



**Your voice
matters**

Annual Report 2022-23



Contents

Welcome to our annual report for 2022-23	3
Our vision, objectives and values	4
Resident leadership and effective governance	6
Excellent services delivered with empathy and openness	13
Growth in new homes and opportunities	18
Sustainability and safety for our business, our community and our environment	20
Our finances	30

Welcome to our annual report for 2022-23

We would like to start by saying thank you. The last year represents a significant milestone for Phoenix as we reflected on our past and looked to the future.

These are challenging times and working with residents we reviewed our objectives to help us meet those challenges and ensure that we get the basics right.

This year we worked with many of you to review our Community Gateway model and priorities for service delivery. It's been fantastic to hear from many of you through surveys, workshops, and out in the community.

As a result of your feedback, we have made some significant improvements including enhancing the role of the Phoenix Gateway, increased investment in our existing homes, brought our repairs service in-house and introduced a new Complaints Team.

We have also been working closely with residents and partners to offer help for our community during the cost-of-living crisis. Our top priority is to continue our resident-led Community Gateway model, working with you to deliver the homes and services residents need.

Last year was a time for celebration. We saw the re-opening of the historic pub and community space, The Fellowship Inn. We resumed weekly activities at The Green Man and at the WG Grace Centre in Grove Park. We held multiple events in the community to celebrate our heritage, listen to diverse voices and hear your views and ideas on our services.

This report includes more of our highlights and challenges, as well as our ambitions for the future.

If you have any questions as you're reading or if you want to get involved, please contact us. **Your voice matters.**



Denise Fowler, Chief Executive



Carmen Simpson, Board Chair and Phoenix tenant

Our vision, objectives and values

Our vision
“Together we are building a better future for our Phoenix Community.”



Our strategic objectives

The Board set four strategic objectives in 2019/20 to support our vision:

1

Resident leadership and effective governance

2

Excellent services delivered with empathy and openness

3

Sustainability and safety for our business, our community and our environment

4

Growth in new homes and opportunities

Our values

Our values are important to help guide how we work together. They support our vision and ensure that how we do things is as important as what we do.



Customer



Community



Consideration



Collaboration

Resident leadership and effective governance

Your voice matters



More opportunities for our residents to shape and define our future

We are resident-led

Set up in 2007 by tenant activists, we're proud to be resident-led and one of just a handful of Community Gateway organisations in the country.

Our Community Gateway model places residents at the heart of decision making and scrutiny. At Phoenix, residents have a real influence on our services and all that we do.

Our Board

Residents are the largest group on our Board, with six resident Board members, four independent committee members and two Councillors.

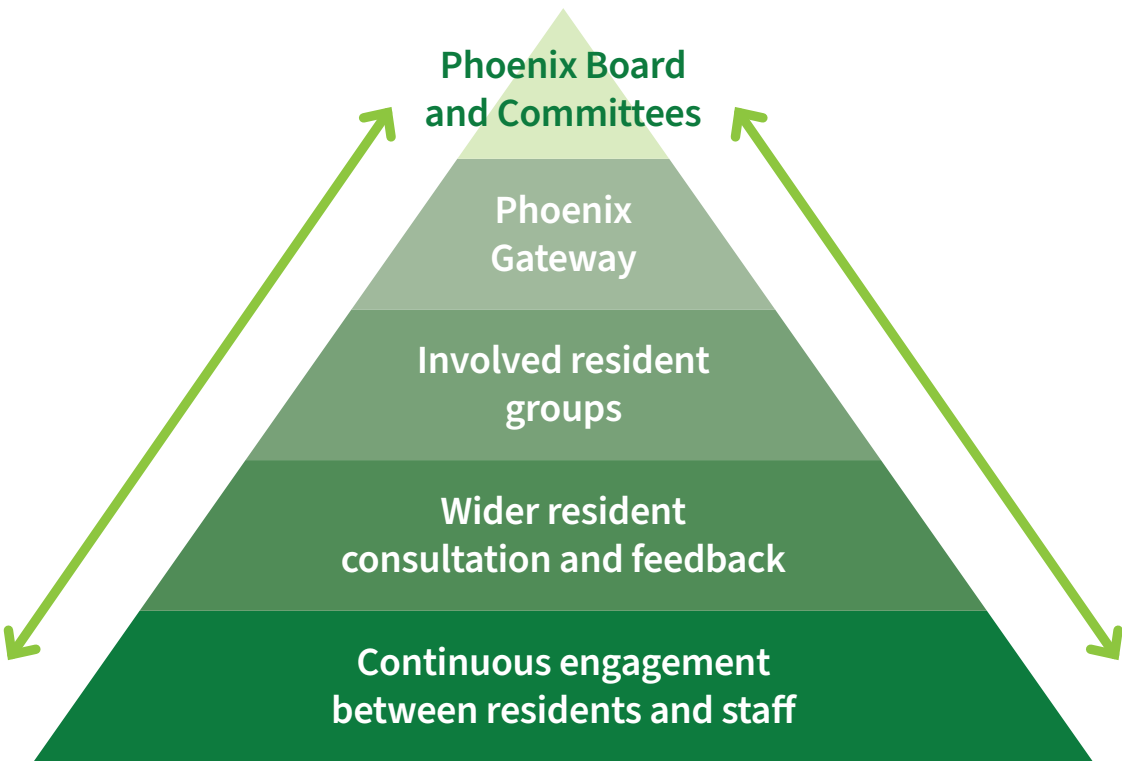
Our committees

Our Board has been supported by Resident Experience, Audit, Development and Human Resources and Remuneration sub-committees, all of which include residents. The Resident Experience Committee was newly established in 2022 and residents are the majority on the committee.

Governance and resident involvement review

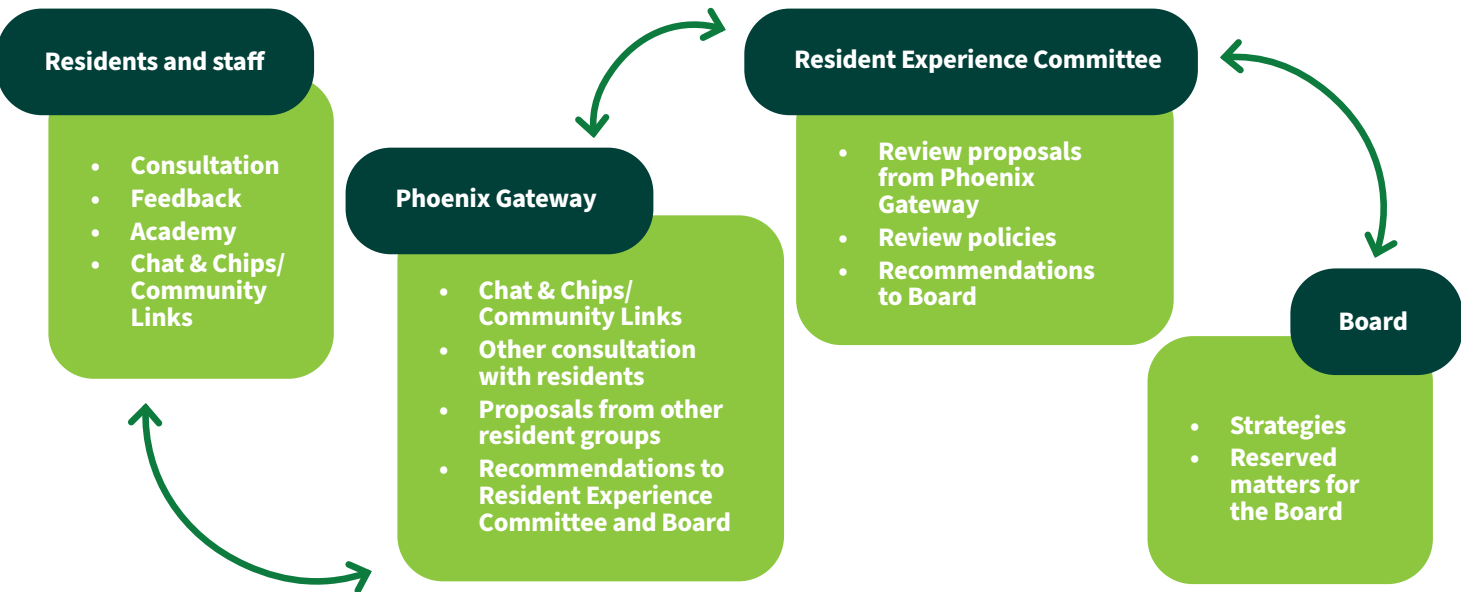
In February 2023, we reflected on our history and worked with our residents to ensure the future of our resident-led Community Gateway model. As a result, the Board approved a new approach to resident involvement in decision making, overseen by our resident-led Board and the Phoenix Gateway.

We will ensure involvement opportunities are flexible and will help to remove any barriers to taking part through a focus on equality, diversity and inclusion.



From resident involvement to Board

We seek views from all residents regularly and ensure that those views are fed back to the Board and committees via The Phoenix Gateway.



Some of the ways our residents got involved in 2022-23 include:

Phoenix Gateway

The Phoenix Gateway oversees and represents all resident involvement activity at Phoenix and offers advice to our Board.

- Helped shape our Governance and Resident Involvement in Decision-Making review, ensuring that equality, diversity and inclusion remained a key focus.
- Elected members to attend the Resident Experience Committee, a new sub-committee of our Board bringing residents together to oversee policies and performance relating to customer experience.
- Shaped our new corporate plan, highlighting tough choices that were required in the new uncertain financial climate, helping to ensure a focus on supporting our residents and getting the basics right.
- Recommended a new Emergency Repairs Policy which helped to focus efforts on repairs that have health and safety implications and where there is a risk to the security of homes.
- Helped shape our approach to patch-based working, damp and mould and voids and lettings.
- Shaped our Resident Involvement and Community Engagement Strategy, with a focus on providing a range of flexible opportunities for residents to be involved in strategic and operational decision making across Phoenix.



Scrutiny Panel

Our Scrutiny Panel monitors and reviews how we're performing and makes recommendations to improve our services.

- Focused on monitoring the implementation of previous review recommendations on areas including complaints, caretaking standards, fencing and housing officers.
- Successfully made the recommendation for Phoenix to review and update resident profile information to deliver better services.
- Produced a review on call handling which will go to the Resident Experience Committee and the Board.



Online Policy Consultation Group

The Online Policy Consultation Group gives feedback and makes suggestions on draft policies and strategies through online surveys. The surveys take less than 10 minutes to complete, and we use suggestions to help shape our policies for the benefit of all residents.

- 132 residents took part in online consultations and contributed to the scoping of our Fire Safety Strategy and Building Safety Policy.



Youth Council

On the Youth Council, residents aged between 16-25 have a say on areas that they are passionate about, help to shape policies and make recommendations to the Phoenix Gateway.

- Provided feedback on the Phoenix Safeguarding Policy, a new Wellbeing Strategy, and on the topic of sustainability in the housing sector.
- Took part in a series of workshops with residents and members of staff to shape the future of resident involvement at Phoenix.
- Worked in partnership with Connected Futures to contribute to research exploring barriers to employment for young people in Downham.




Interview panels

When we recruit new staff members, we always include residents on the interview panel to ensure that all employees who join Phoenix have the skills and experience we’re looking for.

Residents acted as panellists on more than 100 interviews in 2022-23.

Thank you for your feedback



70% of residents are satisfied that Phoenix listens to their views and acts upon them

In May 2022, we moved to surveying 10-25% of our residents every three months so that we can make changes to our services based on resident feedback. The survey results go to our Board,



84% of residents are satisfied that Phoenix keeps tenants informed about things that matter to them

Phoenix Gateway and Resident Experience Committee. The surveys are carried out anonymously by phone on our behalf by an organisation called K-West. 3,709 residents took



Resident involvement workshop, November 2022

part and we have logged nearly 1,221 call back requests where residents have let us know that they would like us to contact them about other issues.



Chat and Chips Wydeville Manor Road, August 2022

Chat & Chips

Across August 2022, 361 residents joined us at seven ‘Chat & Chips’ locations to share their views in return for free fish and chips. Staff were on hand to give information on a variety of different topics including financial wellbeing, employment support and repairs.




The Phoenix Academy Class of 2023

The Phoenix Academy

Our ‘school of social housing’, The Phoenix Academy, received Chartered Institute of Housing (CIH) accreditation in 2017 and continues to help with our succession planning for our involvement groups and the Board.

In 2022/23, 117 students graduated with a Level 1 qualification, of which 27 were Phoenix residents and 30 were Phoenix staff. Two Phoenix residents and four Phoenix staff members completed CIH Level 2, four Phoenix staff members completed CIH Level 3 and one Phoenix resident and two Phoenix staff completed CIH Level 4.



30 residents graduated from the Phoenix Academy

Evelyne’s story

Evelyne joined the Phoenix Board in March 2023 and shares how completing levels 1-2 at The Phoenix Academy supported her in gaining a position on the Phoenix Board.

“The Phoenix Academy has helped me to develop my problem-solving skills so that I can address and contribute to the resolution of housing related challenges such as affordability, sustainability and accessibility. Level 1 gave me a greater understanding of the history of Phoenix and Level 2 outlined different types of housing,

how the sector is regulated and the challenges all housing providers are facing. This has helped me to better collaborate with Phoenix and improve the services we receive as residents.

“Joining the Phoenix Academy enables residents to learn more about our Community Gateway model and is a great place to start if you’d like to get involved. It also leads to professional qualifications which is fantastic if you’re looking to pursue a career in housing.” – **Phoenix Board Member and tenant, Evelyne Colley (pictured left).**

“I can address and contribute to the resolution of housing related challenges such as affordability, sustainability and accessibility.”
Evelyne Colley



Excellent services delivered with empathy and openness

Your voice matters

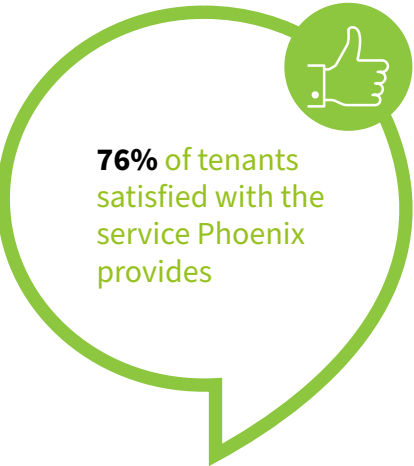
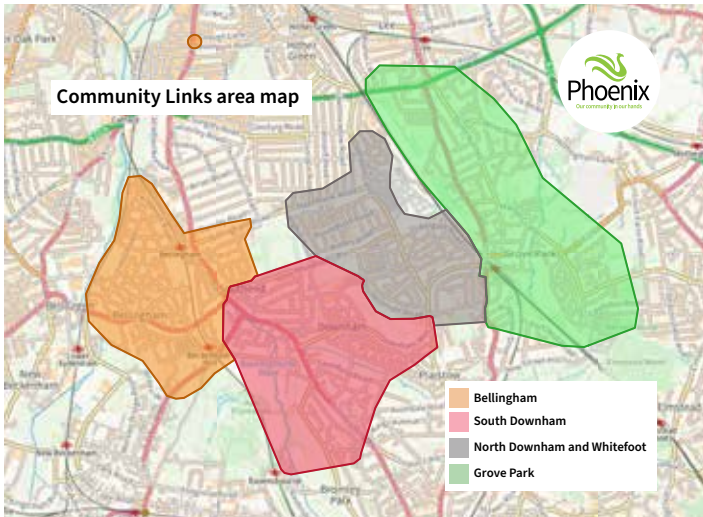


Everyone deserves to feel safe at home and proud of where they live.

Our services

Our staff work in an agile way to deliver our services from The Green Man, out on our estates, in our community spaces and from their homes.

As a result of resident feedback and as part of a new Customer Services Strategy, we have started to move towards a neighbourhood-based approach called Community Links. This means that we can work more closely with residents and partners to deliver a better service.



Our MyPhoenix self-service portal now has over **2,200** resident users, with more than **27.36%** of residents registered to access our services online.

This means quicker services for those on the go and more time to deliver face to face and telephone services for residents who would like traditional support.

We are delighted to enable British Sign Language (BSL) users to contact us using a BSL video interpreter, via the InterpretersLive! service.

This enables BSL users to call our Contact Centre to book a repair, report an issue, or request to speak with a BSL provider via a phone, laptop or tablet at The Green Man.

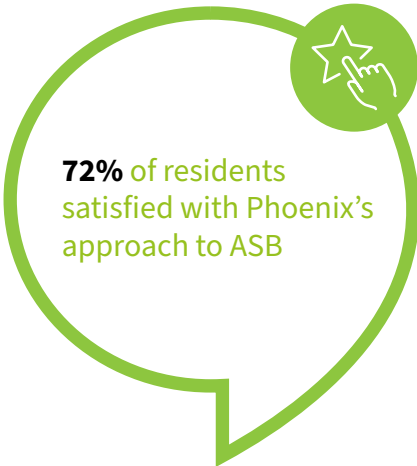


Anti-social behaviour (ASB)

We want you, your household and your neighbours to enjoy living in your home and community. Anti-social behaviour can make it hard to enjoy your home and in some instances can cause serious danger.

In 2022-23, **72%** of residents were satisfied with Phoenix's approach to ASB. We know that we can always do better and will use resident feedback to improve our service.

If a crime is taking place or if you feel that you or someone else is in immediate danger, always call 999.



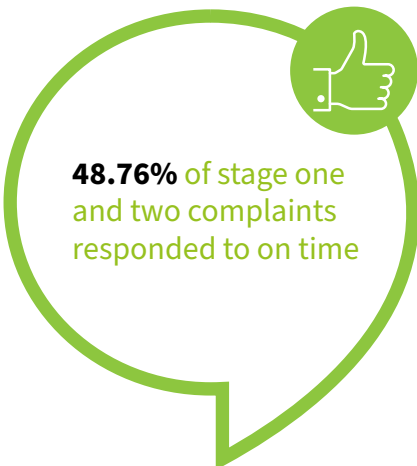
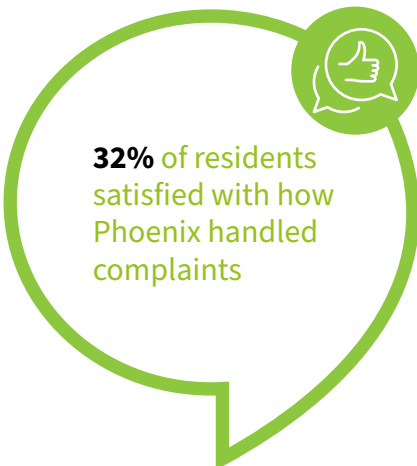
Complaints

In response to an increase in complaints and a decline in our complaints handling performance, we invited residents who had been through our complaints process to share their experience and suggest ways we could improve.

The areas residents told us that we need to improve include: the quality of our responses, following up on outstanding complaints and meeting agreed timescales.

We are now establishing a new complaints policy and have created a new Complaints Investigation Team to improve our process.

If you have any feedback on our complaints process, please contact us.



Scrutiny Panel story

Our Resident Scrutiny Panel put Phoenix under the microscope and work together with staff to monitor and review how we're performing and recommend improvements.

In 2022-23, our Scrutiny Panel focused on monitoring the outcomes of their previous review recommendations and started a new review on call handling.

“We have an input on lots of points of interest and make tweaks to services to make them better. Often,

it's just small tweaks such as more staff training or better communication, but it can make a difference for residents.” – **Phoenix tenant and Scrutiny Panel member, Karen Stokes.**

“I used to sit on the Policy Working Group and then moved over to the Scrutiny Panel – I really enjoy it and it's a great opportunity to understand Phoenix services. It can be a bit of trial and error, but we really can improve services for residents through making recommendations.” – **Phoenix tenant and Scrutiny Panel member, Patricia Newman-Sheaf.**

“I really enjoy it and it's a great opportunity to understand Phoenix services.”
Patricia Newman-Sheaf



Repairs

74% of residents satisfied with the repairs service they have received to their home from Phoenix over the last 12 months

68% of residents satisfied with the time taken to complete the most recent repair

94.73% of repairs completed within target time

Our repairs service is now completely in-house so that we can deliver a better service for residents. The change happened in April 2023 in response to a drop in resident satisfaction with repairs.

Previously, our repairs service was set up as a subsidiary after residents told us that they wanted a repairs service that was Phoenix owned and operated.

By bringing our repairs service fully in house we can collaborate more efficiently through shared systems and processes which will help make the repairs journey smoother.



“We now want to work with residents to improve our service, making sure it is properly joined up and effective from a residents' perspective”
Phoenix Chair, Carmen Simpson.

Growth in new homes and opportunities

There is a major shortage of housing in Lewisham, and we’re committed to tackling this by building much-needed high quality homes which reflect the needs of our community.



At the end of March 2023, there were **101** new homes on site.



Melfield Gardens

In January 2022, we marked breaking ground at Melfield Gardens as part of a tour of the Phoenix area with the National Housing Federation team. Working in partnership with Goldsmiths, University of London, this intergenerational scheme will provide 30 homes for people over 55 and two four-bedroom flats for postgraduate students. The new homes are designed to meet ‘Passivhaus’ standard - an internationally recognised approach that aims to address issues including fuel poverty and climate change.



Catford Police Station

Catford Police Station closed at the end of 2017 and has been disused since. We purchased the Catford Police Station site in February 2022 and our early plans include proposals to provide up to 60 much-needed affordable homes for local residents. Catford Police Station is locally listed, and our proposals will incorporate parts of the existing building into the design. As a resident-led organisation, we will use our “Building Together” approach, where Phoenix residents and the views of the community will be at the forefront of our plans.



Arcus Road

In September 2022, we received planning approval for 25 homes for social rent and 11 shared ownership homes on the site of disused allotments and garages near Arcus Road and Chingley Close. We have appointed architects Mikhail Riches for the scheme - winners of the acclaimed Stirling Prize in 2019 for their development at Goldsmith Street in Norwich.



Farmstead Road

We are now on site to build 24 new homes in Bellingham at Farmstead Road. The scheme, designed by Metropolitan Workshop, received planning approval in June 2022. The homes will be built to ‘Passivhaus Low Energy Building Standard’, meaning residents will benefit from comfortable living environments and lower energy bills. Both our Arcus Road and Farmstead Road developments have been shortlisted for the Housing Design Awards. The Housing Design Awards are represented by all five major professional housing institutions (RICS, RIBA, RTPL, Landscape Institute and Chartered Institute of Architectural Technologists), and focus on innovative design.



Reopening The Fellowship Inn

Over 40 guests came to celebrate the reopening of The Fellowship Inn in September 2022. The Mayor of Lewisham, Damian Egan, cut a ribbon to officially mark the reopening of the pub, with new operators Homegrown. Steeped in local history, The Fellowship Inn was built in the 1920s as part of the Bellingham estate. Restored by Phoenix in 2019 with a £4million fund through the Heritage Lottery Fund, the refurbished pub now features a cinema, theatre, café, and restored music rehearsal space.

Sustainability and safety for our business, our community and our environment



Your voice matters

We want to get the basics right, ensuring that we're fit for the future and can continue to support our community to thrive.


We work closely with local organisations to maximise investment in our community and focus our activities on those projects which will deliver the best value for money and positive outcomes for our residents.

In January 2023, our Board agreed a new corporate plan for 2023-28 which prioritises improving our existing homes and supporting residents through the cost-of-living crisis.

While our homes are closely situated, we recognise that different areas have different challenges, priorities and opportunities to explore. Through our new Community Links approach, we can work more closely with residents to address area-specific issues through partnership working and ongoing feedback.

Our new enhanced Community Gateway model will allow for more residents to have their say in a way that suits them.

With more residents getting involved, residents can have a sustained influence on how we invest in our community.



78% of residents satisfied that Phoenix makes a positive contribution to neighbourhoods

Wellbeing and energy advice



Our Financial Wellbeing Team supported residents to access over £814,383 in grants and benefits

Over the past year, our Financial Wellbeing team have been supporting residents with advice on money management, budgeting, benefit entitlement and to access help through other organisations.

Throughout January to March 2023, we opened The Green Man as a 'Warm Welcome' site to support residents and members of the community impacted by the increased cost of living.

Our Phoenix Energy Champion, Sharon O'Connor delivered **£26,412** in estimated energy savings for residents across **494** advice sessions.



Sharon O'Connor at the Energy Advice Café

We also obtained **£113,742** in energy grants to help our residents and to improve the energy efficiency of our homes.

We offer employment and training support for residents through our 'Roots into Work' programme. In 2022-23, we supported **41** Phoenix residents into work.

Whether you need support with your finances or energy bills, your wellbeing, or if you have concerns about someone else, we're here to help.

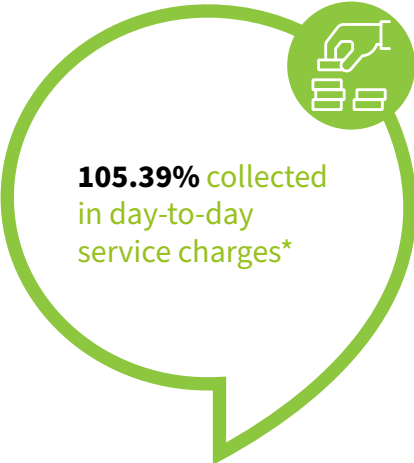
Contact us on **0800 0285 700**, email **info@phoenixch.org.uk** or visit **www.phoenixch.org.uk**

Income collection

Your rent and service charges help to pay for the service you receive and enable us to continue investing in our homes and community. Thank you to everyone who has kept up with rent and service charges during this challenging period.

1,517 tenants pay their rent by direct debit. Paying by direct debit is the easiest and most convenient way to pay - your payment will automatically come out of your bank or building society when a payment is due.

To set up a direct debit, visit the MyPhoenix portal at my.phoenixch.org.uk or contact us.



*Figures also include collection of historic charges and arrears.



Delivering social value



“Social value can be described as the wider non-financial impacts of programmes, organisations and projects, especially on the wellbeing of individuals and communities and of the environment.”

Resident Scrutiny Panel Summary Report on Social Value.

Some examples of where we have delivered social value include:

- Worked in partnership with Sevenfields Primary Care Network and Lewisham Council to support with the launch of a new outdoor gym at Shroffold Road.
- We have delivered over **108** devices to residents to tackle digital exclusion.
- We have donated **60** SIM cards and **7,000** GB of data.
- Delivered **25** events to meet with our residents and celebrate our heritage and diverse community.



Black History Month October 2022



Phoenix Festival May 2022



Disability Awareness Day November 2022



Pride at The Green Man August 2022



Meet Santa December 2022



Summer Fun August 2022

Safety at home



100% of our blocks had all the necessary fire risk assessments as set in Phoenix's policy

In March 2022, our Board agreed a new Asset Management Strategy for 2022-26 which sets out how we manage our stock to provide good quality homes, spaces and services to residents. It outlines how we will respond to changes in building safety and energy performance legislation through reviewing our resources and improving the quality of the information we hold about our assets.

Building safety

Following the tragic fires at Grenfell in 2017, the Government introduced a new Building Safety Act and Fire Safety Act.

As part of our Building Safety Programme, we carried out a major review of our buildings to ensure we're in line with the new regulations. We have also been contacting residents to ensure we identify any safety concerns and we communicate important safety information in a way that is accessible to everyone.

The new legislation requires evidence that all of our high-rise buildings are safe, and the Building Safety Regulator will start to assess this evidence from April 2024. We currently have five blocks which are considered higher risk due to their height and nine blocks over 11m high and in scope of the fire safety regulations.

In June 2022, residents joined us at The Green Man for Fire Safety Day. Younger residents explored a fire engine and activity packs, while others enjoyed tips to stay fire safe at home through hazard spotting and an introduction to the history of fire safety.





Your voice matters

“It’s a lovely place to sit. Especially in the evening because it’s quiet and you can hear the fountain and the pond. It’s peaceful and relaxing.”

Phoenix resident, Phebe Deeble

Phoenix in Bloom story

Our annual gardening competition Phoenix in Bloom celebrates the talented gardeners in our community.

The awards recognise the contributions our residents make to keeping our community beautiful, whether they are caring for an expansive garden or a balcony.

In 2022, Hazelhurst Court Extra Care Scheme won the award for the ‘Best Residential Community Garden’.

“When we all moved in [to Hazelhurst Court], it was just bushes and greenery, but really you want some colour and

some smells because we have partially sighted people there and I thought it would be nice if people could smell things. We intend to expand it next year; we’ll get some different lavenders and I’ve got some salvia which has got a beautiful smell. I’ve got rosemary and mint and we’d like some other herbs so that when people walk through, they experience different aromas.

“It’s a lovely place to sit. Especially in the evening because it’s quiet and you can hear the fountain and the pond. It’s peaceful and relaxing.” - **Phoenix resident, Phebe Deeble.**



‘Best Residential Community Garden’ award winner: Hazelhurst Court Extra Care Scheme

Digital drop-ins

If you're struggling to get online or use your mobile, laptop or tablet, our Digital Skills Advisors are on hand to offer support.

Whether you need help with online banking, paying bills, checking your emails or staying in contact with friends, whatever it is, they can help.

Drop into The Green Man on Wednesdays from 10am-12pm.



Sustainability of our homes

Our plans to improve the sustainability of our homes take a 'fabric first' approach. We have obtained £1.1 million in funding from the Social Housing Decarbonisation Fund (SHDF) and have allocated £1 million from our budget to retrofit over 160 homes within the next two years. This means we will improve the energy efficiency and running costs of our homes through improving elements like insulation, ventilation and upgrading windows and doors.

We survey our homes to create an energy performance certificate which helps to determine the works needed. We use SAP (standard assessment procedure) scores

to measure the energy efficiency and running costs of a home. The bands run from A to G, with A being the most energy efficient and G the least. 30% of Phoenix homes had a SAP rating below C at the end of March 2023. Our Board has approved financial plans to bring all our homes to SAP rating C by 2030 as required by the government.

We're also committed to building high quality new homes, with some of our planned developments reaching 'Passivhaus' standards – an international methodology for designing and constructing the type of buildings needed to address issues including climate change and fuel poverty.

Passivhaus homes are highly insulated so need very little heating and are well ventilated through a highly efficient mechanical ventilation system. Passivhaus design can also help minimise overheating in the summer.



Our finances

Your voice matters

We met all our financial covenants and continued to invest in our housing stock and new homes.

Summary

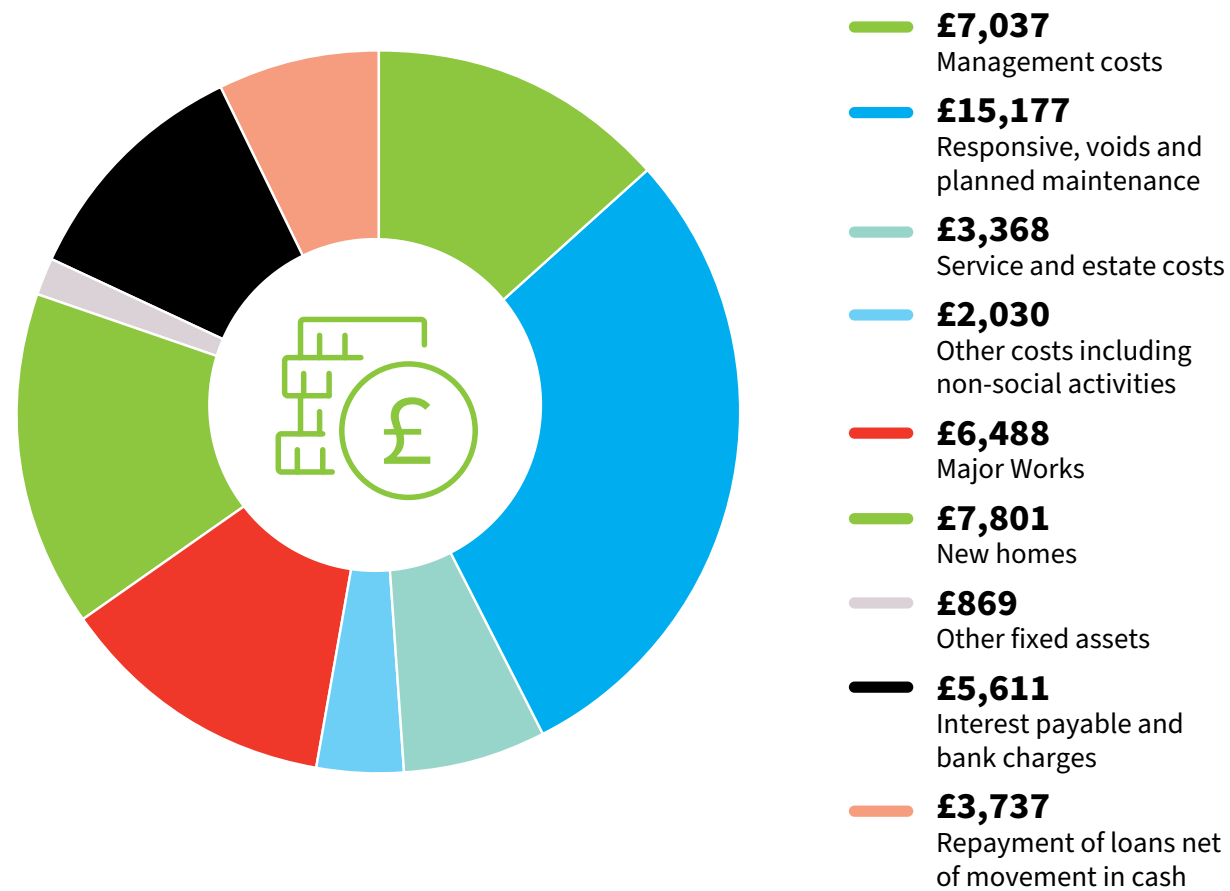
The 2022/23 income and expenditure includes a first whole year for the 1,085 Grove Park homes following their acquisition in 2021/22 from L&Q.

During the financial year we experienced significant inflationary pressures across the business leading to budget overspends. In particular, there was an increase in demand for repairs and an increase in the number and the cost per property of void properties (empty homes) with a consequent rise in void works costs. We met all our financial covenants and continued to invest in our housing stock and new homes.

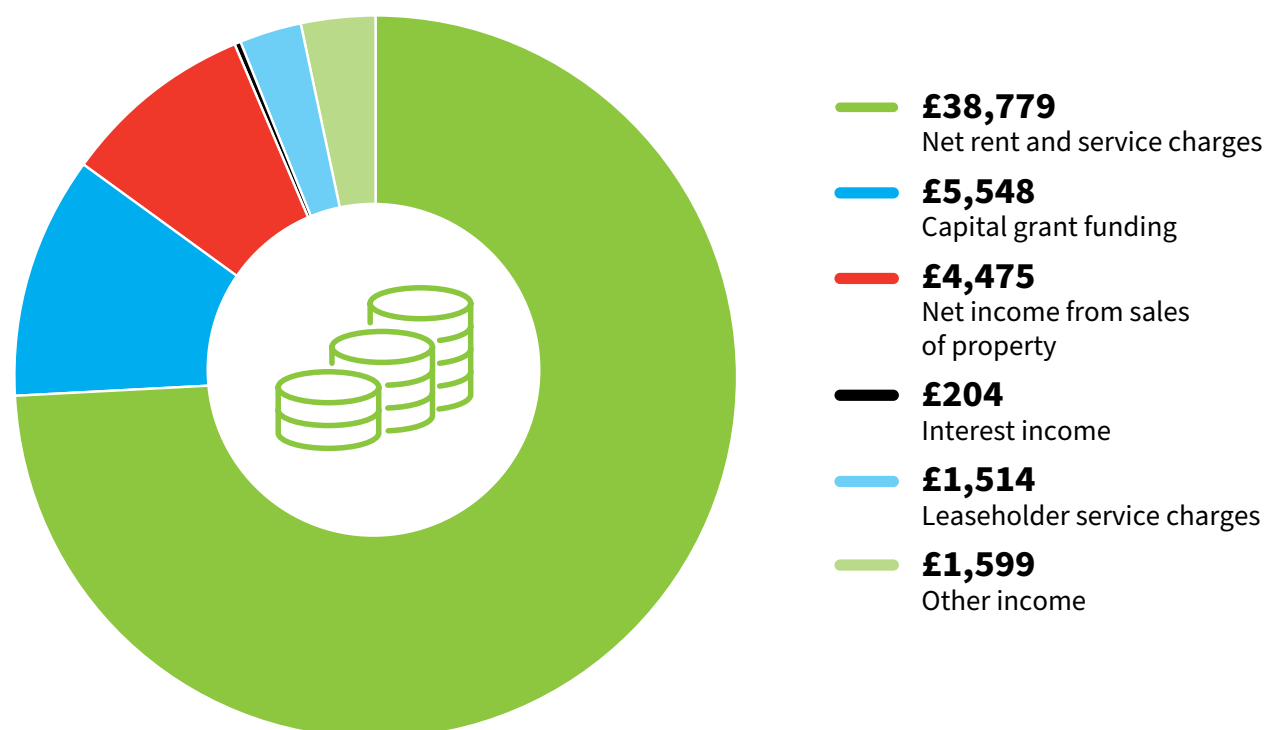
Our main source of income is rent and service charges from our residents, grants for developing homes and sales of property through the Right to Buy /Acquire. Expenditure on maintaining our homes and keeping residents safe was £15.2 million. We invested £6.5 million in our existing stock and spent £7.8 million on acquiring and developing new homes. We repaid £5 million of loans and the interest paid on our debt was £5.6 million.



Where we spent our money in 2022-23 £'000



Sources of cash 2022-23 £'000



Five year trends*

The table below presents a summary of financial performance over the last five years:

£'000	2022/23	2021/22	2020/21	2019/20	2018/19
Turnover	42,967	35,919	33,276	36,870	33,135
Operating surplus	8,935	7,347	8,281	8,974	8,905
<i>Operating margin %</i>	21%	20%	25%	24%	27%
Net Interest payable	(4,399)	(4,107)	(3,390)	(2,956)	(2,808)
Break costs and write-off of arrangement fees	(87)	(177)	-	-	-
Surplus/(deficit) before tax	4,449	3,063	4,891	6,018	6,097
Tax credit/(charge)	(1)	3	20	40	(38)
Other comprehensive income – actuarial gains/(losses) on pension schemes	(617)	3,104	(2,331)	4,109	(845)
Net surplus/(deficit)	3,831	6,170	2,580	10,167	5,214

Housing properties	338,519	324,136	223,135	214,468	200,346
Investment property	911	939	764	662	185
Other fixed assets – tangible assets	6,927	7,235	7,184	7,305	10,093
Other fixed assets – intangible assets	1,730	2,168	1,904	1,766	1,341
Net current assets	3,820	3,113	22,672	18,235	13,915
Unamortised grant due > 1 year	(11,681)	(11,817)	(8,033)	(4,793)	(4,818)

The table below presents a summary of financial performance over the last five years:

£'000	2022/23	2021/22	2020/21	2019/20	2018/19
Other liabilities	(121)	(121)	(124)	(124)	(124)
Loans	(169,132)	(169,120)	(94,506)	(89,498)	(79,503)
Pensions asset/(liability)	903	1,512	(1,121)	1,274	(2,307)
Revenue reserves and share capital	107,262	107,377	102,151	99,840	88,352
Revaluation reserve	49,024	49,024	49,131	49,203	49,242
Restricted reserve	5,590	1,644	593	252	1,534

Net cash inflow from operating activities	16,351	13,426	16,548	13,358	13,856
Net interest cash outflow	(5,407)	(4,292)	(3,588)	(3,352)	(3,031)
Capital expenditure	(12,910)	(103,696)	(12,782)	(19,211)	(16,023)
Grants	5,548	715	2,413	3,489	2,200
Loans drawn down (net)	(5,000)	80,000	5,000	10,000	14,750

Number of properties

General needs	6,406	6,438	5,358	5,341	5,336
Supported	60	60	60	60	60
Shared ownership	31	31	8	-	-
Other	5	4	3	2	1
Leaseholders	1,188	1,185	849	851	856
Total	7,690	7,718	6,278	6,254	6,253

*The figures for 2022/23 above are subject to audit. Please visit our website for the most up to date figures



Phoenix Community Housing,

The Green Man, 355 Bromley Road,
London SE6 2RP.

Phoenix Community Housing Association
(Bellingham and Downham Limited)
is a Community Benefit Society (number 30057R).
VAT number 162 4926 03.
Regulator of Social Housing registration no. L4505.

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