

Asset Management Strategy **2025-28**



B3 LIVING



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Introduction

This strategy supports B3Living's "Better Futures" Corporate Strategy.



Better Futures vision aspiration

This strategy supports our goal of providing excellent customer experiences and safe, high-quality homes and estates, which will create pride in our communities.

To achieve this, we will:

Maintain our homes to a high standard, using data to inform our programmes of work and ensuring adherence to core compliance whilst also involving customers in decisions about their homes and estates.

We will know we are succeeding when we achieve:



81%
customer satisfaction with their home



86%
customer satisfaction that their home is safe



100%
homes at EPC C by the end of 2028



86%
customer satisfaction with repairs.

Background

The purpose of this Strategy is to outline our approach to the maintenance and management of our homes and estates. Whilst these homes are referred to in this Strategy as our ‘assets’, we know that for our customers, this represents their home and is therefore something incredibly personal, and maintenance of our homes links in very closely with customer satisfaction.

As a result, B3Living aims to consistently deliver excellent customer experiences by ensuring that the customer voice is represented and able to shape how we maintain our customers’ homes and communities, and that how we carry out maintenance to our homes is planned, clearly communicated to customers and completed to a high standard.

The safety of our customers is also central to this Strategy, which is why we aim to consistently meet our obligations as a landlord and deliver 100% compliance against the ‘Big 6’ areas (gas, electric, water, fire, lifts, asbestos), along with damp and mould (considered the 7th main compliance area). Further, we know that customers value feeling safe in their homes and estates and that keeping communal areas in a general good order has a positive impact on customers’ ability to feel safe; for example, ensuring that communal lighting is functional or that CCTV provision is adequate and in spaces which need greater monitoring. As such, when conducting regular health and safety inspections across our estates, we will continue to ensure that smaller maintenance concerns such as these are picked up

and actioned in line with our repairs targets. We will also take on board customer feedback and aim to use targeted estate improvement bids (referenced in our Customer Strategy) to improve customer satisfaction with communal areas and thus customers’ ability to feel safe in their community.

Key to this Strategy will be our use of data, particularly in relation to information about our homes, their key components and their life cycles. Customer data is also taken into consideration, particularly in relation to vulnerabilities and whether additional measures may be needed in how we approach works to their home or whether additional works are needed to ensure their homes is safe. Over the next three years, significant work will be undertaken to continue to improve our data quality and ensure consistency in how this data is logged and stored. We will then use this to inform our major works plans for each financial year. Our approach must be data-led to ensure that urgent works are prioritised appropriately, and all our homes adhere to the Decent Homes Standard, along with being places that our customers can be proud to call home.

We aim for 100% compliance and safe, well-maintained homes.

Customer safety and satisfaction guide how we maintain our homes.



Regulatory Context

B3Living, when managing its assets, must consider a complex regulatory landscape, including:

- The Building Safety Act came into effect in April 2022. **Section 4.5** has greater detail as this Act will have a great bearing on this Strategy going forward.
- Decent Homes Standard 2004, 2006. With this piece of legislation currently under review (with updates to the standard expected currently in summer 2025) and being incorporated into the overarching Building Safety Act (2022). (BSA)
- The Regulatory Reform (Fire Safety) Order 2005, including 2023 amendments on fire doors and aligning with the BSA.
- Housing Health & Safety Rating System V2 for all categories of measuring safety hazards in the home.
- The Energy Performance of Buildings Regulations 2007, which informs our understanding of the building through the RDSAP and EPC rating systems.
- Awaab’s Law introduced in July 2023, which will officially come into effect from October 2025.
- All compliance regulations covering gas, electrical use, asbestos, water management, ventilation and Radon.
- The Consumer Standards, which outline that landlords must ensure that buildings are safe and meet legal requirements, with the new Safety and Quality Standard (SQS) playing a crucial role in this area. The SQS, introduced by the Regulator of Social Housing (RSH), focuses on ensuring landlords meet

legal obligations related to health and safety, including assessments, emergency responses, and mitigating risks to tenants. These standards also cover areas like transparency, tenant engagement, and community safety.

- The Social Housing (Regulation) Act 2023, which strengthens the Regulator of Social Housing, giving them broader powers to inspect and fine landlords for non-compliance with safety regulations. It also reinforces the role of the Housing Ombudsman, particularly in handling complaints related to poor housing conditions.

The above are examples of the regulatory environment during the life of this Strategy.

Current Asset position

B3Living predominately operates in Hertfordshire and parts of Essex. This covers nine local authorities with a total housing stock of 5,800 and an additional garage stock of 1,345.

Appendix A shows the stock by age and property type.

Appendix B shows a stock map illustrating the geographical locations of all properties owned and managed by B3Living.

Scope

This Asset Management Strategy (AMS) outlines B3Living's approach to the maintenance and management of our assets and will include how we manage risk, the lifecycle and maintenance of components within our assets to maximise their value, proactive monitoring and maintenance, consistent performance monitoring, reviewing and improving delivery. We will also focus on aligning asset management objectives with long-term corporate goals, all while considering regulatory requirements.

Our assumed life cycles of components in our homes are as follows: Our assumed lifecycles, in the case of windows, doors, bathrooms and kitchens, are less than those within the Decent Homes disrepair standard. However, these timescales are used as a guideline, and we aim to remain flexible in ensuring we meet customers' needs and keep their homes safe and in good repair. If we identify that a component needs replacing sooner as part of our rolling stock condition survey programme or through a visit to a customer's home, we will do so regardless of whether it has met the above timescales. Further, particular regard will be given to customer vulnerability and whether a component requires updating outside of these timescales to meet their needs.

As part of the delivery of this Strategy, we will actively engage with customers and the local community, focusing on building inclusive environments, addressing social needs, addressing specific needs for vulnerable people, and implementing sustainable practices and affordability. This includes fostering customer participation, prioritising accessible housing as customers' needs change, promoting well-being initiatives, and collaborating with local organisations to create a positive social impact within the managed properties and surrounding areas.



Our assumed life cycles of components in our homes are as follows:

Boilers	15 years
Kitchen	20 years
Windows	30 years
External doors	30 years
Heating system	30 years
Bathroom	30 years
Roof	60 years

Statement

This Strategy outlines our aim to deliver safe, good quality homes and estates, creating pride in our communities, to cut carbon and to provide responsible business foundations.

The Strategy

Purpose of the Asset Management Strategy

The Asset Management Strategy provides a framework for B3Living to proactively manage the portfolio of housing and non-housing stock in support of the overall Corporate Strategy "Better Futures", and to provide safe homes and communities for our customers.

The strategy recognises that housing assets can also become liabilities, threatening the Housing Association's viability as a landlord and significantly impacting customers' lives. To direct the best use of the Association's assets, the Strategy seeks to assess asset management costs, risks and opportunities and to take a commercial approach, focusing on achieving the best value for money, a positive rate of return on investment, and the best customer satisfaction. B3Living has a significant history of delivering investment in our homes at above the sector median level. For example, over the last 4 years we have spent around £850 per unit (22%) more than the Sector Upper quartile. The corporate strategy and VFM Strategy contain sector leading targets for customer satisfaction, and our customer data analysis shows a strong correlation between having well maintained homes and overall customer satisfaction.

Asset Identification and Classification

This Strategy is currently informed using QLX asset management system, maintaining a detailed record of the condition, age, type, compliance, energy efficiency, and financial risk to the business. This applies to all housing, non-housing and estate liabilities (including non-adoptable roads, etc).

With the changes in safety legislation, QLX as a management system is currently under review to confirm that it is fit for its purpose, or to seek an alternative housing management system which either includes or can link in with a system specialising in asset management and compliance. In 2025/26, B3Living will also be reviewing our approach to data, of which property data is a vital part, including how we collect, store and utilise the data to make informed decisions about our homes and our services.

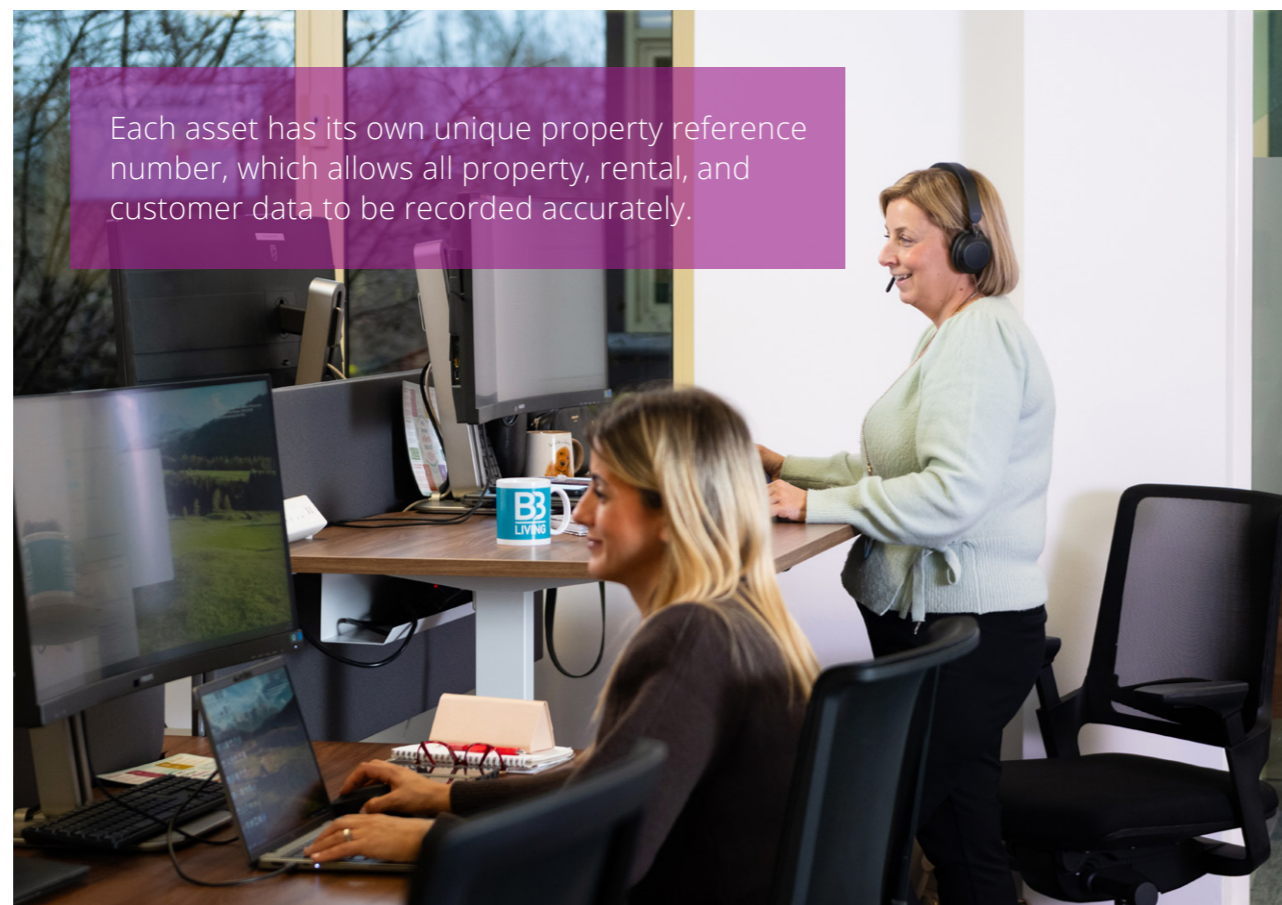
The following systems are also utilised to ensure we have robust data relating to specific needs:

- **Riskbase** – management of fire risk assessments, fire door inspections, and the resulting actions.
- **Riskflag** – A digital platform for the creation and management of Building Safety Cases,

Each asset has its own unique property reference number, which allows all property, rental, and customer data to be recorded accurately. The customers' personal data retained against the property number is subject to the General Data Protection Regulations and the Data Protection Act 2018.

The stock condition is under continuous review, with condition data updated from daily repair operations, compliance activities, and annual stock surveys. Periodically, we also instruct an external third party to validate the data to confirm it is as good as it can be, and we will ensure that each home is surveyed at least once every five years. We will recommence surveying 20% of our stock in 2025/26 after a full stock survey of all our homes in 2024/25. Subsequently, surveys may be more frequent dependent on factors such as the age and condition of components, or vulnerability of customers.

In line with our Personalised and Inclusive Services policy, our approach will be tailored where a customer's needs mean this is appropriate, including regarding the notice given to undertake major works, identifying properties which require investment outside of our usual program (i.e. aids and adaptations) and ensuring best use of our stock (i.e. supporting a customer to move to a home better suited to their needs where their current home cannot be appropriately or reasonably adapted).



Option Appraisal and Strategic Investment

During the life of this Strategy, we will review our stock base against financial performance and demand, to determine the net present value* (NPV) and future liabilities against potential rental income and demand. Any stock in the lowest with a NPV of £24k or lower and SAP rating of 66 would be considered as a High Priority homes for disposal - subject to other factors determined by the Executive Director (Operations).

Properties identified as having a low NPV will be subject to an options appraisal to confirm its viability. Any properties which meet the threshold for disposals will be submitted, via a business case paper, to the Executive Team.

As part of the assessment, if dwellings have a potential liability pushing the asset into a negative NPV, this will trigger a financial risk review.

Assets for disposal will follow the Asset Disposal Strategy, making sure there are minimal negative outcomes if the dwellings are occupied. Our Asset Disposal Strategy (approved by the B3Living Board in March 2025) outlines that we will dispose of two homes in 2025/26 and after that up to 10 homes each subsequent financial year. It is a key principle of our approach that we will only dispose of empty homes or with the consent of the existing tenant.



Targeted Maintenance Programmes

Following the stock condition surveys and statutory changes, key components have been identified as needing investment to either comply, improve, or maintain. The table in Appendix C shows the current 5-year and 30-year programmes based upon component data.

The programme within Appendix C should be caveated on the basis that we have 20% more stock condition surveys to be completed, which may impact the remaining life of some components. The 5-Year & 30-Year business plans will be validated externally by Savills and used to inform the 2025/2026 planned maintenance budgets.

Where there is great variation in numbers over years, the opportunity to smooth the programme will be taken, to ensure delivery is achievable both practicably, and covered within the business plan. Any smoothing will be assessed to ensure changes do not impact Decent Homes status.

The replacement programmes are reviewed annually as the condition surveys and operational data feed into the asset database.

Strategically, there is less financial control over responsive repairs. However, through our use of the Direct Labour Organisation (or B3Living Repairs Team) and pre-empting possible failures using the planned programme,

we minimise the responsive nature as much as possible. By using the data available to us we are moving from a reactive to a proactive approach as much as possible, analysing trends in repairs, understanding our homes, and where investment is required. This will allow us to target works to where they are most needed, providing best value for money and tackling issues which may lead a home to become non-decent before this happens.

Furthermore, investment in our homes has a significant impact on our customer satisfaction scores. Over the past two years, 84% of customers were satisfied overall with B3Living, of these residents 94% said that they were satisfied that their homes were well maintained. However, those customers dissatisfied overall with B3Living, 60% of these residents were not satisfied that their homes were well maintained. This shows an extremely strong correlation between overall satisfaction and the quality of the homes we provide, highlighting the importance of continuous investment and monitoring to ensure we target those homes which need it the most.

*Net Present Value (NPV) is a way of measuring the value of an asset that has cash flow (-+) by adding up the present value of all the future cash flows that the asset will generate over its lifetime.



84% of customers were satisfied overall with B3Living.

94% said that they were satisfied that their homes were well maintained.

The Building Safety Act

Following the tragedy in 2017 at Grenfell Tower, legislation is progressing at pace. With the implementation of the updated Regulatory Reform (Fire Safety) Order 2005 and the new Building Safety Act (BSA), we have undertaken measures to place B3Living at the forefront of current thinking on safety. We have three high-rise assets specifically subject to the Act. These properties have been evaluated, and a Building Safety Case is being put in place to meet our new responsibilities and the safety of our customers in the property.

The changes following the BSA have implications for B3Living on all compliance streams and potential additional costs from the revised, released Decent Homes Standard and Housing Health and Safety Rating System.

We are currently awaiting the revised standards to be released and will report on the repercussions to the Board.

When surveyed about what was most important to them in terms of our service delivery, customers told us their priority was safe homes and estates.

We have undertaken measures to place B3Living at the forefront of current thinking on safety.



Climate Resilience and Carbon Reduction

Climate resilience is high on our agenda, and our stock can play a key role in contributing to carbon reduction targets. In addition, energy efficiency improvements will assist in reducing fuel poverty and driving down utility costs for customers. We know that fuel poverty can have significant impacts on those who experience it, including on their mental and physical health, by making individuals choose between heating their home or buying food, as well as on children in the household and on their ability to learn effectively. Thus, increasing the sustainability of a customer's home has significant positive impacts not just from an environmental perspective, but also from a health and wellbeing and a financial perspective. This is a key reason for our ongoing commitment to getting all our homes to EPC C or above by 2028. Our membership in SHIFT affirms our drive to improve energy performance and we will be aiming for SHIFT Gold each year of this Strategy.

Key parts of the Strategy will deliver both carbon reduction and fuel poverty improvements. This includes installing new heating and energy-efficient technology, further improving the performance values of our homes.

Work will need to be carefully planned so that improvement packages are implemented in the least disruptive way to customers.

The stock as a whole has an average SAP rating of 74.74. However, this masks some poor-performing properties, and improving performance will be challenging and resource-intensive. Appendix D identifies our latest energy performance.

The cost for this work will form part of the 30-year replacement forecast, with an expectation of achieving the two targets set for 2028 and 2050 for Band C EPC and Net Zero respectively. To meet Net Zero Carbon, our homes must be EPC C and our heating systems should, by 2050,

transition to non-fossil fuel sources, primarily electricity. By 2035, the national electricity grid is expected to be net zero, meaning homes heated by electricity will effectively be net zero.

With these targets, priorities will need to be established in line with the Corporate Strategy, affordability and availability of funding. Whilst we are aiming to achieve both these targets, in October 2024 the Board approved our approach to Net Zero Carbon, noting the contradiction which can arise between making our homes more carbon efficient but more expensive for our customers to heat (i.e. electric boilers cost more to run than gas).

The Board agreed that customers should not be worse off through their homes being made more carbon efficient and as such our approach is that we will:

1. Continue replacing gas boilers,
2. Review our approach continuously (Every 6 months),
3. Take part in pilots for new energy efficient measures in our homes, but be followers and not leaders in our approach,
4. Continue with our approach to get to EPC C via fabric first; and,
5. Keep a watching brief on emerging government policy.

B3Living will seek external funding to support energy efficiency improvements, where this is available; for example, the Warmer Homes: Social Housing Fund, under which we were granted funding as participants in Wave 2.1 and more recently Wave 3.

Procurement and Value for Money

This Strategy supports the Procurement Policy in achieving the best Value for Money outcomes. All maintenance repair and replacement programmes attempt to maximise spending as efficiently as possible, taking steps to not disadvantage the service provision.

Appendix E. Table showing the spend in the last five years on reacting and planned maintenance.

The new Procurement Act 2023, which came into effect in February 2025, aims to simplify and improve the UK public sector procurement process, making it easier for businesses to bid for contracts.

The Act is not retrospective; any existing Framework agreements or contracts continue in place prior to the Act., (February 25) and can run to a conclusion.

Below are the salient points from the Act for B3Living:

- The act aims to create a simpler, more flexible, and efficient commercial system for public procurement, while also ensuring compliance with international obligations.
- The act simplifies the bidding process, making it easier for businesses to bid, negotiate, and partner with the public sector.
- A new "competitive flexible" procedure has been introduced.
- Commercial frameworks are made more open, so prospective suppliers are not excluded for long periods.
- The act aims to make it easier for small, micro, and medium-sized enterprises (SMEs) to bid for public sector contracts.



All maintenance programmes aim to maximise spending as efficiently as possible without disadvantaging service provision.

Monitoring and review

Actions to help deliver the strategy will be considered annually and included as appropriate in:

- meeting KPIs on the replacement programme, compliance, responsive repairs, and customer satisfaction.
- reviewing the outcomes from the annual stock condition surveys and adjusting programmes to meet identified liabilities.
- reviewing against the B3Living Repairs Three Year Strategy
- reviewing any developing financial risks with the Finance team.
- the annual project plan – review annually by the Board
- individual team goals – reviewed at check-ins.
- recorded CPD of staff members on current processes and thinking.
- Tenant Satisfaction Measures via returns to the Regulator of Social Housing.

Overall performance against this strategy will be measured regularly, and it will be reviewed on an annual basis by the Executive Team and Board.



Equity, diversity and inclusion

Meeting the diverse needs of our customer base and partners is integral to this Strategy and particular consideration will be given to ensuring our services are accessible and tailored.

This will be consistently monitored in its delivery in line with the Equality Act 2010, we must ensure that all our customers have equal access to our services, and during this strategy, we will continue to review how this looks in practice and implement appropriate

service changes as a result. The Customer Data Group is considering our approach to delivering inclusive services, and following the conclusion of this group in June 2025, we will adopt any recommendations and new ways of working.

Particular consideration will be given to ensuring our services are accessible and tailored.

Customer voice

Customer feedback into their vision for our future services (and therefore this Strategy) was sought at a consultation event held in April 2025 to understand customer opinions on how we should prioritise expenditure on our homes.

The following was discussed:

- Planned Maintenance Spend Priorities
- Understanding of, and attitude towards Net Zero
- Experience with home surveys, including stock condition surveys, and communication around visits.
- Options for potential improvements to the repairs service.
- Contractor appointment

An overview of the feedback:

Planned Maintenance / Net Zero

Customers generally agreed with the priorities of B3Living relating to planned maintenance, although many thought the largest spend would be kitchen and bathrooms, as opposed to roofs, fire doors and solar panels. There was some surprise regarding the costs of solar panels, but the feedback on the focus of warm homes was generally very positive, with an understanding of the benefits.

Home / Stock Condition Surveys

90% of customers had a recent surveyor visit. Of those that had a visit 80% did not know the exact purpose of that visit. When discussing communication regarding visits the general feedback was that a letter was received, but communications were not always clear about why B3Living needed to survey the property.

When asked how often B3Living should be inspecting homes for condition, the longest period given was 5 years, with 3 years also mentioned. One customer suggested 5 years is fine but should consider individual circumstances and move to every year if there are specific concerns about the customer and the quality of the home. Another said inspections should be annually, as this is common practice within the private rented sector.

We will ensure correspondence is improved so customers understand the need for surveys and what we will do with the results. Greater distinction is needed between the different types of surveys, so customers understand what we are trying to achieve.

We have our time period set for Stock Condition Surveys every five years, which customers are largely in agreement with. The policy reflects the need for this to be reviewed if there are specific vulnerabilities which may mean we should inspect more frequently. We will introduce a Planned Maintenance Policy to supplement the Asset Management Strategy

Repairs service

We asked customers to choose from a range of service enhancements including:

- Greater flexibility including evening and / or weekend appointments.
- More repairs carried out by B3Living employees (DLO).
- Increased online functionality.
- Smart home features.

By far the most popular answers were around flexibility and repairs carried out by DLO.

The conversations about flexibility included discussions on appointments “out of normal working hours” such as evening and weekends, but customers also focussed on the practicality of morning and afternoon appointments, and whether this could be narrowed down so that they are more aware on the day of when an operative would be attending. 50% of customers showed an interest in greater flexibility.

The option for Repairs being carried out by B3Living staff was extremely popular with 80% choosing this option.

There was little appetite within the sample group for greater online service. One customer showed a great interest in smart home features and could appreciate how the technology could shape B3Livings service.

A B3Living Repairs Three Year Plan is to be implemented, taking into account views of customers.

Contractor appointment

Customers were asked how they would like to be involved in the appointment of contractors, with options including being part of the interview process, being part of the selection process by attending a presentation delivered by the contractor, having a vote on which contractor is appointed, and meeting contractors on walkabouts.

By far the most popular answer (60%) was to receive a presentation and be a part of the selection process. There was little appetite for being part of the interview process. Meeting contractors on a walkabout was the second favourite option with 30% of customers choosing this option.

Customers will be invited to be involved in major procurement exercises, through the Customer Scrutiny group and wider Customer Community.

We have also taken on board customer feedback from complaints, Ombudsman judgements, sector good practice, good practice from outside of the sector and learning points from our TSM surveys. These have influenced our approach to this strategy by highlighting key themes which are important to customers, including communication, ease of access to our services and safety across our homes and communities.



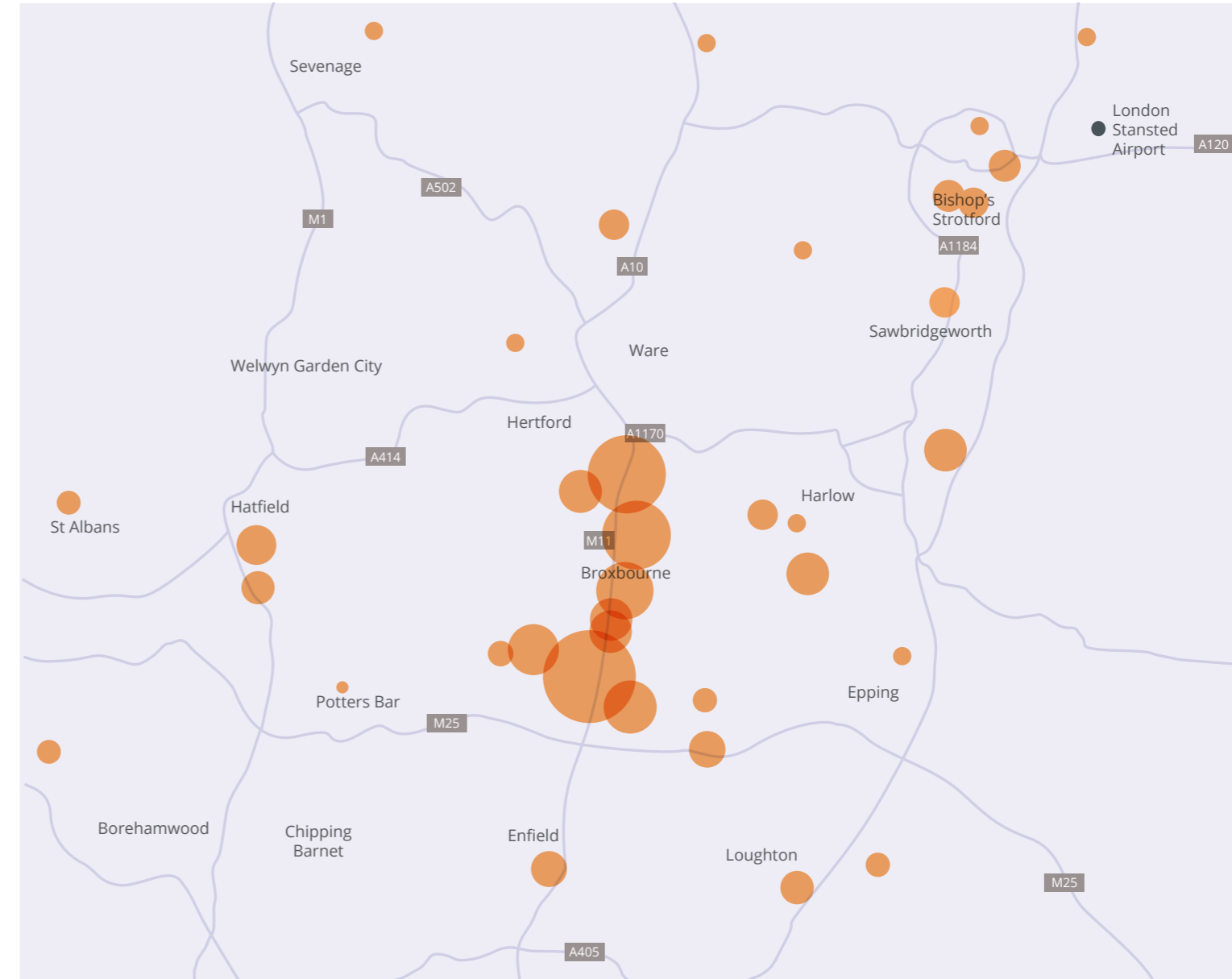
60% of customers preferred to take part by receiving a presentation and joining the selection process.

Appendix A: Stock Information

Stock age banding	Number of units
1826 - 1939	259
1940 - 1949	307
1950 - 1959	687
1960 - 1969	413
1970 - 1979	1,457
1980 - 1989	838
1990 - 1999	436
2000 - 2009	81
2010 - 2025	1,076
Total:	5,554

Property Type	Number of units
Flat	2,618
House	1,912
Bungalow	319
Bedsit	265
Maisonette	440
Total:	5,554

Appendix B: Stock Location Map



Appendix C: Major Works Programmes

Major Component 5-Year / 30-Year Programme

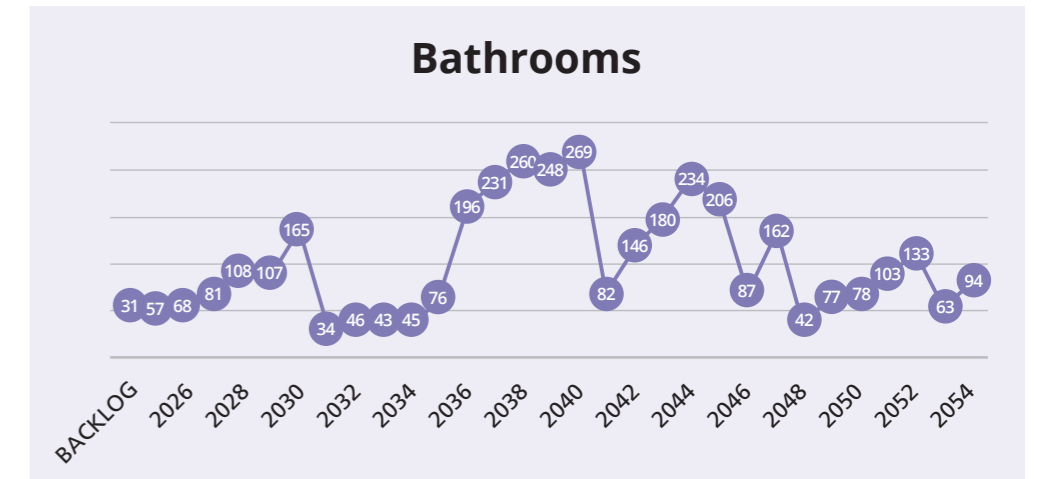
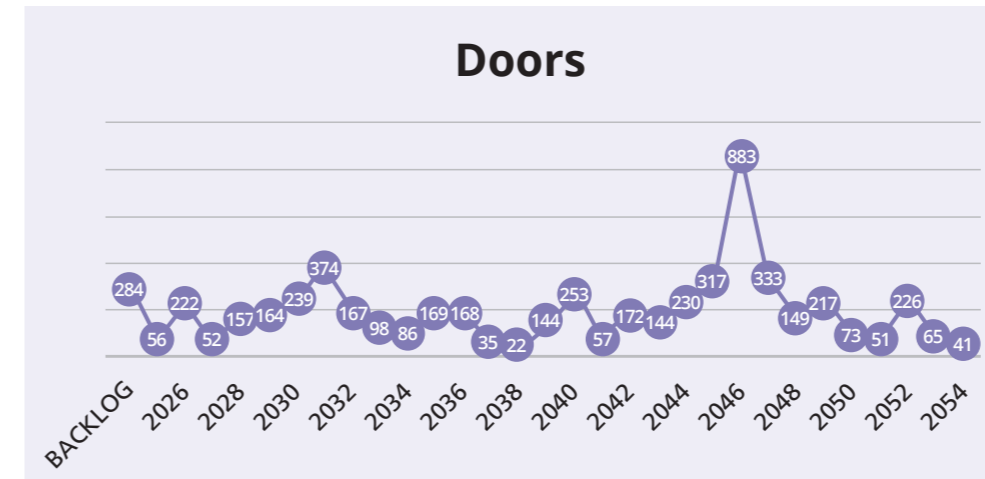
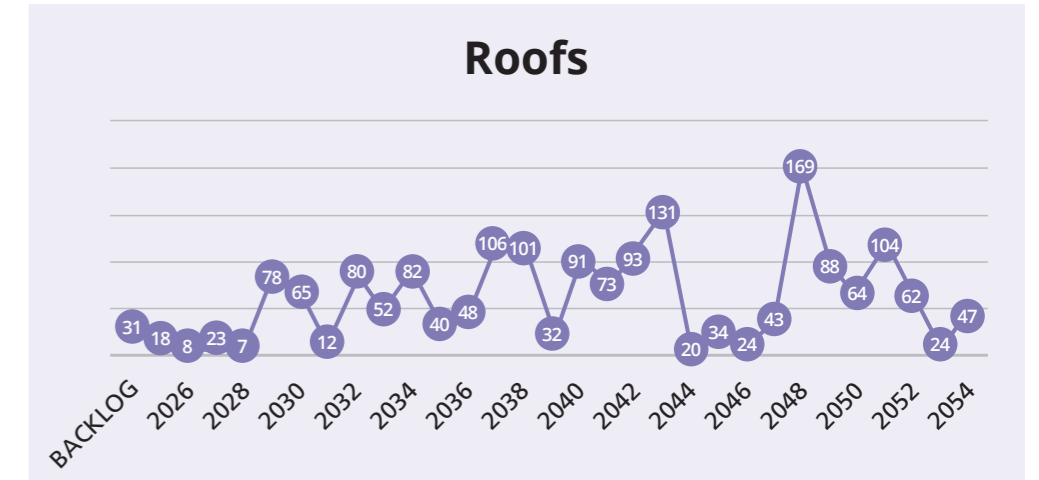
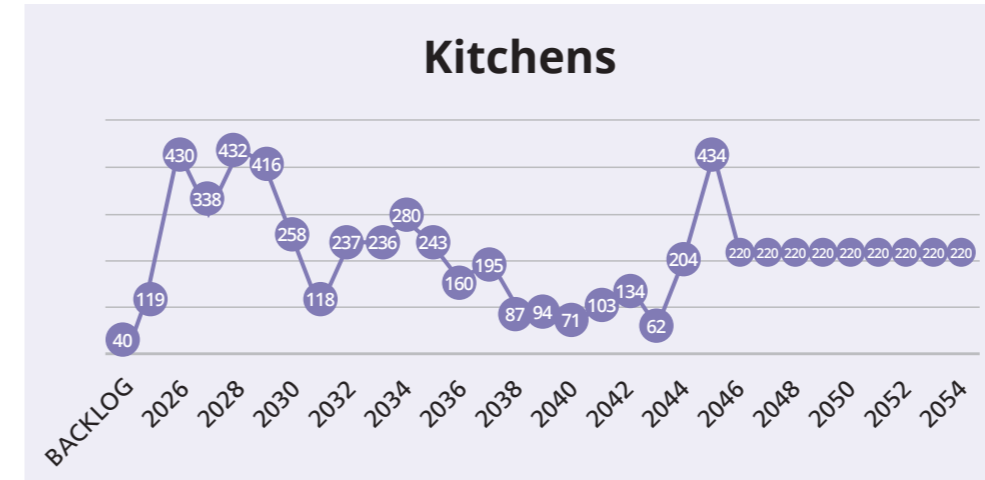
Component	Backlog	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038
Kitchen	40	119	430	338	432	416	258	118	237	236	280	243	160	195	87
Bathroom	63	57	68	81	108	107	165	34	46	43	45	76	196	231	260
Roofs	31	18	8	23	7	78	65	12	80	52	82	40	48	106	101
Windows	243	47	311	164	159	140	213	331	198	136	80	122	154	6	6
Doors	284	56	222	52	157	164	239	374	167	98	86	169	168	35	22
Boilers	33	228	331	243	229	233	295	198	224	90	165	171	132	198	153

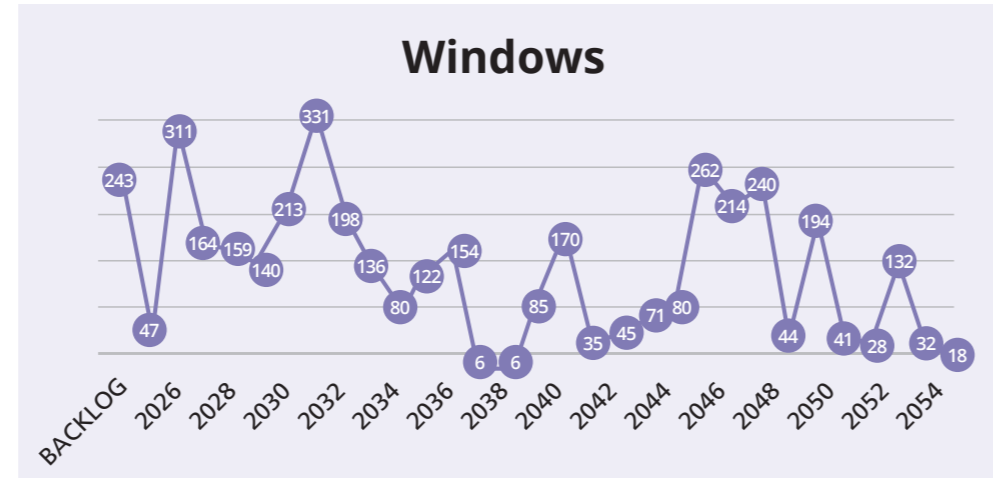
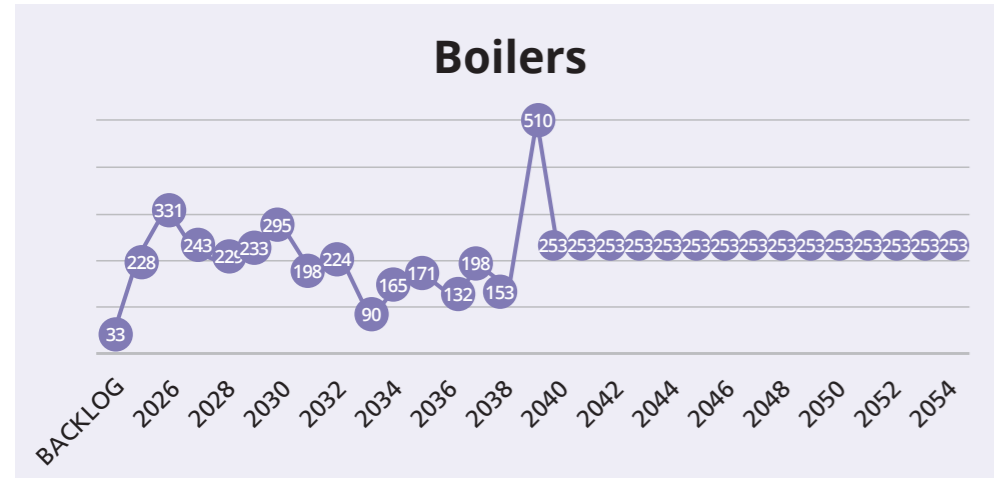
Component	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	2053	2054
Kitchen	94	71	103	134	62	204	434	220	220	220	220	220	220	220	220	220
Bathroom	248	269	82	146	180	234	206	87	162	45	77	78	103	133	63	94
Roofs	32	91	73	93	131	20	34	24	43	169	88	64	104	62	24	47
Windows	85	170	35	45	71	80	262	214	240	44	194	41	28	132	32	18
Doors	144	253	57	172	144	230	317	883	333	149	217	73	51	226	65	41
Boilers	510	253	253	253	253	253	253	253	253	253	253	253	253	253	253	253

Major Components 5-Year Programme Smoothed

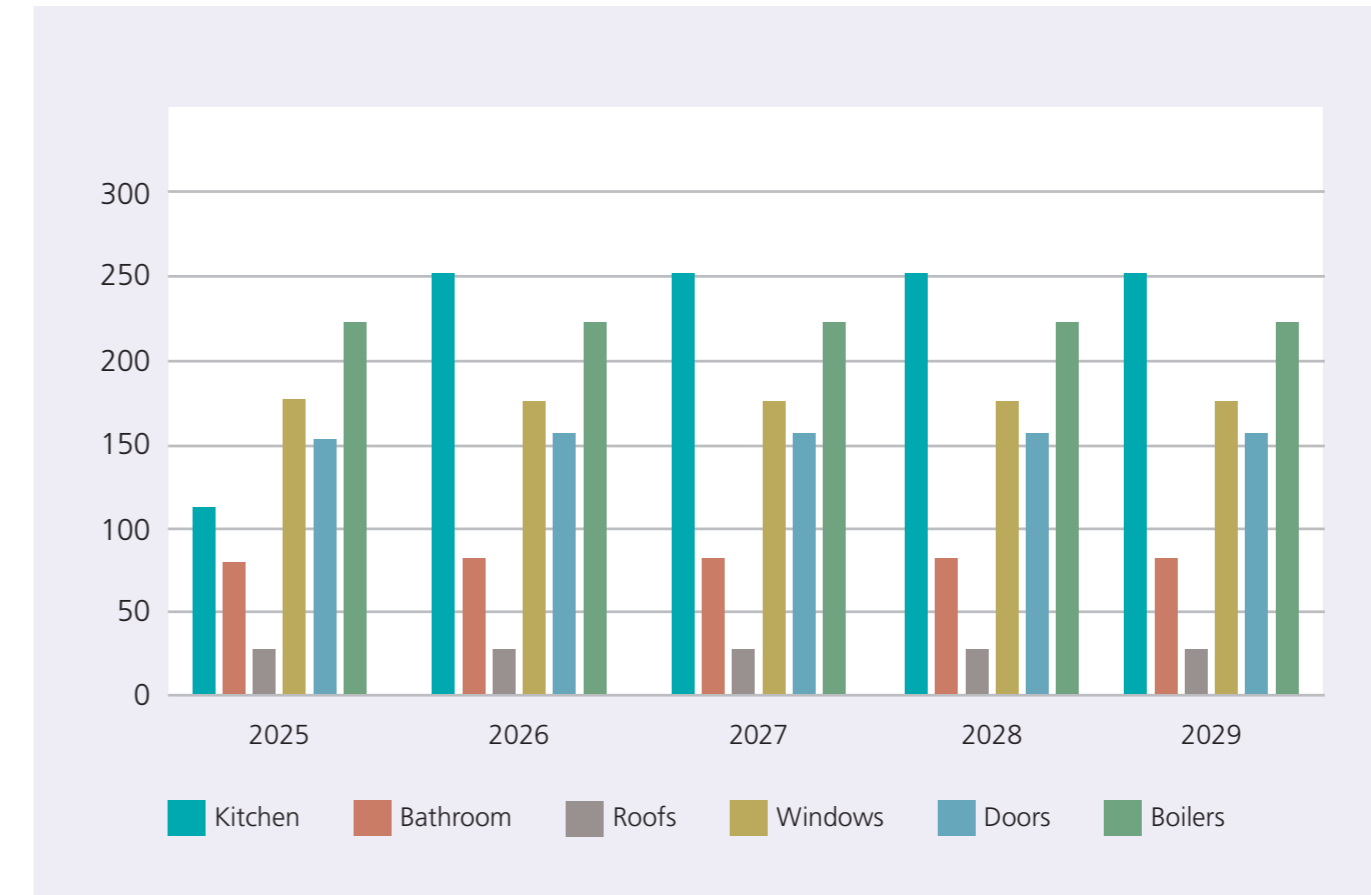
Component	2025	2026	2027	2028	2029
Kitchen	119	250	250	250	250
Bathroom	80	80	80	80	80
Roofs	28	28	28	28	28
Windows	177	177	177	177	177
Doors	155	155	155	155	155
Boilers	220	220	220	220	220

30 Year data by Component (Unsmoothed)





5-Year Programme - Smoothed



Appendix D: Energy Performance

Overall performance: Carbon

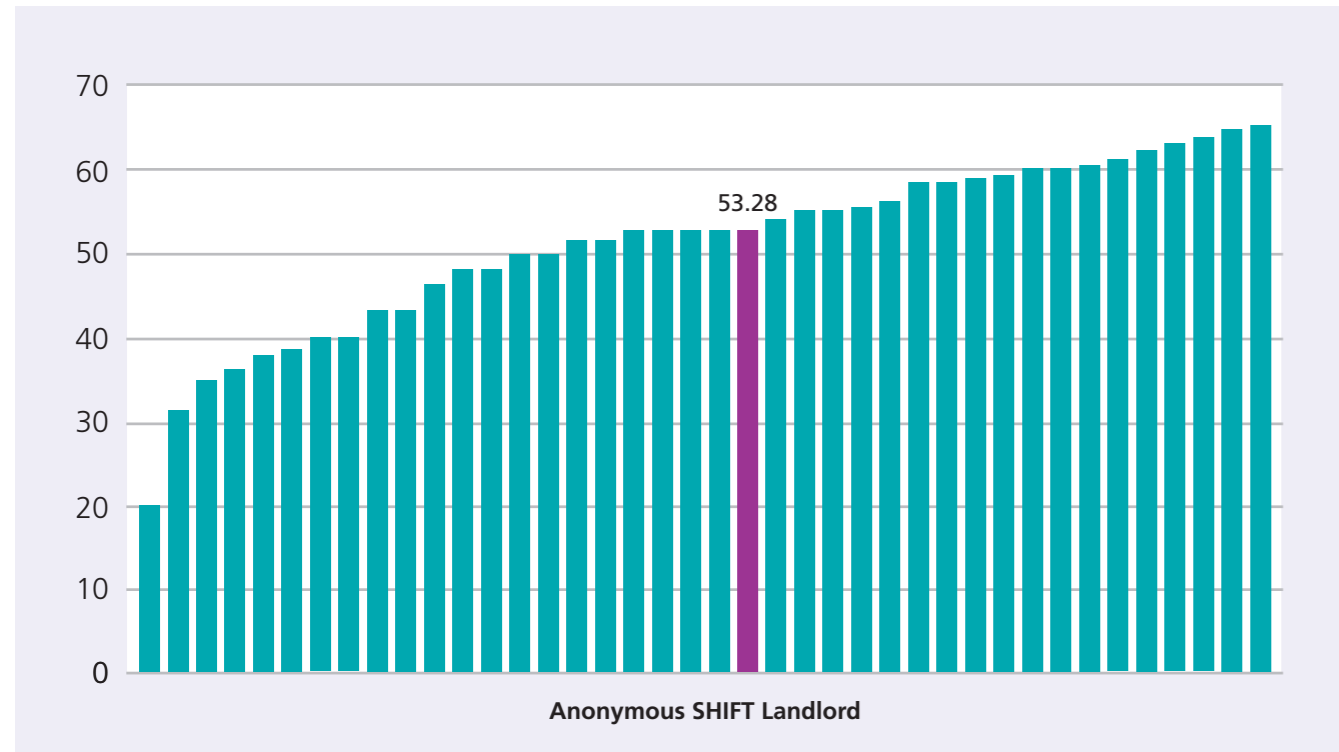
Environmental issue	Absolute ¹	Intensity ²	Intensity target for SHIFT platinum 2024 ³	Long term intensity target (by 2050 unless otherwise stated)
Individually heated homes, regulated emissions Scope 3	11,430.69 tonnes CO ₂ e	SAP 74.74; 2,710.62 kg CO ₂ e / independently heated home	SAP 74.54	SAP 85
Communal heating systems, metered data Scope 1 metered data Scope 2 ⁴	355.32 tonnes CO ₂ e	10,914 kWh / home managed	5,240.69 kWh / home managed	3,600 kWh / home managed
	0 tonnes CO ₂ e			
Other landlord supply Scope 1 Scope 2 ⁴	396.45 tonnes CO ₂ e	170.92 kg CO ₂ e / home managed	104.90 kg CO ₂ e / home managed	0 kg CO ₂ e / home managed
	354.76 tonnes CO ₂ e			
Offices Scope 1 Scope 2 ⁴	43.27 tonnes CO ₂ e	58.32 kg CO ₂ e / m ²	50.12 kg CO ₂ e / m ²	0 kg CO ₂ e / m ²
	25.13 tonnes CO ₂ e			
Business mileage Scope 3	1 tonnes CO ₂ e	0.23 kg CO ₂ e / per home managed	8.83 kg CO ₂ e / per home managed	0 kg CO ₂ e / home managed
Maintenance activities DLO Scope 1 Scope 1–3 scaled up to represent 100% ⁵	141.63 tonnes CO ₂ e			
	405.81 tonnes CO ₂ e	92.33 kg CO ₂ e / per home managed	TBA	0 kg CO ₂ e / home managed
Embodied carbon Repairs and Maintenance Scope 3 New Build Scope 3	171.41 tonnes CO ₂ e	39 kg CO ₂ e / per home managed	TBA	0 kg CO ₂ e / per home managed
	316.76 tonnes CO ₂ e	35,196 kg CO ₂ e / per new home	TBA	0 kg CO ₂ e / per new home

Overall performance: Other environmental performance

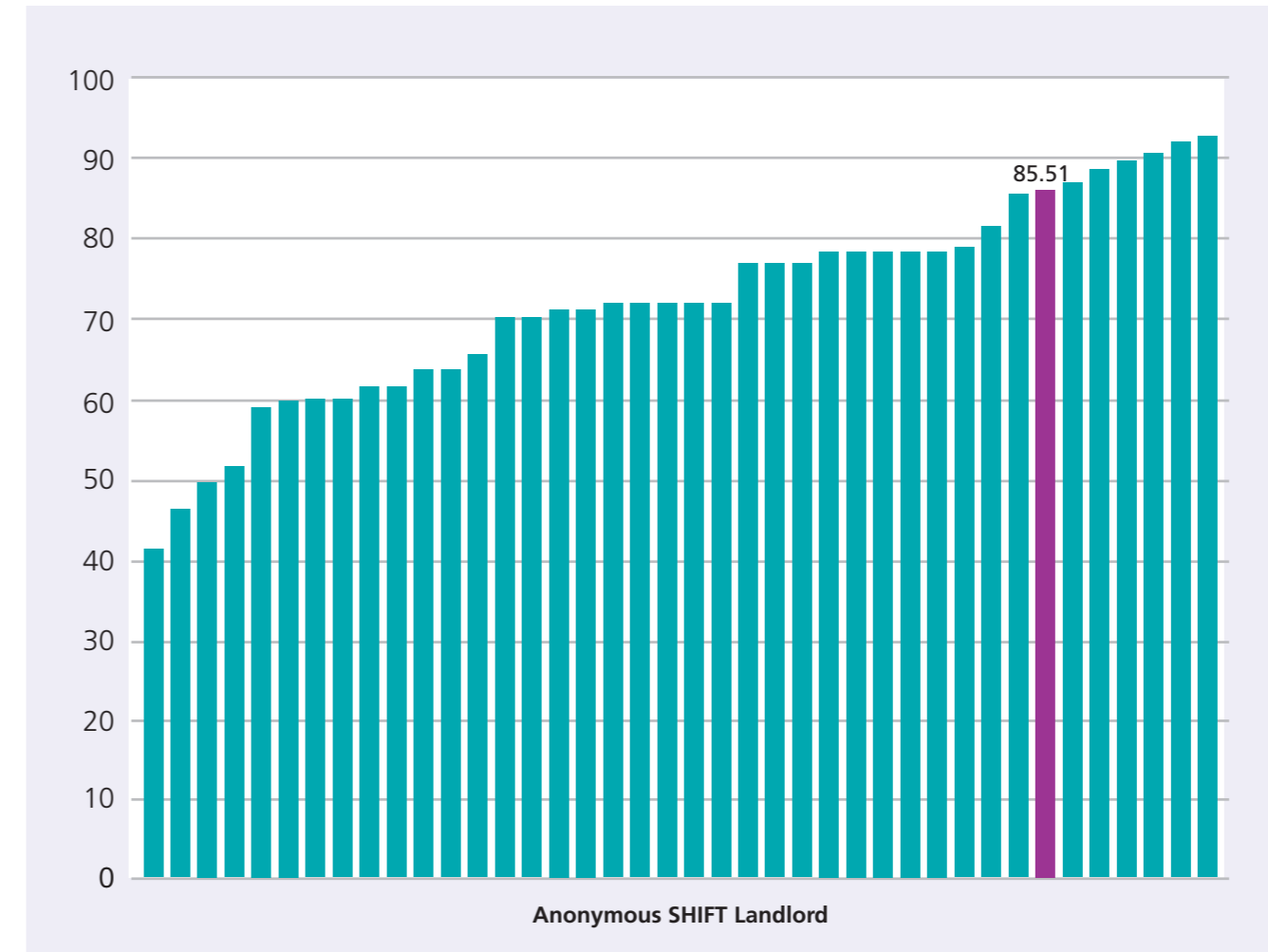
Environmental issue	Absolute ¹	Intensity ²	Intensity target for SHIFT platinum 2024 ³	Long term intensity target (by 2050 unless otherwise stated)
Water – homes	0.54 million m ³	146.03 lpd	137.61 lpd	110 lpd
Water – offices	396.88 m ³	4.55 m ³ /employee/yr	6.62 m ³ /employee/yr	3m ³ /employee/yr by 2030
Waste – homes	5.4 % homes with internal recycling bins	6.21% increase in residents diverting waste from landfill	7.19% increase in residents diverting waste from landfill	17.6% increase in residents diverting waste from landfill
Waste generated – offices	10.6 tonnes	20% of waste diverted from landfill	74.03% waste diverted from landfill	100% diverted from landfill
Promotion of sustainable transport facilities – homes	9.3 % homes with cycle storage	2.39% increased likelihood of resident use	TBC	100% increased likelihood of resident use
Responsible materials – maintenance & capital works	40.54 %	40.54 %	51.42% responsibly sourced	100% responsibly sourced
Responsible materials – offices	37.25 %	37.25 %	62.26% responsibly sourced	100% responsibly sourced
Adaptation to climate change – homes protected from flooding	4,180 homes	94.21% of homes adapted to flood risk	85.05% adapted to flood risk	100% adapted to flood risk
Adaptation to climate change – homes protected from overheating	4,285 homes	97.50% of homes adapted to overheating risk	80.28% adapted to overheating risk	100% adapted to overheating risk
Biodiversity value	918.86 tonnes biomass above ground	9.88 tonnes biomass per hectare	10.52 tonnes biomass per hectare	11.9 tonnes biomass per hectare by 2043

B3Living has achieved the SHIFT Silver accreditation, with a score of 53.28. It ranks 18th out of the 40 most recent SHIFT assessments.

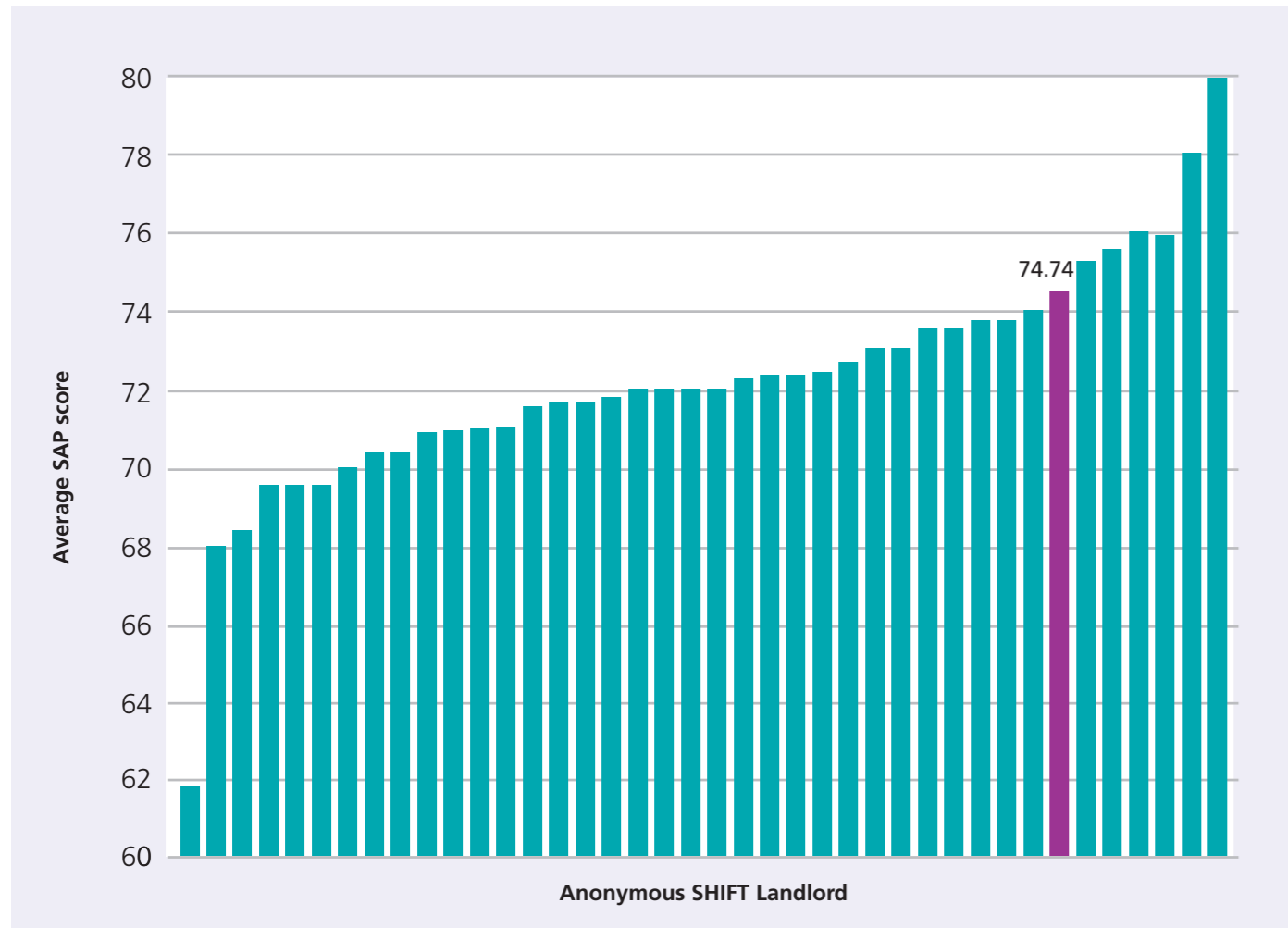
Overall SHIFT Score



Homes with EPC C or better



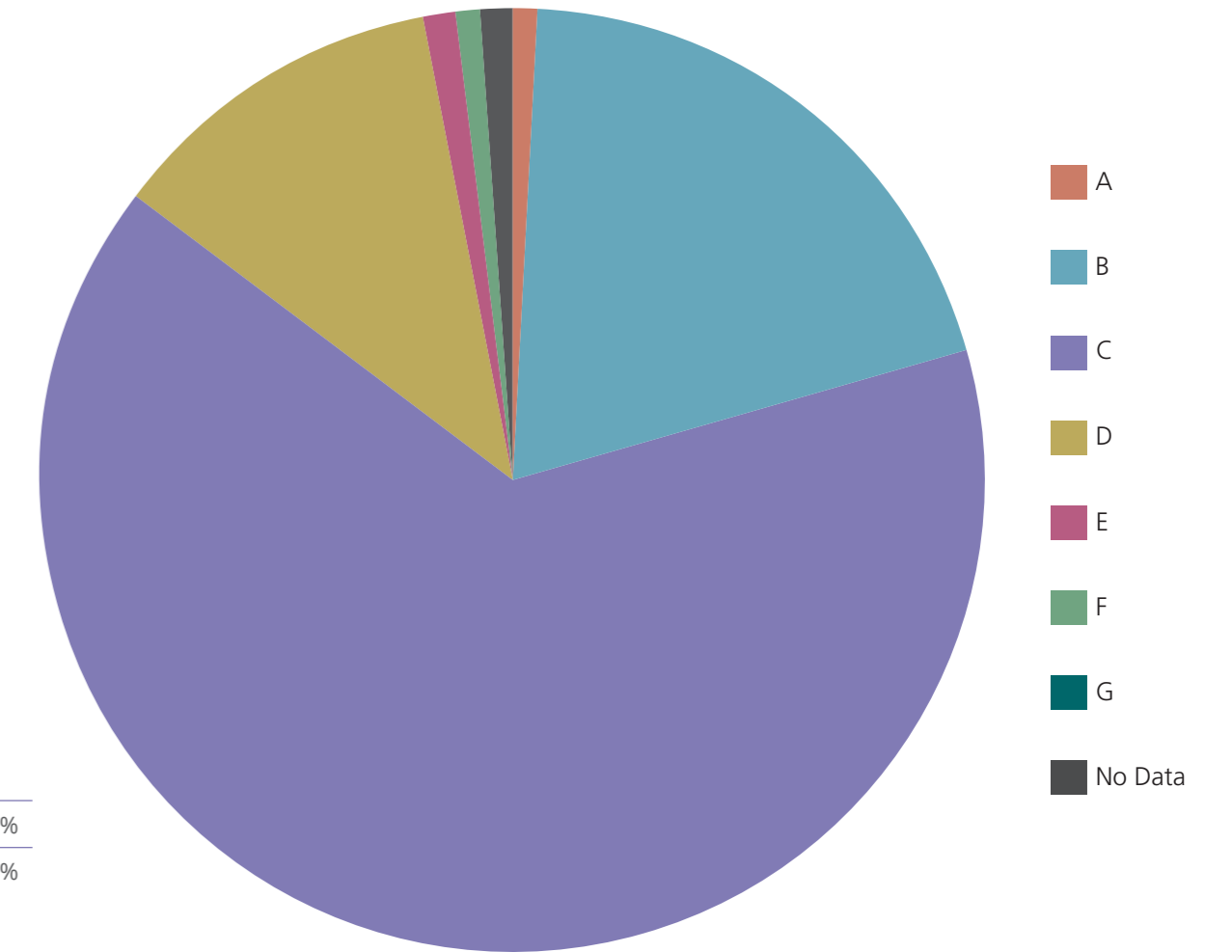
Average SAP (2012) rating of stock



EPC Summary

EPC Rating	Number of properties	Percentage
A	6	0.1%
B	880	20.3%
C	2899	66.8%
D	516	11.9%
E	36	0.8%
F	3	0.1%
G	0	0.0%
No data	3	0.1%

Total Rented	4343	
Total % above EPC C	3785	87.15%
Total % below EPC C (inc no data)	558	12.85%



Appendix E: 5 Year Spend Review

B3 LIVING: 5 Year Analytical Review

	2025/26	2025/26	2024/25	2023/24	2022/23	2021/22	2020/21
Other Income	-34,383	-31,788	-17,421	-116,742	-82,144	-30,312	-91,597
Total Income	-34,383	-31,788	-17,421	-116,742	-82,144	-30,312	-91,597
Revenue Expenditure							
Repairs Staff Related Costs	3,195,565	2,614,940	2,595,282	2,152,920	1,840,616	1,670,530	1,680,238
Repairs Indirect Costs	90,260	91,200	101,495	98,470	94,883	49,207	60,194
Responsive Maintenance	2,403,269	1,974,527	2,035,805	2,612,254	4,437,272	2,154,392	1,834,533
Cyclical & Minor Works	203,850	488,945	339,481	235,418	163,200	48,618	77,410
Repairs Surveys and Planned Maintenance	397,832	463,352	532,716	581,801	230,309	2,181,961	1,349,746
Repairs Planned Compliance (CABS) Costs	1,445,389	1,913,019	2,273,260	1,031,652	1,261,395		10,323
Repairs Compliance Non-CABS	-	-	-	-	-	-	
Other Costs	1,801,000	1,438,209	1,428,781	2,087,817	1,303,917	1,305,486	1,300,572
Total Revenue Expenditure	9,537,165	8,984,192	9,306,819	8,800,332	9,331,591	7,410,194	6,313,016
(Surplus) / Deficit before Interest/Tax & Capital	9,502,782	8,952,404	9,289,399	8,683,590	9,249,447	7,379,882	6,221,418
Major Works & Improvements							
Major Works & Improvements	7,224,539	7,098,735	7,405,131	5,604,012	4,334,661	4,775,734	3,949,781

		2025/26	2025/26	2024/25	2023/24	2022/23	2021/22	2020/21
Other Capex spend								
83145	IT Software	0	0	53,820	0	0	0	0
B1435	WIP-Orbit New Build Works	0	0	255,778	0	0	0	0
SHDF								
B1031	NZC Salaries and Overheads recharges	150,000	348,742	5747,85	190,169	173,555	0	0
B1032	NZC Improvements	1,291,263	3,461,406	3,397,725	1,104,136	0	0	0
B1033	NZC Solar PVs	0	0	0	0	0	0	0
B1034	NZC - Retrofit	0	0	0	165,510	7,232	0	0
B1035	NZC Air Source Heat Pumps	0	0	0	0	0	0	0
B1039	Energy Improvement Works	0	-1,266,291	38,276	0	0	0	0
	NZC Costs (Contra)	0	1,266,291	0	0	0	0	0
B8330	NZC Grant (SHDF)	0	0	-1,529,312	-594,642	0	0	0
	NZC Grant (Contra)	0	-1,266,291	0	0	0	0	0



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