

# Our three strategies

## 2024 – 2029

Our new Corporate Plan for 2024 – 2029 builds on what we have already achieved during our previous plan, improving and setting ambitions to achieve even more over the next 5 years.

The new plan is centered around three new 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** **Growth & sustainability**

In order to deliver on these objectives, we have developed our three new strategies with supporting plans. These strategies and plans will detail exactly how we will go from where we are now to where we want to be in 2029 and the goals we will achieve to give assurance that we have delivered on our objectives.

Our strategies set out the key areas that will have the greatest impact on us achieving our objectives and are inextricably linked to our:

- **Corporate Plan**
- **Annual strategic plans**
- **Service/team plans**
- **Organisational policies, frameworks and procedures**
- **PDRs (Personal Development Reviews) of our colleagues**

Without all mentioned above, it would be impossible to achieve what we hope. Each element compliments the others and having them linked will mean we are able to live by our values; Partnership, Drive & Responsibility and ensure that everything we do is put back into our communities.

We know that success can't happen overnight and we are fully aware that there is a lot of work for us to do to deliver on our overarching objectives. We want to make sure that we focus on the right things at the right time and that we have the resources in place to be able to succeed. In order to do this, we will publish annual strategic plans that underpin what we say we want to achieve in each of our strategies. These annual plans will direct the organisation in terms of the priorities and main areas of focus. All service / team plans will be developed to align to the annual plans to ensure everything we do in our work links to the achievement of the annual priorities and, ultimately, the success of the 2024-2029 Corporate Plan and Ongo Homes.



# Be a great landlord

## Customer focus

## Growth & sustainability

### What does it mean to be a great landlord?

**Following extensive consultation with our tenants, colleagues, Leaders and Board members, we know that to be a great landlord means a number of different things. But ultimately, being a great landlord means:**

- 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

### How will we achieve our objective to be a great landlord?

**All homes being in good repair, and are safe and secure in clean, well-maintained neighbourhoods that are thriving with community spirit**

- Data collected from stock condition surveys will be used to inform improvement and maintenance programme works
- We will have a planned approach to neighbourhood maintenance to ensure estates are kept clean, tidy and well maintained
- We will provide opportunities for tenants and customers to be involved in the development and maintenance of their neighbourhoods

**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**

- We will make sure we complete repairs within agreed timescales and, where we can't, we will make sure tenants know why and when they can expect the repair to be done
- We will attend to emergency repairs within 24 hours to make sure our tenants are safe and secure in their home. Where we can't do this, we will offer to arrange for the household to stay in suitable alternative accommodation, until it is safe for them to return to their home
- Tenants will have the information available to track their repair and know what is happening from reporting through to completion and also know what improvements and/or developments are coming up

**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**

- We will use feedback from tenants and customers to inform and improve our services and to make sure we focus our resources appropriately
- We will empower and support tenants and customers, and offer a variety of methods and opportunities for them to have their say in a way that suits them to influence services and decisions
- We will use data and technology to drive communication with our tenants and customers so they get the information they need, when they need it in their preferred method



## What are our goals for 2029?

So how will we know we are a **great landlord?**

Our tenants and customers are at the heart of everything we do here at Ongo. What they tell us massively impacts on the services we provide and how we deliver them. Customer focus isn't something that can be fixed quickly and is largely impacted by the work we do in other strategic areas of focus – especially in terms of being a great landlord. We will monitor the progress on this objective closely to ensure there is consistency and improvement in this area.

### By 2029:

- Neighbourhood estate maintenance plans that are easy to access by tenants will be published annually
- Ongo Homes will provide tenants with access to their property and tenancy information
- Improvement work plans that are easy to access by tenants will be published annually
- We will continue to complete stock condition surveys on all our properties on a 5-year cycle
- At least 80% of tenants will tell us that we keep them informed
- At least 80% of tenants will be satisfied that we listen to them and act on their views
- At least 90% of tenants will be satisfied that their home is well maintained
- At least 90% of tenants will be satisfied that their home is safe
- At least 90% of tenants will tell us their communal areas are clean and well maintained
- At least 90% of tenants will be satisfied that Ongo makes a positive contribution to their neighbourhood
- At least 90% of tenants will be satisfied with the time taken to complete their most recent repair
- At least 90% of reported non-emergency repairs will be completed within the agreed timescales
- At least 90% of tenants will be satisfied with the overall repairs service
- At least 97% of reported emergency repairs will be completed within the agreed timescales
- Ongo will be 100% compliant with the Decent Homes Standard
- We will make sure tenants are safe in their homes by aiming to be 100% compliant with all relevant health and safety inspections



# Be a great landlord

## Customer focus

### Growth & sustainability

#### What does it mean to be customer focused?

**Following extensive consultation with our tenants, colleagues, Leaders and Board members, we know that to be truly customer focussed there are a lot of things to consider. Essentially, the fundamentals are:**

- 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

#### How will we achieve our objective of being customer focused?

**Having a customer focussed culture at Ongo and being totally committed to our values and the work we do**

- Ongo will ensure 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 the board
- Our colleagues are motivated, accountable, committed and focused on doing the right thing and delivering an excellent customer experience. They will understand the needs of our tenants and customers and are representative of the communities we serve
- We will deliver services based on the needs of our tenants and customers, including reasonable adjustments to improve the overall customer journey, identify areas for improvement and concentrate on making changes that add most value and positive outcomes for our tenants and customers

**Having a professional, competent and suitably qualified workforce with access to the appropriate systems to deliver excellent services**

- We will support our colleagues to learn and develop through professional development, experience and learning opportunities
- We will have a high-performing workforce that demonstrate our vision and values by delivering a great customer journey in all that they do
- All our colleagues will have easy, streamlined access to the systems and equipment they need wherever they are to perform the duties of their role to the highest standards

**Investing in local communities, employment and training to ensure tenants and customers are supported and empowered to thrive in their homes and communities**

- We will offer and sign-post to community development activities and programmes for tenants and customers to enhance their lives but also empower them to contribute to their local communities
- We will signpost or offer support to our tenants where required to help them sustain their tenancies
- We will respond appropriately to complaints of antisocial behaviour and work with other agencies to help our tenants feel and be safe and thrive in their communities



## What are our goals for 2029?

So how will we know we are **customer focused?**

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### By 2029:

- We will respond to all complaints within the Complaint Handling Code timescales
- Our workforce, including leaders and our Board will be representative of the communities we serve
- All tenant and customer data will be regularly reviewed to ensure we deliver services at the right time, making reasonable adjustments when and where required to meet the customer need
- Our digital systems will complement each other to ensure colleagues are able to carry out their roles effectively, efficiently and consistently
- All our colleagues will have the relevant qualifications required to do their job
- Colleagues will have access to all the learning and development opportunities required to continue their professional development
- The majority of tenants will be satisfied with our approach to complaint handling
- We will reduce the number of complaints that are escalated to the next stage, aiming to resolve the majority at Stage 1
- Our employee engagement scores will improve each year from 2024 to 2029 and we aim to be a 3-star employer as scored through the Best Companies survey
- Ongo Homes Group will aim to invest at least £5m in community projects and create training, wellbeing and employment opportunities for at least 3,500 tenants and customers
- For every £1 invested, we aim to achieve at least £15 social value, measured using the Housing Association Charitable Trust (HACT) methodology
- At least 60% of tenants will tell us they are satisfied with our approach to handling anti-social behaviour
- At least 80% of tenants will tell us that we treat them fairly and with respect
- At least 90% of new tenants will be satisfied with the overall condition home at the time of letting
- Overall customer satisfaction will be at least 90%



# Be a great landlord

## Customer focus

# Growth & sustainability

## What does growth & sustainability mean?

**Following extensive consultation with our tenants, colleagues, Leaders and Board members, we know that to grow and be sustainable can mean many different things. We have used the feedback received and identified the key themes for Ongo in respect of 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

## How will we achieve our objective of growth and sustainability?

**Investing in our existing homes and building and acquiring homes, ensuring they are fit for purpose and cost-effective**

- We will use our stock surveys and the advice of relevant external advisors and partners to produce and deliver an ambitious improvement programme to our existing homes to ensure they meet the needs of our tenants and their households to remain in their homes for longer
- We will have a new build programme in place for building a variety of affordable home options that meet housing needs in the communities within which we work.
- We will use smart technology to enhance safety and efficiency within our homes and use the data to inform decisions, save money and enhance our customer journey.

**Improving our local environments and reducing our carbon footprint**

- 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
- We will educate our colleagues, tenants and customers to ensure environment, sustainability and carbon reduction is considered in everything they do
- We will review green spaces in our local communities in line with our carbon reduction objectives

**Continuously working to improve our financial stability and governance of the organisation**

- We will assess ourselves against the regulatory standards and against our peers to ensure a pro-active approach in relation to compliance, and to ensure the efficiency and effectiveness of our business
- We will ensure our business operations are sustainable, efficient and value for money
- We will regularly report on our operations and financial position to our internal and external governance structures



## What are our goals for 2029?

So how will we know we are **growing and are sustainable?**

We know there is a significant lack of affordable housing options available to meet the demand and needs of people across the country. Locally that's no different. Our housing demand outweighs the supply so we must grow our housing stock to overcome this issue. We are also facing the challenge of the government's direction on net-zero by 2050, we must do all we can as an organisation to achieve this. Changes in legislation, regulation and the potential changes politically could also add to the challenges we as a sector face but Ongo is confident that our new Corporate Plan and underpinning strategies will ensure that we continue to improve the organisation's financial viability and governance.

### By 2029:

- We will own a variety of type of homes to enable us to meet demand and household need
- All new homes will be built to the future homes standard, and to a minimum of energy efficiency rating EPC B (or equivalent)
- All existing homes, premises and operations will have a clear pathway to optimum energy and carbon efficiency
- We will remain a well governed and financially sustainable business remaining fully compliant with all regulatory standards and gradings
- We will maintain an appropriate accreditation in demonstrating our commitment to sustainability
- We will add at least 1,200 new homes to our housing stock
- Our commercial businesses will be making combined profits in excess of £500,000 year on year and these profits will be used in support of Ongo's corporate objectives
- We will aim for all existing properties to meet at least EPC rating C