



Asset Management Policy

2026-2029

Owner: Head of Assets & Sustainability

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V1.0	New policy	11/09/2026	Assets & Development Board	2027/2028

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1. Our policy

- 1.1 This policy sets out Ongo's commitments to effective asset management, including how we plan and deliver capital investment, how we collect and manage property data, and our approach to decarbonising homes. It also outlines how we ensure our assets provide long-term value for customers and the organisation.
- 1.2 It supports our Strategic Asset Management Plan (SAMP), which explains what we will deliver and how this work contributes to our corporate objectives: being a great landlord, providing excellent customer focus, and achieving growth and sustainability.

2. It applies to...

- 2.1 This policy applies to all our colleagues, tenants and customers as well as contractors, partners or other stakeholders that may work, occupy, visit or use our homes or premises.
- 2.2 This policy relates to all homes and buildings under Ongo's ownership, excluding corporate buildings.

3. Because we want to...

- 3.1 The aims of this policy are:
- Ensure homes are safe, well-maintained and compliant with legislation and regulation
 - Ensure our investment programme is informed and delivered by robust, accurate asset data
 - Ensure homes meet current and future housing need
 - Ensure all properties provide long term value to the organisation
 - Improve energy efficiency and reduce carbon emissions
 - Provide value for money and optimise asset performance and neighbourhood quality
 - Provide high-quality, customer-centred services that deliver clear, consistent and accessible communication
 - To contribute to the improvement of customer satisfaction at Ongo

4. Policy commitments...

- 4.1 Stock Condition Surveys will be undertaken on a minimum five-year cycle to maintain accurate and up-to-date information on the condition of our homes and to inform investment planning, compliance activities and asset management decisions. To ensure survey information does not exceed five years old, surveys will normally be commissioned at 4.5 years following the previous survey.

In addition to the standard five-year cycle, a risk-based approach will be applied to identify properties requiring more frequent review. Each year, available stock condition, repairs, compliance and housing management information will be assessed to determine whether a property should be placed on an enhanced survey cycle.

Risk factors considered include:

- Ageing key components that have exceeded their planned replacement lifecycle.
- Overcrowded households or occupants who may be more vulnerable to property-related hazards.
- Repeat Awaab's Law cases.
- Emergency failures affecting key building components.
- Known condition issues associated with specific property archetypes, blocks, estates or geographic areas.

Where a property is identified as having one or more risk factors, the survey frequency will be increased to provide greater assurance over its condition and to identify potential risks at an earlier stage. Properties with a single risk factor will normally be surveyed every four years, those with two risk factors every three years, and those with three or more risk factors will receive an annual wellbeing visit or other appropriate intervention. Once identified risks have been resolved and sufficient assurance has been obtained regarding the condition of the home, the property may return to the standard five-year survey cycle.

- 4.2 Risks that are categorised as category 1 under the Housing Health & Safety Rating System (HHSRS) will be attended within 24 hours of Ongo becoming aware of the risk. HHSRS category 2 moderate risks will be batched up and delivered as planned projects within 1 year of them being identified.
- 4.3 All properties will be compliant with the Decent Homes Standard, with any refusals or no access for work being addressed through the No Access Procedure. The future requirements of the new standard to be implemented, in full, by 2035.
- 4.4 We will share our investment plans annually with tenants, so they know when they can expect work in their home. This will happen by March each year, before the work commences in April for the first properties.
- 4.5 We will deliver asset management investment activities in a way that promotes equality, inclusion and fairness. We will take account of tenant diversity, vulnerability and need for reasonable adjustments when planning and delivering works.
- 4.6 We will make property data accessible for tenants to see, so they know when to expect an assessment of each major component within their home.
- 4.7 We will replace components where our data informs us that it is necessary. These decisions will be led by the component condition rather than its age, except where a component has a safety related fixed expiry date. The expected lifespans for each component are in appendix 1. Priority will be given to those replacements where existing components would lead to compliance related regulatory failures, such as the Decent Homes Standard. This approach will prepare us for the implementation of the new Decent Homes Standard.

- 4.8 Ongo will adopt a design-led approach for major investment projects by commissioning qualified architects and specialist surveyors to develop detailed design drawings and technical specifications, ensuring correct methodologies and materials are used and that liability for future defects is appropriately assigned. While full design input will not be required for all cyclical component replacements, proportionate technical assurance will be applied to these programmes, with enhanced oversight introduced where the risk of poor installation or performance failure is higher. This approach ensures consistent quality, compliance, and accountability across both major and cyclical investment activities.
- 4.9 We will ensure that any components that require servicing and maintenance will be conducted at the required frequencies.
- 4.10 Multiple sources of data will inform planned programmes of work. This includes but is not limited to:
- Asset component data - this is the baseline data for component replacements at the end of their lifespan. Examples of this include kitchens and roofs
 - Energy data - this is utilised to build our decarbonisation programmes and heating replacement by identifying properties that are below an energy rating of EPC C and what measures they would benefit from
 - Complaints data and other customer feedback - this informs replacements of components being replaced ahead of the planned year
 - Repairs history - We will use the repairs history to identify potential early replacements or alternative solutions that haven't been considered previously
 - Regulatory changes - there are changes nationally that influence the areas in which we invest or how we invest. This includes Heat Network Regulations or Minimum Energy Efficiency Standards.
 - Compliance information - this can include the planned fire door replacements from fire door inspections or fire risk assessments, sprinkler systems, heating upgrades and lift refurbishments
 - Knowledge of archetype or estate related issues - this is using the team's knowledge from across the property directorate to address issues that aren't captured directly from any of the above
- 4.11 When properties become empty, re-letting may not always represent the most effective long-term solution. Where re-letting is **not** the most effective solution long-term, we will complete an options appraisal to understand the future viability of the home or block. This may result in re-investment, disposal, remodelling, or wider site redevelopment. The following broad criteria will guide the assessment of long-term sustainability and strategic value:
- **Location** – Where properties are in areas with limited operational presence, are isolated, or are outside our core operating geography. These factors may affect

our ability to manage the property effectively or influence local neighbourhood outcomes.

- **Sustainability** – Where properties face challenges in meeting energy efficiency ambitions or require substantial intervention to address environmental performance, affordability for tenants, or risks associated with damp and mould. This may include, but is not limited to, homes that require multiple major measures to achieve modern standards.
- **Archetype** – Where the design, construction type, layout, or building characteristics make the property difficult or inefficient to maintain, improve, or manage. This may include listed buildings, non-traditional construction, poor layouts, or blocks with problematic communal arrangements.
- **Low Demand** – Where there is evidence of persistent low demand, difficulty letting, or an area trend of limited housing need, leading to avoidable void periods or higher management effort to secure sustainable tenancies.
- **Management Complexity** – Where properties or areas require disproportionate resources to manage due to issues such as anti-social behaviour, complex lease arrangements, or wider environmental factors that impact service delivery and tenant experience.

- 4.12 We will utilise external grant funding for energy efficiency and decarbonisation projects where the outcomes align with our plans for decarbonising homes, to ensure we are able to install as many measures to as many properties as possible.
- 4.13 We will ensure full compliance with the Minimum Energy Efficiency Standards whilst ensuring that all properties achieve EPC C by 2029 where achievable.
- 4.14 We will begin planned, proactive maintenance of properties so that by 2029, 60% of all investment in existing homes will be planned, rather than reactive. Thus, reducing the demand of the reactive maintenance service.
- 4.15 By introducing a new customer journey model, we will increase our interactions with tenants and customers by pro-actively communicating and engaging with them throughout all planned investment and maintenance programmes. This includes us carrying out appropriate consultation exercises with tenants to help inform our investment plans. These same plans will also be shared with the business.
- 4.16 Tenants may request to carry out certain alterations or improvements to their home, but no work may begin until they have obtained our written permission. All requests must follow the process set out in the Tenant Alteration Procedure and include full details of the proposed work. Permission is granted at our discretion and may include conditions such as meeting safety standards, using qualified tradespeople, or reinstating the property at the end of the tenancy.
- 4.17 Where required, adaptations can be requested by tenants for their homes. This should be undertaken by following the Aids and Adaptations Policy.

- 4.18 We will regularly review our systems, products and services to ensure that they remain appropriate and provide longevity and value for money. An example of this is the introduction of an asset management performance and viability tool.

5. Making sure we do what we say...

- 5.1 The Asset Management Group will monitor progress against the delivery of this policy, ensuring the policy statements are implemented and embedded.
- 5.2 The Head of Assets and Sustainability will ensure appropriate reporting to the Executive team, Boards and Committees as appropriate.
- 5.3 The Head of Assets and Sustainability and their management team will ensure appropriate communication of this policy and ensure all required training and development is in place to ensure delivery of the SAMP in line with this policy.

6. Other things to bear in mind...

- 6.1 This policy also links to our:
- Strategic Asset Management Plan
 - Corporate Plan
 - 30-year business plan
 - Corporate Strategies
 - Maintenance Policy
 - Aids & Adaptations Policy
 - Alterations / Improvements Procedure
 - Health & Safety Policy
 - All Building Safety / Compliance policies and procedures
 - Options Appraisal Procedure
- 6.2 The main pieces of legislation and regulation relevant to this policy include:
- Building Safety Act 2022 and all associated regulations
 - Social Housing (Regulation) Act 2023 and all associated regulations
 - Regulatory Standards
 - Decent Homes Standard (and the requirements of any updated standards in the future)
 - Relevant government targets and standards in relation to sustainability and carbon reduction including Minimum Energy Efficiency Standards

7. We'll look at this again...

- 7.1 This policy will be reviewed every three years. We will review earlier if any regulatory or legislative changes occur that have an impact on this policy.

8. What we mean...

Reference	Definition
GIS	Geographical Information Survey
EPC	Energy Performance Certificate
SAMP	Strategic Asset Management Plan
Reactive maintenance service	This is the maintenance service that undertaken reactive repairs
Planned works	This work is undertaken through a planned programme each year, such as kitchen renewals
Cyclical works	This is work that happens periodically, such as a gas service
Remodelling	This is the change of layout or purpose of a space
Options appraisal	This is the process of assessing the best option for a property or other asset, where you assess all of the outgoings and incomings, demand and complexities to make a well informed decision.
Major investment projects	This is a major project replacement multiple components on a building, or complex components, such as a high rise block roof.

Appendix 1

Component	Ongo Lifecycle (years)
Wall – Insulated Render	30
Roof Covering	70
Loft Insulation	30
Secondary Roof Covering	70
Gutters	30
Downpipes	30
Soffits	30
Fascias	60
Timber Doors	40
Bathroom	30
Kitchen (Medium <10 Units)	20
Kitchen (Large >10 Units)	20
Heating Distribution	30
Boiler Type	15
Electrical Installation	30
Consumer Unit	30
Main Entrance Door	40
Rear/Side Entrance Door	30
Air Source Heat Pump	15
Solar PV Panels	25

These cycles are used for long term planning of investment based on what we expect each component to last. Programmes of work each year will be based on condition or components that need to be replaced due to compliance reasons