members immediately following meetings to ensure Board members are promptly informed on the matters considered by the Committee. This update is provided to the following Ongo Homes Board meeting.

The Committee has asked that the Chief Executive and the Director of Resource and Commercial Services attend its meetings. Other members of the Executive Team attend as and when required.

Members of the Committee have the opportunity to meet alone and/or to meet with both the internal and external auditors who have direct access to the Chair of the Committee.

The Committee may, at Ongo's expense, obtain independent professional advice on any matters covered by its terms of reference.

The Committee accepts that certain work of a non-audit nature is best undertaken by the external auditors. The Committee reviews the amount of non-audit work they perform on an annual basis.

Ongo Homes

Audit and Risk Committee report for the year ended 31 March 2025

The principal activities undertaken by the Committee in the period under review were as follows:

Internal controls and risks:

- Regularly reviewing the strategic risk register of the organisation and receiving updates on the operational risk registers.
- Considering reports from the internal audit partners on work undertaken in reviewing and auditing the control environment related to various functions of the business, to assess the effectiveness of the internal control systems. Specific subject matters covering; rent and service charge setting, staff wellbeing, repairs, purchasing, damp and mould, data protection and gas servicing.
- Considered work in relation to the compilation of the annual business plan and related sensitivity and stress scenario analysis.
- Considered an in-depth risk review and updating risk appetite statements in light of the new Corporate Plan.
- Monitoring compliance with general data protection regulations.
- Regularly monitoring direct award procurement actions to ensure appropriateness of the actions and receiving a report on overall procurement activity for a twelve-month period.
- Reviewed plans for activity linked to the implementation of the Procurement Act 2023 and Public Contract Regulations 2024.
- Reviewed the business continuity framework.
- Considered information on the Group's cyber security plans.
- Considered matters that fall under Ongo's charitable donations and probity policies.

Finance reporting:

- Reviewed the financial statements of the CBS and other entities within the Group and as part of this process the significant financial judgements contained therein.
- Reviewed the assumption regarding the preparation of the financial statements on a going concern basis, including the supporting information and disclosures contained therein.

External audit:

- Agreed the approach and scope of the audit work to be undertaken by the external auditors
- Received, reviewed and considered the interim and final management reports of the external auditors.
- Monitored the progress the CBS and the Group has made to implement any recommendations made by the external auditors.

Internal audit:

- Agreed the internal audit plan for the period aimed at assessing the effectiveness of policies and processes relating to the key areas of operational and financial risk.
- Received, reviewed and considered the reports from the internal auditors with respect to the work they had done with regard to their agreed audit plan.
- Monitored the progress the CBS and the Group had made to implement any recommendations made by the Internal Auditors

Health & Safety

- Reviewed assurance plans and incident reporting (including RIDDOR)
- Reviewed landlord safety compliance including in newly acquired properties to the portfolio
- Reviewed performance of initiatives to tackle the most common health and safety incidents and monitoring of work-related absence.

Ongo Homes

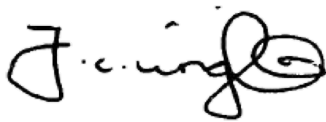
Audit and Risk Committee report for the year ended 31 March 2025

Governance

- Reviewed the revised standing orders to incorporate a newly formed Customer Focus Committee
- Reviewed and monitored attempted fraud or instances of whistleblowing

AUDIT AND RISK COMMITTEE CHAIR

DATE: 10 September 2025

A handwritten signature in black ink, appearing to read 'J. Wright', with a stylized, cursive flourish at the end.

J Wright

Ongo Homes

Strategic report for the year ended 31 March 2025

VISION

“To create and sustain truly vibrant communities.”

CORPORATE OBJECTIVES

Our 2024-29 corporate plan focused on three key objectives:

Be a Great Landlord:

- All homes being in good repair, safe, secure and clean in well-maintained neighbourhoods that are thriving with community spirit
- Repairs to homes are completed in a timely manner and tenants and customers can track the progress of their repair to know what will happen next
- Communication with tenants and customers is clear and we listen and act on what they tell us as well as keeping them informed so they know what they can expect from us

Customer Focus:

- Having a customer focussed culture at Ongo and being totally committed to our values and the work we do
- Having a professional, competent and suitably qualified workforce who listen to feedback and use it to inform service delivery and have access to the appropriate systems to deliver excellent services
- Investing in local communities, employment, training and wellbeing to ensure tenants and customers are supported and empowered to thrive in their homes and communities

Growth and Sustainability:

- Investing in our existing homes and building or acquiring homes, ensuring they are fit for purpose and cost-effective
- Improving our local environments and reducing our carbon footprint
- Continuously working to improve our financial stability and governance of the organisation

Nature of business

The Association was formed on 28 April 2006. It became operational with the transfer of the housing stock of North Lincolnshire Council on 26 February 2007 with its head office is located in the town of Scunthorpe.

The largest component of the Group's business is the provision of social housing and related services via Ongo Homes. The Society's housing stock on 31 March 2025, which is located in North and Greater Lincolnshire, Yorkshire, Bassetlaw and the East Midlands, consisted of 9,847 units for general needs, 1,224 affordable rent units, 94 intermediate rent units, 115 units for supported housing/housing for older people and 170 units for shared ownership. Included within these numbers is a dementia care scheme. The Society has a high exposure to the risks associated with a large number of general needs housing in a concentrated area.

Ongo Homes

Strategic report for the year ended 31 March 2025

Ongo Communities Limited's role within the Group is to deliver that company's wider social objectives by co-ordinating community development activity and developing social enterprises. At the end of the financial year Ongo Communities had two wholly owned subsidiaries – Ongo Recruitment Limited and Crosby Brokerage Limited.

Ongo Roofing Limited (trading as Ashbridge Roofing) and Ongo Heating and Plumbing Limited (trading as Hales & Coultas Heating and Plumbing) roles within the group are to provide services to both Ongo Homes and the commercial market.

Ongo Developments Limited's role within the group is to develop properties for sale to Ongo Homes and to the commercial market.

Compliance with Governance and Financial Viability Standard – Ongo Homes

We have carried out an assessment against the standard for 2024/25 and have self-assessed Ongo Homes as being fully compliant against the Governance and Financial Viability Standard.

NHF Code of Governance – Ongo Homes

The Board has adopted the National Housing Federation (NHF) Code of Governance and following an assessment against the code is fully compliant.

Ongo Homes is the group's parent and is registered, meaning section 2.7.1 is not applicable. Sections 2.8, 2.8.1 and 2.8.2 are not applicable as there are no joint ventures.

All subsidiaries within the group have adopted the NHF Code of Governance meaning section 3.11.3 does not apply.

Governance

The group is governed by a Board of Management comprised of up to eleven non-executive members plus the chief executive officer. The current list of members is included on page 3 of these financial statements. The group strives to ensure it is able to recruit members from a diverse background to bring together the necessary skills and expertise required to lead a successful and high performing organisation. All Board Members are subject to individual assessments. The Board run a Board Trainee programme delivered in conjunction with the Housing Diversity Network. The programme aims to equip individuals to be Board Members of the future, giving them the skills and experience to apply for future Board vacancies.

- The following non-executive directors received remuneration for their services on the Ongo Homes Board in the year. The amounts below reflect the annual remuneration paid during the year:

	£
R Walder	15,000
P Gouldthorpe	5,125
R Cook	10,000
J Wright	7,025
M Finister-Smith	8,075
N Cresswell	6,500
P Warburton	8,600
K Merta	6,500
G Oakley	8,600

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T O'Neill	5,263
M Sugden	2,708
N Haywood-Cleverly	2,708

- In addition, the following received remuneration in the year as independent committee member of the Ongo Homes Board committees:

	£
M Gore	3,750

- The following received remuneration in the year as a co-opted member of the Ongo Homes Board:

	£
J Tomlinson	2,708

- The following received remuneration in the year as independent board trainees on the Ongo Homes Board committees:

	£
C Mande	687
C James	744

- The following non-executive received remuneration for their services on the Ongo Developments Limited Common Board in the year

	£
O Staicu	1,562
S Jones	2,500

- The following non-executive received remuneration for their services on the Ongo Commercial Limited Common Board in the year

	£
T Pratt	1,562

- The following non-executive received remuneration for their services on the Ongo Governance and Remuneration Committee in the year

	£
L Whelan	2,808

The Board delegates the day-to-day running of the entities within the group to the Executive Leadership Team, headed by a Chief Executive and supported by a Property Director, a Director of Customer Services, a Director of Resource and Commercial and a Director of Corporate and Compliance Services. Members of the Executive Leadership Team also attend the Board meetings.

Employees

The group recognises that fulfilment of its corporate objectives is underpinned by the quality and contributions of its Board and all the people it employs across the organisation. The group is committed to investing in its employees and through its annual performance and development process it is able to identify and build upon each and every employee's development needs to equip them with the necessary skills and experience they require.

The group shares information on its objectives, progress and activities through a series of meetings involving executive directors, the senior management team and its employees, and by means of the intranet and other social media sites. It also participates in a Joint Consultative Committee with elected employee representatives and meets regularly to discuss issues relevant to them.

Ongo Homes

Strategic report for the year ended 31 March 2025

As an equal opportunity employer, the group is committed to the equality and diversity agenda regardless of age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex or sexual orientation. We see it as fundamental to the way that we operate to ensure that we:

- a) aim to eliminate discrimination, harassment and victimisation;
- b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and
- c) foster good relations between persons who share a protected characteristic and those who do not.

As such it invites interests from all its stakeholders and believes that this commitment is fundamental across its organisation and integral in what it seeks to achieve. The group currently holds Disability Confident accreditation and Leaders in Diversity demonstrating its commitment to employing staff with disabilities.

Business planning

The business planning process is centred on achieving the Society's key corporate objectives, as well as those of the subsidiaries. This includes an assessment of strengths and weaknesses, opportunities and threats related to these objectives. These are discussed annually between the Executive Leadership Team and the Board and appropriate measures are included within the business plan.

OPERATIONAL HIGHLIGHTS

There are a number of positives to take from 2024-25, with the main highlights below:

Strategic Repairs Action Group: A group of colleagues from across the organisation were brought together in January 2024 to look at the repairs and maintenance service we're providing to tenants as a whole – where we need to improve and how to get to where we need to be.

The group looked at all repairs related issues to make sure they're right, and working for us and our tenants. A big piece of work focused around our data – making sure it was up to date and accurate. Looking at resources within the team and the use of our ICT systems to make sure we were resourced in the correct way to address issues to help us improve our services was another key priority.

Since the group formed and also following the appointment of our new Property Director and Head of Maintenance and Building Safety we have seen improvements within the service, and we're confident our tenants will see positive changes to the services they receive within 2025-26.

Learning from complaints: We've worked closely over the last 12 months with our Complaints Panel to improve the service we give our tenants when they log a complaint. Four main areas were identified to focus on over the last year which were: keeping tenants informed throughout service delivery / missed or delayed repair appointment timescales / attitude of staff or contractors / repairs not resolved. We publish our complaints performance on our website every quarter including a focus on any Ombudsman cases and our learning/improvements from these.

Income: We successfully implemented a new income collection system which increased accuracy of actions from 67% to 97%. Overall arrears for the year ended at 1.2% of the debit which is a reduction from 1.7% the previous year. Over 350 referrals were made by the team to Citizen's Advice Bureau to support tenants with financial worries.

Ongo Homes

Strategic report for the year ended 31 March 2025

Tenancy services success: The anti-social behaviour policy was reviewed in partnership with Community Voice and our wider tenants. Closer working relationships were built between Landlord Services and our Ongo Communities teams, resulting in benefits for our tenants – including 513 referrals being made to our Skills and Personal Development team and 17 Tenancy Services Officers receiving training on smoking cessation to be able to offer support and referrals to our tenants.

A working group was also set up with repairs and maintenance to allow for more joined up working and collaboration between the teams.

Five neighbourhood engagement events were carried out with a plan to double this in 2025-26.

Consultation with tenants: We've created a new Customer Focus Committee who are responsible for monitoring performance against the service we deliver. The Committee ensures customers are involved in the reviewing, consultation and the delivery of customer related strategies and policies.

They're also responsible for monitoring compliance with the Consumer Standards that relate to customer experience, and Tenant Satisfaction Measure (TSM) performance, to ensure lessons are learned and actions implemented.

Our Community Voice tenant group provide valuable insight and input to help shape our services and also have responsibility to scrutinise a service and make recommendations for future improvements to policy or procedures. In addition, we have a number of opportunities for tenant involvement and details of all the groups open to tenants can be found on our website.

We carried out a consultation exercise with our tenants in 2024/25 to ask them what they want from us as a landlord. Based on that feedback, and feedback from colleagues we are proposing a new model to deliver our landlord and maintenance services to give our tenants the standard of service they expect and deserve.

Our tenants told us they want one named point of contact for the duration of their tenancy and for Ongo colleagues to be more visible in their neighbourhoods. Addressing neighbourhood issues and dealing with them in a timely manner is also a priority for them.

We are proposing a regional and neighbourhood-based approach, made up of a number of neighbourhoods, allowing us to give a more localised service to our tenants and to promote autonomy and decision-making to our teams. This will also optimise our geographical coverage and bring efficiencies to how we operate.

New developments: 227 new homes started on site, including 110 in North East Lincolnshire

260 homes completed to benefit local residents which is our best ever year for delivery.

Highlights include East Common Lane accessible bungalows, the old Ashby Market site providing much needed homes in the heart of the Ashby community, and the completion of Ashtree Close, Belton which saw a complete regeneration of the area.

Over 12% of our new homes delivered are one-bedroom accommodation suitable for single people and couples. These are in high demand and sought after properties.

Nearly half (44%) of our new homes completed were delivered to EPC A rating.

We continued to offer a range of home ownership tenures with shared ownership and rent to buy homes delivered across our region, meeting the aspirations of people wanting to own their home.

Ongo Homes

Strategic report for the year ended 31 March 2025

Planned investment work: 2,470 properties had a condition survey completed. The data gathered helps us to better understand the condition of our homes to plan future programmes of work as well as alerting us to any urgent works required.

338 kitchens and 23 bathrooms were installed where they were beyond economical repair or at the end of their lifespan. Ensuring the properties have modern facilities for our customers.

188 properties received a new external door, improving the security of the properties for our tenants.

149 properties received new external fire rated doors, improving the security and helping tenants stay safe in the event of a fire.

100 properties received new roofs including loft insulation top ups where necessary, keeping the properties watertight and well insulated which will assist tenants with their heating costs and improve the energy efficiency of their home.

Electrical upgrades were completed to Market Hill and Trent View high rise flats which ensured that the buildings were as safe as possible in the event of a fire.

Impact of operations on the community and environment:

We supported over 700 individuals with employment support, which included 357 Ongo tenants. 229 clients secured employment through us which included 87 Ongo tenants. We provided mental health support to 354 individuals with 209 of those being Ongo tenants.

We secured £123k in external grants to provide additional support and projects to tenants and local people. This meant we could offer school holiday activities, deliver workshops and provide air fryers to low-income families, buy resources and food for youth sessions. We also gained funding of £174k to deliver a stop smoking project which continues into 2025-26.

Ongo Heating and Plumbing (trading as Hales and Coultas) continued to support Ongo Homes with scheduled and ad-hoc heating installations and out-of-hours emergency support. The company continued to grow its commercial presence in the academy sector, securing key pieces of work during the year including the addition of Danum Academy and Brumby Juniors. They have also been in discussions with all academies regarding re-tender in 2027 for both mechanical and potentially electrical services.

Ongo Heating and Plumbing also continued its investment in apprentices, raising its intake from six to nine apprentices to support its long-term growth plan.

As part of their commitment to giving back, Hales and Coultas invested directly into the community providing £125k of additional funding to Ongo Communities. This supported critical initiatives, including the Ongo Communities Fund and the Ongo Recruitment Skills and Personal Development team, we also provided £5k towards the Parkwood school project, with all the team getting involved and volunteering labour on the project.

Our ongoing commitment to the industry led to Hales and Coultas winning the 'Diversity and Inclusion Champion' award at the prestigious Quality Plumber Week Awards 2024.

Ongo Roofing, trading as Ashbridge Roofing, have had a successful 2024-25 financial period ending the year with a turnover of c£4.7m. In addition to re-roofing 104 properties for Ongo Homes, the company also completed nearly 1,400 roofing repairs. Our external client base also remained strong with contracts wins from Cyden Homes, Hammond Homes, Gelders, Zenith and Chestnut Homes.

Ongo Homes

Strategic report for the year ended 31 March 2025

Our approach to service quality was recognised by the award of Constructionline Gold accreditation and with zero RIDDOR workplaces incidents in the year.

2024/25 saw us welcome another apprentice to the business, with the creation of a new apprentice works planner role, who joined our other five apprentices in starting their career in construction with Ashbridge Roofing. We also put our final new roofer through their NVQ level 2, bringing the total to four 'home grown' roofers.

Ashbridge was also pleased to support a number of community projects, including the Ongo Carnival, in school bio-diversity projects and a £10k donation to the Ongo Communities Community Grants Project.

FINANCIAL REVIEW

The principal aim of this section is to explain the group's financial performance during the last year and how this is linked and influenced by its:

- capital structure,
- treasury policy,
- sources of liquidity and
- investment plans.

Our duty to promote the success of the company for the benefit of its members has regard to:

Likely consequence of any decision in the long term

Our Corporate Plan for 2024 – 2029 was launched, which builds on what we have already achieved during our previous plan, improving and setting ambitions to achieve even more over the next five years.

The plan is centered around three corporate objectives that provide the foundations to deliver excellent services to tenants and customers, to deliver and maintain high standards in everything we do and ensure that we are financially secure:

- Be a great landlord
- Customer focus
- Create growth and sustainability

By the end of 2025/26 we aim to have achieved the following:

- Complete stock condition surveys for all our stock.
- Consultation and publication of the Asset Management Plan
- Continued improvement in the meeting of repair timescales
- Carry out a strategic review of existing repairs and maintenance systems
- Improving services and customer satisfaction from customer feedback
- Implement our new 'our neighbourhoods' model
- Have a robust approach to customer data management
- Consultation and publication of the Development Plan
- Growth within the commercial companies

Ongo Homes

Strategic report for the year ended 31 March 2025

Act fairly between members of the company

Our Equality, Diversity and Inclusion (EDI) group is made up of colleagues and tenants who meet on a quarterly basis to discuss matters surrounding equality and diversity. In the last twelve months, we have hosted events and awareness sessions on a number of different EDI topics including Pride, Black History Month and signing up to the White Ribbon campaign to raise awareness of male violence towards women and the steps we are taking to put a stop to it.

We have also published our annual gender pay gap report online. Our latest report shows that we have narrowed the gap compared to last year. Our average pay gap has reduced from 13.10% to 10.75%. The national pay gap is 13.1% across all sectors, this has been decreasing since mandatory reporting was introduced in 2017.

Our Board composition statement also ensures that we include tenant experience as a key attribute, ensuring that tenants' views are represented on our Board at a higher, strategic level. We have tenant representation on our Board, meaning tenants have a say at every level within Ongo

Maintain a reputation for high standards of business conduct

We strive to continuously improve and offer the highest possible services for our tenants. Below gives detail around some external recognition we received over the last twelve months and accreditations we currently hold across the whole group:

- Matrix Standard
- Disability Confident
- Cyber Essentials
- Cyber Essentials Plus
- Mindful Employer
- Construction Line Gold (Ashbridge Roofing)
- SHIFT
- NICEIC (Ongo Homes)
- APHC (Hales & Coultas)
- Gas Safe (Hales & Coultas)
- RECC (Hales & Coultas)
- Trustmark (Hales & Coultas)
- NFRC (Ashbridge Roofing)
- SMAS (Ashbridge Roofing)
- Best Companies
- Waste Carrier Licence (Ashbridge Roofing and Hales & Coultas)
- CHAS (Ashbridge Roofing)

Foster business relationships with suppliers, customers and others

At Ongo, we believe strong partnerships lead to better services for our tenants and customers. That's why our Executive Leadership team fosters positive relationships with suppliers, customers, and local partners.

Our procurement frameworks ensure fair, transparent, and compliant supplier agreements, promoting flexibility and reliability while giving all suppliers a fair chance to work with us. We prioritize local businesses, strengthening our commitment to the community and encouraging supplier involvement in local events and initiatives.

Ongo Homes

Strategic report for the year ended 31 March 2025

Collaboration is at the heart of what we do. From working alongside the police, local authorities, and schools to supporting financial aid and safeguarding efforts, our partnerships drive real impact for our tenants. Many of our leadership team actively contribute through local Boards and multi-agency meetings to improve community well-being.

We also involve tenants in shaping our services through various engagement groups, including our Community Voice panel and tenant testers, ensuring their voices help shape Ongo's future.

Focus groups meetings were held at all our 16 retirement schemes, where residents had the opportunity to raise any issues in relation to their individual flats and communal area. This highlighted more support for residents in running their heating to help reduce the cost of bills, also regulating heating systems, cleaning of communal lounges and outdoor spaces.

Interests of employees

We aim to engage and motivate colleagues in a number of ways and continue to look at new and modern ways of ensuring colleagues feel valued and involved such as:

- **Reward and Recognition**

Our Reward and Recognition Policy outlines our approach to pay and the broader reward package. We are committed to fairness and transparency, undertaking salary benchmarking every two years to ensure our pay remains competitive and aligned with market rates.

- **Employee Wellbeing and Support**

We continue to prioritise the wellbeing of our colleagues through a range of initiatives, including access to mental health support, an Employee Assistance Programme (EAP), and mental health wellbeing champions across the organisation.

- **Learning and Development**

We are committed to continuous professional development and continue to support with on-the-job training, conferences, professional qualifications and formal mentoring programmes

- **Equality, Diversity and Inclusion (EDI)**

We actively promote an inclusive workplace where everyone feels valued. Our EDI strategy includes regular training and awareness campaigns and the monitoring of recruitment and progression data to ensure fairness and representation across all levels.

- **Internal Communication and Feedback**

We maintain open lines of communication through regular team briefings, staff newsletters, and our internal platform. We also conduct regular staff surveys and pulse checks, with action plans developed in response to feedback.

Ongo Homes

Strategic report for the year ended 31 March 2025

- Agile Working and Flexible working

We embrace an Agile working culture, enabling colleagues to work in a way that supports greater flexibility and promotes a healthier work-life balance. This approach empowers teams to choose how, when, and where they work most effectively, while still meeting business needs. In addition, we continue to support formal flexible working requests for part time, compressed working hours to help colleagues balance work and personal commitments.

- Employee Voice and Representation

We work closely trade unions to ensure employees have a voice in key decisions. Regular meetings and consultations help shape policies and practices that affect our workforce.

Financial performance

The Group's turnover increased from £61.6m in the year to 31 March 2024 to £73.9m in the year to 31 March 2025 and profit after tax and actuarial movements was £6.8m (2024: £4.6m)

The Society's turnover increased from £57.5m in the year ended 31 March 2024 to £69.0m in the year to 31 March 2025.

Rent losses from voids and bad debt (expressed as void and bad debt as a percentage of income from lettings) was 1.1% (2024: 1.8%). The Board considers void management to be a key performance measurement and, in addition to bad debt and void losses, continually reviews the percentage of void stock in management and void turnaround (re-let) time.

The group produces internal benchmarking for a number of areas with a cumulative position calculated for the year. The following areas are included within the monthly reporting and are considered to be key indicators:

Vacant dwellings as a percentage of stock (standard void) stood at 1.1% (2024: 1.3%) with total rent loss from vacant dwellings at £715k (2024: £674k)

Rent arrears represents a key form of data and at the year end current tenant rent arrears, excluding housing benefit, as a percentage of rent was 1.2% (2024: 0.95%) with former tenant arrears at 1.18% (2024: 1.32%).

The net movement in housing stock saw an increase to 11,450 (2024: 11,227). During the year 28 tenants exercised their right to buy their home (RTB/RTA). The surplus on the sale of properties was £1.3m (2024: £1.6m).

The operating surplus for Ongo Homes before interest, gift aid income and right to buy was £12.0m (2024: £5.5m), with operating margin changing from 12.7% (2024) to 19.2% (2025). 2024 was negatively impacted by increases in all costs as a result of higher inflation combined with a greater volume of repairs due to backlogs resulting from the Covid-19 pandemic and increased costs relating to damp and mould

The surplus on ordinary activities before taxation for Ongo Homes for the year was £9.3m (2024: £6.8m). This includes a gift aid receipt from Ongo Developments Limited of £225k. After the actuarial loss on the defined benefits pension scheme of £1.5m (2024: loss of £1.1m) this leaves a gain to reserves of £7.8m compared to £5.7m in the previous year.

Ongo Homes

Strategic report for the year ended 31 March 2025

During the year donations from group subsidiaries to Ongo Homes or Ongo Communities totalled £0.6m (2024: £0.4m)

Capital structure and treasury policy

Drawn borrowings from a UK bank at the period end were £95m (2024: £70m), and unused available facilities with that bank at that time totalled £25m. This debt is borrowed using a mixture of fixed interest and variable rate loans. During the year Ongo Homes extended the available facilities by a further £25m and the term by an additional 12 months and drew down £25m of this facility.

The Society has a further £50m of borrowings from proceeds of bonds issued by bLEND at a premium to par. The nominal value of funds secured in a previous year was £50m with a bond premium of £7.8m. The debt is a fixed coupon rate with repayment due in March 2054. At the year end the Society had an additional £25m of unused available facilities with bLEND.

The treasury strategy is set annually and approved by the Ongo Homes Board. Normal policy is to maintain a minimum of 50% of borrowings at fixed rates of interest. At the end of the financial year 69% of the Society's drawn borrowings were at fixed rates of interest, with the overall borrowing portfolio including 74% of debt at fixed rates. This ratio includes the bLEND bond funding.

The Society does not use hedging instruments other than to fix variable rate debt at the time of drawdown.

The fixed rates of interest on the bank loans range from 6.47% to 6.78% at the year end. Margins above SONIA (Sterling Overnight Index Average) are now at their maximum levels and will not increase again until maturity of the loans other than via a renegotiation of our facilities. The currently undrawn revolving credit facility incurs a commitment fee of 0.43% on undrawn facilities, and when drawn a margin of 1.075% above SONIA. The loan from bLEND is at a coupon rate of 2.922%, fixed for the life of the loan.

The Bank's and bLEND's lending agreements require compliance with a number of covenants. Ongo Homes' position is monitored on an on-going basis and reported to the Board. Recent reports confirmed that the Society was compliant with all its loan covenants throughout the year under review and the Board expects to remain compliant in the foreseeable future.

Surplus funds are invested in approved institutions and monitored by the Ongo Homes Board.

Cash flows

Cash inflows and outflows for the period under review are set out in the statements of cash flows. It details:

- net cash inflows from operating activities for the Group of £22.6m and for Ongo Homes £23.1m, which is generated in the main from the management of housing stock;
- outflows on investment and servicing of finance for the Group of £22.2m and for Ongo Homes £22.6m as the Society continues to invest in its housing portfolio; and
- the net movement in cash.

Ongo Homes

Strategic report for the year ended 31 March 2025

Current liquidity

The Group's cash and bank balances at the year-end were £24.2m (2024: £23.7m). Net assets were £133.9m (2024: £127.1m). Ongo Homes' cash and bank balances at the year-end were £20.6m (2024: £20.1m). Net assets were £138.8m (2024: £131.0m).

The Board does not consider there to be any seasonal effects on borrowing requirements. The main factor influencing the amount and timing of borrowings is the pace of the development programme. Cash flow forecasts are monitored closely to ensure sufficient funds are available to meet liabilities when they fall due, whilst not incurring unnecessary finance costs, by only drawing on loan facilities when required.

PRINCIPAL RISKS

Be a Great Landlord

- Health and Safety:

Serious incident or systemic failing in control occurs resulting in harm, prosecution and significant loss.

- Delivery of effective repairs service:

We are unable to deliver an effective repairs service within timescales leading to increased dissatisfaction, high costs and a breach in consumer standards.

- Data quality and integrity:

Poor data integrity, quality and governance leads to an inability to understand, improve and make appropriate decisions.

- Responding to the pace of change:

We are unable to effectively implement change required without affecting service or objective delivery.

Customer Focus

- People:

We are unable to recruit, retain and engage colleagues which impacts the successful delivery of the Corporate Plan.

- Customer Expectations:

We are unable to deliver our services to meet expectations leading to a failure in service and dissatisfaction.

Growth and Sustainability

- Regulatory Standard Compliance:

Weaknesses in internal control leads to a breach in our regulatory standards resulting in prosecution and/or regulatory intervention/action.

Ongo Homes

Strategic report for the year ended 31 March 2025

- Financial Resilience:

Uncertain economic pressures and fluctuations to income leads to reduction in operating margin, and our ability to deliver our corporate objectives.

- Funding Agreements and Covenants:

Financial pressure and uncertainty lead to a breach in funding agreements or covenants resulting in significant financial exposure or regulatory action.

- Cyber:

Ongo is the victim of a cyber incident which results in a significant loss of systems or data impacting our ability to deliver our services.

- Subsidiary Performance

Subsidiary action or decision adversely impacts Ongo Homes resulting in reputational damage or financial loss.

- Development

Delays in the development programme or funding arrangements leads to stagnant growth, financial loss and additional management expense.

- Decarbonisation

We are unable to affect culture and the pace of change in order to meet our carbon reduction plan targets, leading to expensive investment decisions and limited progress.

FUTURE PLANS

With us moving into year two of our Corporate Plan, which runs from 2024-2029, we will continue to focus on our three objectives and the targets beneath them.

A key focus for this year will be our repairs and maintenance service and getting this to a standard our customers are satisfied with and remaining within budgets set.

Other key priorities for 2025-26 include:

- The successful implementation of the restructure of our Landlord Services, Maintenance Services and Customer Experience teams to create a Neighbourhoods Delivery Model – based on consultation and feedback from our tenants
- Continue to invest time and resources into artificial intelligence (AI) and how this can and will benefit Ongo and the services we offer
- Improving the levels of customer satisfaction across all areas, in particular our repairs and maintenance services
- Our Cole Street team moving into Ongo House to offer our tenants and customers all our services from one central location

Ongo Homes

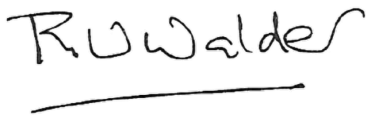
Strategic report for the year ended 31 March 2025

- For the two commercial businesses 2025-26 will see a continued focus on organic growth from outside of work undertaken for Ongo Homes, with a specific priority on developing a solar power offering and the development of an in-house scaffolding resource
- The centralisation of feedback, reporting and understanding tenant / customer needs. This will help us to bring tenant feedback into one place to help us improve customer satisfaction.

STATEMENT OF COMPLIANCE

The Board confirms that the Strategic Report has been prepared in accordance with the principles set out in the Co-operative and Community Benefit Societies Act 2014.

By Order of the Board

A handwritten signature in black ink, appearing to read 'R. Walder', with a horizontal line underneath.

**R Walder
Director**

Date: 10 September 2025

Ongo Homes

Value for Money Statement For the year ended 31 March 2025

The Regulator for Social Housing requires providers to annually report on their performance against a suite of measures defined by the Regulator and expects a value for money statement to be included within the financial statements of the provider. The following report relates to Ongo Homes as an entity and all values, unless otherwise stated, represented below relate solely to Ongo Homes.

Preamble and Background

Ongo Homes Limited is a Registered Provider of Social Housing (RP). We currently own and maintain approximately 11,500 homes across North and Central Lincolnshire, South Yorkshire, and neighbouring areas. As an exempt charitable Community Benefit Society Ongo Homes does not trade for profit. All income is reinvested back into the Ongo Group for the provision of homes maintenance, improvements in service, the financing of building new homes, and the for the delivery of community development and social value projects. We are in business to create and sustain truly vibrant communities, which is why we promise that everything we do is put back into local communities.

Ongo Homes is the parent company of the Ongo Group, which on 31 March 2025, comprised of Ongo Homes Limited, Ongo Communities Limited, Ongo Roofing Limited (trading as Ashbridge Roofing Solutions), Ongo Heating and Plumbing Limited (trading as Hales & Coultas Heating and Plumbing). and Ongo Developments Limited.

Ongo Communities Limited has two wholly owned subsidiary companies - Ongo Recruitment Limited and Crosby Brokerage Ltd.

Formed in February 2007 following the successful stock transfer of homes from North Lincolnshire Council, Ongo Homes currently employs over 480 staff dedicated to delivering our core vision and values.

All entities within Ongo have adopted the National Housing Federation (NHF) Code of Governance (2020 edition). This code ensures there are structures, systems, and processes in place to deliver the agreed aims, objectives, and intended outcomes for our customers in an effective, transparent, and accountable way. For us to meet these requirements, the Group must establish and maintain clear roles, responsibilities, and accountabilities for the Board, Chair and Chief Executive, and report such arrangements annually.

It is Ongo Homes' role to provide homes and services which offer value for money (VFM) for our tenants and customers. Each year we update our tenants and customers on our performance by publishing our Value for Money Statement on our website and within our annual statutory accounts.

Throughout the course of the 2024/25 financial year, we have continued to focus our attention on carbon reduction, sustainability, and our environmental impact as an organisation. As part of this, we have further developed the role of our Sustainability Manager and have continued to incorporate more environmental assessments and due diligence into our procurement processes.

In 2023/24, Ongo applied for carbon reduction funding under the Social Housing Decarbonisation Fund (SHDF) Wave 2.2 scheme and were successfully awarded a grant of £2.26m. The grant funding was awarded from the 1 April 2024, with works to 97 properties now completed from a proposed target list of 204. The range of works delivered at each property varies across the properties but includes improved insulation, the installation of solar panels, and the installation of air source heat pumps. As part of the grant award process, Ongo agreed to contribute an additional £4.8m in matched 'co-funding', which will now be spent on the remainder of the properties whilst undertaking phase 2 of the project throughout the 2025/26 financial year.

Issues caused by damp and mould (D&M) have continued to be a big problem for Ongo throughout much of the 2024/25 financial year. D&M remains a significant problem across the entire social housing sector with further increased media focus due to the tragic, and preventable, deaths of several people nationally, including children. As a result of this, Ongo have invested heavily in our D&M detection, treatment, and prevention services including recruiting additional trades staff dedicated to delivering D&M works, engaging with

Ongo Homes

Value for Money Statement For the year ended 31 March 2025

specialist contractors for D&M treatment and remedy works, and appointing an internal D&M co-ordinator role to manage cases, actions, and any complaints received.

Since autumn 2023, Ongo has seen a significant increase in the number of disrepair claims being made against us. As a result of this increase, Ongo have engaged with several specialist subcontractors to assist us with improving these properties as we strive for all our homes to be of a high standard and be in good state of repair and safe and secure.

This statement includes details of our performance and costs for the 2024/25 financial year, and how we compare with other similar organisations.

For this statement we have selected to compare ourselves against a peer group of 30 housing associations¹ which had a stock size of between 5,000 and 20,000 (we have approximately 11,500), which are similar to Ongo and are located in the Northeast, Northwest or Yorkshire and Humber regions. These include Believe Housing, Beyond Housing, Broadacres Housing, Lincolnshire Housing Partnership, Living Homes, and Yorkshire Housing.

Delivering value

Integral to delivering our plan is knowing we are doing so in a way which offers us the best value for money.

For us, delivering VFM is understanding the relationship between four things:

- Economy – the price we pay for providing a service.
- Efficiency – how much we get for what we pay.
- Effectiveness – the outcomes we achieve.
- Sustainability – the impact we have on the environment and society.

To provide value, we always seek to understand our assets, know our customers, track our markets, monitor our performance, and manage risk.

We must always demonstrate that we consider VFM across our whole business. Wherever we invest in non-social housing activity (such as through our commercial and subsidiary businesses), we must still ensure that the returns generated are proportionate to the risk involved and that VFM is still always considered.

Because we want to...

- Ensure we successfully achieve our corporate objectives.
- Ensure that we maximise the value of every £ spent.
- Ensure that we improve our levels of efficiency and the benefits we bring to others when intended.
- Ensure our approach is consistent and effective across the Ongo Group.
- Ensure all our decisions help us comply with any relevant guidance set out by regulatory bodies or legislation.

In embedding VFM across our group, we have set out the key principles which form the basis of our VFM framework. We will:

- Maximise our return on and protect and understand our assets.
- Consider VFM in everything we do and set targets to achieve it.
- Understand what customers want and deliver objectives to meet this.
- Be transparent and inclusive.
- Have effective governance and VFM structures.

¹ A full list of the housing associations included within Ongo's peer benchmarking group is available from Ongo Homes on request.

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The way we manage VFM

The way Ongo manages VFM has changed over the past few years. This regulated aspect of our business now commands a significantly greater level of focus than ever before, and as such we have several practices in place to assist us with ensuring that we not only meet but exceed our regulatory expectations.

- **VFM Framework**

Ongo maintain a VFM framework which was revised in 2022 with input from two third party specialist consultancies. This framework replaced Ongo's previous model of policy and strategy and ensures compliance with the VFM Regulatory Standard and the accompanying Code of Practice. The purpose of the framework is to set out our strategic approach to VFM and provide guidance on how we identify, deliver, manage, and embed VFM across all aspects of the Group. The framework was reviewed and approved by the Board in November 2024.

- **VFM Reports to Board**

VFM progress reports are presented to the Ongo Homes Board (OHB) at least every six months, and then generally at least one more report is produced each year to propose the VFM savings targets and other documentation (e.g. VFM Framework, RSH VFM standard self-assessment etc.).

- **VFM Savings target**

Annually Ongo set a VFM savings target ahead of commencing the new financial year. The VFM savings target is based on actual forthcoming procurement projects scheduled for delivery over the course of the year. The figure is calculated by assessing which procurement contracts are due to expire and/or be re-procured over the course of the forthcoming year, combined with the 'non' procurement-based savings recorded during the previous financial year. These are typically made up of staffing changes, efficiency savings, and other similar gains, and together equate to approximately 50% of all savings recorded. Once calculated, the VFM savings target is presented to the OHB for their approval ahead of being utilised as an operational target.

- **VFM Statement**

Annually, Ongo Homes produces a VFM Statement. This document presents VFM performance against our value for money targets and any metrics set out by the regulator and demonstrates how our performance compares to that of our peers. The statement is presented within the annual statutory accounts to board in line with the requirements of the 2018 VFM Standard.

- **VFM Steering Group**

Ongo has an organisational wide cross cutting VFM Steering Group. Its purpose is to create a VFM culture across Ongo, oversee the delivery of the VFM Framework, and identify cost and efficiency gains that can be made from every day working practices. The steering group is made up of representatives from across the business who act as VFM champions.

- **VFM Action Plan**

Ongo's VFM action plan is monitored by the VFM Steering Group and shared with OHB for comment and challenge.

- **VFM Report It Button**

Ongo operate a VFM 'Report It' button on our intranet. This provides all individuals across the business with a platform to log VFM savings, or ideas and suggestions for potential VFM savings to the attention of their manager or head of service. People often have ideas about how to save money or improve the efficiency of a process and the 'Report It' button allows them to bring these suggestions into focus allowing them to be discussed and investigated further.

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- **VFM Savings Register**

Ongo maintain a VFM Savings register against which all operational VFM gains are recorded. Performance of savings is tracked against the annual savings target and broken down by internal operational teams. The total annual savings figure is presented in the VFM statement each year.

- **VFM Training**

New board members and staff complete VFM eLearning as part of the induction process. Refresher training is also carried out, e.g. externally facilitated training to board members and managers, or the Procurement and VFM Manager delivering VFM refresher awareness training to teams across the business.

- **Team Meetings**

VFM has become a standard agenda item for all team meetings across all departments of our business. This is to aid with keeping VFM in focus, and to always ensure VFM is considered by all staff members and for all business functions and decisions, and to ensure that VFM is obtained from all transactions made across the Ongo Group.

- **Personal Development Reviews (PDR)**

VFM should now be a standard item on all individual staff members annual PDRs. This may just be a request for them to identify a single VFM saving or make a proposal for consideration, or it may be to achieve a minimum value of savings for their department or business area. But by having VFM considered by all staff on an operation level, means that it becomes part of the Ongo culture and not just a requirement we have to do to 'tick a box.'

Our Corporate Plan

Ongo is a partnership of companies with one shared vision, "to create and sustain truly vibrant communities."

In April 2024, we published our 2024 – 2029 corporate plan which focusses on three key objectives: to be a great landlord, to have customer focus, and to grow and be a sustainable organisation.

The Corporate Plan sets out our priorities for the next five years, how we will achieve our goals, and measure our performance against them to make sure we are delivering the level of service our tenants and customers expect from us. The plan sets out where we are now, what we will do to achieve our strategic objectives and how we will know when we have succeeded

Being a landlord providing quality homes for people is our core organisational purpose. It's the reason we come to work each day; to provide a good quality service for our tenants and customers, to make sure their homes and communities are places to be proud of, and that we make sure there are opportunities that enable and support our tenants and customers to thrive.

The plan was developed by working closely and through undergoing extensive consultation with our employees, tenants, and customers to find out what is important to them, and we determined what they think we should be focusing on and prioritising as an organisation.

Under each objective we developed several indicators which drive the activity needed to achieve our aims. We understand that getting the best value we can from our services and homes means we can invest more in creating opportunities for people in areas such as jobs, training, and neighbourhood services – things our tenants told us are important to them during the most recent corporate planning consultation.

The switch to digital

It will be obvious from the tables and graphs included within the following sections of this report that over the last few years Ongo have experienced a significant drop in overall customer satisfaction.

The main reason for this decline can be attributed to us switching to a digital only delivery model for our customer surveys from the start of the 2021/22 financial year. The digital only model replaced the more

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traditional 'telephone survey' methodology through which we used to obtain our customer feedback. It is supported and acknowledged by Housemark, that following the introduction of digital methodology, and the subsequent use of SMS and email for the gathering of tenant feedback, providers are likely to see an approximate 15% drop in overall satisfaction scores for both transactional and perception surveys. This is due to the digital platforms allowing us to reach a significantly larger audience than the traditional methods and the anonymity the digital platforms given to the individuals completing the survey responses. This empowers people to be more honest and direct with their feedback and assessments of the provider.

By using the digital platform, Ongo have been able to reach out to a larger customer base with 97,133 contacts made in 2024/25 through a combination of SMS text messaging and email, for both perception and transactional surveys. To reduce digital exclusion for surveys, we have switched our primary source of contact to email, as those with email addresses are more likely have access to the internet to participate in the survey. Any customers without an email address registered with Ongo received a text message. Ongo have had an overall engagement rate of 33.98% where customers have started or successfully completed the surveys.

Corporate plan objective: Be a great landlord

At Ongo we believe that to be a great landlord, we must provide excellent services to tenants, run an efficient landlord service, and involve tenants in our decision making.

We know that being a great landlord can mean several different things, but ultimately, to be a great landlord means that all our homes must be in good state of repair, and must be safe, secure, and clean and situated in well-maintained neighbourhoods that are thriving with community spirit.

We try to achieve this objective by aiming to have repairs to our homes completed in a timely manner and by ensuring that our communication with tenants and customers is clear and concise.

In our drive to be a great landlord, we have been putting a greater emphasis on changes we can make to improve our services. Over the last year this has largely been focused on our maintenance services with the business recognising the challenges within the department and the effect this is having on our tenants. In 2024, Ongo introduced a high-level Strategic Repairs Action Group which enabled our key stakeholders and decision makers to come together and make quick decisions impacting our maintenance service delivery outputs. Initially, the group had a focus on our available resources within the maintenance teams, the re-procurement of our main materials supplier, and the re-procurement of our strategically important external contractor's framework which we will be finalising and launching in Summer 2025. A review of the internal software systems used by our maintenance teams has also been conducted and changes have been made to increase the efficiency of our repair planning and delivery functions. This review also included the introduction of an advanced reporting tool to allow us to have greater access and transparency of our data. This will in turn allow us to monitor workloads and direct our resource where needed.

Due to the expanding geographical locations of our customer base, our Strategic Repairs Action Group have begun to look at how we adapt our maintenance service to deliver repairs efficiently, whatever the geography. This review will help to ensure that the resources we have are used as efficiently as possible. As part of this review Ongo have been gathering feedback from our tenants as well as our frontline colleagues to enable informed decisions to be made going forward.

Our targets are the minimum level of service we plan to achieve; however, our aim is to exceed these targets as much as we are able, based on the availability of external funding and partnership opportunities year on year.

Below are our VFM metrics against which we measure our performance in delivering a great landlord service. We have compared these with the median scores achieved by those housing associations that reported into

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HouseMark in 2023/24, which is the latest available comparison data.

Several of our VFM metrics relate to Tenant Satisfaction Measures (TSM), which are housing performance metrics used by the Regulator of Social Housing (RSH) to assess how well social housing providers are delivering services to tenants. TSMs are designed to provide tenants with transparency about their landlord's performance and allow them to hold landlords accountable.

Internal performance measures: Be a great landlord						
Indicator	2021/22 actual	2022/23 actual	2023/24 actual	2023/24 sector median ²	2024/25 actual	2024/25 corporate plan target
% of tenants satisfied with overall landlord services (TSM)	74.0%	68.0%	68.8%	73%	66.9%	73%
% of tenants satisfied views are listened to and acted upon (TSM)	58.0%	60.0%	53.4%	63.2%	53.0%	58%
% of tenants who received a repair in the last 12 months who report they are satisfied with the overall repairs service (TSM)	76.0%	74.0%	67.7%	73.6%	66.3%	70%
% of tenants satisfied that Ongo provides a home which is well maintained (TSM) ³	-	-	66.1%	71.60%	66.0%	70%
% of tenants satisfied that Ongo makes a positive contribution to neighbourhoods (TSM) ⁴	-	-	54.4%	66.0%	56.2%	61%

² 2023/24 Sector Median Data is the most recent data available at the time of writing. No sector median data is available for the 2024/25 financial year.

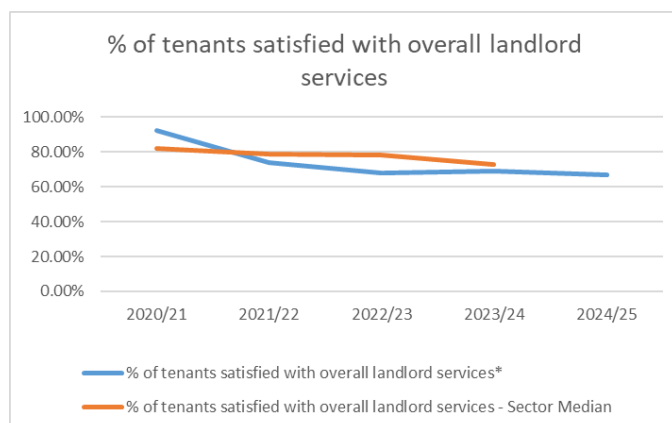
³ This was a new PI introduced ahead of the 2023-24 financial year and replaced the former PI “% of tenants satisfied with the quality of their home”.

⁴ This was a new PI introduced ahead of 2023-24 financial year and replaced the former PI “% of tenants satisfied with their neighbourhood as a place to live”.

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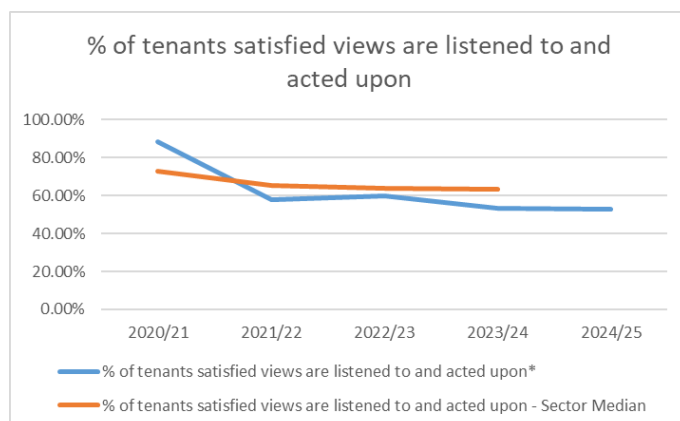
Graph 1 – Percentage of Tenants Satisfied with the Overall Landlord Services



Graph 1 above indicates that we have seen a slight decrease (-1.9%) in our customer satisfaction from 2023/24 to 2024/25. We previously saw a significant decline in Customer Satisfaction in 2022/23 (-6%) due in part to the introduction of digital customer satisfaction surveys in 2022/23. Since then, the figures have not recovered and Ongo have seen a slight decline year-on-year which we believe is largely due to the high volume of outstanding repairs with a high percentage of those repairs being completed outside of priority timescale. We understand that there is a lot of work to do to restore customer satisfaction back to previous levels, however we are confident that the work we have commenced with our Strategic Repairs Action Group will go help to improve our service delivery standards throughout the 2025/26 financial year.

To try and deliver a better service to our tenants Ongo have invested heavily in our repair and maintenance services by increasing our directly employed trade team by 25%. Some of that increase has gone into a dedicated Damp & Mould (D&M) team to ensure we are equipped to tackle our cases efficiently. We have seen a dramatic decline in the number of Damp & Mould cases over the financial year which is a positive step in the right direction. In order to ensure compliance with the scheduled launch of Awaab's Law, we have built a new Customer Relationship Management (CRM) case management system to assist with tighter controls and consistency within our processes. As a result of this investment, Ongo expect to see a continued improvement to this metric in the forthcoming years.

Graph 2 - Percentage of tenants satisfied that their views are listened to and acted upon



Graph 2 shows that there has been a further slight decline (-0.4%) in the number of tenants who believe their views are being listened to and acted upon. Although a negative, this minor decrease is a vast improvement on the 6.6% decline that we saw in the 2023/24 performance figures.

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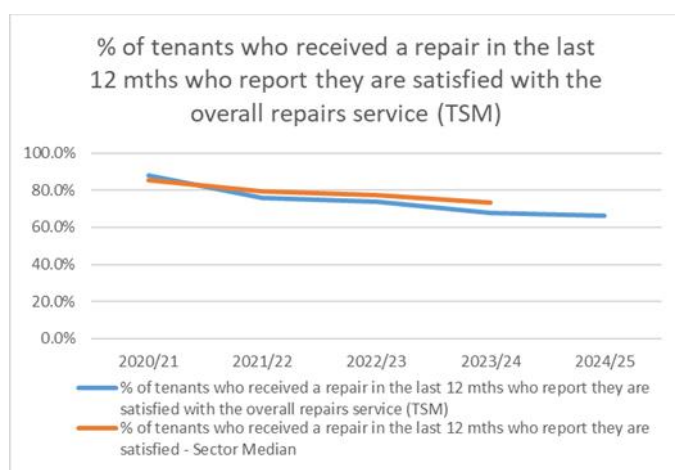
Since last year's decline and further to the poor performance seen in this this metric, Ongo have introduced a dedicated resource within the Repair and Maintenance Team, who is responsible for monitoring customer satisfaction and for contacting any tenants who express dissatisfaction following a repair. Ongo are not only using this extra resource to resolve present issues for the impacted tenant(s), but to also help us identify any poor service, complaint, or failure trends, to help us establish the key areas for improvement moving forward. In addition, we have also introduced greater levels of communication with customers around material order times and the anticipated timeframes for outstanding repairs. Tenants are now notified when materials are required, when they have been ordered and when they will arrive at the merchants ready for their repair to be scheduled.

Over the last 12-months, Ongo has continued to receive an increase in complaints which has presented further opportunity for us to listen to our tenants and customers. The complaints received are telling us that our repair services continue to be one of the most important and emotive areas of business for our customers.

Based on what our customers are telling us we have increased the resources within our maintenance team to improve our appointment availability and increased the capacity within our maintenance planning team. There is further work planned to revise the way we work across our maintenance services, Landlord services, and Customer Experience teams to improve efficiencies, enhance customer communications, and improve customer satisfaction. Our tenant complaint panel has been heavily involved in our complaint services ensuring our complaint handling is sufficiently scrutinised. The panel have fed into the complaint handling code self-assessment ensuring we are compliant with the Housing Ombudsman's complaint Handling code and in line with regulation. Ongo are committed to continued listening, learning, and leading with the tenant voice to improve our services.

This year, we have conducted a focused piece of consultation with our tenants where we actively went into our neighbourhoods to engage with our tenants and listen to their views on what changes they would like to see. This consultation led to over one thousand pieces of feedback from our tenants about the services they receive in their neighbourhoods, which is now being used as part of an extensive project proposing significant changes to the way we work across our Maintenance and Landlord services in line with what our tenants have said.

Graph 3 – Percentage of tenants who received a repair in the last 12 months who report they are satisfied with the overall repairs service (TSM)



Graph 3 indicates that Ongo have seen a further decline in customer satisfaction relating to the standard of the repairs service being delivered. However, the trend with this metric coincides with the pattern for other metric declines that Ongo have seen over the past financial year, with the increase of complaints received

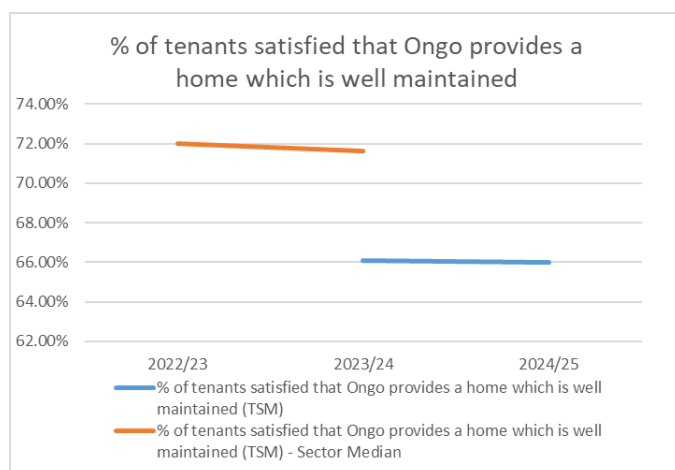
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and negative reports etc. It is expected that the investments which we have made to our repairs and maintenance team will have a positive impact on this metric over the forthcoming years.

During 2024/25 our in-house maintenance team carried out 39,285 jobs, which was 4,571 fewer than the previous year. As the volume of incoming jobs stabilises, the increase in workforce capacity and efficiency should enable a reduction in work in progress volumes and a return to higher levels of jobs completed in target.

Graph 4 – The % of tenants satisfied that Ongo provides a home which is well maintained (TSM)



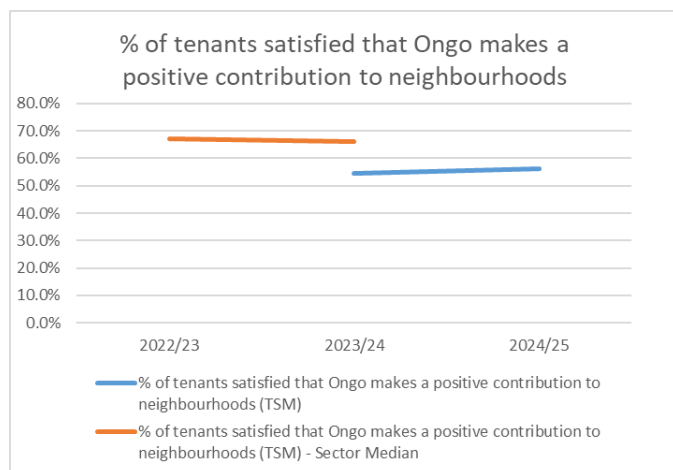
Graph 4 demonstrates our performance against the metric for ‘the percentage of tenants satisfied that Ongo provides a home which is well maintained’. This is only the second year in which we have reported on this TSM, however the current trend presented clearly demonstrates that the number of tenants who are satisfied that their home is well maintained is below the sector median and therefore highlights the significant amount of work which Ongo have to do to improve our performance and to change tenant perception.

Each of our properties has a stock condition survey conducted every five years, during which all major components are surveyed and a timeframe for either the next review, or an approximate timeframe for the anticipated lifespan of the major component(s) is determined, potentially leading to replacement works being scheduled. This target timescale is then updated based on the age and condition of the property and the relevant components inspected, and this data is used to build our future replacement programmes. Last year 338 kitchens and 23 bathrooms were installed, and 2,470 properties were surveyed.

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Graph 5 – The % of tenants satisfied that Ongo makes a positive contribution to neighbourhoods (TSM)



Graph 5 demonstrates our performance against the metric for 'the percentage of tenants satisfied that that Ongo makes a positive contribution to neighbourhoods'. This is only the second year that we have reported on this defined TSM, however the data demonstrates that we have seen a small positive increase over the last 12-months in the number of tenants who are satisfied with the contribution which Ongo make to their neighbourhoods. The overall trend remains significantly below the sector median, and this highlights the vast amount of work which Ongo must do to improve our performance and to change tenant perception.

Ongo have identified a requirement to update the Neighbourhood Services page on our main website to help pinpoint the service standards across the team. Following discussions held during this past financial year, and following the outcomes of the customer consultation exercise detailed above (Graph 2), Ongo's Neighbourhood Services team are now working with our Marketing and Communications department to create a series of videos using Ongo's service operatives and cleaners to clarify exactly what services tenants are paying for as part of their service charges. As part of this project, the Neighbourhood Services team have plans to update the communal notice boards to include a QR code which will link to specific information for our tenants to access such as cleaning and operative schedules, and grounds maintenance standards around grass cutting. Our aim is to put our own focus and spotlight the team to residents to give them a better understanding of what exactly the Neighbourhood Services do in their communities. This project will continue into the 2025/26 financial year.

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Corporate plan objective: Customer focus

At Ongo we endeavour to be customer focussed across everything we do, and we know that to be truly focussed on our customer there are a lot of things we need to consider, including:

- having a customer focussed culture throughout all the Ongo group, and by our staff being totally committed to our values and the work we do
- having a professional, competent, and suitably qualified workforce who listen to feedback and use it to inform service delivery and have access to the appropriate systems to deliver excellent services
- by investing in our local communities, employment, training, and wellbeing to ensure tenants and customers are supported and empowered to thrive in their homes and communities

We try to achieve this objective by aiming to embed a positive complaints culture across the business, empowering colleagues to own customer concerns and resolutions and use data and regular customer feedback to inform and drive operational improvement across all aspects of our service delivery.

We want our colleagues to be motivated, accountable, committed and focused on doing the right thing and delivering an excellent customer experience, and we strive to deliver our services based on the needs of our tenants and customers.

To assist us with delivering this corporate objective, we provide several community development activities and programmes designed to enhance people's lives and help to empower them to contribute to their local communities. We signpost our tenants to, and support them with, these activities where required to help them sustain their tenancies.

The more efficient our business is, the more resources we will have to invest in making a real difference to people's lives and futures by creating new opportunities for them. We plan to increase the employment potential of tenants and raise the aspirations of young people.

During the year ended 31 March 2025, Ongo Homes contributed £1,107,998 to Ongo Communities Limited, part of the Ongo Group of companies, and a registered charity delivering programmes of work that provide a social return.

The funding received by Ongo Communities was used to create opportunities to engage customers. Initiatives such as breakfast chat groups, confidence building courses, CV development workshops, plus a range of other activities that were run during the 2024/25 financial year to create a positive outcome for our customers and tenants.

By providing our customers with important 'life' skills such as how to cook a healthy meal at home, or how to manage the household budget, we can help them generate a sense of achievement. By also assisting them with getting a job, finding work, or simply obtaining a training certificate, we can help to promote self-worth and break the cycle of disengagement.

Raising the aspirations of young people is a key target of Ongo and we are pleased to report that we have provided one-to-one mentoring to a further 110 people and appointed 33 people onto new apprenticeships. Throughout 2024/25, 1,102 people accessed support via 'Ongo Journey to Work'. The support we provide includes training, counselling, volunteering, confidence building, reducing social isolation, and assisting people in obtaining employment. In total, throughout the financial year, Ongo Recruitment helped 223 people to gain sustainable employment.

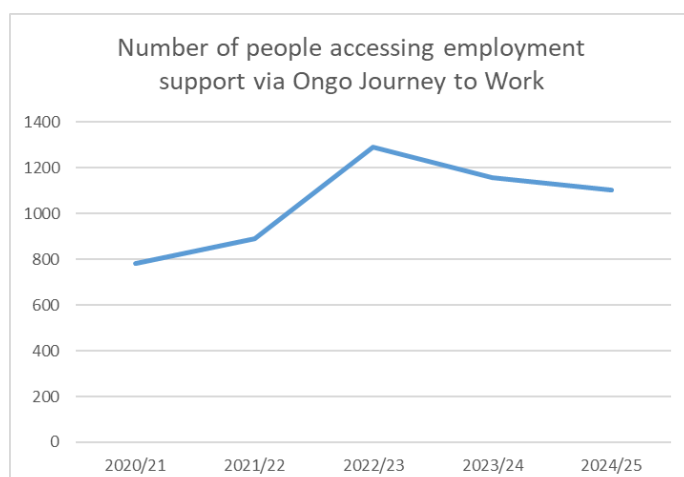
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Below are our VFM performance metrics against which we measure our performance in respect of Customer Focus. Our targets relating to our investment into our local communities, and the employment and training of our tenants and customers are what we commentate on within this section of this report. As these are unique performance targets to Ongo there is no comparable data recorded.

Internal performance measures: Ensure our tenants and customers remain our focus across everything we do						
Indicator	2020/21 actual	2021/22 actual	2022/23 actual	2023/24 actual	2024/25 actual	2024/25 corporate plan target
Number of people accessing employment support via Ongo Journey to Work	780	888	1,289	1,158	1,102	696
Number of people gaining sustainable employment	162	217	125	185	223	156
Number of young people engaged in one-to-one mentoring	112	116	118	124	110	96
Number of new apprenticeships	27	35	39	41	33	24

Graph 6 - Number of people accessing employment support via Ongo Journey to Work



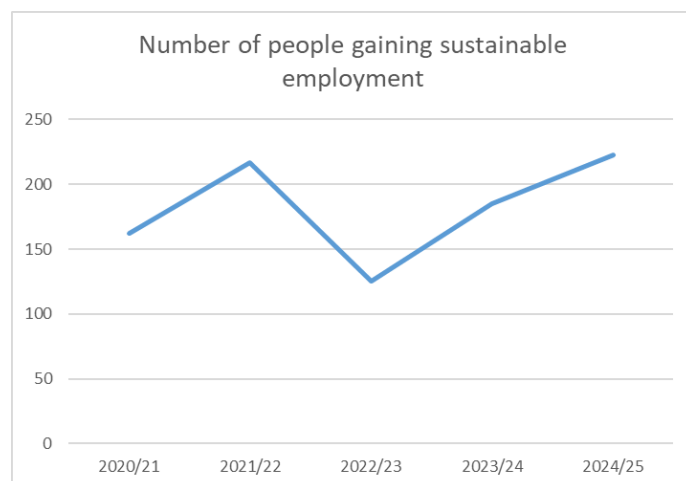
Graph 6 above demonstrates a decrease in performance against the previous year, mainly due to the lack of available funding grants and a shortage of contract opportunities for projects within our communities. However, the number of people who have engaged with us for employment support is still high due to the excellent service we provide to our clients. During 2024, Ongo Communities Limited opened a digital only programme for customers in rural areas and those who cannot easily access our premises, with access to

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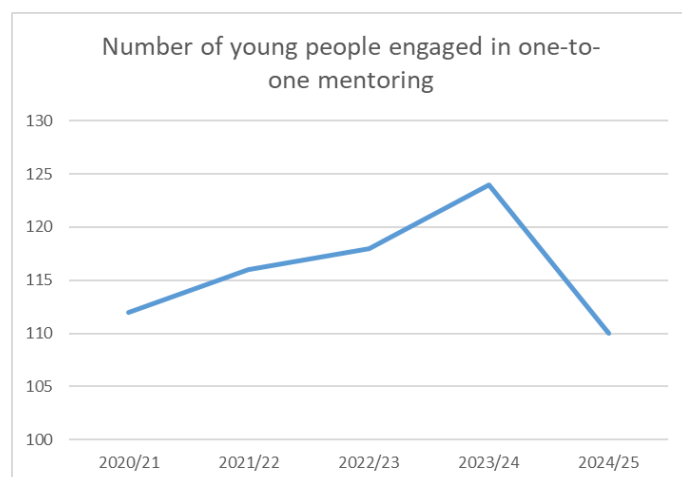
free laptops and tablets, to help a wider range of customers to access the services they need. We also offer a safe warm space for people to access help, including food, hot drinks, and access to the Internet enabling us to offer further support and opportunities through our projects.

Graph 7 - Number of people gaining sustainable employment



Graph 7 indicates that throughout 2024/25, we have seen a positive increase in the number of people gaining sustainable employment through Ongo. We believe that this increase is predominantly due to the positive work we have done to build the confidence and skills of our customers prior to them starting their Ongo Journey to Work. Such positive inputs include the provision of more intense support programmes for customers, such as specialist mental health support and counselling.

Graph 8 - Number of young people engaged in one-to-one mentoring



Graph 8 above demonstrates a reduction in the number of young people who have received one-to-one mentoring throughout 2024/25, compared to the previous year. However, the Ongo team have still overachieved their target of 100 people year and therefore regard our performance for this metric as positive. The number of young people who have engaged with Ongo through one-to-one mentoring has consistently been successful due to the relationships the youth mentors have built, both with individuals and with our local schools, plus the youth club sessions which are delivered weekly on two of our most disadvantaged estates have contributed to an increased confidence in our services.

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Graph 9 - Number of new apprenticeships



Graph 9 Despite seeing a reduction in the number of new apprenticeships commencing over the 2024/25 year, the Ongo team have still been successful in placing 33 people into apprenticeships. The process of placing apprentices is always more than a basic transaction or a simple exchange of contracts. The procedure includes identifying and selecting suitable candidates before placing them with employers. We then provide support and mentoring for the candidates, which in some cases can include providing specialist mental health support, to ensure the young people have every opportunity to complete their academic and hands on work, (including completing their English and Maths where appropriate), and to ultimately be successful.

Corporate plan objective: Growth and Sustainability

As a result of the extensive consultation process conducted with our tenants, colleagues, Leaders and Board members during the planning and inception of our 2024-2029 corporate plan, we know that to grow and be sustainable can mean many different things. In respect of growth and sustainability, the main themes for Ongo identified through this process included:

- Investing in our existing homes and building or acquiring homes, ensuring they are fit for purpose and cost-effective
- Improving our local environments and reducing our carbon footprint
- Continuously working to improve our financial stability and governance of the organisation

To help us achieve this corporate objective we will invest in our existing homes and building and acquiring new homes, ensuring all properties are fit for purpose and cost-effective. We will collect and use data to inform a robust carbon reduction framework for the organisation that focuses on our homes, buildings, systems and operations and we will regularly report on our operations to our internal and external governance structures, ensuring that our business operations are sustainable, efficient and represent value for money

It is these performance criteria, and our objectives focussed on our operational business operations and financial position, on which we commentate within this section of this report.

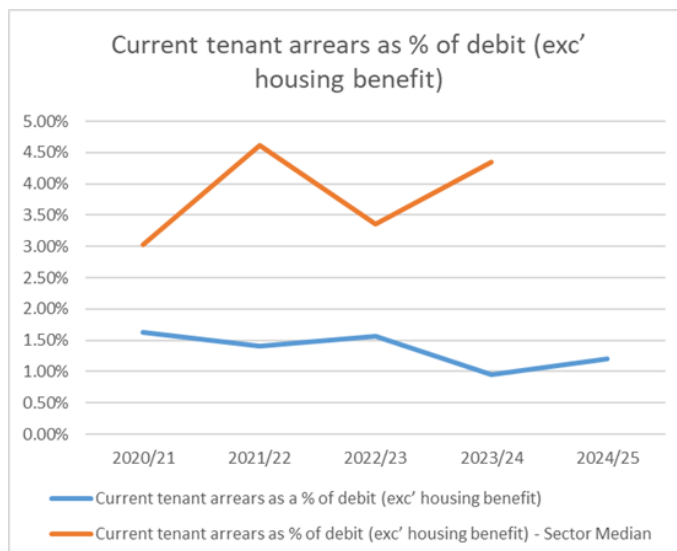
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	Internal performance measures: Grow and be a sustainable organisation					
Indicator	2021/22 actual	2022/23 actual	2023/24 actual	2023/24 sector median	2024/25 actual	2024/25 Corporate Plan Target
Current tenant arrears as % of debit (exc. housing benefit)	1.41%	1.57%	0.95%	4.35%	1.20%	2.00%
% of rent lost from lettable empty homes	1.17%	0.97%	1.30%	1.27%	1.10%	1.00%

	Internal performance measures: Grow and be a sustainable organisation					
Indicator	2020/21 actual	2021/22 actual	2022/23 actual	2023/24 actual	2024/25 actual	2024/25 Corporate Plan Target
Number of new build homes delivered	179	213	99	151	260	1,200 properties over 5yrs from 2024/25
Investment into existing housing stock	£5,945k	£6,085k	£6,230k	£9,328k	£14,548k	£143m over next 10yrs
Total invested by Ongo Homes into community/creating opportunities projects	£1.02m	£1.03m	£1.05m	£1.07m	£1.11m	£1.07m

Graph 10 - Current tenant arrears as percentage of debit (exc. housing benefit)



Graph 10 indicates that Ongo have seen a negative increase in the financial metric of our 'current tenant arrears as a percentage of debit' from 0.95% in 2023/24 to 1.20% in 2024/25. While this represents a negative movement, it is important to provide context to ensure this is understood within the framework of value for

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money, operational decisions, and longer-term planning. This increase is due primarily to the inclusion of inherited arrears following the acquisition of new properties as detailed in the paragraph below.

In March 2024, Ongo acquired approximately 850 properties from another housing association, The Guinness Partnership, as part of a large-scale stock transfer. As part of the contractual terms agreed for the transfer, Ongo were restricted from initiating arrears recovery activity for a period of six months post-transfer, which directly resulted in a temporary spike in arrears. In response, Ongo established a dedicated project group to create and implement a robust action plan to mitigate and recover these arrears. The group has driven forward targeted interventions and close performance monitoring to address the short-term impact. The 0.95% referred to in the last paragraph does not include the arrears from these properties. From April 2024 to June 2024, when the Guinness Properties were included in our arrears; the percentage of tenant arrears rose to 2.17%.

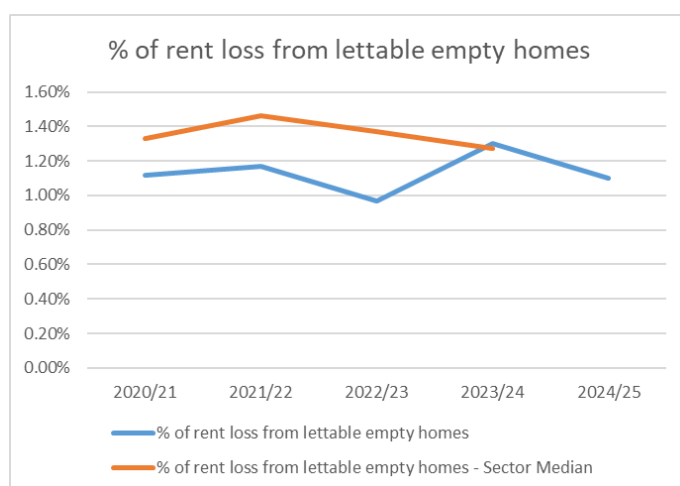
Whilst Ongo has consistently demonstrated a strong arrears performance culture since 2019, we experienced several challenges whilst embedding our 'Rent First' approach with the new tenants adopted as part of the transfer. Targeted communication and ongoing engagement strategies have since been implemented to ensure alignment and understanding of our arrears policies and procedures.

In July 2024, we successfully implemented a new income collection system, Broadleaf, to improve our operational effectiveness. As with any significant system change, embedding this within our business required a structured rollout and training plan; however, the new system has already delivered strong returns including a reduction in our current and former tenant arrears, and improved management of our arrears.

While the short-term increase in arrears is acknowledged, it is not indicative of a long-term trend. Strategic decisions such as the Guinness stock transfer and investment in the Broadleaf system are aligned with our commitment to delivering value for money, enhancing data-led decision-making, and improving tenant outcomes.

We remain confident that with the measures already in place and the culture embedded within the team, our arrears performance will continue to improve.

Graph 11 – Percentage of rent loss from lettable empty homes



Graph 11 indicates that our performance in respect of this metric (the percentage of rent lost from empty lettable homes) has decreased significantly from the 1.30% seen previously in 2023/24, back down to 1.10% this year.

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Value for Money Statement For the year ended 31 March 2025

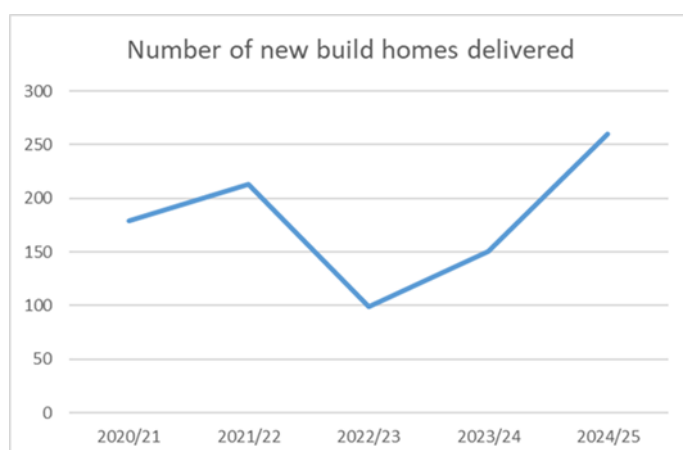
During the previous financial year in 2023/24, we saw a significant increase in void rent loss, the number of void properties, and the relet times of properties due to a variety of factors including the UK wide cost of living crisis (refusing applicants due to affordability), the impact of damp and mould on decants and associated resources, an increase in the volume of new build developments which impacted our internal resources, and a significant increase in high priority applicants with complex needs resulting in longer times taken to allocate and let. To address these issues, we implemented a recovery plan in July 2023 which was an enormous success and at the time, this helped us to reduce the number of voids from 171 to 132 and reduce the average number of void days from 80 to 50. These reductions have allowed us to continue to improve our performance and to bring our internal workload to a manageable level thereby aiding to improve the wellbeing and moral of the team at the same time.

The recovery plan was not just down to the lettings team alone. It was a cross-team success with colleagues from all areas of the business volunteering to help and was a demonstration of 'One Ongo' at its best. Not only did we implement the recovery plan, but we also streamlined our processes to ensure we delivered a much more efficient service in future. In addition, we have also aligned our internal teams with our corporate objectives and have focused the collaborative work between our voids and lettings team to address emerging risks.

By maintaining the recovery plan implemented during 2023/24, and by further streamlining our processes and using performance data to forecast the 'peaks and troughs' in the demand for our properties, we have managed to continue our high level of performance throughout 2024/25, culminating in the achievements demonstrated by this metric.

Although our overall performance has been strong throughout the last financial year, and despite us seeing both a reduction in the number of our void properties and positive trends in our relet times/void rent loss overall, we have noticed a slight downward trend in our performance over quarter 4 of the 2024/25 financial year. It is believed that this minor reduction in performance is due to a shortage of internal resources within our voids team together with an increased business focus on our outstanding repairs and a higher-than-average number of unplanned decants. We will continue to monitor the performance of this metric throughout 2025/26 financial year, and we will take any action necessary to maintain successes and avoid any future performance issues.

Graph 12 – The Number of New Build Homes Delivered by Ongo



Graph 12 presents the trend in the number of new build homes delivered by Ongo over the last few years.

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Value for Money Statement For the year ended 31 March 2025

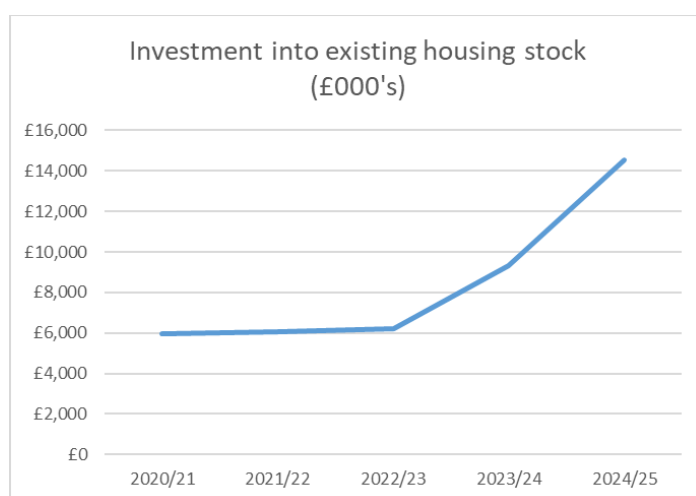
We will always seek to enhance our environments to make them places people want to live in, invest in our existing homes so they meet future demand, and build new homes to help address local housing need.

A total of 260 new homes were completed in 2024/25 with a further 336 committed to and under contract at the end of March 2025.

22 shared ownership properties were sold (first tranche) during 2024/25 generating £1.79m of income and a surplus of £431k after our costs were deducted. There were two sales recorded for shared ownership properties which were subject to staircasing. These generated income of £136k

At the year-end, 94 properties were being let on a rent-to-buy basis.

Graph 13 - Total invested into Existing Housing Stock



Graph 13 demonstrates the continued financial investment we make into our Housing Stock each year. Over the 2024/25 financial year, Ongo Homes invested a record amount of money into our housing stock and homes, totalling over £14.5m. This huge level of investment includes £4.8m invested into a carbon reduction programme as part of an agreement for grant funding from the Social Housing Decarbonisation Fund (SHDF) grant scheme from which we received £2.3m. We also continue to invest in our homes to ensure that all properties meet decent homes standards.

This incredible level of investment and financial commitment highlights the positive work we do and demonstrates a significant increase in the amount of money Ongo Homes have invested in creating safe, warm, and secure homes for our tenants, as well as improving our wider communities, green spaces, and local environments.

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Graph 14 - Total invested into community/creating opportunities projects



Graph 14 demonstrates the continued positive impact of work we do, demonstrating a significant increase in the amount of money Ongo Homes have invested in creating opportunities and community projects during the 2024/25 financial year. In total this year, Ongo Homes donated £1.1m to Ongo Communities which helped us to deliver the objectives of our corporate plan and fulfil our targets with an emphasis of being customer focused and creating more opportunities for our tenants and their families, along with customers in our wider communities.

Our in-house social enterprise Ongo Recruitment donated £43k to Ongo Communities, in addition to donations of £10k, £135k and £157k made by Ongo Roofing Limited, Ongo Heating & Plumbing Limited, and Ongo Developments Limited respectively. These additional donations have helped, and will continue to help, support our Skills and Personal Development team, comprising of mental health specialists, life coaches and employment coaches with the aim of being person centred, coaching 500 individuals per year. This team focuses on our tenants and their families; to develop the skills they need to move forward in their lives and achieve their aspirations and ambitions.

Cash flow

We need to maintain and protect our financial strength if we are to deliver our corporate objectives. The Regulator of Social Housing judges us to be V1 compliant for financial viability.

Our primary source of cash is from rent payments for social housing, which for the year accounted for 87.1% of total income. Ongo Homes recorded a statutory surplus (before actuarial gains/losses) of £9,296k for the year. Net operating margin was 18.4%, against a budget of 19.0%, as a result primarily, of greater spend on repairs to properties.

To ensure funds are being fully utilised we manage cash requirements by use of short and long-term forecasting, which are regularly reviewed and updated where necessary. This ensures that funds held are used to support our tenants effectively, whether that is to invest in the houses in which they live or the communities within which they reside, building more quality homes, or any other areas where the Board or executive leadership team consider that funds should be directed. Assets are managed to ensure funds are held for a purpose.

The cash generated from operations during the year was supplemented by a further £25m loan, and at the year-end the bank balance was £20.6m.

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Value for Money Statement For the year ended 31 March 2025

The Value for Money Standard

In April 2018, the Regulator of Social Housing (RSH) published its new Value for Money Standard requiring all registered housing providers to:

- Clearly articulate their strategic objectives.
- Have an approach agreed by their board to achieving value for money in achieving these objectives and demonstrate their delivery of VFM to stakeholders.
- Through their strategic objectives, articulate their strategy for delivering homes that meet a range of needs.
- Ensure that optimal benefit is derived from resources and assets and optimise economy, efficiency, and effectiveness in the delivery of their strategic objectives.

Specifically, seven metrics were agreed as the most appropriate set of measures to capture performance across the sector in a fair and comparable way.

Our comparative performance and future budget

Our benchmarking information is taken from two sources; the Housing Sector Global Accounts spreadsheet, managed by the Housing Quality Network (HQN) and published annually by the Regulator of Social Housing; and HouseMark (the Sector Scorecard Median). All benchmarking figures relate to 2023/24 financial data as these are the latest figures available at the time this statement was written. Our comparisons against this data are listed below:

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Value for Money Statement For the year ended 31 March 2025

VFM Metric 1:

Metric 1	2023/2024						
	Global Accounts median	Benchmark group median	Sector scorecard median	Our actual 23/24	Our actual 24/25	Our budget 25/26	Business plan 26/27
Reinvestment VFM theme: outcomes delivered Risk theme: Effective asset management Corporate objective: Be a great landlord	7.4%	11.0%	7.80%	12.13%	16.01%	12.08%	12.15%
What is it telling us?	Reinvestment considers what we spend on new developments and improvements to existing properties as a percentage of our housing properties at cost. In our corporate plan we have made a commitment to tenants to reinvest in our existing homes and neighbourhoods. In 2024/25 we reinvested £14.5m in our current housing stock and £43.2m in the development of new homes. We are expecting to reinvest a further £24.8m in current stock and £74.9m in new development over the next two years. The investment in 2024/25 and 2025/26 includes £6.8m in decarbonisation works to existing homes. These investments are in line with our corporate plan objectives, with new properties delivered through our development company, Ongo Developments Limited. We compare well against the sector and our peers, with the sector averaging 7.8% reinvestment in 2023/24.						

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Value for Money Statement For the year ended 31 March 2025

VFM Metric 2:

	2023/2024						
Metric 2	Global Accounts median	Benchmark group median	Sector scorecard median	Our actual 23/24	Our actual 24/25	Our budget 25/26	Business plan 26/27
2a. New supply (social) VFM theme: development capacity Risk theme: development Corporate objective: Growth and sustainability	1.40%	1.30%	1.30%	1.31%	2.22%	1.79%	1.84%
2b. New supply (non-social) VFM theme: development capacity Risk theme: development Corporate objective: Growth and sustainability	0%	0%	0%	0%	0%	0%	0%
What is it telling us?	New supply is the number of new housing units we have acquired or developed as a percentage of the total housing we own. During 2024/25 we delivered 260 new homes compared with 151 in 2023/24. Our development programme has a healthy building pipeline of schemes in progress and in the planning stages. We will maintain our development programme in the coming years and plan to deliver an average of 240 new homes per year over the next decade, with 436 of these coming in the next two years.						

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Value for Money Statement For the year ended 31 March 2025

VFM Metric 3:

Metric 3	2023/2024				Our actual 24/25	Our budget 25/26	Business plan 26/27
	Global Accounts median	Benchmark group median	Sector scorecard median	Our actual 23/24			
Gearing VFM theme: development capacity Risk theme: development Corporate objective: Growth and sustainability	46.8%	46.0%	44.9%	30.9%	34.2%	38.8%	42.3%
What is it telling us?	Gearing is the long and short-term borrowing as a percentage of the homes we own, at cost. Not only do we reinvest into our existing homes, but we have also described above how we are developing new homes too. Our development levels exceed those in our benchmarking group and the wider sector and as our development plans grow, we will require additional funding for these investments. Despite increasing in the current year, following the significant investment in new properties, our gearing is still low compared to our peers and the sector averages due to sound financial management in the years since the housing stock was transferred to us in 2007, resulting in low levels of borrowing. However, as we borrow more and spend our cash balances to fund the development of new homes, as agreed in our corporate plan, gearing will continue to increase.						

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Value for Money Statement For the year ended 31 March 2025

VFM Metric 4:

Metric 4	2023/2024				Our actual 23/24	Our actual 24/25	Our budget 25/26	Business plan 26/27
	Global Accounts median	Benchmark group median	Sector scorecard median					
EBITDA MRI interest cover VFM theme: business health Risk theme: reduced income Corporate objective: Growth and sustainability	120.1%	124.3%	123.0%		224.1%	202.5%	126.6%	120.4%
What is it telling us?	The EBITDA MRI measure demonstrates business health and our capacity to support borrowing costs. Our performance in this metric in recent years has been good and has continued to give us capacity to support further borrowing. A slightly modified version of EBITDA MRI also forms one of our key borrowing covenants and performance provides adequate headroom to this. Having utilised cash to invest in new properties and drawn down an additional £25m during the year (therefore increasing our interest costs), we have seen a reduction in this metric during 2024/25. This will be further impacted in 2025/26 by a combination of the full year effect of the 2024/25 borrowing, additional borrowing and increased investment in existing stock. Further reinvestment in 2026/27 will see the metric reduce further, but we will still be comparable with our peers.							

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VFM Metric 5:

Metric 5	2023/2024				Our actual 24/25	Our budget 25/26	Business plan 26/27
	Global Accounts median	Benchmark group median	Sector scorecard median	Our actual 23/24			
Headline social housing cost per unit VFM theme: operating efficiencies Risk theme: asset management Corporate objective: Be a great landlord	£5,113	£4,705	£5,131	£4,057	£4,563	£4,460	£4,650
What is it telling us?	This metric represents social housing costs divided by the number of social housing homes we own. In 2024/25 we saw our overall related costs increase. This was due primarily to further investment in our property stock along with a combination of increased management and maintenance costs largely as a result of inflation.. These increased costs have been partially offset by an increased property base delivered by our investment programme but still lead to an increase in cost per property, however, we do compare favourably with our peers and the sector median. We recognise we are operating efficiently because our costs continue to remain favourable to our peers. We will, however, maintain our spending to meet our commitments in the corporate plan.						

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VFM Metric 6:

2023/2024							
Metric 6	Global Accounts median	Benchmark group median	Sector scorecard median	Our actual 23/24	Our actual 24/25	Our budget 25/26	Business plan 26/27
6a. Operating margin (SHL) VFM theme: business health Risk theme: reduced income Corporate objective: Be a great landlord	21.0%	18.3%	20.5%	8.1%	16.9%	11.9%	12.6%
6b. Operating margin (overall) VFM theme: business health Risk theme: reduced income Corporate objective: Be a great landlord	19.8%	17.5%	18.9%	10.5%	18.4%	13.9%	16.1%
What is it telling us?	This measures the amount of surplus generated from turnover, first for social housing activities and then overall. It shows profitability before exceptional expenses are considered. Our operating margins improved during 2024/25 as we benefitted from a rise in income from more rental homes and improvements in efficiency, however this was partially offset by inflationary increases and sustained expenditure on maintenance. We expect our operating margins to reduce during 2025/26 as we continue to spend on maintenance works, but we expect to limit this reduction by continued improvements to our efficiency. We will continue to deliver our corporate plan, particularly investing in communities and new homes whilst allowing for increased costs as a result of inflation.						

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VFM Metric 7:

Metric 7	2023/2024				Our actual 24/25	Our budget 25/26	Business plan 26/27
	Global Accounts median	Benchmark group median	Sector scorecard median	Our actual 23/24			
ROCE VFM theme: asset management Risk theme: asset management Corporate objective: Growth and sustainability	2.9%	2.9%	2.8%	2.1%	3.5%	2.8%	3.2%
What is it telling us?	ROCE stands for return on capital employed. It compares the operating surplus to total assets, less current liabilities and is a common measure in the commercial sector to assess the efficient investment of capital resources. We have historically shown an elevated level of ROCE due to the low net value of assets, due to no transfer value being included in our asset valuations. After a reduction in 2023/24, the measure improved during 2024/25 because of the increased margin level identified in metric 6 but was partially offset by our increasing capital base through our continuing investment programme. We anticipate the metric to reduce in 2025/26 as the level of operating surplus decreases, before a small improvement in 2026/27 as the level of operating surplus partially recovers. We expect to compare well once again to the sector and expect this to continue to be the case even accounting for the planned changes brought about by our planned investment as a result of our current corporate and business plans.						

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Value for Money Statement For the year ended 31 March 2025

Value for money savings

Each year we set a target for VFM savings and measure the efficiencies we have achieved through our VFM register, which is reported annually to board members.

For the 2024/25 financial year, the Ongo Group savings target was set at £500k, which was the same unchanged savings target which was set for the previous 12-months (2023/24 financial year). The VFM savings target is always a theoretical figure based on anticipated savings from procurement contracts due for renewal in the period, plus an average amount of 'non-procurement' savings taken from across the previous couple of years. This savings target was maintained at the same level as the previous year due to the continued trend of rising costs that we have seen across all supply streams for the business. These rising costs, together with the significant rates of inflation that we saw for the previous financial year saw our primary focus change from generating targeted savings to a model based of cost avoidance and limitation of price rises. This difficult market has meant that VFM savings have been harder to achieve in recent years.

The total VFM savings recorded for the 12-month period from 1 April 2024 through to 31 March 2025 was £1.102m. This equates to us achieving savings of 220% of our target. This figure is inclusive of £70k of savings recorded by Ongo Communities Ltd. The total savings figure recorded solely by Ongo Homes Ltd is £1.03m which equates to 206% of the prescribed savings target (£0.5m).

The total figure recorded is made up of both cashable savings, when money is saved which can then be spent elsewhere, and non-cashable savings, made up of efficiency and time savings, external funding and/or external finance for our tenants, and other gains which are deemed to add value but do not give us money to spend on other services.

Showing how different teams contributed to this saving indicates the efforts we have made to embed a VFM culture across the organisation.

A breakdown of the savings across Ongo Homes different departments is provided below.

Cumulative Savings

Internal Department / Team	Actual Savings 2024/25
People and Culture	£13,083
Finance	£65,606
Corporate Services	£32,211
Housing	£123,302
Development	£180,000
Marketing and Communications	£18,760
Customer Experience	£2,497
Technology and Innovations	£322,900
Investments	£84,800
Neighbourhood Services	£188,500
Ongo Homes Total	£1,031,659

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Value for Money Statement For the year ended 31 March 2025

The savings figures recorded above include a few significant savings which were made over the course of the financial year, primarily because of the procurement processes which were applied. Such savings include:

- A £40k saving recorded as a direct result of the procurement process delivered for the renewal of our insurance contract.
- Approximately £100k in savings recorded in the cost of solicitor's fees by members of Ongo's tenancy services team representing themselves in court.
- £180k saved on the cost of new build development works by tendering for the appointment of main contractors.
- Over £110k in savings recorded over three years as a result of the procurement exercise conducted for one of Ongo's two main mobile telecommunications contracts.

How we invest our savings

All the monies we save each year are reinvested into our communities. A proportion of the savings recorded will be invested into our extensive development program, thereby allowing us to build more homes, with other savings being invested with our Ongo Communities team to help to increase our social value and improve the lives of our customers and tenants.

In addition to making both cashable and non-cashable financial and efficiency gains, Ongo also generate social value returns on the investments we make. These gains are referred to as our Social Return on Investment (SROI) and are calculated in social value £'s gained against every £ directly spent on measurable outcomes aligned with our corporate objectives. Our activity here is delivered through our investment in Ongo Communities; all our calculations for social value gains are made using the HACT social bank calculator specifically designed for Housing Associations. <https://www.hact.org.uk/value-calculator>

Using the HACT (Housing Associations' Charitable Trust) model, we calculate that for every £1 Ongo Communities invested in community projects, we generated £15.36 worth of value in return. This is a reduction on the previous (2023/24) year (£26.08); however, this is due to the tool we use to calculate our SROI being updated by our provider, HACT, with the embedded algorithms and formulas within the calculator recently updated and refreshed.

The amount of social return generated by Ongo Communities is attributed to the £1m+ funds from Ongo Homes plus grants and other income received by the charity from external funders. The excellent outcomes achieved by our teams has meant continuation of the 'Wellbeing' project, funded from North Lincolnshire Public Health to support local people to improve their health through activities such as smoking cessation and adding to the record of accomplishment and achievements that support future grant applications.

Activity	Overall budget spent	Overall social impact returned	Analysis of benefit	
			Budget: social impact	Net benefit
Ongo Communities	£1,552,415	£23,815,482	1:15.36	£22,265,068

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Value for Money Statement For the year ended 31 March 2025

Reviewing our assets and liabilities

Assets, which are mainly housing stock, and liabilities, mostly made up of bank loans, are recorded in a register and regularly reviewed to make sure that when taking decisions or managing risks, it is done so with a clear understanding of our financial viability.

At the end of 2024/25, we had 11,450 homes in our portfolio, excluding leasehold properties. These included 115 homes classified as supported housing, 1,224 charged at affordable rent including 94 rent to buy, and 170 shared ownership properties.

During 2024/25, we sold a total of 26 properties including 21 right to buy sales and 7 right to acquire sales and generated a total income in sales receipts of £1.46m.

Throughout this past financial year, Ongo have continued to operate in line with our asset management plan which sits under our 'Be a Great Landlord' strategy. The plan is intended to address the changing environment, and how the organisation needs to plan for it whilst still carrying on and trying to improve the traditional aspects that previous asset management strategies covered such as elemental replacement programmes (kitchens, bathrooms etc.), and effective and efficient repairs services. The Asset Management Plan lays out the actions needed to allow us to continue to invest intelligently in our assets; to continue to adhere to building legislation and regulatory standards; and progress with our carbon reduction plans; all whilst still ensuring value for money, still looking to improve through innovation and still meeting customer expectations and achieving elevated levels of satisfaction.

Our 'Be a Great Landlord' strategy also sets out our approach to understanding our assets by using several tools:

Asset and liability register

An asset and liability register (ALR) is a key document that provides central access to all assets, liabilities, and governance arrangements. Access to this information supports a wider understanding of our financial position for decision making and risk management.

Compliance against the information held in the ALR is checked on a quarterly basis and the findings are reported to our Group Audit and Risk Committee annually and by exception.

Asset management system

We have further implemented elements of the asset management system which continues to give us the ability to collect and maintain comprehensive stock data and will further enhance our management of decent homes investment, asset compliance, monitor the sustainability of our stock, cost forecasting, manage health and safety compliance, SAP ratings, energy efficiency and stock condition.

Sustainability Index

Our Sustainability Index assesses the ongoing viability of properties and estates against several indicators, including cost, income projections, management activity, performance, and environmental information.

Net present value (NPV)

Using information from the Sustainability Index, we calculate the NPV of properties before any major investment decisions are made. This includes where we should invest, disinvest, dispose, or convert properties.

Sustainability Working Group

To ensure low demand stock is actively assessed by the organisation, this group, which includes representatives from across the business, meets to determine how we maximise the life of our assets.

Ongo Homes

Value for Money Statement For the year ended 31 March 2025

External audits

Asset management data is essential in informing the business plan and ensuring the business has enough financial resources to manage and maintain its assets to the necessary standards. To satisfy lenders, an annual stock valuation survey is carried out.

Keeping tenants updated

We will update tenants on our progress in delivering our corporate objectives and how we offer value for money through our quarterly tenants' magazine, at monthly tenant meetings, in our next VFM statement and using our digital channels such as our website and social media.

Ongo Homes

Independent auditor's report to the members of Ongo Homes for the year ended 31 March 2025

Opinion

We have audited the financial statements of Ongo Homes (the "Association") and its subsidiaries (the "Group") for the year ended 31 March 2025 which comprise the consolidated and company statement of comprehensive income, the consolidated and company statement of financial position, the consolidated and company statement of changes in equity, the consolidated statement of cash flows and notes to the financial statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the group's and of the Association's affairs as at 31 March 2025 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been prepared in accordance with the requirements of the Co-operative and Community Benefit Societies Act 2014, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2015.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Association in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the Board's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Association's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Board with respect to going concern are described in the relevant sections of this report.

Other information

The Board are responsible for the other information contained within the annual report. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

Ongo Homes

Independent auditor's report to the members of Ongo Homes for the year ended 31 March 2025

We have nothing to report in this regard.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Co-operative and Community Benefit Societies Act 2014 requires us to report to you if, in our opinion:

- a satisfactory system of controls over transactions has not been maintained; or
- the Association has not kept proper accounting records; or
- the financial statements are not in agreement with the books of account; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of the Board

As explained more fully in the Board's responsibilities statement set out on page 8, the Board are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Board determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board are responsible for assessing the Association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board either intend to liquidate the Association or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We obtained an understanding of the legal and regulatory frameworks that are applicable to the Association and determined the most significant are the appropriate accounting standards in conformity with the requirements of the Companies Act 2006 and the Financial Services legislation;

We identified areas of laws and regulations that could reasonably be expected to have a material effect on the financial statements from our sector experience, through discussion with the Board, and from inspection of the Association's board minutes and legal and regulatory correspondence. We discussed the policies and procedures regarding compliance with laws and regulations with the Chief Financial Officer;

We assessed the susceptibility of the financial statements to material misstatement, including how fraud might occur, by meeting with management from relevant parts of the business to understand where management considered there was a susceptibility to fraud. We also considered the potential for management to manage earnings and influence the perceptions of the financial statements.

We identified the greatest risk of material impact on the financial statements from irregularities, including fraud, to be the override of controls by management and the timing of recognition of income.

Ongo Homes

Independent auditor's report to the members of Ongo Homes for the year ended 31 March 2025

Audit procedures performed by the engagement team included:

- Evaluation of the design of controls established to address the risks related to material irregularities in the financial statements; Testing manual journal entries, in particular journal entries relating to management estimates and entries determined to be large or relating to non-routine transactions.
- Evaluation of income recognition policies and any judgements made around income recognition; reviewing the income system for significant deficiencies or susceptibility to fraud;
- Challenging assumptions and judgements made by management in their significant accounting estimates;
- Agreement of the financial statement disclosures to underlying supporting documentation;
- Making enquiries of management;
- Review of minutes of board meetings throughout the period;

Our audit procedures were designed to respond to risks of material misstatement in the financial statements, recognising that the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery, misrepresentations or through collusion. There are inherent limitations in the audit procedures performed and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we are to become aware of it.

Owing to the inherent limitations of an audit there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. We are not responsible for preventing non-compliance and cannot be expected to detect non-compliance with all laws and regulations. These inherent limitations are particularly significant in the case of misstatement resulting from fraud as this may involve sophisticated schemes designed to avoid detection, including deliberate failure to record transactions, collusion or the provision of intentional misrepresentations.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

Use of our report

This report is made solely to the Association's members, as a body, in accordance with Section 87 of the Co-operative and Community Benefit Societies Act 2014. Our audit work has been undertaken so that we might state to the Association's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Association and the Association's members as a body, for our audit work, for this report, or for the opinions we have formed.



Crowe U.K. LLP
Statutory Auditor
3rd floor
56 Peter St
Manchester
M2 3NQ

26th September 2025

Ongo Homes Limited

Consolidated statement of comprehensive income for the year ended 31 March 2025

	Note	2025 £'000	2024 £'000
Turnover	3	73,884	61,571
Cost of sales		(5,133)	(4,115)
Operating costs		(57,288)	(52,407)
Surplus on sale of fixed asset housing properties	11	1,285	1,620
Operating surplus	7	12,748	6,669
Other interest receivable and similar income	12	1,066	2,861
Interest payable and similar charges	13	(6,708)	(4,557)
Other finance income/(costs)	28	1,322	1,027
Movement in fair value of investment properties	18	-	(35)
Surplus on ordinary activities before taxation		8,428	5,965
Taxation on ordinary activities before taxation	14	(73)	(238)
Surplus for the financial year		8,355	5,727
Actuarial gains/(losses) on defined benefit pension scheme	28	(1,533)	(1,121)
Total comprehensive income for year		6,822	4,606

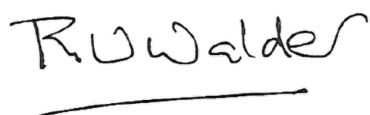
The notes on pages 84 to 110 form part of these financial statements

Ongo Homes Limited

Consolidated statement of financial position at 31 March 2025

	Note	2025 £'000	2024 £'000
Fixed Assets			
Intangible assets	15	-	9
Tangible fixed assets - housing properties	16	353,100	312,948
Tangible fixed assets - other	17	2,199	2,326
Investment properties	18	1,360	1,360
Investments - other	19	30	30
		356,689	316,673
Current assets			
Stocks	20	2,599	3,039
Debtors - receivable within one year	21	4,220	3,684
Cash and cash equivalents		24,175	23,731
		30,994	30,454
Creditors: amounts falling due within one year	22	(17,104)	(15,733)
Net current assets		13,890	14,721
Total assets less current liabilities		370,579	331,394
Creditors: amounts falling due after more than one year	23	(236,707)	(204,344)
Net assets excluding pension liability		133,872	127,050
Pension liability	28	-	-
Net assets		133,872	127,050
Capital and reserves			
Income and expenditure reserves		133,872	127,050
		133,872	127,050

The financial statements were approved by the Board and authorised for issue on 10 September 2025



R Walder
Director



R Cook
Director



S Hepworth
Chief Executive



J Sugden
Company secretary

The notes on pages 84 to 110 form part of these financial statements

Ongo Homes Limited

Consolidated Statement of Changes in Equity for the year ended 31 March 2025

	Income and expenditure reserve £'000	Total £'000
Balance at 1 April 2024	127,050	127,050
Surplus for the year	8,355	8,355
Actuarial gains/(losses) on defined benefit pension scheme	(1,533)	(1,533)
Other comprehensive income for the year	(1,533)	(1,533)
Balance at 31 March 2025	133,872	133,872

	Income and expenditure reserve £'000	Total £'000
Balance at 1 April 2023	122,444	122,444
Surplus for the year	5,727	5,727
Actuarial gains/(losses) on defined benefit pension scheme	(1,121)	(1,121)
Other comprehensive income for the year	(1,121)	(1,121)
Balance at 31 March 2024	127,050	127,050

The notes on pages 84 to 110 form part of these financial statements

Ongo Homes Limited

Consolidated statement of cash flows for the year ended 31 March 2025

	Note	2025 £'000	2024 £'000
Cash flows from operating activities			
Surplus for the financial year		8,355	5,727
Adjustments for:			
Depreciation of fixed assets - housing properties	16	13,904	11,879
Impairment of fixed assets - housing properties	16	-	171
Depreciation of fixed assets - other	17	132	185
Impairment of fixed assets - other	17	-	23
Amortisation	15	9	11
Amortised grant	25	(3,726)	(3,046)
Net fair value losses/ (gains) recognised in statement of comprehensive income	18	-	35
Interest payable and finance costs	13	6,849	4,671
Interest received	12	(1,066)	(2,861)
Capital distribution received		(12)	-
Taxation expense	14	73	238
Difference between net pension expense and cash contribution	28	(1,533)	(1,121)
Surplus on the sale of fixed assets - housing properties	11	(965)	(1,397)
(Increase)/decrease in stocks		647	173
(Increase)/decrease in trade and other debtors		(357)	(766)
Increase/(decrease) in trade and other creditors		493	161
Cash from operations		22,803	14,083
Taxation paid		(171)	(72)
Net cash generated from operating activities		22,632	14,011
Cash flows from investing activities			
Proceeds from sale of fixed assets - housing properties		3,378	2,765
Purchase of fixed assets - housing properties		(56,251)	(80,737)
Purchase of fixed assets - other		(5)	(17)
Receipt of capital grants		11,672	6,223
Capital distribution received		12	-
Interest received		1,066	2,861
Net cash used in investing activities		(40,128)	(68,905)
Cash flows from financing activities			
Interest paid		(6,940)	(4,793)
New borrowings		25,000	20,000
Debt issue costs incurred		(120)	-
Net cash used in financing activities		17,940	15,207
Net increase / (decrease) in cash and cash equivalents		444	(39,687)
Cash and cash equivalents at beginning of year		23,731	63,418
Cash and cash equivalents at end of year		24,175	23,731
Cash and cash equivalents comprise:			
Cash at bank and in hand		24,175	23,731
		24,175	23,731

The notes on pages 84 to 110 form part of these financial statements

Ongo Homes Limited

Entity Statement of Comprehensive Income for the year ended 31 March 2025

	Note	2025 £'000	2024 £'000
Turnover	4	69,006	57,494
Cost of sales	4	(1,360)	(588)
Operating costs	4	(55,684)	(51,385)
Surplus on sale of fixed asset housing properties	11	1,285	1,620
Operating surplus	7	13,247	7,141
Other interest receivable and similar income	12	1,185	2,973
Interest payable and similar charges	13	(6,708)	(4,554)
Other finance income/(costs)	13	1,322	1,027
Gift aid		225	257
Movement in fair value of investment properties	18	-	(35)
Surplus on ordinary activities before taxation		9,271	6,809
Taxation on ordinary activities before taxation	14	25	(24)
Surplus for the financial year		9,296	6,785
Actuarial (losses)/gains on defined benefit pension scheme	28	(1,533)	(1,121)
Total comprehensive income for year		7,763	5,664

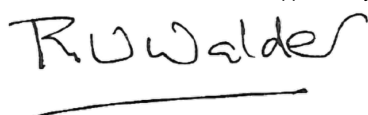
The notes on pages 84 to 110 form part of these financial statements

Ongo Homes Limited

Entity Statement of Financial Position at 31 March 2025

	Note	2025 £'000	2024 £'000
Fixed Assets			
Tangible fixed assets - housing properties	16	360,328	319,563
Tangible fixed assets - other	17	2,187	2,308
Investment properties	18	1,360	1,360
Investments - other	19	30	30
Investments - subsidiaries	19	50	50
		363,955	323,311
Current assets			
Stock	20	1,250	1,057
Debtors - receivable within one year	21	3,133	3,087
Debtors - receivable after one year	21	1,784	1,551
Cash and cash equivalents		20,593	20,068
		26,760	25,763
Creditors: amounts falling due within one year	22	(15,221)	(13,706)
Net current assets		11,539	12,057
Total assets less current liabilities		375,494	335,368
Creditors: amounts falling due after more than one year	23	(236,707)	(204,344)
Net assets excluding pension liability		138,787	131,024
Pension asset/(liability)	28	-	-
Net assets		138,787	131,024
Capital and reserves			
Income and expenditure reserves		138,787	131,024
		138,787	131,024

The financial statements were approved by the Board and authorised for issue on 10 September 2025



R Walder
Director



R Cook
Director



S Hepworth
Chief Executive



J Sugden
Company secretary

The notes on pages 84 to 110 form part of these financial statements

Ongo Homes Limited

Entity Statement of Changes in Equity for the year ended 31 March 2025

	Income and expenditure reserve £'000	Total £'000
Balance at 1 April 2024	131,024	131,024
Surplus for the year	9,296	9,296
Actuarial gains/(losses) on defined benefit pension scheme	(1,533)	(1,533)
Other comprehensive income for the year	(1,533)	(1,533)
Balance at 31 March 2025	138,787	138,787

	Income and expenditure reserve £'000	Total £'000
Balance at 1 April 2023	125,360	125,360
Surplus for the year	6,785	6,785
Actuarial gains/(losses) on defined benefit pension scheme	(1,121)	(1,121)
Other comprehensive income for the year	(1,121)	(1,121)
Balance at 31 March 2024	131,024	131,024

The notes on pages 84 to 110 form part of these financial statements

Ongo Homes Limited

Entity statement of cash flows for the year ended 31 March 2025

	Note	2025 £'000	2024 £'000
Cash flows from operating activities			
Surplus for the financial year		9,296	6,785
Adjustments for:			
Depreciation of fixed assets - housing properties		14,243	12,154
Impairment of fixed assets - housing properties		-	171
Depreciation of fixed assets - other		126	174
Impairment of fixed assets - other		-	23
Impairment of investments		-	7
Amortised grant		(3,726)	(3,046)
Net fair value losses/ (gains) recognised in statement of comprehensive income		-	35
Interest payable and finance costs		6,849	4,668
Interest received		(1,185)	(2,973)
Capital distribution received		(12)	-
Taxation expense		(25)	24
Difference between net pension expense and cash contribution		(1,533)	(1,121)
Surplus on the sale of fixed assets - housing properties		(965)	(1,397)
(Increase)/decrease in stocks		14	25
(Increase)/decrease in trade and other debtors		40	(925)
Increase/(decrease) in trade and other creditors		41	1,230
Cash from operations		23,163	15,834
Taxation paid		(24)	(16)
Net cash generated from operating activities		23,139	15,818
Cash flows from investing activities			
Proceeds from sale of fixed assets - housing properties		3,378	2,765
Purchase of fixed assets - housing properties		(56,681)	(82,682)
Purchase of fixed assets - other		(5)	(10)
Receipt of capital grants		11,672	6,223
Interest received		1,050	2,973
Capital distribution received		12	-
Receipt from disposal of fixed asset investment		20	-
Loans repaid by group companies		-	66
Net cash used in investing activities		(40,554)	(70,665)
Cash flows from financing activities			
Interest paid		(6,940)	(4,790)
Repayment of bank loan		-	-
New borrowings		25,000	20,000
Debt issue costs incurred		(120)	-
Net cash used in financing activities		17,940	15,210
Net increase / (decrease) in cash and cash equivalents		525	(39,637)
Cash and cash equivalents at beginning of year		20,068	59,705
Cash and cash equivalents at end of year		20,593	20,068
Cash and cash equivalents comprise:			
Cash at bank and in hand		20,593	20,068
		20,593	20,068

The notes on pages 84 to 110 form part of these financial statements

Ongo Homes Limited

Notes forming part of the financial statements for the year ended 31 March 2025

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Ongo Homes Limited

Notes forming part of the financial statements for the year ended 31 March 2025

1 Significant accounting policies

Ongo Homes is a CBS registered with the Financial Conduct Authority under the Co-operative and Community Benefit Society Act 2014. It is registered with the Regulator of Social Housing as a social housing provider. The CBS, which is classed as a public benefit entity, was incorporated in England. It is the ultimate parent company of the Ongo Group. The Society's separate financial statements are presented alongside those of the group, which consolidates the financial statements of the CBS and entities controlled by it.

The address of the registered office is given on the contents page and the nature of the Society's operations and its principal activities are set out in the strategic report.

The presentation currency of the financial statements is the Pound Sterling (£), rounded to the nearest £1,000.

The financial statements have been prepared in accordance with applicable law and UK accounting standards (United Kingdom Generally Accepted Accounting Practice) which for Ongo Homes includes the Co-operative and Community Benefit Societies Act 2014, the Housing and Regeneration Act 2008, FRS 102 "the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland" the Statement of Recommended Practice (SORP) for Registered Social Housing Providers 2018, "Accounting by registered social housing providers" 2014, the Accounting Direction for Private Registered Providers of Social Housing 2022. The group is required under the Co-operative and Community Benefit Societies (Group Accounts) Regulations to prepare consolidated group accounts.

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires Group management to exercise judgement in applying the Group's accounting policies which are set out in note 1.

Parent entity disclosure exemptions

In preparing the separate financial statements of the parent entity, advantage has been taken of the following disclosure exemptions available in FRS

- The parent entity does not operate any share-based payment arrangements; and
- No disclosure has been given for the aggregate remuneration of the key management personnel of the parent entity as their remuneration is included in the totals for the group as a whole.

The presentation currency of the financial statements is the Pound Sterling (£), rounded to the nearest £1,000

The following principal accounting policies have been applied:

Basis of consolidation

The consolidated financial statements present the results of Ongo Homes Limited and its subsidiaries ("the Group") as if they formed a single entity. Intercompany transactions and balances between group entities are therefore eliminated in full.

The consolidated financial statements incorporate the results of business combinations using the purchase method. In the balance sheet, the acquiree's identifiable assets, liabilities and contingent liabilities are initially recognised at their fair values at the acquisition date. The results of acquired operations are included in the consolidated statement of comprehensive income from the date on which control is obtained. They are deconsolidated from the date control ceases.

Going concern

The Group's business activities, its current financial position and factors likely to affect its future development are set out within the Strategic Report. The Group has in place long-term debt facilities which provide adequate resources to finance committed reinvestment and development programmes, along with the Group's day-to-day operations. The Group also has a long-term business plan which shows that it is able to service these debt facilities whilst continuing to comply with lenders' covenants.

The increase in inflation, particularly its impact on cost of living, along with regulations around consumer standards and tenant safety, including damp and mould, has meant that the Executive Leadership Team and Board have been reviewing financial plans for the period to 31 March 2027. The Group has modelled a number of scenarios based on current estimates of rent collection, property sales and expenditure in Ongo Homes as well as the projected trading position of the subsidiary companies. The board will continue to review plans with management to make the necessary changes to continue to work with our customers and stakeholders to deliver exceptional services in a friendly, solution-focused way.

Borrowing covenants are constantly monitored as part of the Group's golden rules, to ensure that they will continue to be met based on the forecasts and projections that are prepared throughout the year. As detailed in the Strategic Report, the Board have set a number of golden rules which apply to the different entities within the Group. As with the borrowing covenants these are monitored and reported against each month and are assessed as part of forecasting and budget setting.

Given the strength of the balance sheet and availability and liquidity of undrawn loan facilities, the board believe that, while uncertainty exists, this does not pose a material uncertainty that would cast doubt on the Group's or the Society's ability to continue as a going concern. On this basis, the Board has a reasonable expectation that the Group and the Society have adequate resources to continue in operational existence for the foreseeable future, being a period of twelve months after the date on which the report and financial statements are signed. For this reason, it continues to adopt the going concern basis in the financial statements.

Ongo Homes Limited

Notes forming part of the financial statements for the year ended 31 March 2025

1 Significant accounting policies (continued)

Turnover

Turnover for Ongo Homes comprises rents, service charges and support charge income receivable in the year along with other income and revenue grants received in the year. Rental income is recognised from the point where properties are formally let. Property sale income is recognised on legal completion.

The group contains a number of subsidiaries concerned with commercial activities and these recognise turnover from activities such as roofing works and heating and plumbing works. This income is recognised when the goods are delivered to the buyer and when the services are provided. Revenue is recognised on construction contracts undertaken on the basis of the assessed completion of works at the accounting date. Revenue from the sale of properties is recognised on legal completion.

The group contains a charitable company where incoming resources are accounted for when receivable. Grants are recognised when the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Tangible fixed assets

Tangible fixed assets are stated at historical cost less accumulated depreciation and any accumulated impairment losses. Historical cost includes expenditure that is directly attributable to bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by management.

The group adds to the carrying amount of an item of fixed assets the cost of replacing part of such an item when that cost is incurred if the replacement part is expected to provide incremental future benefits to the group. Increases in incremental benefits may arise in the net rental stream through an increase in the rental income, a reduction in future maintenance costs, or a significant extension of the life of the property. The carrying amount of the replaced part is derecognised. Repairs and maintenance are charged to the statement of comprehensive income during the period in which they are incurred.

Depreciation

Land is not depreciated.

Housing properties held by the group are split between the structure and the major components which require periodic replacement. The costs of replacement or restoration of these components are capitalised and depreciated over the determined average useful economic life as follows:

Description	Economic useful life (years)
Housing improvements	5 – 60
Structure	125
Kitchen	20
Bathroom	30
Roofs (pitched)	70
Roofs (flat)	20
External doors	30
Boiler	15
Electrics	40
External windows	40
Mechanical systems	20
Communal (including lifts)	20

Depreciation on other assets is charged so as to allocate the cost of assets less their residual value over their estimated useful lives, using the straight-line method. The estimated useful lives range as follows:

Freehold buildings	40 years
Leasehold land and buildings	The term of the lease
Plant, machinery and vehicles	2 – 10 years
Fixtures, fittings, tools and equipment	4 – 20 years
Computers	2 – 3 years

In the fixed asset note below, computers are included within fixture, fittings, tools and equipment.

The assets' residual values, useful lives and depreciation methods are reviewed, and adjusted prospectively if appropriate, if there is an indication of a significant change since the last reporting date.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised in the statement of comprehensive income.

Ongo Homes Limited

Notes forming part of the financial statements for the year ended 31 March 2025

1 Significant accounting policies (continued)

Development expenditure

Housing properties in the course of construction are included in assets in the course of construction and held at cost less any impairment, and are transferred to completed properties when ready for letting. Assets in the course of construction are not depreciated until they are completed and ready for use to ensure that they are depreciated only in periods in which economic benefits are expected to be consumed.

Low cost home ownership - shared ownership properties, right to shared ownership and staircasing

As at the balance sheet date, the accounting treatment for shared ownership properties remains under the existing guidance as set out in the Housing Statement of Recommended Practice (SORP) 2018, based on the Financial Reporting Standard (FRS) 102. The guidance in respect of changes to shared ownership arrangements and the Right to Shared Ownership, as issued in the draft consultation, has not yet been finalised and is therefore not applicable for the current accounting period.

Consequently, the accounting policies applied during the year to shared ownership and right to shared ownership properties are as follows:

Under low cost home ownership arrangements, the Association disposes of a long lease on low cost home ownership housing units for a share ranging between 25% and 75% of value. The buyer has the right to purchase further proportions up to 100% based on the market valuation of the property at the time each purchase transaction is completed. Under the Shared Ownership (21-26) scheme the minimum initial share reduces from 25% to 10% and staircasing can be done in 1% increments. This may result in capital grant being deferred or abated

Low cost home ownership properties are split proportionately between current and fixed assets based on the element relating to expected first tranche sales. The first tranche proportion is classed as a current asset and related sales proceeds included in turnover. The remaining element, "staircasing element", is classed as a tangible fixed asset; tranches are treated as a part disposal of fixed assets. Such staircasing sales may result in capital grant being deferred or abated and any abatement is credited in the sale account in arriving at the surplus or deficit.

Where the Association is responsible for shared ownership accommodation the policy is to maintain them in a continuous state of sound repair, otherwise maintenance of shared ownership properties are the responsibilities of the shared owner. Under Shared Ownership (21-26 scheme) the Association will bear the cost of external and structural repairs not covered under warranty and contribute up to £500 per annum towards qualifying internal repairs during the initial period (being ten years from the date the lease is granted or the period to full staircasing, whichever is shorter). This can be carried over to the following year if not utilised during the year. Until such time as the guidance has been finalised no provision has been made for any obligation for these potential future repair costs. At 31 March 2025 the Association had sold tranches in two properties under the right to shared ownership (21-26) scheme.

Any impairment in the value of such properties is charged to the Statement of Comprehensive Income.

Impairment of fixed assets and goodwill

Assets that are subject to depreciation or amortisation are assessed at each reporting date to determine whether there is any indication that the assets are impaired. Where there is any indication that an asset may be impaired, the carrying value of the asset (or cash-generating unit to which the asset has been allocated) is tested for impairment. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's (or CGU's) fair value less costs to sell and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (CGUs). Non-financial assets that have been previously impaired are reviewed at each reporting date to assess whether there is any indication that the impairment losses recognised in prior periods may no longer exist or may have decreased.

Grants

Grants are accounted for under the accruals model as permitted by FRS 102. Grants relating to expenditure on tangible fixed assets are credited to the Statement of Comprehensive Income at the same rate as the depreciation on the assets to which the grant relates. The deferred element of grants is included in creditors as deferred income. Grants relating to revenue are recognised in income and expenditure over the same period as the expenditure to which they relate once reasonable assurance has been gained that the association will comply with the conditions and that the funds will be received.

A grant which does not impose specified future performance conditions is recognised as revenue when the grant proceeds are received or receivable. A grant that imposes specified future performance-related conditions on the association is recognised only when these conditions are met. A grant received before the revenue recognition criteria are satisfied is recognised as deferred income.

On the occurrence of certain relevant events, primarily the sale of dwellings, the RSH can direct the Association to recycle capital grants or to make repayments of the recoverable amount. The Group adopts a policy of recycling, for which a separate fund is maintained. If unused within a three year period, it will be repayable to the RSH with interest. Any unused recycled capital grant held within the recycled capital grant fund, which it is anticipated will not be used within one year is disclosed in the balance sheet under "creditors due after more than one year". The remainder is disclosed under "creditors due within one year".

Ongo Communities Limited receives grants that are recognised in the statement of comprehensive income once the charity has entitlement to the funds, it is probable that the income will be received and the amount can be measured reliably.

Donations and gifts-in-kind are accounted for when receivable.

Ongo Communities received grants which are classed as restricted. Restricted funds are funds which are subject to specific restrictions imposed by the funder or donor. The notes to the accounts provide further information

Ongo Homes Limited

Notes forming part of the financial statements for the year ended 31 March 2025

1 Significant accounting policies (continued)

Stocks

Stocks are stated at the lower of cost and net realisable value, being the estimated selling price less costs to complete and sell. Cost is based on the cost of purchase on a first in, first out basis.

Work in progress is valued at the cost of work performed plus attributable overheads less progress payments received.

At each reporting date, inventories are assessed for impairment. If inventory is impaired, the carrying amount is reduced to its selling price less costs to complete and sell. The impairment loss is recognised immediately in profit or loss.

Financial assets

Financial assets are initially measured at transaction price (including transaction costs) and subsequently held at cost, less any impairment.

Financial liabilities and equity

Financial liabilities and equity are classified according to the substance of the financial instrument's contractual obligations, rather than the financial instrument's legal form. Financial liabilities are initially measured at transaction price (including transaction costs) and subsequently held at amortised cost.

Finance costs

Finance costs are charged to statement of comprehensive income over the term of the debt using the effective interest rate method so that the amount charged is at a constant rate on the carrying amount. Issue costs are initially recognised as a reduction in the proceeds of the associated capital instrument.

Intangible assets - Goodwill

Goodwill represents the excess of the cost of a business combination over the fair value of the group's share of the net identifiable assets of the acquired subsidiary at the date of acquisition. Goodwill on acquisitions of subsidiaries is included in 'intangible assets'. Gains and losses on the disposal of an entity include the carrying amount of goodwill relating to the entity sold. Goodwill is carried at cost less accumulated amortisation and accumulated impairment losses. Goodwill amortisation is calculated by applying the straight-line method to its estimated useful life. If a reliable estimate cannot be made, the useful life of goodwill is presumed to be 10 years. Goodwill is being amortised to 'administrative expenses' over periods ranging from 3 to 10 years.

Estimates of the useful economic life of goodwill are based on a variety of factors such as the expected use of the acquired business, the expected useful life of the cash generating units to which the goodwill is attributed, any legal, regulatory or contractual provisions that can limit useful life and assumptions that market participants would consider in respect of similar businesses.

Current and deferred taxation

The tax expense for the period comprises only current, and not, deferred tax. Tax is recognised in the statement of comprehensive income, except that a charge attributable to an item of income or expense recognised as other comprehensive income or to an item recognised directly in equity is also recognised in other comprehensive income or directly in equity respectively.

The current income tax charge is calculated on the basis of tax rates and laws that have been enacted or substantively enacted by the reporting date in the countries where the entity's subsidiaries operate and generate taxable income.

Value added tax

Ongo Homes and other companies in the group are registered for VAT and reclaim VAT on most inputs using a special partial exemption method. The majority of the group income is derived from rental income which is "exempt output" for VAT purposes which restricts the group's ability to reclaim VAT input tax in full.

Leases

All leases are deemed to be operating leases. Their annual rentals are credited to the statement of comprehensive income on a straight-line basis over the term of the lease.

Ongo Homes Limited

Notes forming part of the financial statements for the year ended 31 March 2025

1 Significant accounting policies (continued)

Pension costs

Contributions to the group's defined contribution pension scheme are charged to the statement of comprehensive income in the year in which they become payable.

Two of the group's entities participate in the multi-employer Local Government Pension Scheme (LGPS) 'East Riding Pension Fund' a group defined benefit pension plan. There is a stated policy for charging the net defined benefit scheme between those group companies that are a party to the scheme and hence a proportion of the defined benefit scheme assets, liabilities, income and costs are recognised by individual group companies in accordance with that policy.

The difference between the fair value of the assets held in the group's defined benefit pension scheme and the scheme's liabilities measured on an actuarial basis using the projected unit method are recognised in the group's balance sheet as a pension asset or liability as appropriate. The carrying value of any resulting pension scheme asset is restricted to the extent that the group is able to recover the surplus either through reduced contributions in the future or through refunds from the scheme.

Holiday pay accrual

A liability is recognised to the extent of any unused holiday pay entitlement which has accrued at the balance sheet date and carried forward to future periods. This is measured at the undiscounted salary cost of the future holiday entitlement so accrued at the balance sheet date.

Service charge sinking funds

Service charge sinking funds are dealt with as creditors due within one year.

Investment property

Investment property is carried at fair value determined annually by external valuers and derived from the current market rents and investment property yields for comparable real estate, adjusted if necessary for any difference in the nature, location or condition of the specific asset. No depreciation is provided. Changes in fair value are recognised in profit or loss.

2 Judgements in applying accounting policies and key sources of estimation uncertainty

In preparing these financial statements, the directors have made the following judgements:

- Determine whether there are indicators of impairment of the Group's tangible and intangible assets, including goodwill. Factors taken into consideration in reaching such a decision include the economic viability and expected future financial performance of the asset and where it is a component of a larger cash-generating unit, the viability and expected future performance of that unit.

- The critical underlying assumptions in relation to the estimate of the pension defined benefit scheme obligation, such as standard rates of inflation, mortality, discount rates and anticipated future salary increases. Variations in these assumptions have the ability to significantly influence the value of the liability recorded and annual defined benefit expense.

Other key sources of estimation uncertainty

- Tangible fixed assets

Tangible fixed assets, other than investment properties, are depreciated over their useful lives taking into account residual values, where appropriate. The actual lives of the assets and residual values are assessed annually and may vary depending on a number of factors. In re-assessing asset lives, factors such as technological innovation, product life cycles and maintenance programmes are taken into account. Residual value assessments consider issues such as future market conditions, the remaining life of the asset and projected disposal values.

For housing property assets the assets are broken down into components based on the management's assessment of the properties. Individual useful economic lives are assigned to these components.

- Rental and other trade receivables

The estimate for receivables relates to the recoverability of balances outstanding at year end, with provisions for doubtful debt made in accordance with agreed policy.

Ongo Homes Limited

Notes forming part of the financial statements
for the year ended 31 March 2025

3 Analysis of turnover - group

	2025 £'000	2024 £'000
Registered social landlord (Ongo Homes)		
Social Housing Lettings (Note 4)	65,913	55,151
Other Social Housing Activities	2,268	1,197
Activities other than Social Housing Activities	797	736
	68,978	57,084
Charitable entity (Ongo Communities Limited)	285	310
Trading companies (Ongo Developments Limited, Ongo Roofing Limited, Ongo Heating and Plumbing Limited, Ongo Recruitment Limited, Crosby Brokerage Limited)	4,621	4,177
	73,884	61,571

Turnover for Ongo Communities includes charitable restricted income of £163,738 (2024: £167,119). All of this income was spent by 31 March 2025 and therefore no restricted funds were carried forward at the year end (2024: £nil).

The above turnover is after inter-group eliminations.

4 Registered social landlord - analysis of turnover, cost of sales, operating costs and operating surplus

The following tables relate to Ongo Homes as an entity and includes all inter-group transactions.

Current year	Turnover 2025 £'000	Cost of sales 2025 £'000	Operating costs 2025 £'000	Surplus/(deficit) on disposal of fixed assets 2025 £'000	Operating surplus / (deficit) 2025 £'000
Social housing lettings (note 5)	65,913	-	(54,792)	-	11,121
Other social housing activities					
First tranche shared ownership sales	1,791	(1,360)	-	-	431
Surplus on sale of fixed asset housing properties (note 11)	-	-	-	1,285	1,285
Supporting People	157	-	(157)	-	-
Other	320	-	(368)	-	(48)
	2,268	(1,360)	(525)	1,285	1,668
Activities other than social housing activities					
Lettings	360	-	(113)	-	247
Other	465	-	(254)	-	211
	825	-	(367)	-	458
Total	69,006	(1,360)	(55,684)	1,285	13,247

Ongo Homes Limited

Notes forming part of the financial statements
for the year ended 31 March 2025

4 Registered social landlord - analysis of turnover, cost of sales, operating costs and operating surplus (continued)

Previous year	Turnover 2024 £'000	Cost of sales 2024 £'000	Operating costs 2024 £'000	Surplus/(deficit) on disposal of fixed assets 2024 £'000	Operating surplus / (deficit) 2024 £'000
Social housing lettings	55,151	-	(50,666)	-	4,485
Other social housing activities					
First tranche shared ownership sales	893	(588)	-	-	305
Surplus on sale of fixed asset housing properties	-	-	-	1,620	1,620
Supporting People	141	-	(141)	-	-
Other	163	-	(271)	-	(108)
	1,197	(588)	(412)	1,620	1,817
Activities other than social housing activities					
Lettings	307	-	(106)	-	201
Donations received	382	-	-	-	382
Other	457	-	(201)	-	256
	1,146	-	(307)	-	839
Total	57,494	(588)	(51,385)	1,620	7,141

5 Income and expenditure from social housing lettings - Group

The following table relates to the group and excludes inter-group transactions.

	General needs £'000	Supported housing £'000	Affordable housing £'000	Low cost home ownership £'000	Intermediate £'000	2025 £'000
Income						
Rents net of identifiable service charges	51,062	612	7,722	309	417	60,122
Service charge income	1,574	462	-	29	-	2,065
Amortised government grants	2,281	55	1,172	80	138	3,726
Turnover from social housing lettings	54,917	1,129	8,894	418	555	65,913
Expenditure						
Management	14,040	324	1,835	239	132	16,570
Service charge costs	2,171	398	-	40	-	2,609
Routine maintenance	12,152	75	594	11	19	12,851
Planned maintenance	3,751	39	293	4	7	4,094
Major repairs expenditure	1,300	8	4	3	-	1,315
Bad debts	544	20	65	13	3	645
Depreciation of housing properties	9,282	199	3,793	343	287	13,904
Other costs	724	11	16	-	-	751
Operating expenditure on social housing lettings	43,964	1,074	6,600	653	448	52,739
Operating surplus/(deficit) on social housing lettings	10,953	55	2,294	(235)	107	13,174
Void losses	559	6	68	-	82	715

Ongo Homes Limited

Notes forming part of the financial statements
for the year ended 31 March 2025

5 Income and expenditure from social housing lettings - Group (continued)

	Total 2025 £'000	Total 2024 £'000
Income		
Rents net of identifiable service charges	60,122	50,394
Service charge income	2,065	1,711
Amortised government grants	3,726	3,046
Turnover from social housing lettings	65,913	55,151
Expenditure		
Management	16,570	15,390
Service charge costs	2,609	2,203
Routine maintenance	12,851	12,881
Planned maintenance	4,094	3,630
Major repairs expenditure	1,315	1,502
Bad debts	645	252
Depreciation of housing properties	13,904	11,878
Impairment of housing properties	-	171
Other costs	751	529
Operating expenditure on social housing lettings	52,739	48,436
Operating surplus/(deficit) on social housing lettings	13,174	6,715
Void losses	715	674

5 Income and expenditure from social housing lettings - Ongo Homes entity

The following tables relate to Ongo Homes as an entity and include all inter-group transactions.

	General needs £'000	Supported housing £'000	Affordable housing £'000	Low cost home ownership £'000	Intermediate £'000	2025 £'000
Income						
Rents net of identifiable service charges	51,062	612	7,722	309	417	60,122
Service charge income	1,574	462	-	29	-	2,065
Amortised government grants	2,281	55	1,172	80	138	3,726
Turnover from social housing lettings	54,917	1,129	8,894	418	555	65,913
Expenditure						
Management	15,063	336	1,962	257	142	17,760
Service charge costs	2,171	398	-	40	-	2,609
Routine maintenance	12,648	78	618	11	20	13,375
Planned maintenance	3,751	39	293	4	7	4,094
Major repairs expenditure	1,300	8	4	3	-	1,315
Bad debts	544	20	65	13	3	645
Depreciation of housing properties	9,574	202	3,829	348	290	14,243
Other costs	724	11	16	-	-	751
Operating expenditure on social housing lettings	45,775	1,092	6,787	676	462	54,792
Operating surplus/(deficit) on social housing lettings	9,142	37	2,107	(258)	93	11,121
Void losses	559	6	68	-	82	715

Ongo Homes Limited

Notes forming part of the financial statements
for the year ended 31 March 2025

5 Income and expenditure from social housing lettings - Ongo Homes entity (continued)

	Total 2025 £'000	Total 2024 £'000
Income		
Rents net of identifiable service charges	60,122	50,394
Service charge income	2,065	1,711
Amortised government grants	3,726	3,046
Turnover from social housing lettings	65,913	55,151
Expenditure		
Management	17,760	16,521
Service charge costs	2,609	2,203
Routine maintenance	13,375	13,704
Planned maintenance	4,094	3,630
Major repairs expenditure	1,315	1,502
Bad debts	645	252
Depreciation of housing properties	14,243	12,154
Impairment of housing properties	-	171
Other costs	751	529
Operating expenditure on social housing lettings	54,792	50,666
Operating surplus/(deficit) on social housing lettings	11,121	4,485
Void losses	715	674

6 Units of housing stock - Group and entity

	2025 Number	2024 Number
General needs housings		
- social	9,847	9,822
- affordable	1,224	1,083
- intermediate	94	60
Low cost home ownership	170	147
Supported housing	115	115
Total social housing units	11,450	11,227
Total owned	11,450	11,227
Residential leasehold	319	318
Accommodation managed for others	13	13
Total managed accommodation	332	331
Total owned and managed accommodation	11,782	11,558
Units under construction	278	321

Ongo Homes Limited
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6 Units of housing stock - Group and entity (continued)

	General needs housing - social	General needs housing - affordable	Supported housing - affordable	Intermediate
Total owned				
At start of the year	9,822	1,006	77	60
Additions in the year	59	141	1	34
Disposals in the year	(27)	(1)	-	-
Off debit (pending demolition)	(7)	-	-	-
At the end of the year	9,847	1,146	78	94

	Low cost home ownership	Supported housing - social	Housing for older people - social	Total owned
Total owned				
At start of the year	147	36	79	11,227
Additions in the year	25	-	-	260
Disposals in the year	(2)	-	-	(30)
Off debit (pending demolition)	-	-	-	(7)
At the end of the year	170	36	79	11,450

	Residential leasehold	Accommodat- ion managed for others - social	Total managed accommodation
Total managed accommodation			
At start of the year	318	13	331
Additions in the year	1	-	1
Disposals in the year	-	-	-
Off debit (pending demolition)	-	-	-
At the end of the year	319	13	332

7 Operating surplus

	Group 2025 £'000	Group 2024 £'000	Ongo Homes 2025 £'000	Ongo Homes 2024 £'000
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This is arrived at after charging/(crediting):

Depreciation of housing properties	13,904	11,879	14,243	12,154
Impairment of housing properties	-	171	-	171
Depreciation of other tangible fixed assets	132	185	126	174
Impairment of other tangible fixed assets	-	23	-	23
Impairment of investments	-	-	-	6
Impairment of investment properties	-	35	-	35
Amortisation of intangible assets	9	11	-	-
Operating lease charges - land and buildings	67	55	47	40
Operating lease charges - other	560	445	560	445
Auditors' remuneration:				
- fees payable for the audit of the group's annual accounts	106	97	106	97
- fees for tax advice	21	29	21	29

All fees for the audit of the entities' annual accounts are paid by the ultimate parent entity of the group

Ongo Homes has some operating leases where the costs are recharged to other group entities. The above values relating to the entity represent the net cost to Ongo Homes. The values in the group columns relate to the cost to the group as a whole

Ongo Homes Limited
Notes forming part of the financial statements
for the year ended 31 March 2025

8 Employees	Group 2025 £'000	Group 2024 £'000	Ongo Homes 2025 £'000	Ongo Homes 2024 £'000
Staff costs consist of:				
Wages and salaries	17,429	15,747	13,150	11,841
Social security costs	1,710	1,492	1,335	1,166
Cost of defined benefit scheme (see note 28)	860	956	844	949
Cost of defined contribution scheme	919	785	661	547
	20,918	18,980	15,990	14,503

The costs of the defined benefit scheme include the adjustments required as a result of the year end actuarial calculation. The pensions note below provides further details on employer's contributions during the year.

Ongo Homes employs staff that work for other group companies, recharging the appropriate costs of labour to those companies. The above table represents the net cost incurred as this best reflects the cost of staff undertaking work on behalf of Ongo Homes. The total cost of the defined benefit scheme across all group companies is disclosed in the note to the accounts headed "Pensions".

The average number of employees expressed as full time equivalents (calculated based on a standard working week of 37 hours, based on headcount) during the year was as follows:

	Group 2025	Group 2024	Ongo Homes 2025	Ongo Homes 2024
Housing, support and care	318.3	302.8	200.0	192.2
Craft	37.0	33.0	-	-
Development	28.2	28.7	28.2	28.7
Administration	172.4	169.2	132.4	128.3
	555.9	533.7	360.6	349.2

A defined contribution pension scheme is operated by Ongo Homes Limited on behalf of the employees of the Ongo group. The assets of the scheme are held separately from those of the group in an independently administered fund.

The pension charge represents contributions payable by the group to the fund and amounted to £919k (2024: £785k). Contributions amounting to £99k (2024: £81k) were payable to the fund by Ongo Homes Limited and £138k (2024: £114k) by the group at the year end and are included in creditors. Also included in creditors is £113k (2024: £115k) payable to the fund by Ongo Homes Limited in respect of the defined benefit scheme and £115k (2024: £116k) by the group.

The remuneration paid to staff, including the executive leadership team, earning over £60,000 upwards:

	2025 No.	2024 No.
£60,000 - £69,999	7	6
£70,000 - £79,999	5	5
£80,000 - £89,999	3	2
£100,000 - £109,999	1	-
£120,000 - £129,999	-	3
£130,000 - £139,999	2	-
£140,000 - £149,999	1	1
£170,000 - £179,999	-	1
£190,000 - £199,999	1	-

Ongo Homes Limited
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9 Key management personnel

The key management personnel are defined as the members of the Board of Management, the Chief Executive and the executive leadership team disclosed on page 3. Where board members work across the group the table below reflects the cost to the group.

	2025 £'000	2024 £'000
Directors' and senior executive emoluments	812	794
Contributions to defined contribution pension scheme	46	25
Contributions to defined benefit pension scheme	61	86

The total amount payable to the Chief Executive, who was the highest paid director in respect of emoluments, was £191,900 (2024: £179,476). Pension contributions of £36,380 (2024: £33,879) were made to a defined benefit pension scheme on his behalf.

As a member of the LGPS pension scheme, the pension entitlement of the Chief Executive is identical to those of other members with no enhanced or special terms applying.

There were three directors in the group's defined contribution pension scheme (2024: two) and two (2024: three) of the directors accrued benefits under the group's defined benefit pension scheme during the year

10 Board members

Non-executive directors received remuneration for their services on the different Group boards. Details of remuneration paid in the year can be found on the Strategic Report.

The directors received expenses during the period of £3,915 relating to reimbursement of travel costs.

The Chief Executive Officer is an Ongo Homes board member. Details of their salary can be found above. Other members of staff are directors of other companies within the Ongo Group. They received salaries for their roles as employees, they did not receive any remuneration for their position as directors. Their pension entitlements are identical to those of other members with no enhanced or special terms applying.

11 Surplus on disposal of fixed assets

	Housing properties 2025 £'000	Housing properties 2024 £'000
Disposal proceeds	1,667	1,933
Cost of disposals	(382)	(313)
Surplus on disposal of fixed assets	1,285	1,620

Transactions relating to housing properties relate solely to Ongo Homes.

In addition to the above, fixed assets - housing properties components valued at £753k were written off to operating costs as a result of components being replaced or properties demolished.

12 Interest receivable

	Group 2025 £'000	Group 2024 £'000	Ongo Homes 2025 £'000	Ongo Homes 2024 £'000
Interest receivable from group undertakings	-	-	118	112
Interest receivable and similar income	1,066	2,861	1,067	2,861
	1,066	2,861	1,185	2,973
Net interest on net defined benefit asset (note 28)	1,322	1,027	1,322	1,027
	2,388	3,888	2,507	4,000

Ongo Homes Limited
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13 Interest payable and similar charges	Group 2025 £'000	Group 2024 £'000	Ongo Homes 2025 £'000	Ongo Homes 2024 £'000
Bank loans and overdrafts	5,480	3,332	5,480	3,329
Other interest	1,228	1,225	1,228	1,225
	6,708	4,557	6,708	4,554

14 Taxation on surplus on ordinary activities

Ongo Homes Limited is considered to pass the tests set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Society has 'charitable status' and is potentially exempt from taxation in respect of income and capital gains arising from certain categories covered by Chapter 3 Part 11 Corporation Tax Act 2010 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

	Group 2025 £'000	Group 2024 £'000	Ongo Homes 2025 £'000	Ongo Homes 2024 £'000
UK corporation tax				
Current tax on surplus for the year	73	238	(25)	24
Taxation charge/(credit) on surplus on ordinary activities	73	238	(25)	24

The tax assessed for the year differs to the standard rate of corporation tax in the UK applied to surplus before tax. The differences are explained below:

	Group 2025 £'000	Group 2024 £'000	Ongo Homes 2025 £'000	Ongo Homes 2024 £'000
Surplus/(loss) on ordinary activities before tax	8,428	5,965	9,271	6,809
Surplus on ordinary activities at the standard rate of corporation tax in the UK of 25% (2024 - 25%)	2,107	1,491	1,761	1,294
Expenses not deductible for tax purposes	11	1	-	-
Income not taxable	(2,379)	(1,586)	(1,761)	(1,270)
Adjustments to prior periods	(25)	(10)	(25)	-
Tax adjustments, reliefs and transfers - net	359	342	-	-
Total tax charge for period	73	238	(25)	24

15 Intangible assets

Group	Goodwill £'000
Cost or valuation	
At 1 April 2024	112
Additions	-
At 31 March 2025	112
Amortisation	
At 1 April 2024	(103)
For the year	(9)
At 31 March 2025	(112)
Net book value	
At 31 March 2024	9
At 31 March 2025	-

Ongo Homes does not own any intangible assets.

Ongo Homes Limited
Notes forming part of the financial statements
for the year ended 31 March 2025

16 Tangible fixed assets - Housing properties - Group

Group	Land and buildings completed £'000	Land and buildings under construction £'000	Shared ownership completed £'000	Shared ownership under construction £'000	Total £'000
Cost:					
At 1 April 2024	411,803	17,231	7,987	1,410	438,431
Additions:					
- construction costs	-	39,755	-	3,620	43,375
- replaced components	13,374	-	-	-	13,374
- transfers on completion	43,262	(43,262)	2,324	(2,324)	-
- outright purchase	-	-	-	-	-
Disposals:					
- replaced components	(2,249)	-	-	-	(2,249)
- other	(671)	-	(1,501)	-	(2,172)
- transfer from/(to) stock	-	-	(207)	-	(207)
At 31 March 2025	465,519	13,724	8,603	2,706	490,552
Depreciation:					
At 1 April 2024	(125,017)	-	(466)	-	(125,483)
Charge for the year	(13,566)	-	(338)	-	(13,904)
Eliminated on disposals:					
- replaced components	1,496	-	-	-	1,496
- other	391	-	48	-	439
Impairment	-	-	-	-	-
At 31 March 2025	(136,696)	-	(756)	-	(137,452)
Net Book Value:					
At 31 March 2024	286,786	17,231	7,521	1,410	312,948
At 31 March 2025	328,823	13,724	7,847	2,706	353,100

The net book value of housing properties may be further analysed as:

	2025 £'000	2024 £'000
Freehold	353,100	312,948

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for the year ended 31 March 2025

16 Tangible fixed assets - Housing properties (continued)

Ongo Homes - entity only	Land and buildings completed £'000	Land and buildings under construction £'000	Shared ownership completed £'000	Shared ownership under construction £'000	Total £'000
Cost:					
At 1 April 2024	418,151	17,929	8,092	1,596	445,768
Additions:					
- construction costs	-	39,365	-	3,788	43,153
- replaced components	14,548	-	-	-	14,548
- transfers on completion	43,802	(43,802)	2,353	(2,353)	-
- outright purchase	-	-	-	-	-
Disposals:					
- replaced components	(2,249)	-	-	-	(2,249)
- other	(671)	-	(1,501)	-	(2,172)
- transfer from/(to) stock	-	-	(207)	-	(207)
At 31 March 2025	473,581	13,492	8,737	3,031	498,841
Depreciation:					
At 1 April 2024	(125,739)	-	(466)	-	(126,205)
Charge for the year	(13,895)	-	(348)	-	(14,243)
Eliminated on disposals:					
- replaced components	1,496	-	-	-	1,496
- other	391	-	48	-	439
Impairment	-	-	-	-	-
At 31 March 2025	(137,747)	-	(766)	-	(138,513)
Net Book Value					
At 31 March 2024	292,412	17,929	7,626	1,596	319,563
At 31 March 2025	335,834	13,492	7,971	3,031	360,328

The net book value of housing properties may be further analysed as:

	2025 £'000	2024 £'000
Freehold	360,328	319,563
Works to properties		
Improvements to existing properties capitalised	14,548	9,328
Major repairs expenditure to statement of comprehensive income	1,315	1,502
	15,863	10,830

Ongo Homes Limited
Notes forming part of the financial statements
for the year ended 31 March 2025

17 Other tangible fixed assets

Group	Office buildings £'000	Plant, machinery and vehicles £'000	Fixtures, fittings, tools and equipment £'000	Total £'000
Cost				
At 1 April 2024	2,827	1	1,589	4,417
Additions	5	-	-	5
Disposals	-	-	-	-
At 31 March 2025	2,832	1	1,589	4,422
Depreciation				
At 1 April 2024	(650)	(1)	(1,440)	(2,091)
Charge for year	(100)	-	(32)	(132)
Impairment	-	-	-	-
At 31 March 2025	(750)	(1)	(1,472)	(2,223)
Net Book Value				
At 31 March 2024	2,177	-	149	2,326
At 31 March 2025	2,082	-	117	2,199

The net book value of office buildings may be further analysed as:

	2025 £'000	2024 £'000
Freehold	1,722	1,784
Long leasehold	360	393
	2,082	2,177

Ongo Homes entity	Office buildings £'000	Fixtures, fittings, tools and equipment £'000	Total £'000
Cost			
At 1 April 2024	2,827	1,544	4,371
Additions	5	-	5
At 31 March 2025	2,832	1,544	4,376
Depreciation			
At 1 April 2024	(650)	(1,413)	(2,063)
Charge for year	(100)	(26)	(126)
Impairment	-	-	-
At 31 March 2025	(750)	(1,439)	(2,189)
Net Book Value			
At 31 March 2024	2,177	131	2,308
At 31 March 2025	2,082	105	2,187

The net book value of office buildings may be further analysed as:

	2025 £'000	2024 £'000
Freehold	1,722	1,784
Long leasehold	360	393
	2,082	2,177

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18 Investment properties

	Commercial £'000	Total £'000
Cost:		
At 1 April 2024	1,360	1,360
Revaluations	-	-
At 31 March 2025	1,360	1,360

The investment properties are valued annually on 31 March at fair value, determined by an independent, professionally qualified valuer. The valuations were carried out by a RICS registered surveyor and were calculated on market value subject to tenancy, based on his knowledge of our commercial stock, recent valuations of similar properties and extensive knowledge of the local market.

If investment property had been accounted for under the historic cost accounting rules, the properties would have been measured as follows:

	2025 £'000	2024 £'000
Historic cost	1,197	1,197
Accumulated depreciation	(154)	(132)
	1,043	1,065

The investment properties are owned by Ongo Homes.

19 Fixed asset investments

Group	Other £'000	Total £'000
Cost:		
At 1 April 2024	30	30
Additions	-	-
At 31 March 2025	30	30

Other investments relate to the following:

Name	Country of incorporation	Proportion of ordinary share capital held	Nature of business	Nature of entity
MORhomes PLC	England	0.63%	Funding vehicle for social housing	Incorporated company

Ongo Homes Limited
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19 Fixed asset investments (continued)

Ongo Homes entity	Subsidiaries £'000	Other £'000	Total £'000
Cost			
At 1 April 2024	50	30	80
Disposals	-	-	-
Impairment	-	-	-
At 31 March 2025	50	30	80

Details of subsidiary undertakings and other investments

The principle undertakings in which the entity had an interest at the year end were as follows:

Name	Country of incorporation	Proportion of voting rights held	Nature of business	Nature of entity
Ongo Developments Limited	England	100%	Development company	Incorporated company
Ongo Communities Limited	England	100%	Community investment	Incorporated charity
Ongo Recruitment Limited	England	100%	Employment services	Incorporated company
Crosby Brokerage Limited	England	100%	Business services	Incorporated company
Ongo Roofing Limited	England	100%	Roofing	Incorporated company
Ongo Heating & Plumbing Limited	England	100%	Heating and plumbing	Incorporated company

20 Stocks

	Group 2025 £'000	Group 2024 £'000	Ongo Homes 2025 £'000	Ongo Homes 2024 £'000
Raw materials and consumables	223	199	20	34
Work in progress	59	67	-	-
Property for resale - work in progress	1,087	1,750	-	-
Property for resale - stock	-	-	-	-
Properties - shared ownership first tranche	1,230	1,023	1,230	1,023
	2,599	3,039	1,250	1,057

Replacement cost

Included in the amount shown for stocks of raw materials and consumables are items valued at cost on a first in, first out basis. The replacement cost of these items at 31 March 2025 was equivalent to the amount at which they are included in the accounts.

Ongo Homes Limited
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21 Debtors

	Group 2025 £'000	Group 2024 £'000	Ongo Homes 2025 £'000	Ongo Homes 2024 £'000
Due within one year				
Rent and service charge arrears	2,107	1,743	2,107	1,743
Less: Provision for doubtful debts	(1,503)	(1,200)	(1,503)	(1,200)
	604	543	604	543
Trade debtors	974	641	28	1
Amounts owed by group undertakings	-	-	278	390
Other debtors	901	974	649	825
Prepayments and accrued income	1,741	1,526	1,574	1,328
	4,220	3,684	3,133	3,087
Due after one year				
Amounts owed by group undertakings	-	-	1,784	1,551
	-	-	1,784	1,551

The amounts owed by group undertakings falling due after one year relates to a loan. The repayment of this loan and related interest is determined by future trading and as such there is no definitive repayment date. The amounts falling due within one year relate to a loan and balances due from inter-company trading. Interest is charged on the loans.

22 Creditors: amounts falling due within one year

	Group 2025 £'000	Group 2024 £'000	Ongo Homes 2025 £'000	Ongo Homes 2024 £'000
Trade creditors	1,193	1,194	481	510
Rent and service charges received in advance	2,893	2,748	2,893	2,748
Taxation and social security	703	714	303	291
Other creditors	1,144	977	529	393
Recycled capital grant fund (note 24)	21	8	21	8
Deferred capital grants (note 25)	4,099	3,633	4,099	3,633
Accruals and deferred income	7,051	6,459	6,895	6,123
	17,104	15,733	15,221	13,706

Ongo Homes Limited
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23 Creditors: amounts falling due after more than one year

	Group 2025 £'000	Group 2024 £'000	Ongo Homes 2025 £'000	Ongo Homes 2024 £'000
Loans and borrowings (note 26)	143,950	118,929	143,950	118,929
Premium on bLEND loan issue	6,832	7,067	6,832	7,067
Recycled capital grant fund (note 24)	66	11	66	11
Deferred capital grants (note 25)	85,859	78,337	85,859	78,337
	236,707	204,344	236,707	204,344

The loans and borrowings are secured by charges over a number of properties included within tangible fixed assets.

In a previous year the Society received the proceeds of bonds issued by bLEND at a premium to par. These premiums are amortised to the Statement of Comprehensive Income over the life of the loan to offset the interest paid.

24 Recycled capital grant fund (RCGF)

	Group 2025 £'000	Group 2024 £'000	Ongo Homes 2025 £'000	Ongo Homes 2024 £'000
At 1 April 2024	19	19	19	19
Inputs: grants to recycle	65	-	65	-
Interest accrued	3	-	3	-
Recycling: grants recycled	-	-	-	-
At 31 March 2025	87	19	87	19
RCGF creditor falling due within one year	21	8	21	8
RCGF creditor falling due after one year	66	11	66	11
	87	19	87	19
Amount three years or older where repayment may be required	8	-	8	-

25 Deferred capital grant

	Group 2025 £'000	Group 2024 £'000	Ongo Homes 2025 £'000	Ongo Homes 2024 £'000
At 1 April 2024	81,970	58,975	81,970	58,975
Grants received during the year	11,779	5,369	11,779	5,369
Acquired through stock purchase	-	20,672	-	20,672
Movement in recycled capital grant fund	(65)	-	(65)	-
Released to income during the year	(3,726)	(3,046)	(3,726)	(3,046)
At 31 March 2025	89,958	81,970	89,958	81,970

During the year Ongo Homes received £2.3m grant funding in the form of the Social Housing Decarbonisation Fund from the Department of Energy Security and Net Zero to contribute to total expenditure on a £6.7m project to upgrade housing stock to EPC band C or above. The project's aims are to deliver warm, energy efficient homes, reduce carbon emissions and fuel bills, tackle fuel poverty and support employment in the green economy. The costs are incurred over the current and following year.

Ongo Homes Limited
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26 Loans and borrowings

Maturity of debt:	Other loans 2025 £'000	Bank loans 2025 £'000	Total 2025 £'000
Group and Ongo Homes			
In one year, or on demand	-	-	-
In more than one year but not more than two years	-	24,951	24,951
In more than two years but not more than five years	-	31,804	31,804
In more than five years	49,460	37,735	87,195
	49,460	94,490	143,950
	Other loans 2024 £'000	Bank loans 2024 £'000	Total 2024 £'000
Group and Ongo Homes			
In one year, or on demand	-	-	-
In more than one year but not more than two years	-	-	-
In more than two years but not more than five years	-	20,000	20,000
In more than five years	49,441	49,488	98,929
	49,441	69,488	118,929

Ongo Homes is carrying loans as detailed below:

	Interest rate	2025 £'000	2024 £'000
<u>Bank loans</u>			
Repayable October 2029	6.47%	12,000	12,000
Repayable October 2030	6.78%	10,000	10,000
Repayable October 2031	6.64%	10,000	10,000
Repayable October 2033	6.49%	18,000	18,000
<u>Revolving credit facility</u>			
Repayable February 2027	Sonia rate + 0.975%	25,000	-
Repayable February 2028	Sonia rate + 1.075%	20,000	20,000
<u>bLend</u>			
Repayable March 2054	2.92%	50,000	50,000
		145,000	120,000

Where issue costs have been incurred they are deducted from the initial carrying value of the loans and are charged to the Statement of Comprehensive Income as part of the interest charge. They are calculated using the amortised cost method.

The bank loans and the revolving credit facility are secured by specific charges over the Association's housing properties. They are repayable at varying rates of interest as detailed above.

The loan from bLEND is secured by specific charges over the Association's housing properties. The coupon rate of the bond issued by bLEND was 2.922%, however due to the bond premium received the effective rate for the Society is 2.251%.

During March 2024 the Association secured a further loan of £25m from bLEND. No amount has been drawn down on this loan by the end of the financial year.

The Association has, since the year end, drawn down an additional £5m from its revolving credit facility.

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27 Financial instruments

The group's financial instruments may be analysed as follows:

	Group 2025 £'000	Group 2024 £'000	Ongo Homes 2025 £'000	Ongo Homes 2024 £'000
Financial assets				
Financial assets measured at historical cost				
- Trade receivables	1,578	1,184	632	544
- Other receivables	2,642	2,500	2,223	2,153
- Cash and cash equivalents	24,175	23,731	20,593	20,068
Total financial assets	28,395	27,415	23,448	22,765
Financial liabilities				
Financial liabilities measured at amortised cost				
- Loans payable	143,950	118,929	143,950	118,929
Financial liabilities measured at historical cost				
- Trade creditors	1,193	1,194	481	510
- Other creditors	11,812	10,906	10,641	9,563
Total financial liabilities	156,955	131,029	155,072	129,002

28 Pensions

Two pension schemes are operated by the group.

Defined contribution pension scheme (Aviva)

This scheme, which commenced in 2012, is open to all staff, excluding agency, employed by the group. The assets are held independently in a separately administered fund.

Defined benefit pension scheme (LGPS)

The Group participates in the multi employer Local Government Pension Scheme, 'East Riding Pension Fund', a final salary scheme, which was established under an irrevocable Deed of Trust. The Deed determines the appointment of trustees to the fund. The scheme is managed by a corporate trustee accountable to the pension scheme members. The trustees of the fund are required to act in the best interests of the beneficiaries.

At 31 March 2025 there were 125 active employees in the LGPS. This scheme is only offered to new employees who are already members of the scheme through previous employment.

Pension benefits depend upon age, length of service and salary level.

A full actuarial valuation of the defined benefit scheme was carried out at 31 March 2022 and updated to 31 March 2025 by a qualified independent actuary. Contributions to the scheme are made by the Society based on the advice of the actuary and with the aim of making good any deficit over the remaining working life of the employees.

The employer's contribution to the scheme during the year was £1,071k (2024: £1,050k) at a contribution rate of 20% of pensionable salaries. Estimated employer contributions for the year ending 31 March 2026 are £1,071k.

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28 Pensions (continued)

	2025 £'000	2024 £'000
Reconciliation of present value of plan liabilities		
At the beginning of the year	48,400	48,231
Current service cost	860	956
Interest cost	2,340	2,285
Benefits paid	(1,476)	(1,574)
Participant contributions	364	364
Changes in financial assumptions	(8,202)	(3,097)
Changes in demographic assumptions	(84)	(281)
Other experience	(433)	1,516
At the end of the year	41,769	48,400
Reconciliation of fair value of plan assets		
At the beginning of the year	75,579	69,809
Interest income on plan assets	3,662	3,312
Contributions by employer	1,071	1,050
Participant contributions	364	364
Other experience	-	-
Return on assets (excluding amounts included in net interest)	179	2,618
Benefits paid	(1,476)	(1,574)
At the end of the year	79,379	75,579
Net pension scheme asset	37,610	27,179
In line with the requirements of section 28 of FRS102, and in accordance with the group's accounting policy, the plan surplus has not been recognised as a defined benefit asset. The balance sheet represents a nil asset/nil liability position		
Amounts recognised in statement of comprehensive income are as follows:		
Included in administrative expenses:		
Current service cost	860	956
	860	956
Amounts included in other finance income/costs		
Net interest receivable / (charge)	1,322	1,027

Ongo Homes Limited
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28 Pensions (continued)

	2025	2024
	£'000	£'000
Analysis of actuarial gain/(losses) recognised in other comprehensive income:		
Actual return less interest included in net interest income	179	2,618
Changes in assumptions underlying the present value of the scheme liabilities	8,202	3,097
Changes in demographic assumptions	84	281
Other experience	433	(1,516)
Restrict net asset position, as detailed above	(10,431)	(5,601)

Actuarial (losses)/gains on defined benefit pension scheme	(1,533)	(1,121)
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	2025	2024
	£'000	£'000
Composition of plan assets		
European equities	61,121	56,684
European bonds	11,113	12,093
Property	5,557	6,046
Cash	1,588	756
	79,379	75,579

The actual return on plan assets during the year was 8.2%.

	2025	2024
Principal actuarial assumptions used at the balance sheet date		
Discount rates	5.80%	4.85%
Future salary increases	2.75%	2.75%
Future pension increases	2.75%	2.75%
Inflation assumption	2.75%	2.75%
Mortality rates (years)		
for a male aged 65 now	20.5	20.6
at 65 for a male aged 45 now	21.2	21.4
for a female aged 65 now	23.5	23.5
at 65 for a female aged 45 now	25.0	25.0

29 Share capital

The Association is limited by guarantee and does not issue shares.

The proportion of voting rights in Ongo Homes is as follows:

Tenant shareholders	56%
Independent shareholders	44%

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30 Operating leases

The group had minimum lease payables under non-cancellable operating leases as set out below:

Group	Land and buildings £'000	Vehicles £'000	2025 £'000	2024 £'000
Not later than 1 year	-	88	88	145
Later than 1 year and not later than 5 years	100	-	100	88
Later than 5 years	30	-	30	-
	130	88	218	233

Ongo Homes	Land and buildings £'000	Vehicles £'000	2025 Total £'000	2024 Total £'000
Not later than 1 year	-	88	88	131
Later than 1 year and not later than 5 years	-	-	-	88
Later than 5 years	-	-	-	-
	-	88	88	219

Ongo Homes operates from a building under a licence to occupy. There was no formal lease in place at the year end and therefore no amounts have been included in the above table, nor any shown as operating lease payments made during the year.

Ongo Homes has some operating leases where the costs are recharged to other group entities. The above values relating to the entity represent the total amounts payable for the leases, regardless of the recharges

31 Capital commitments

	Group 2025 £'000	Group 2024 £'000	Ongo Homes 2025 £'000	Ongo Homes 2024 £'000
Contracted but not provided for	38,553	51,684	39,928	53,778
Approved by the Board but not contracted for	31,323	19,768	32,505	20,353
	69,876	71,452	72,433	74,131

Capital commitments for the group will be funded as follows:

	Group 2025 £'000	Ongo Homes 2025 £'000
Social Housing Grant	1,899	1,899
Current undrawn loan facilities	50,000	50,000
Existing and future reserves	17,977	20,534
	69,876	72,433

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32 Related party disclosures

The ultimate controlling party of the group is Ongo Homes Limited.

The board includes three tenant members. Tenant Board Members have a standard tenancy agreement and they are required to fulfil the same obligations and receive the same benefits as other residents. They cannot use their position to their advantage.

The total rent charged for the year was £18,908 and each of the tenants had a credit balance at the year end, which in aggregate totalled £1,943.

The following transactions took place between Ongo Homes and its other group members during the year:

	2025	2024
	£'000	£'000
Summary of transactions in the year		
Interest received on loans	118	112
Sales of goods and services	261	260
Purchase of goods and services, including capital costs	(21,685)	(18,763)
Community investment expended	(1,108)	(1,073)
Gift aid income	225	257
Management fees received	366	329
Summary of balances at the year end		
Intercompany loans, including interest, and balances due from group members	2,062	1,941
Other creditors	(2,184)	(2,828)

Group companies comprise those detailed in note 19 to the accounts.

33 Net debt reconciliation

Group	At 1 April 2024 £'000	Cash flows £'000	At 31 March 2025 £'000
Cash at bank and in hand	23,731	444	24,175
Borrowings	(118,929)	(25,021)	(143,950)
Net debt	(95,198)	(24,577)	(119,775)
Ongo Homes			
	At 1 April 2024 £'000	Cash flows £'000	At 31 March 2025 £'000
Cash at bank and in hand	20,068	525	20,593
Borrowings	(118,929)	(25,021)	(143,950)
Net debt	(98,861)	(24,496)	(123,357)

34 Contingent assets

Under the Right to Acquire and Right to Buy schemes a discount is provided to the tenant/home owner. As part of the conditions of sale this discount becomes repayable if the property is sold within five years from the date of purchase.

35 Post balance sheet events

On 5 September 2025, Ongo Heating and Plumbing Limited acquired 100% of the share capital of Trent Valley Electrical Services Limited, a company incorporated in England and Wales. As the acquisition took place after the reporting date, it is treated as a non-adjusting event under FRS102.