Strategic ASSET MANAGEMENT PLAN 2026 - 2029

WELCOME TO OUR 2026-2029

Strategic Asset Management Plan

This plan has been developed alongside the new Strategic Development Plan to ensure we meet the targets set out in our 2024-2029 Corporate Plan. Being at the core of our operations, good asset management is key to ensuring happy and satisfied tenants and customers, as well as providing value for money to allow us to grow and develop in order to achieve our corporate objectives.

Be a great landlord

Customer focus

Growth and sustainability

We are committed to delivering a quality service to tenants and customers, ensuring our homes and communities are safe and well-maintained, and are places to be proud of. Achieving this requires continued investment in our existing homes alongside the development of new ones, so that our communities remain desirable and sustainable places to live and work, especially as the housing sector evolves.

Asset and Sustainability team

Context and operating environment

The introduction of the Building Safety Act and the most significant reform of Social Housing Regulation since its inception have raised expectations from both tenants and regulators - making effective property management more critical than ever.

UK government has set targets for all rental properties. Tragic events like Grenfell and the death of Awaab Ishak have underscored the urgent need to improve the quality and safety of rented homes.

Our top priority is keeping homes, tenants, and communities safe. This plan puts data-driven asset management at its core, ensuring we fully understand the condition of our properties. We're also committed to sustainability, aiming for all homes to meet at least an EPC rating C by 2029, in line with our Corporate Plan.

Decent Homes Standard

The Decent Homes Standard is under review, by the UK government, with changes to be implemented by 2035. Instead of focusing on the age of kitchens and bathrooms, the new approach is likely to assess overall condition. Updates are also planned for the safety of windows and doors, and the list of essential components is likely to grow. No matter the final outcome, we know more investment will be needed to bring our homes up to standard.

The government is also simplifying the Housing Health & Safety Rating System (HHSRS), which helps identify hazards in homes. These changes will affect both the level of investment required and how quickly work can be carried out across our homes.

Consumer Standards

In April 2024, the Regulator of Social Housing introduced new Consumer Standards to ensure tenants live in safe and decent homes and receive quality services. This includes the Safety and Quality Standard, where we are duty bound to keep homes safe and to a decent standard, and the Transparency, Influence and Accountability Standard, which demonstrates how we must include tenants in decision making and communicate effectively.

Awaab's Law

On 27 October 2025, Awaab's Law went live. This puts legally binding timeframes on us to identify and remedy hazards, especially damp and mould. This forms part of the Social Housing Act 2023 and links closely with decarbonisation, as a well-insulated and ventilated home reduces the risk of mould.

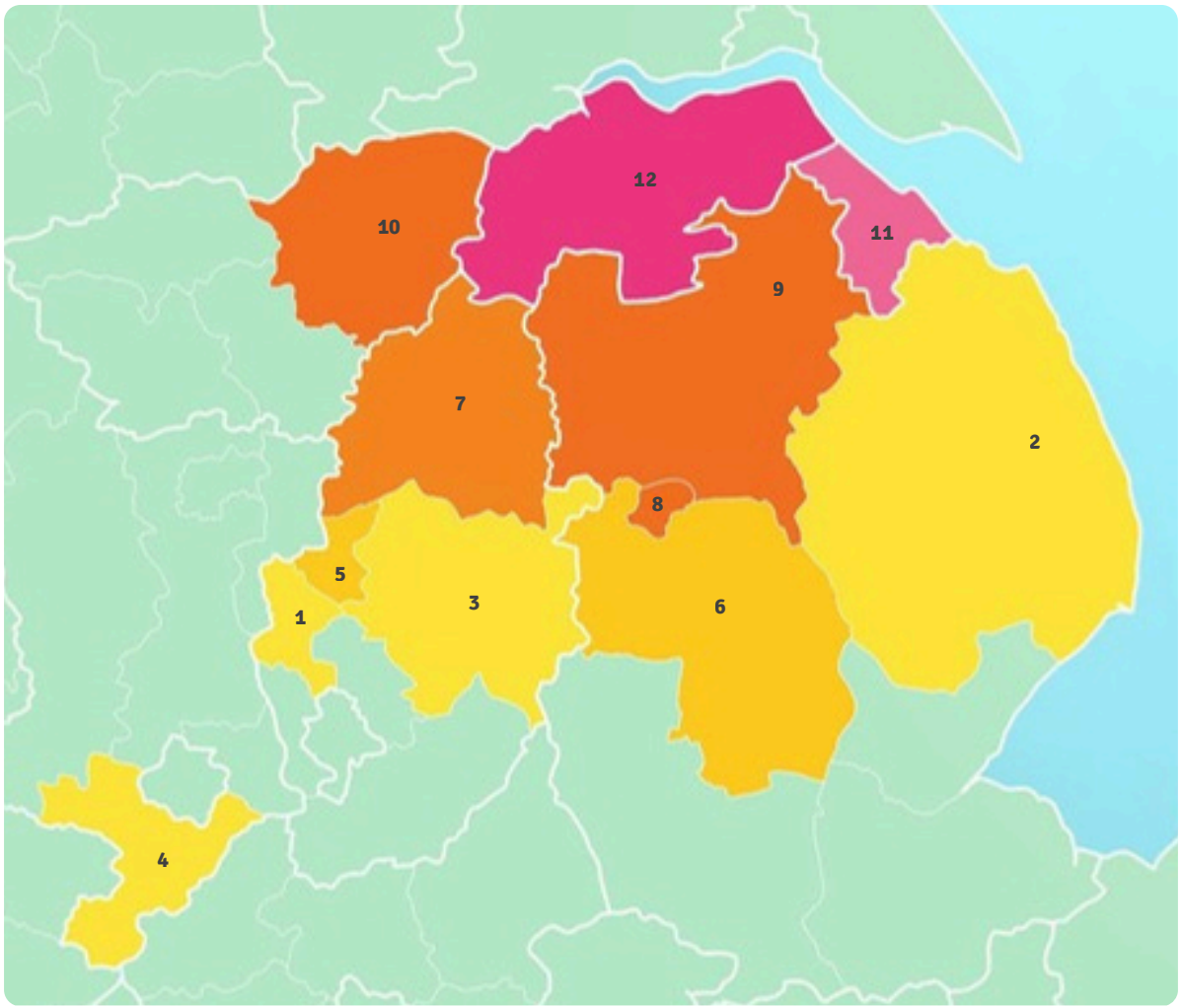
Decarbonisation

The UK government has set a target for all rental properties to achieve a minimum rating of C on Energy Performance Certificates (EPC) by 2030. We are required to improve the energy performance of all homes below this standard by upgrading the building fabric of homes, installing new heating systems and/or installing renewable energy. We hope to reduce the heat demand of homes (the amount of energy needed to keep a home at a comfortable temperature), as well as fuel poverty (when we cannot afford to heat our home).

Building safety act

Landlords must ensure their buildings are safe, well-maintained, and compliant with all legal standards, including fire safety and structural integrity, while keeping accurate records and engaging residents in safety matters.

WHERE OUR HOMES *are located*



0 - 20 properties

1.Ashfield District Council | **7**
2.East Lindsey Council | **8**
3.Newark & Sherwood Council | **9**
4.South Derbyshire Council | **19**

21 - 50 properties

5.Mansfield District | **28**
6.North Kesteven Council | **41**

51 - 100 properties

7.Bassetlaw District | **70**

101 - 300 properties

8.Lincoln City | **106**
9.West Lindsey Council | **162**
10. Doncaster Council | **259**

301 - 400 properties

11. North East Lincolnshire | **365**

10,000 - 11,000 properties

12. North Lincolnshire Council | **10,443**

Total stock | 11,517

Figures accurate as of March 2025

HOW WE WILL INVEST IN *existing homes up to 2029*

At least **330** homes set for roof renewals

342 homes to receive new windows by 2029

We will install at least **2,543** kitchens

We will invest **£83.3m** on property maintenance

Of this £83.3m, **£15.8m** will go towards keeping homes safe

1,755 homes will benefit from new external doors

355 bathrooms invested in by 2029

3,266 homes will receive a new heating system

£56.6m invested in total by 2029 on planned works

Of this £56.6m, we will spend at least **£4.2m** making homes more energy efficient

Based on data in September 2025

ASSET MANAGEMENT objectives

To ensure alignment with our corporate objectives and targets for 2029, the objectives of this plan have been identified using data we hold internally, changes to legislation and regulation, as well as feedback received from tenants and customers. This feedback is based on satisfaction surveys, information reported through complaints, as well as information gathered as part of our Corporate Plan consultation.

Taking all the information available to us into account, the plan is centred around five clear themes;

- Safe Homes
- Customer First
- Understanding our Homes
- Cutting Carbon
- Modernising the Service

Safe Homes

This theme has links to our being a Great Landlord corporate objective. Keeping our homes safe and up to standard is our highest priority. We're committed to meeting all legal and safety requirements, making sure every home is secure, well-maintained, and somewhere tenants feel proud to live. When we plan our investment programmes, safety and compliance always come first - whether that's maintaining decent living conditions or improving fire safety, it's all part of our commitment to ensuring homes are well-maintained and safe.

By 2029, we will achieve the following:

- To ensure 100% compliance with the 'Big Six areas of compliance' and the Building Safety Act.
- To ensure 100% compliance with the Decent Homes Standard.
- Hazards identified through property surveys will be addressed in line with the appropriate regulatory requirement.
- Have a better understanding of the non-traditional homes within the portfolio and commission intrusive condition surveys, actioning recommendations arising from reports.
- Deliver effective energy retrofit programmes with the PAS 2035 'fabric first' methodology adopted, ensuring homes below EPC C are well insulated and ventilated before considering heating and renewables. This will reduce the likelihood of mould growth and reduce demand on our Damp and Mould Team.
- We will prioritise planned investment in homes where data indicates that work is essential to maintain regulatory compliance.

Customer First

This aligns to our corporate objective of Customer Focus. We know that asset management isn't just about buildings - it's about people. Our properties aren't just bricks and mortar; they're homes. We want tenants to feel proud to live in an Ongo home and have the freedom to shape their space to suit their needs and preferences. We want tenants and their families to feel safe, supported, and well-informed in a home that's maintained to a high standard. That's why we're committed to sharing clear information about our investment plans and improvements, and making sure tenants are satisfied with the work we do - both inside homes and in communal areas.

By 2029, we will achieve the following:

- We will ensure that tenants can access information about their home on MyHome, such as when kitchens and bathrooms are due for a review, reducing the need for tenants to call and request.
- Implement a new customer journey communication process to ensure that we communicate effectively through the life of all projects and work, ensuring we use customer feedback to drive continuous improvement.
- Introduce a new Tenant Alteration Policy with more permitted alterations.
- We will strive to deliver our capital budget in full, each year, whilst delivering works to as many homes as possible.
- Through effective delivery of energy retrofit work, we will help tenants to reduce the amount of heating needed to feel comfortable.
- A minimum of 95% of customers will be happy with how well we communicate through the life of planned works.
- A minimum of 90% of tenants will be satisfied with the standard of works completed.
- Deliver an overall customer satisfaction score of a minimum of 90%.

Understanding our Homes

This links to our corporate objective of being a Great Landlord and has links to Growth and Sustainability too. The data must be accessible and easy for staff and tenants to understand to ensure effective and efficient delivery of the asset management services. Having accurate, reliable data is imperative to ensuring a successful asset management service that is achieving value for money and improves customer satisfaction.

By 2029, we will achieve the following:

- Retain 100% property data less than five years old through stock condition surveys. We will also introduce a new, more tailored approach to these surveys where homes or households more prone to issues, receive more regular inspections.
- Introduce software and processes which support automated component updates following the installation, renewal or removal of components. This will reduce the amount of manual data input and allow us to spend more time engaging with tenants.
- Utilise Artificial Intelligence and automation where safe and appropriate to do so, removing manual tasks for officers, saving time and resources.
- We will review our smart tech pilots and agree our usage and approach of this tech both for new build and existing homes.
- We want to make sure our homes continue to offer long-term value and meet the needs of our tenants. To help guide decisions around the long term plans for our homes that aren't performing well, we'll be using software that looks at the financial performance and livability of each home over the next 30 years.
- Build upon our GIS product making it accessible to all field-based staff which will improve the extent, quality and accessibility of essential property information. This will save unnecessary interactions between staff to locate information, allowing queries to be answered in real time.

Cutting Carbon

Cutting Carbon relates to the Growth and Sustainability corporate objective and also links to the being a Great Landlord objective. This section sets out how we're planning to reduce carbon emissions across our housing stock. This includes things like improving insulation, switching to low-carbon heating systems, using renewable energy where we can, and making sure our homes are built or upgraded with sustainability in mind. We know that tackling climate change isn't just about major improvements - it's about making smart choices every day. Whether it's how we plan upgrades or how we support tenants to live more sustainably, we're committed to doing our part. Our goal is to future-proof our homes so they're ready for the challenges ahead, while also creating healthier, more comfortable places to live.

By 2029, we will achieve the following:

- 100% compliance with EPC C by 2029.
- From April 2027, where viable, we will not let new properties below an EPC rating of C.
- Make better use of land across the regions, using data and customer consultation to inform the best use for the area.
- Use stock surveys of all homes to gather energy data, ensure EPC compliance and assess properties below an EPC rating of C to create a retrofit roadmap to achieve EPC band C across the portfolio.
- Maximise funding opportunities for major upgrades.
- Introduce a retrofit mindset to all areas of major investment, focusing on roofing initially, by installing solar on major roofing projects.
- We will maintain an appropriate accreditation in demonstrating our commitment to sustainability.

Modernising The Service

This section aligns with both the Great Landlord and Growth and Sustainability corporate objectives. As we look to the future of our asset portfolio, we are committed to transforming the way we manage, invest in, and adapt our homes. This section outlines a strategic shift toward proactive, design-led, and data-informed asset management - ensuring our homes remain fit for purpose, financially sustainable, and aligned with the evolving needs of our communities.

By strengthening internal capabilities, embracing continuous improvement, and making smarter investment decisions, we aim to deliver long-term value while enhancing the quality and resilience of our housing stock.

By 2029, we will achieve the following:

- We will publish annual programmes of work for tenants detailing what works are planned for the year ahead.
- Review and implement a new Adaptations Policy, where a proactive approach to adapted homes is implemented, future-proofing homes for tenants.
- We'll work together with the Maintenance Team, to introduce new planned preventative maintenance workstreams, with the goal of achieving 60% of all investment in existing homes to be planned, rather than reactive by the end of this plan.
- Become design-led in investment, ensuring appropriate methods and materials are used as well as the consideration of value engineering throughout the life of a project.
- Investing in the team's asset management capability to enhance the skill set of individuals to ensure that sound decisions are made on investment.
- To complete an assessment of our Asset Management maturity in line with ISO55001 and create an action plan to improve where necessary.

Would you like to know more about our asset management plans?

Or would you like to chat about opportunities to work together?

Get in touch

01724 279900

enquiries@ongo.co.uk