

2020 VISION

2020 VISION 2013 - 2020
*Creating great places where
people want to live*



20 20 | VISION

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Chair's introduction



Since 2006 we have gone a long way to providing better homes and better communities and to build a better business. We have worked closely with residents to understand and deliver the high quality services they want and expect from us.

We have worked hard to develop links with our community partners and I am proud of the results we've achieved, especially the employment opportunities and activities for young people we've created. Involving residents and partners in what we do is

essential to the way we work and we will continue to build those relationships in the coming years.

Our 2020 Vision sets out our aspirations for the years ahead as well as the key actions which will help us check our progress. The first two years of our Vision have seen big steps to realising these aspirations.

I'm excited about our future and the opportunities we have to create great places where people want to live.

Sandra Royer,
B3Living Chair

About B3Living



- | **We own** and manage more than **4,450 properties** in Hertfordshire and Essex.
- | **We provide** excellent services for older people in **10 specialist housing schemes**.
- | **We employ** more than **190 staff**, including an inhouse repairs team.
- | **We are led by** a strong **Board of 10** (including four of our residents) and 2 co-opted members.
- | **We work with** more than **100 partner organisations**, to create great places where people want to live.



WINNING

The story so far

We have always aimed high. Our ambition and drive has helped us to achieve some great things in our first years as a business. We have been able to:

- Improve the areas where our residents live. All of our homes now meet or exceed Decent Homes Standard, while our Send and Mend Service achieves excellent customer satisfaction. Community Rangers and grounds maintenance services set high standards to improve the overall look of estates.
- Value our people and become an employer of choice. For the last 4 years we have been in the top 10 of the Sunday Times Best Not For Profit Organisations to work for.
- Develop the communities in which we work. We now invest around 2% of turnover each year in community projects, working closely with our partners and residents.
- Borrow money at competitive rates to enable us to build or purchase more than 500 homes in our first 10 years, both within Broxbourne borough and in other areas.

- Work with residents to ensure that everyone has the opportunity to shape our organisation and to be involved in ways that suit them best. As a result we have many more residents involved and making a difference to what we do.

- Have a proactive approach to Welfare Reform, targeting advice and support at those residents directly affected before the impact hits them.

We have a good reputation with our many partners, our residents, the local communities within which we work, and beyond.

We are driven by a desire to provide excellent services which are accessible to everyone, but we also want to do this as efficiently as possible, and remain accountable to our residents.

Every year we work with residents, partners, Board members and staff to identify annual actions which will help us to meet our longer terms aims and check that we are doing the right things. Our vision to 2020 builds on our achievements to define how we will develop in the future.

Our values

Everything we do is about creating great places where people want to live. To achieve this we want: **Better homes** | **Better communities** | **Better business**

We want to work in ways which are:

Collaborative

We want our services to meet the needs and aspirations of the communities we work in. We will share ideas with residents, partners and each other, creating an atmosphere in which it is safe to be original.

Respectful

We will be courteous and polite at all times; and appreciative of the diversity of those we work with and for.

Creative

We will improve the way we work by regularly taking a fresh and imaginative look at every area of our services.

Reliable

We aim to do what we say we will do, when we say we will do it. We will be honest and trustworthy.

Excellent

We aim to be the best landlord, partner and employer that we can be, valuing the ideas and efforts of everyone who works with and for us.

We will work with other organisations who share similar values and who will help us to achieve our vision.

2020 Vision: **Our geographical spread**

We want to work in areas which are accessible to us, so our plans for growth are focussed on Hertfordshire and Essex – broadly between the M1 to the west, the M25 to the south and the M11 to the east.

Most of our existing homes are in the Borough of Broxbourne, a mainly urban area stretching along the A10. We also have homes in Welwyn & Hatfield Borough and Epping Forest District.





B3Living: 2020 Vision

The areas we work in are characterised by high housing need and high house prices, with significant numbers of single parent families and a growing retired population. There is often an affordability gap which we will aim to bridge by including shared ownership opportunities in our new build schemes.

We will ensure that all of our residents have access to our services, delivered to the same standards, irrespective of their location. We will be more than just a landlord in all the areas where we work.

2020 Vision: **Better homes**

We want to provide homes which our residents enjoy living in, within areas which are safe and attractive.

We will:

- I Provide an excellent and responsive repairs service, whilst maximising efficiency;
- Ensure all homes meet modern, sustainable, green standards.
- Make best use of our land and properties by developing plans to remodel properties to meet future needs and improve financial viability; and
- Help people to enjoy their homes and the surrounding area.





B3Living: 2020 Vision

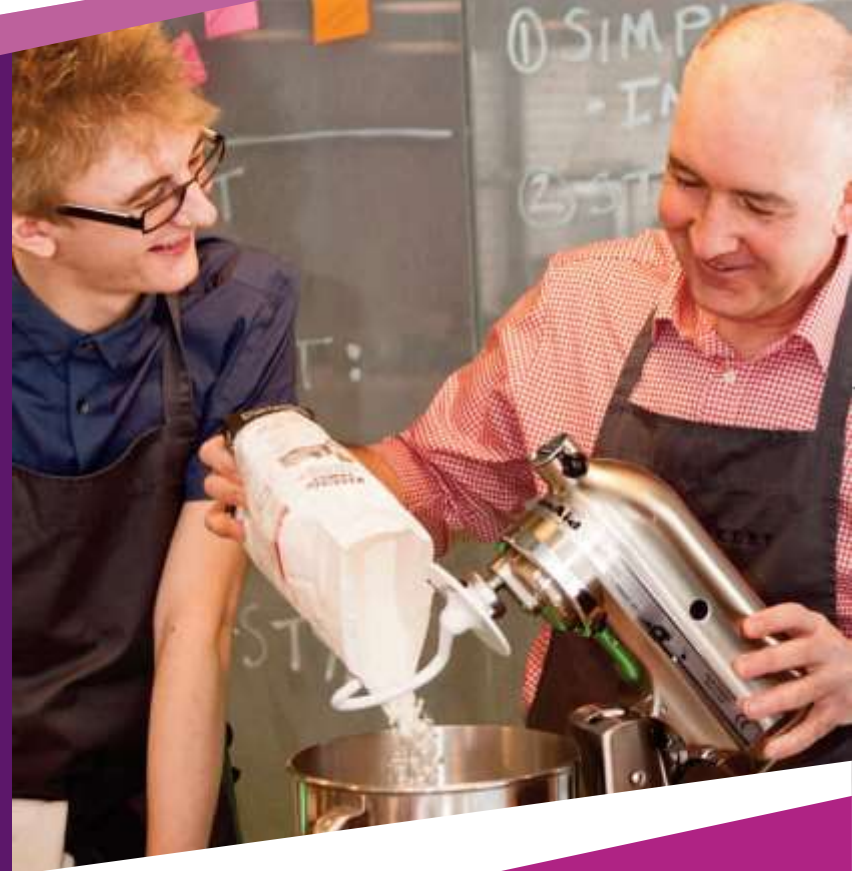
We will know we are succeeding when:

- We have reduced maintenance costs per dwelling year on year.
- We have improved all of our homes to a minimum Energy Performance Rating of C to tackle fuel poverty and reduce carbon emissions.
- We have reviewed and invested in our independent living schemes to ensure we have a range of modern homes that are fit for current and future needs of residents, reflecting a move to flexi-care living.
- Every B3Living home has been subject to a B3Living upgrade.
- We have achieved 87% satisfaction with neighbourhood as a place to live.

2020 Vision:

Better communities

A thriving community is as important to our residents as the home that they live in. We will provide opportunities that benefit the wider community and will continue to ask residents what their priorities are so that our programme meets their needs.





We will:

- Provide support for residents who need it to develop their skills for daily living and contribute to the community.
- Support the community to become stronger and more sustainable by working with partners to enable a range of activities.
- Work to improve employment opportunities for the wider community.
- Make sure we understand the social impact of all we do.

We will know we are succeeding when:

- No tenancy fails because of insufficient support.
- We have supported 300 residents through college courses and beyond.
- We have engaged 2000 residents in community activities.
- We have enabled 200 residents to secure employment.

LIVING

2020 Vision:

Better business

We want to deliver excellent, efficient services and remain an employer of choice. We also plan to increase the number of homes we own and manage and expand into other local authority areas.





We will:

- | Employ excellent, motivated staff and provide good quality training and management support to enable people to develop.
- Have a sound financial base which will facilitate improvement and growth.
- Have efficient and effective support services which aid service delivery.
- Understand our assets and manage them effectively.

We will know we are succeeding when:

- We have maintained a 3* rating in Best Companies to Work For.
- We have acquired or built 1000 additional homes.
- We have achieved and maintained Investors in Excellence accreditation.
- We are established in more than 3 local authority areas.

2020 Vision: **Equality and diversity**

Equality and diversity is at the very heart of how we work. We are passionate about people and want everyone to have the opportunity to be fully included.

As a landlord, employer and in our local communities we will work to understand everyone's diverse needs and make sure we provide equally good services for all. We will bring people together to recognise and celebrate differences.





B3Living: 2020 Vision

We will:

- Continue to be a Stonewall Diversity Champion and work hard to remain in the top 100 of Stonewall Workplace Equality Index promoting equality and justice for people who are lesbian, gay, bisexual or transgender.
- Support the End Racism this Generation campaign and work with our community partners to challenge stereotypes and myths
- Carry out surveys and diversity monitoring of our residents, staff and board members and use the information we gather to understand who we are serving and ensure we are treating everyone fairly
- Create opportunities for learning and sharing through our Diversity Open Forum and Disabilities Forum to develop awareness

2020 Vision: Key performance indicators

The following indicators are used to monitor our performance at the highest level:

- Tenant satisfaction with B3Living's services overall
- Tenants' satisfaction with B3Living's repairs and maintenance service
- Satisfaction with a recent repair
- Number of additional homes built or acquired
- Operating surplus (Year to Date)
- Interest cover (accounting)
- Bank funding asset cover ratio
- Bond funding asset cover ratio
- Rent loss from empty homes as a % of the rental income
- Total current rent arrears as a % of rental income
- Decent Homes – number of all homes failing to meet the Decent Homes Standard
- Average % CP12 gas certificates overdue
- % of Fire Safety Assessments completed within review date

Value for Money targets

- Maintain investment in community development at recent levels equal to 2% of income
- Ensure that our increases in costs are less than increases in income
- Meet or better our annual VFM savings targets each year
- Contain year on year costs per home





2020 Vision: **Strategies for the future**

Better Homes

Repairs; Asset Management; Stronger Neighbourhoods

Better Communities

Tenancy Support; Community Development

Better Business

Human Resources; Budgeting and Long Term Planning; Development;
Information Technology; Procurement; Risk Management;

Strategies which affect everything that we do

Equality and Diversity; Value for Money; Customer Care;
Communication; Resident Involvement

Contact us

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