



ANNUAL REPORT 2011-2012

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Phoenix Community Housing

is London's first Community Gateway and one of only four in England.

In 2005, Pat Fordham, the Chair of our Board, and other residents introduced the Community Gateway model to local residents and Lewisham Council. After hard work and a positive ballot of all residents, Phoenix was established on the 3rd December 2007.

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Welcome from the Chair and Chief Executive



Phoenix is a resident led housing association formed in December 2007. We use the Community Gateway model to guide how we work. This means all residents (tenants and leaseholders) are empowered to take a central part in decision making and to become Shareholding Members.

We aim to empower all residents to take a lead in their local areas and to improve the quality of life for all residents.

Our annual report has been written by members of our Residents Communication Group on behalf of all residents. The group has worked tirelessly to produce a report that is a fair and honest picture of how we are doing. We hope you will join us in thanking the group for all their hard work.

2011–12 has been another exciting and challenging year for Phoenix. Working together we have achieved a lot and have even more planned. In the year ahead we must deliver key targets to meet all of our transfer promises. Our Promises are on track so we are looking forward to achieving them and celebrating our 5th birthday in December 2012.

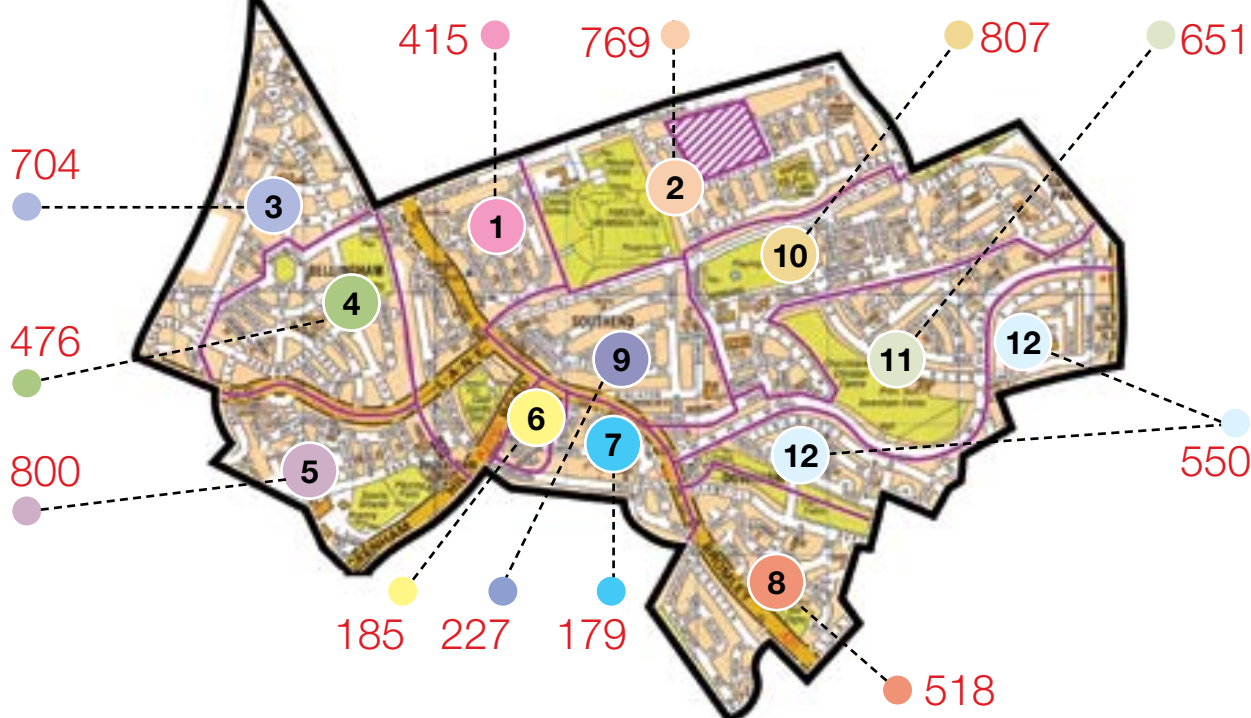
In this report you can find more detail of what we have done and how well we are doing. It shows some great progress but also areas where we need to do better so you receive the services you want.

We hope you find the report interesting. Please let us know what you think of how we have done and what we have planned. Your feedback and involvement really matters.

Pat & Jim

THE PHOENIX AREA AND YOUR HOMES

We have 6,281 homes spread across the 12 Phoenix local areas. 49% of our properties are houses and 51% are flats/maisonettes



This shows the number of homes in each local area.

Welcome from the Residents Communications Group

We are a group of residents who discuss and approve all the communication materials created for Phoenix. This year we have produced your annual report again. We have used all the feedback we received on last years report and on page 4 we have shown in a picture how we have done this. Below you can see some pictures of us at work.

Your report tells you everything you need to know about what Phoenix has been doing to meet our promises and to improve services. We all want Phoenix and our area to thrive so to inspire you and Phoenix we chose the theme **‘GOING FOR GOLD’** as it sets out our aspirations for the future. It also recognises that some changes and improvements take time to put in place.

The Standards

Throughout the report the Phoenix Standards that were agreed with residents in 2010 are included alongside how well we have done against them. If you would like a full copy of the Standards contact Customer Services (see page 42).

Measuring up against the Standards

Last year many of you told us smiley faces were the best way to show how we performed so we have used them again:



Smile – good or we’ve done it.



Straight face – ok or we’re working on it.



Sad face – room for improvement or we’ve not started yet.

HOW WE ARE COMPARED TO OTHERS IN THE REPORT

We compare our performance against other medium sized housing associations (5,000 – 10,000 properties) in London and the South East and nationally.

This information comes from Housemark, a trade body we work with. The number of landlords we are compared to depends on how many of them provided information.

Resident approved

Last year we developed this stamp to show our publications are approved by residents. We have used the stamp again to show that each part of the report has been approved.



Come and join us

Finally we want to welcome you to our report, to thank you for opening it and ask you to come and join us – working on it can be hard work but it is fun too and there are lots of different ways you could get involved. So please get in touch.



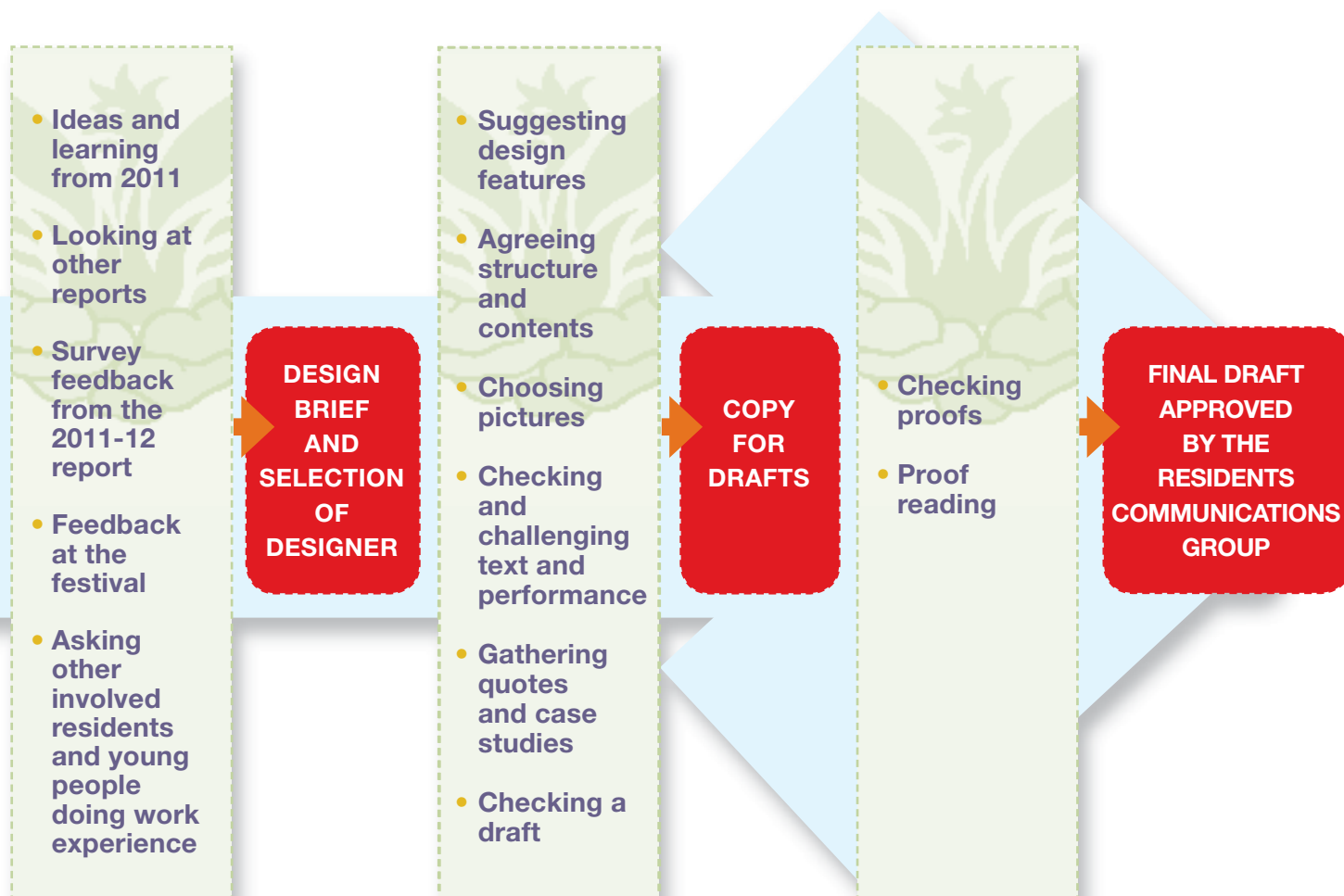
Developing this Report



We were really proud when we were shortlisted and highly commended in the Southern Region TPAS Awards Final for our report last year. We were even more excited that 89% of those of you responding told us the report reflected your experience of Phoenix.

This year we have tried to learn from all the feedback we had on last years report so this one is clearer and easier to read. The diagram below shows how we developed it.

We will also be producing a summary version and copies in different formats. We hope you like it; let us know what you think by filling in the survey enclosed.



Resident Involvement and Empowerment



Resident involvement and leadership

At Phoenix, listening and working directly with you to improve services and shape new ones is central to what we do. It is what the Gateway model is all about.

We really want to encourage more people to join us and get involved. **You can make a real difference.**

There are lots of different ways you can get involved. We can support new ideas and suggestions too. There is also training and support on offer to help you put your ideas into action, so please get in touch.

THE WAYS YOU CAN MAKE A DIFFERENCE AND GET INVOLVED

As a volunteer (all residents)

- Attending a focus group
- Filling in a survey
- Attending your Local Area Panel meeting
- Attending a local event for example Phoenix Summer Fun or our Diversity Day
- Mystery shopping
- Sending in feedback by phone, email, letter or by visiting us.
- Sitting on a working group or other open group to help us change or improve services.

Leading and influencing
Phoenix
and your
services

As a member (just Shareholding Members)

- Standing for election to chair your Local Area Panel, the Phoenix Residents Group or the Board
- Sitting on a working group linked to the Phoenix Residents Group like our Policy Working Group or Performance Monitoring Group.
- Vote at the Annual General Meeting

Resident Involvement and Empowerment



what you say



“ I first got involved when I was unemployed and wanted to get some training from Phoenix. **I quickly realised Phoenix had a lot to offer – I learnt how housing services are provided and how the Local Area Panel budgets were being spent.** Being involved has helped me to use and increase my skills while looking for work. I wasn't sure at first, but with a carer's allowance and discussions around the time of meetings it was ok. A lot of young people think there is no incentive for getting involved, participation has given me additional skills and confidence and an opportunity to meet a wide range of people.”
(Miss J telling Phoenix staff about her experience of getting involved)

“ I am almost 91 years of age and unfortunately cannot take part in any of the activities of the Association. But, I still like to receive your newsletters as I feel they help me keep in touch with what is happening in the community.”
(Mr B in a letter to Phoenix)

Membership

Members are shareholders and have voting rights at the Annual General Meeting. If you are a member you can stand for election at all levels; including Local Area Panels, the Phoenix Residents Group and the Board. To be a member you must be the registered tenant or leaseholder of your Phoenix home.

You can be an Associate Member if you live in a Phoenix property or are a member of staff. You must be over 16 years old.

Gold Membership

In 2011 we extended our membership options by inviting shareholders to become Gold Members. This is a new kind of membership in association with the Co-operative Group which provides a reward to members for keeping key agreements. Points are awarded for:

- Keeping rent and service charges in credit; or keeping to an agreement to pay off arrears.
- Providing access to your home to service your gas appliances the first time the appointment is made (or if you are a leaseholder having your own valid certificate in place).
- Making your rent or service charge payments by direct debit or standing order.

Membership is funded by savings we make because members stick to these agreements. Rewards can be exchanged for goods where the Co-operative membership sticker is displayed or for cash at any Co-operative food store.

Local Area Panels (LAP)

Local Area Panels meet regularly to discuss local issues and plans. Everyone in the area can attend. The Panel elects two members to the Phoenix Residents Group to provide feedback to and from the area. See page 36 for a list of Chairs and Vice Chairs.

Each Local Area Panel has a budget they can spend in their area. Local areas used their budgets last year for all kinds of activities including craft events, activities for young people, day trips for older people and contributions to events in the Phoenix area.

Local Area Panels 3 and 4 funded an under 5's Family Fun Day organised with Sure Start and received excellent feedback.

what you say



“ I certainly enjoyed it, and my girls had all great things to say about the music, entertainment and activities... **many thanks and well done for putting on such a great event!**”
(Maria - Resident)

Resident Involvement and Empowerment



Phoenix Residents Group (PRG)

The Phoenix Residents Group and its sub-committees and working groups:

- Monitor and check performance.
- Recommend improvements to services.
- Act as a sounding board for service improvements.
- Recommend policies for approval by the Board.
- Nominate members to sit on new groups, when needed, to look at specific issues.
- Act as a channel (conduit) between the Local Area Panels and the Board through reports and meetings attended by the Chair and Vice Chair.

For more information see page 36.

There are 13 resident working groups and sub-committees. These groups are chaired by residents and have shaped new policies, approved publications, monitored performance, selected contractors and monitored contracts.

During 2011–12, ten Resident Mystery Shoppers continued checking our services, looking at more of the Phoenix Standards. We have included the results under the different sections of this report. 13 Shoppers also completed training in the year. After campaigns, residents evaluate whether their shopping has made a difference.

Young Peoples Sounding Board

In 2010 we set up a Young People's Sounding Board. The group has a large membership and helps us get the views of young people. See page 29 for details of what it achieved in 2011–12.

what you say



“ I've helped improve the level of customer service and to point out mistakes or problems so that **a better service is provided to tenants.**”

(Mystery Shopper Area 10)

Tenants Gathering

Over 70 people attended the Tenants Gathering at the Bromley Court Hotel in December. The event provided an opportunity for residents and staff to meet and share how we are getting on delivering our Promises.

There were short workshops including information on rents, how to manage damp and condensation and how to deal with Anti Social Behaviour. There were also prizes provided by our partner contractors who joined us at the event. Free entertainment for young people was included and the night ended with the amazing Sedgehill School Choir.

“ *Thank you very much, I would have liked longer workshops.*”

(Feedback from a resident attending the Gathering)



Resident Involvement and Empowerment



Phoenix Festival

The 2012 Olympic-themed Phoenix Festival was a triumph with around 6,500 visitors turning up for a glorious day.

Jim, Chief Executive, said: *"This was our fifth Phoenix Festival. It was the busiest event yet, with so many things for families and young people to do. It was great to see so many residents turn out on the day and enjoy the activities and a perfect way to bring the neighbourhood together and to continue developing a thriving, close-knit community. Thank you to everyone involved for all the hard work!"*

Reviewing the Community Empowerment Strategy

In April 2012 we started reviewing the Community Empowerment Strategy. The review is being steered by a task group made up of the Chair and Vice Chairs of the Board and the Phoenix Residents Group, as well as other residents, who have been involved in different ways. It is a really important piece of work because involvement and empowerment is at the heart of what Phoenix is about.



Resident Involvement and Empowerment



Home Owners

If you are a homeowner there are special involvement opportunities you can take part in as well as those for all residents.

Open evenings – these evenings are for all leaseholders to drop in and find out any information they need as well as meet Phoenix staff, contractors and representatives from other organisations.

Leaseholder Forum – The aim of the Leaseholder Forum is to provide an open forum in which we can share information with leaseholders and receive feedback. The group can elect two representatives to the Phoenix Residents Group.

Home Ownership Working Group – The aim of the group is:

1. To act as a consultation group for Phoenix Home Ownership Services and to give leaseholders the opportunity to influence the policies and practices of the organisation.
2. To work with Home Ownership Services to produce leasehold specific publications which are relevant to all leaseholders.
3. To review Home Ownership Services for consultation with the Leaseholder Forum.

In 2011 we carried out a leasehold satisfaction survey. Included with the results we published plans to improve services. We hope leaseholders will provide more feedback on these plans so we can make sure they will make a difference.

Training

Last year we spent £16,500 on training for residents. Courses included:

- Equality and Diversity.
- Introduction to computers.
- Recruitment and selection.
- Community Group training and Community Group development.
- Data protection.
- Co-regulation.
- Phoenix budgets.
- Procurement.
- Health and Safety.
- Do It Yourself maintenance.
- Committee Skills.

“ I got an understanding of where the money that is being spent is going.”
(Feedback on the budgeting course)

MEETING OUR PLANS FOR IMPROVEMENTS Plans set in the Phoenix Standards



Review our Community Empowerment Strategy, a plan setting out how all residents can get involved.

We're working on it.



Improve our approach to carrying out satisfaction surveys.

We're working on it.



Develop the opportunities for residents to scrutinise our services.

We're working on it.



Extend and improve our membership scheme.

We've done it.



Home Owners only

Leaseholders are involved in an annual review of Home Ownership Services.

We've not started yet. Planned for 2012-13.

Resident Involvement and Empowerment



How we get in touch and Customer Services

There are a number of ways you can get in touch, please see page 44 for more details. This year we have been reviewing all of the different ways you get in touch with us and how good our Customer Services are.

As part of this, we have piloted opening until 7pm every Thursday evening.

A big thank you to all residents who have helped us with this work; your honest feedback really makes a difference. The main things you told us we need to do were:

- Make excellent **Customer Service everyone's responsibility.**
- **Get the basics right and keep it simple** – be clear what we can and cannot do and deliver it.
- **Be transparent and consistent in what we do and how we do it** – sometimes we deliver great customer service and really go the extra mile but sometimes it goes wrong.
- **Make it personal** – make sure we know our residents and the community; maintain traditional communication channels (like letters and meetings) and explore new ones; so we provide choice and engage the whole Phoenix Community.
- **Embrace the Gateway model more** – staff and residents working together to improve and get it right.

We have learnt from everything you have said and are now looking at how we organise ourselves to improve our services. We plan to do this by the time we move to our new office (see page 11).

Mystery Shopping

Mystery shopping by residents led to new signage in our reception area, some new systems being set up and making sure our email addresses are monitored better.

what you say



“I feel that the telephone service has much improved. **I believe that staff now understand how important it is to give as much information as possible** without having to be cross-examined.”
(Mystery Shopper Area 10)



Weekday Walkabout

In September 2011, Phoenix offices were closed for the day to allow staff to visit tenants in their homes. 373 homes were visited by 100 staff members (50 pairs). This was a great opportunity for staff across Phoenix to work together and for us to meet residents we are not usually in contact with.

“On the day, front office staff were partnered with back office staff. I'm very office-based so it was good to share the experience with a colleague who is usually 'on the ground'. **It was a great experience for us to better understand the impact we have as a landlord** and, more importantly, what our residents think of us and need from us.”
(Tracey, a Phoenix staff member)

Resident Involvement and Empowerment



New leaflets and handbook

Residents and staff have developed six new leaflets this year including:

- Home Ownership Handbook.
- Damp – help us to help you and keep your home free from damp and mould.
- Gas Safety in your home.
- Dealing with Asbestos.
- Carbon Monoxide Alarms.
- Adapting your home to meet your needs (Aids and Adaptations).

All of these documents were checked and approved by the Residents Communications Group. Let us know if you would like a copy of any of these new leaflets.

Green Man

One of our Promises made to you at transfer was *'A new, accessible office (eventually) which is close to public transport.'*

- In July 2010 we acquired the site of the former Green Man public house in exchange for some structurally unsound properties.
- In November 2011 we obtained planning permission to build a Community Resource Centre with a training kitchen restaurant and offices for Lewisham Plus Credit Union and our staff.
- In April 2012 the existing building was demolished.
- The new building should be completed during 2013.

We have started to put in place a new computer system called Orchard Information Systems which will help us record our contact with you and support your plans to improve the way we provide Customer Services. This is a long project and includes making lots of checks on our information.

HOW YOU ARE CHANGING SERVICES

- Told us what you wanted from a new office which was not so much an office but a headquarters for staff, residents and the community, including a Resource Centre.

MEETING OUR PLANS FOR IMPROVEMENTS Plans set in the Phoenix Standards

Develop our new head office and community resource centre in the Phoenix area.



We're working on it.

Develop a Customer Access Strategy. The aim is that all residents can access our services and we resolve more queries first time.



We're working on it.

Continue to update and improve the Tenant's Handbook, Home Ownership Handbook, advice leaflets and information to all residents.



We're doing it.

Home Owners only

Consult with leaseholders to agree the Home Ownership Services opening hours (currently 9am–5pm, Monday to Friday).



***We've not started yet.
Planned for 2012–13.***

Resident Involvement and Empowerment



Meeting everyone's needs (Equality and Diversity)

Diversity Day

In Autumn 2011, Bellingham Green became host to our annual Diversity Celebration. The event was attended by over 400 people, who were treated to a range of fresh fruit, Caribbean food and sweets from around the world. There was a range of activities to keep everyone busy and having fun including the petting farm, Phoenix's Got Talent, Diversity Bingo and a range of arts and crafts activities. There were also opportunities for residents to meet Phoenix staff and contractors and look at information stalls.



Two ticks for disability

During the year we assessed ourselves to see if we could meet the criteria to say we were positive about disabled people.

As a result we have made five commitments which we need to make sure we carry out. They are to:

- Interview all disabled applicants who meet the minimum criteria for a job vacancy and to consider them on their abilities.
- Discuss with disabled employees, at any time but at least once a year, what both parties can do to make sure disabled employees can develop and use their abilities.
- Make every effort when employees become disabled to make sure they stay in employment.
- Take action to ensure that all employees develop the appropriate level of disability awareness needed to make these commitments work.
- Review these commitments each year and assess what has been achieved, plan ways to improve on them and let employees and Jobcentre Plus know about progress and future plans.

Using your information to check our services are accessible and meet your needs

Last year we used your information to:

- Identify residents to invite to focus groups so we could check if experiences were different between different groups of residents.
- Help us plan for the Welfare Reforms and start to send information and make contact with households we think will be affected the most.
- Identify residents with non-dependants so we could remind them about increases to non-dependant deductions in Housing Benefit payments in April.
- Complete equality impact assessments on different services including Gas Safety, Complaints, Re-lets, Weekday Walkabout Visits and Actively Involved Residents.

The Equality and Diversity Champion Group

This group is made up of residents from both the PRG and Board. Last year the Group continued to monitor plans and developed contacts with local Community Groups.

MEETING OUR PLANS FOR IMPROVEMENTS Plans set in the Phoenix Standards

Check our services are accessible to all residents by carrying out more Equality Impact Assessments.
 **We're working on it.**

Develop a local offer in consultation with residents who are vulnerable and put this in place by April 2012.
 **We're working on it.**

Review our Equality and Diversity Strategy.
 **We've not started yet. Planned for 2012–13.**

Resident Involvement and Empowerment



Resident Profile

6,233 current tenancies with
12,512 people living in Phoenix properties

6,233
Lead Tenants

64% Female
36% Male

Average Age of 51

51% White
2% Mixed
2% Asian
19% Black
3% Other

1,047
Joint Tenants

68% Female
31% Male

Average Age of 54

36% White
0% Mixed
2% Asian
6% Black
2% Other

465
Partners

31% Female
68% Male

Average Age of 43

34% White
0% Mixed
4% Asian
19% Black
7% Other

Knowing about you and the people in your home helps us
provide **services that suit your needs better.**



3,065
Children
(anyone under 18)

47% Female
51% Male

Average Age of 10

22% White
3% Mixed
3% Asian
21% Black
4% Other

1,702
Non-Dependants
(others over 18)

46% Female
54% Male

Average Age of 26

26% White
1% Mixed
2% Asian
12% Black
2% Other

3,139
people have told us about
their **disability**

2,488
people have told us about
their **religion/belief**

2,067
people have told us about
their **sexual orientation**

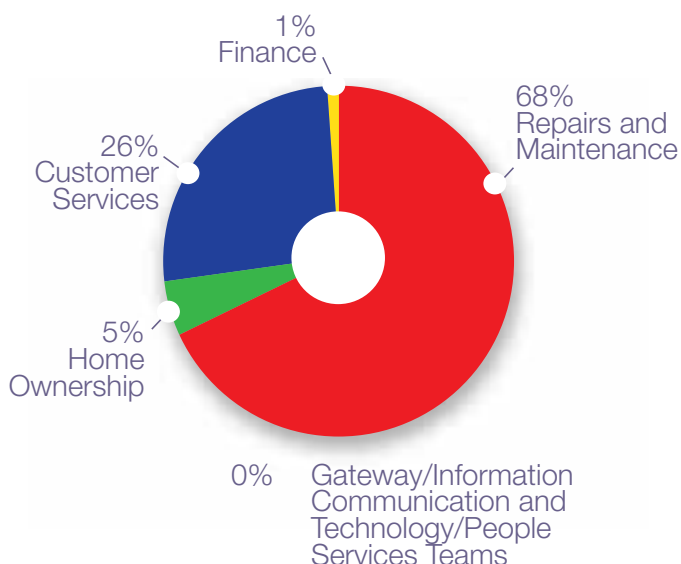
Resident Involvement and Empowerment



Dealing with complaints

A complaint is an expression of dissatisfaction with a service that Phoenix provides, whether it is justified or not, providing what you are complaining about was brought to our attention within six months of it happening.

STAGE 1 COMPLAINTS 2011–12



In 2011-12 most of our complaints were about repairs and maintenance.

Mystery Shopping

Resident Mystery Shoppers looked at complaint replies and made some recommendations which we are putting in place:

- Providing more training on letter writing.
- Telephoning you if we cannot deal with your complaint straight away.

The Residents Policy Working Group started looking at our complaints policy and what changes we need to make to it by April 2013 to meet the requirements of the new Localism Act passed by Government. The group wants to make sure residents can get their complaints resolved quickly and any referrals to the Housing Ombudsman are not delayed. Work on this will continue, so watch out for updates in Community News.

Home Owners

As well as a Complaints Service we have a Dispute Resolution Service for leaseholders. In May 2011 we published the standards you can expect from this service in our Home Ownership Handbook and Fair Deal for Leaseholders. If you need another copy please contact us.

HOW YOU HAVE CHANGED SERVICES THROUGH COMPLAINTS

- If condensation is a problem we now provide a Hygrometer which can be used to measure moisture levels. If the moisture reading is high then action can be taken to ventilate more.
- A new damp and mould leaflet has been developed with the Residents Communication Group.
- Intensive resident liaison has been introduced to ensure close contact with residents before, during and after planned works.
- A new process has been put in place to assist contractors to manage missed appointments.
- From September 2011 caretakers have been cleaning at weekends if internal works have taken place in communal blocks during the week.
- We now call you before replying in full to your complaint to make sure we have understood it properly.

MEETING OUR PLANS FOR IMPROVEMENTS Plans set in the Phoenix Standards



Improve how we resolve complaints.
We're working on it.



Let you know how we are learning from complaints through newsletters and individual replies.
We're working on it.

Resident Involvement and Empowerment How we performed



GOING FOR GOLD Key Performance Indicators

	2011–12	2010–11	Trend since 2010–11
Number of shareholding members	1,900	1,427	😊
Number of staff associate members	93	79	😊
% of calls answered within 30 seconds	82%	77%	😊
% of correspondence replied to on time	86%	90%	😞
Total number of calls received	79,787	77,975	😞
Number of visitors to offices and surgeries	4,962	5,382	😞
% of Stage 1 complaints responded to on time	98%	82%	😊
Number of Stage 1 complaints received	331	370	😊
Number of Stage 2 complaints received	27	34	😊
Number of Stage 3 complaints received	12	7	😞
Number of complaints referred to the independent housing ombudsman	2	3	😊
Number of MP and Councillor enquiries received	157	127	😞
Number of Leasehold disputes in year	3	3	😊

HOW WE COMPARE TO OTHER HOUSING ASSOCIATIONS

% of Stage 1 complaints responded to on time.

Phoenix came 2 out of 3 in London and the South East and 8 out of 32 nationally

KEY FACTS

- Visited 389 tenants over 75 years of age as part of our Winter Warmer Programme.
- The views of 133 residents were used to create this report.
- 176 Homeowners attended 10 consultation events.



Home



Day to day repairs

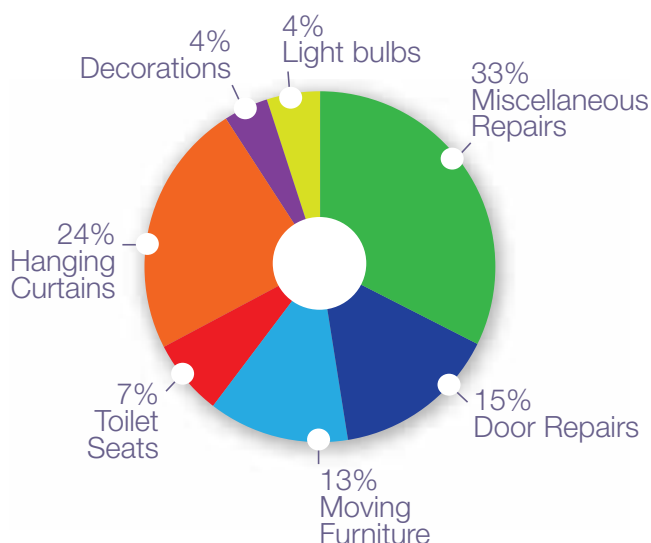
In 2011-12 we carried out 18,053 day to day repairs; these were the jobs we have to do legally because we are a landlord. There are other repairs and DIY jobs which are your responsibility which some residents find hard to get done. In September 2011 we launched a **free Handyperson Service** with Willmott Dixon for tenants who have disabilities, are vulnerable or experiencing difficult circumstances like coming out of hospital.

Some of the work the Handyperson has carried out includes fitting curtain rails, installing safety chains, hanging nets and curtains, assembling small flat pack furniture and fitting shelves. Residents who have used the service have been pleased: *"Very professional and respectful. Excellent job."* (Resident feedback)

Only 133 jobs were completed last year so we are hoping to do more next year. We will also look at how we can **offer the service to Home Owners**.

To find out more about the Handyperson Service and check your eligibility please contact Customer Services.

JOB CATEGORIES FOR HANDYPERSON SERVICE



Aids and Adaptations

We created our local offer for Aids and Adaptations with the Residents Independent Living Group and the offer was approved by the Phoenix Residents Group. We also developed a new leaflet with the Residents Communication Group. If you would like a copy please contact us.

"It was really useful when everyone in the group spoke about their disability. Everyone shared how it affects them on a daily basis as well as what equipment could make a difference and what wouldn't work."

(John- Repairs and Maintenance Manager, who worked alongside the Residents Independent Living Group to create the standard)

HOW YOU ARE CHANGING SERVICES

- Set the new Aids and Adaptations Standard.
- Filled in 2,313 repair satisfaction surveys telling us how we are doing.

MEETING OUR PLANS FOR IMPROVEMENTS Plans set in the Phoenix Standards

Improve access to Aids and Adaptations and develop a local offer in consultation with residents and put this in place by April 2012.



We've done it.

Work more efficiently so we spend less on day to day repairs and can invest more into improvements.



We've done it.

Develop a Handyperson Service in consultation with residents.



We've done it.

Home



Safety in your home and neighbourhood

Gas Safety is a top priority for us. We are really proud that at year end 2010-11 and 2011-12, we had carried out 100% of all checks and are one of only 15 housing associations, of our size, to have achieved this nationally.

If you let us in to do this check we can maintain this record for keeping you safe and if you are a Gold Member you can gain points (see page 6).

During the year we revised all of our major policies on property safety. Your feedback through complaints and surveys really helped the Residents Policy Working Group check and review the policies.

Have a look on the website if you would like to see any of these policies or contact us and we can send you either the policy or leaflet.

HOW YOU ARE CHANGING SERVICES

- Influenced how we prepared for works and selected contractors.
- Checked and helped us set new policies on fire safety, asbestos management, legionella and gas safety.
- Helped write, check and proof read new leaflets on fire safety, gas safety, asbestos and preventing damp and mould.
- Decided you wanted to make sure actions from fire risk assessments are followed up. The Residents Performance Monitoring Group is going to check actions are carried out on completed assessments.
- Told us we need to review our Fencing Policy. The Residents Policy Working Group started looking at this in May 2012.

MEETING OUR PLANS FOR IMPROVEMENTS Plans set in the Phoenix Standards



Provide you with more information on safety checks e.g. asbestos, fire risk assessments and lift safety checks.

We're working on it.



Improve how we plan and co-ordinate our work programmes.

We're working on it.



Tenants only

Maintain performance in completing gas safety checks.

We've done it.

what you say



“ It's good to be **safe again.**”

(Feedback after we completed Aids and Adaptations)





Major works in your home and neighbourhood

Our programme of major works and improvements continued in 2011–12 and by March 2012 we had spent £86.6 million, since we began. This means we are meeting our promise to carry out a significant repair and improvement programme within five years of transfer.

The internal improvements programme was nearly completed last year but we are revisiting homes where residents refused works before and completing the internal works at Hazelhurst Court in summer 2012.

Pilot projects we started included:

- External works to houses and flats.
- Passfields, a Grade II listed property.
- Smaller works packages to address urgent repairs to lateral mains and communal lighting.
- Long term voids and structurally unsound properties.
- Sedgehill, re-roofing, improvements to communal areas and landscaping.

The pilot projects were designed to help us plan for the even larger programme of Major Works that will be taking place over the next four years, starting in 2012–13.

A compliment from Mrs G following major work.

To Whom it may concern
I can't tell you how pleased
I am with the work carried out
on my kitchen & bathroom
I found the workman very
considerate & polite.
They carried on with their
work & caused me no
problems at all.
I would recommend them
to anyone.
I must thank them all

PILOT ON THE EXTERNAL WORKS TO HOUSES AND FLATS

This included:

- Roof replacement including fascia, soffits and rainwater goods.
- Brickwork repairs and pointing, including structural repairs.
- External works including fencing, gates and paving.
- Installation of fire breaks between homes in the roof space.



BEFORE



AFTER

Home



what you say



“ Working alongside dedicated resident volunteers and Phoenix staff on the procurement of major works, as part of the Major Works Panel, **gave me greater awareness of the commitment to community engagement** and social involvement of the organisation; a ‘warts and all’ insight that highlighted how good practice is built on, and **mistakes used as tools for improvement.**”
(Anne – resident, commenting on Major Works contractor selection)

Contracts to undertake the larger programme of external works to houses and blocks across the whole of the Phoenix area were tendered according to European procurement rules during 2011-12. Contractor selections were then recommended by residents and staff to the Board for approval.

These programmes were originally expected to start in 2011–12 but the time required to let the contracts and some delays to the pilot projects meant these programmes are now starting in 2012–13.

Everyone affected will receive letters in advance of any works. We will be keeping everyone informed in our quarterly newsletter, Community News and on our website. We apologise, in advance, for any disruption these works may cause.

Lift Programme

In 2009, we reviewed the general condition of the 30 passenger lifts installed across Phoenix properties. The review concluded that the only solution to provide a safe, reliable and cost-effective lift service was to refurbish all 30 lifts.

To help make sure we got the refurbishment right and delivered value for money a Resident Working Group was set up to oversee our plans. The Group included tenants and leaseholders and it:

- Looked at design and equipment choices.
- Advised us on communication and resident support options.
- Set the local offer on standards of service during lift works.



The prospect of any lift being out of service, and the potential impact on residents was at the forefront of our concerns about getting the programme right. So we visited all residents in advance of the lifts going out of service.

We did this to ask about and assess residents support needs on an individual basis. In some cases, residents could not stay in their homes during the works. In these situations, we relocated the residents to other properties for the duration of the work.

For those residents who remained in their home, we introduced a 24 hour support package. This involved our caretaking staff being available around the clock to help with bag carrying, moving pushchairs and general assistance.

For example, an EvacuChair was available and the caretaking staff provided the ‘muscle’ for it.

All lifts should be back in action and all works completed in 2012, in line with our promises.

what you say



“ The contractors and lift engineers were most polite and helpful. **They always asked if I was okay and did I need help.** As I am 73 and have arthritis it was great. Thank you.”
(Mrs P – resident, commenting in a satisfaction survey)

Home



Other programmes we started or continued in 2011–12

- Completing doors and windows.
- Door entry.

HOW YOU ARE CHANGING SERVICES

- Helping to select contractors.
- Monitoring our programmes.
- Completing satisfaction forms so we can learn from your feedback.
- Advising us how to communicate better.

MEETING OUR PLANS FOR IMPROVEMENTS Plans set in the Phoenix Standards



Use your feedback to create a plan for investing in all our homes.

We're working on it.



Involve you more in our programmes of work and monitoring them.

We're working on it.



Plan and publish our work programmes better.

We're working on it.



Provide specific standards we agree with you if your lift is being replaced.

We've done it.

WHERE ARE THEY NOW?



“I joined Phoenix as a PATH Trainee in 2008 following an interview with resident, Diana St Claire, and two managers. Since then Phoenix has really invested in me. I have two qualifications through their support and part funding – a foundation degree in Public Administration and I've just completed the Chartered Institute of Housing Level 3 in Housing Practice. **I enjoy resolving different problems for residents and using their feedback to help to improve services. I feel I'm doing something worthwhile and definitely want to continue my career in Phoenix.**”

(Lorreen Pross - Customer Quality Advisor and former PATH Trainee, Asset Management)

“I started as a Resident Liaison Officer and, a year and a half later, an opening became available for my current role as a Project Manager. I think the benefit of progressing in this way is that I already had a good idea of how our works impact on residents which is obviously key for Phoenix as a resident-led organisation. **I really enjoy building relationships across teams and with contractors so that we continue to offer the best possible service to residents.**”

(Tara Lynch - Project Manager, Asset Management)



Home How we performed



GOING FOR GOLD Key Performance Indicators

	2011–12	2010–11	Trend since 2010–11
% of all responsive repairs completed on time	98%	98%	😐
Average number of repairs per property	3.77	2.9	😞
Number of homes where we completed internal decorations for vulnerable residents	184	53 (Sept–March)	😐
% of homes with up-to-date gas safety certificate	100%	100%	😐
% of homes meeting Decent Home Standard	85%	68%	😐
% of repairs completed 1st time	89%	92%	😐
% of repairs appointments kept	99%	99%	😐
Satisfaction with last repair	94%	87%	😐
SAP (Standard Assessment Performance which measures how energy efficient a home is)	67	65	😐

HOW WE COMPARE TO OTHER HOUSING ASSOCIATIONS

% of all responsive repairs completed on time

Phoenix came 20th out of 48 in London and the South East and 112th out of 231 nationally

KEY FACTS

- Spent £457,357 on Aids and Adaptations.
- Provided 61 grab rails as part of decent homes work to bathrooms.
- Carried out 177 adaptations.



Tenancy



Letting properties and moving home

We work with Lewisham Council to rehouse people who are in most need, using a choice based letting scheme called Homesearch.

There are other ways to move:

- You can swap homes with another tenant by a mutual exchange. Last year **38 Phoenix tenants swapped homes**.
- You can apply to move outside the area. For example, if you need a 1 or 2 bed home and want to live in the countryside or by the seaside; you may be able to get a move through the Seaside and Country Homes Scheme.

In 2011–12 we let 267 homes and were pleased to have our **lowest ever number of empty properties at the end of the year**. Every week a home is empty we are stopping someone in need having a roof over their head and losing money we could be collecting in rent; so we try and turn around our empty homes quickly while still getting the work done to meet the Void Standards set and checked by our Resident Void Champions.

We know we need to improve how we work with new residents and introduce them to the Phoenix area. We have started to do this by collecting your feedback and in 2012 will hold some focus groups to help us work out exactly how we need to change, so we get our services right.

There are big changes coming to the way our homes are allocated to new residents, too. These are a result of the new Localism Act passed by the Government earlier this year. Lewisham Council is leading the consultation on these changes. We have passed on your views in our response and will work with Lewisham to get the best deal for both current and future Phoenix residents.

Other changes to the way welfare benefits are calculated may mean some residents want to downsize to a smaller property. For example, from April 2013 **working-age tenants** will get Housing Benefit based on how many bedrooms the Government assesses they need and **will lose benefit for any spare bedrooms they have**.

If you are worried about this change and want to discuss what this could mean for you and how we can support you please get in touch. If we know, from our records, that you could be in this situation we will also get in touch to check if you need any help or support.

Last year **12 tenants who moved had been under-occupying before**. They benefited from help with removals and £300 for each bedroom they gave up.

HOW YOU ARE CHANGING SERVICES

- Helped us respond to Lewisham Council on their proposed changes to Homesearch and how they prioritise housing applications.
- Telling us what it's like being a new Phoenix tenant.

MEETING OUR PLANS FOR IMPROVEMENTS Plans set in the Phoenix Standards

Review our services to new residents in the first year of their tenancy.



We're working on it.

Start to find out how many tenants are overcrowding or under-occupying their homes to help us plan our services better.



We're working on it.

Tenancy



Setting rents and charges

We have kept our promise not to increase rents above the amount the Government says we can and the amount they would have increased if Lewisham Council was still your landlord. Despite this we know times are tough and many people are struggling to make their money stretch.

We have continued our **Making the most of your money** campaign through leaflets and training sessions for residents. We have also extended the Citizens Advice Bureau (CAB) surgeries we fund and developed our relationship with the Credit Union so you can benefit more from their services. Our staff have also had training to help them help you more.

There are more changes expected as a result of the Welfare Reforms which will affect the amount of benefit people will receive, how and when. Some of these changes start in April 2013 so watch out for letters, posters and newsletters that we send giving you up to date information. **If you are worried about any of this, let us know** and we can help or put you in touch with someone who can.

We want to encourage all residents to get a bank account and to consider paying their rent by standing order or direct debit. This saves us money and means you know the money is going out of your account automatically every month. Gold Members switching to direct debit or standing order also receive reward points (see page 6).

Evicting residents is a last resort for us but sometimes it does happen when arrears are high and a tenant will not agree a way to repay them. We are always relieved when we can help prevent someone from losing their home.

CASE STUDIES

After a home visit from his Income Caseworker and a CAB officer, we discovered Mr. W had high debts and loans as well as arrears of over £6k. Since the visit, hard work by the CAB and his Income Caseworker have resulted in a £3k payment from SSAFA Forces Help Charity towards his arrears because he used to be in the Armed Forces and an application to another financial assistance fund for the balance.

Mrs A had got into considerable difficulties with debts and was on the verge of losing her home. After advice from Lewisham Credit Union she now makes regular savings and a cheque from them ensured she kept her home. Mrs A said *"I am relieved that my money problems are now under control."*

Mr & Mrs B were not managing to pay their rent regularly and the debt had increased considerably. They now make regular payments and a cheque from Lewisham Credit Union has ensured the rent is in line with their court order. After regular visits and contact with their Income Caseworker they say they are determined to clear their debts. They said a weight has been taken off them.

Collecting rent and service charges is an area we need to improve. To help us do better and prepare for the Welfare Reforms we are doing a full review of our approach; your feedback will help us get this right.

HOW YOU ARE CHANGING SERVICES

- Told us the impact of rent increases during these tough economic times – the Board agreed the maximum rent increase for 2012–13 will be capped at £7 and the maximum service charges increase will be capped at £3 per week, for tenants.

Tenancy



Setting rents and charges

Home Owners

We know that paying for service charges and major works can be a challenge for leaseholders, especially in the current economic climate. To help we provide a range of payment options and plans.

During the year, residents helped us to develop two new policies that will help leaseholders in exceptionally difficult circumstances; a Buy Back Policy and Discretionary Reduction in Service Charge Policy.

If you would like to see these policies please check our website or contact the Home Ownership Team.

MEETING OUR PLANS FOR IMPROVEMENTS Plans set in the Phoenix Standards

Provide more support services to help residents manage their money and get benefits.



We're working on it.



Some members of the Home Ownership Team

Managing your tenancy

Visiting Plan

This year we continued our visiting plan. We cannot visit everyone every year, so we use the plan to target our visits. This helps us to meet residents we are not usually in touch with and who may not know what help we can provide. During the winter, we also got in touch with all residents over 75 to check they were alright.

Every week we check if there are any residents who live on their own and have not been in touch with us for some time to make sure they are alright too. You can also request a home visit to see your Tenancy Caseworker.

Tough Action

Sometimes we need to take tough action if people are not keeping to their tenancy agreement. In 2011–12 the Residents Policy Working Group started work on a Recharge Policy to recharge residents who have damaged their property or made alterations without our permission which we have to put right. You made sure we do not charge people who caused damage by mistake and that there was a way of appealing against charges.

During the year we continued investigating cases where we had been made aware that the wrong people were living at Phoenix addresses. We take these cases very seriously and carry out careful checks which can take some time to complete. In one case we found a tenant had used a false passport to obtain housing – the judge concluded she ***“had jumped the housing queue and obtained a benefit to which she was not entitled to.”*** We have now let her home to another tenant in housing need.

MEETING OUR PLANS FOR IMPROVEMENTS Plans set in the Phoenix Standards



Employ a Housing Support Worker.
We've done it (June 2012).



Improve our approach to visiting.
We've done it.

Tenancy How we performed



GOING FOR GOLD

Key Performance Indicators

	2011–12	2010–11	Trend since 2010–11
Total number of empty homes at year end	41	71	😊
Average turnaround time for short term voids	25 days	27 days	😊
Rent loss through voids	£279,218	£318,524	😊
Rent collected as a % of rent due	99.10%	99.47%	😞
Rent owed (cash) at the end of the year (arrears)	£1,806,631	£1,851,971	😊
Rent arrears as % of the rent debited (charged)	6.70%	7.34%	😊
Value of service charges collected (Leasehold)	£733,259	£530,661	😊
Value of arrears (Leasehold)	£2,003,515	£376,150	😞
Number of tenants who exercised Right to Buy	3	4	😞
Number of evictions	27	25	😞

HOW WE COMPARE TO OTHER HOUSING ASSOCIATIONS

Rent collected as a % of rent due

Phoenix came 6th out of 8 in London and the South East and 16th out of 24 nationally

KEY FACTS

- 60% of lettings were let to tenants from a Black or Minority Ethnic background.
- 17% of voids were inspected by Resident Void Champions.
- There were 193 referrals to Citizens Advice Bureau and Credit Union; leading to £63,160.69 of back dated benefits to residents.



Neighbourhood and Community



Dealing with anti-social behaviour (ASB)

We have Caseworkers who specialise in tackling anti-social behaviour; as well as Tenancy Caseworkers and Home Ownership Advisors you can discuss or report cases of ASB to. They work closely with residents, wardens, social services, the police, victim support and other organisations.

We use a variety of ways to combat ASB including:

- Prevention – this includes making physical improvements to areas that attract ASB and organising training or events.
- Legal remedies like injunctions and court orders.
- Enforcing tenancy and lease conditions not to cause ASB.
- Supporting people to resolve issues through mediation.

We provide support to people experiencing ASB and hate crime, such as additional security, temporary accommodation in an emergency, or CCTV. We are also working hard to make sure we provide regular updates. We know this is important especially when it takes some time to collect evidence and resolve the case to everyone's satisfaction.

In 2010–11 **you told us we could do a lot more to tackle ASB.** As a result we have reviewed how we deal with it, introduced better recording systems and provided more training for staff.

In our new definition, ASB exists where there is unwelcome activity that causes alarm and distress to individuals or families. Acts of ASB can range from noise nuisance to violent behaviour. Criminal behaviour includes racial harassment and hate crime and we take a zero tolerance approach to all criminal behaviour. ASB does not include behaviour that would be deemed reasonable by most people.

The Resident Policy Working Group helped shape our new approach and checked the drafts of our revised policy.

“ If you do all that – we’ll see a big difference.”
(Helen - resident, commenting on the new ASB Strategy and Policy)

You can tell us how we’ve done by filling in a survey when we close any case you report to us.

HOW YOU ARE CHANGING SERVICES

- Helped us revise our approach to dealing with anti-social behaviour.

MEETING OUR PLANS FOR IMPROVEMENTS Plans set in the Phoenix Standards

Review how we tackle ASB and put an action plan in place.



We’re working on it.

“ The experiences of ASB are never the same but they can be similar. I never get bored with trying to assist residents, especially when I know that what we do can dramatically change their lives for the better.”

(David – ASB Caseworker)

Neighbourhood and Community

Caretaking and Estate Services

Caretaking Services

Your caretaking service is carried out directly by our staff. This includes cleaning the internal and external communal areas of blocks. The standard of cleaning is inspected every month by managers who check if the standard is:

- A = Excellent
- B = Good
- C = Fair
- D = Poor

Any inspections that are at standard C or D are followed up and re-inspected.

This year the Residents Performance Monitoring Group continued their monitoring of Caretaking Services. The feedback from the group has really helped us improve services. Below are some of things it achieved:

- Influenced the Phoenix Standards approved by the Phoenix Residents Group in March 2011. These standards set out what you can expect from the service.
- Set performance indicators and agreed the format for reporting to local areas and to the Phoenix Residents Group.
- Set a format and the content for caretaking schedules and then agreed a timetable for them to be put up in blocks – which was March 2012.
- Planned our approach to changing clocks for communal lighting as a result of the end of British Summer Time. This was achieved and performance was reported to have improved compared to previous changes.
- Increased the regularity for checking of clocks for communal lighting – this has been put in place including checklists to show it has been completed.
- Influenced caretaker task lists.

what you say



“When it comes to caretaking and estate services **we need to get to the stage where we can get it right first time**, rather than repeating ourselves, it's more cost effective.”

(Diana – resident)

Estate Services

Your estate services are provided partly by Phoenix staff who manage your estate services and partly by Glendales who deliver the contract for grass cutting and other green services for Phoenix.

This year the Residents Performance Monitoring Group started to look at estate services including abandoned vehicles and fly-tipping. The Group is advising us how we can reduce fly-tipping in the Phoenix area so the money can be used to deliver other services.

We know the look, feel and use of space in the Phoenix area is really important as it can make a big difference to the quality of everyone's lives. To help us plan what we need to do to improve the Phoenix environment, the Residents Policy Working Group has started advising us what should be in a new Environmental Strategy.

HOW YOU ARE CHANGING SERVICES

- Helped choose contractors for our new estates service contract – which started in October 2011 with Glendales.
- Monitoring caretaking and starting to monitor estate services.

MEETING OUR PLANS FOR IMPROVEMENTS Plans set in the Phoenix Standards



Put in place a new grounds maintenance contract for the whole Phoenix area.
We've done it.



Report caretaking standards by local area.
We've done it.



Phoenix in Bloom

This year was a fantastic year for Phoenix in Bloom with the number of entries increasing. We were especially pleased by the number of young people who entered and delighted that so many people are getting involved in making the Phoenix area a greener place.

Entrants were judged under the following categories:

- Best Residential Garden.
- Best Vegetable Plot or Allotment.
- Best Balcony.
- Best Hanging Basket.
- Best Resident Communal Garden.
- Young Gardener of the Year.
- Best Community Run Garden.

Each entrant received a certificate and feedback from the judges. 15 lucky winners were invited to collect their prize at our Annual General Meeting in September 2011.

We are keen to get even more entrants and more residents involved in helping us promote and judge this competition. If you are interested, get in touch.



Neighbourhood and Community



Working with the community and working with children and young people

Working with the community

There are six Community Centres in the Phoenix area and a Residents Resource Centre at Marton Close. They are all available for hire and use by residents and the general public.

- Haskins Hall
- The Meadows
- Ravensbourne
- Grove Hill Court
- Langthorne Court
- Hazelhurst Court

A range of activities are held in the Centres including training, faith group meetings, youth clubs, keep fit, Silver Surfers, laban dancing, bingo and homework clubs.

In 2011–12 they were hired out externally for 1,038 hours, raising £17,835 during the year.

If you want to find out more about activities in a centre near you, please get in touch.

Other activities

We also support other community based activities such as our annual festival, celebration of Diversity (see Resident Involvement and Empowerment standard) and family fun days.

Working with children and young people

Our vision for children and young people aims to allow all children and young people to fulfil their potential. We delivered a range of activities for young people and families in 2011–12.

Young Peoples Sounding Board

The Young Peoples Sounding Board met four times in 2011–12. Issues discussed included:

- The future of the Sounding Board.
- How we can tackle ASB better.
- Planning and reviewing the Summer Programme.
- Responses to the summer riots.
- An exchange programme with young people living in Bolton.

Our Summer Programme developed with 17 young people from the Sounding Board was held on the Meadows and Shrofford Road Green but also included some activities at other locations.

Activities included:

- The Reach mobile climbing wall.
- Talent competitions.
- Family Sports Day.
- Xbox and Wii Competition.
- Trips to Quasar and Bowling.
- Aerosol Art.
- Dance Off Workshop.
- Music and DJ Workshop.

Using funding from the Whitefoot Ward Assembly there were football coaching sessions, facilitated by Millwall Football Club's Community Team, at Forster Park Primary School and the Reigate Road Multi Use Games Area.

A River Clean Up and walk upstream to Beckenham Place Park took place during October half-term.

A free Christmas pantomime of Jack and the Beanstalk was held at Goldsmiths Community Centre.





Working with the community and working with children and young people

We also funded an all weather ice rink at the Downham Winter Festival and worked in partnership with Lewisham's Youth Service to put on sports activities as part of their Winter University Programme.

A number of Local Area Panels also allocated some of their budgets to young people's activities in the year, including:

- Area 5 to the Dumps Adventure Playground for a family fun day during February half-term.
- Area 10 and 11 to Oakridge Road Youth and Community Centre to enhance their February half-term programme.
- Area 2 to Become a Coach sessions, facilitated by Millwall's Community Team at Goldsmiths Community Centre.

We also continued to support the Laban Meadows Movers dance classes at the Meadows Community Centre.

Apprenticeships

In 2011–12 working with Mulalley we extended our apprenticeship scheme and now have five young people completing an apprenticeship as painters and decorators.

HOW YOU ARE CHANGING SERVICES

- The Community Centres Working Group has started looking at what investment is needed to make all our Community Centre and Residents Resource Centre continue to meet the legal and safety requirements they need to; as well as set out our plans for the future.
- Helped fund activities for young people through your Local Area Panel Budgets.

MEETING OUR PLANS FOR IMPROVEMENTS Plans set in the Phoenix Standards



Develop our apprenticeship scheme.
We've done it.



Complete option appraisals for our community centres.
We're working on it.



Developing a Young Peoples Sounding Board.
We've done it.



Neighbourhood and Community

How we performed



GOING FOR GOLD

Key Performance Indicators

	2011–12	2010–11	Trend since 2010–11
Number of ASB cases reported in the year	172	135	😞
% of internal block inspections of caretaking standards meeting a high standard (of all inspections completed)	94%	92%	😬
% of external block inspections of caretaking standards meeting a high standard (of all inspections completed)	93%	78%	😬
% of residents satisfied with caretaking services	86%	61%	😬
Number of estate inspections attended by tenants	37	11	😬
Number of cases of graffiti reported	32	55	😬
% of cases of graffiti removed within target times	100%	97%	😬
Number of abandoned vehicles removed	11	5	😬
Number of apprenticeships	5	27	😞
Number of local people employed with Phoenix or contractors	10	12	😬

HOW WE COMPARE TO OTHER HOUSING ASSOCIATIONS

Number of ASB cases reported in the year

Phoenix came 4th out of 11 in London and the South East and 8th out of 48 nationally

KEY FACTS

- £17,836 was generated from hiring out the Community Centres.
- Planted 30,000 bulbs in the Phoenix area.
- Planted 36 trees in the Phoenix area.



Value for Money



Value for money means achieving a balance between low costs and high quality services.

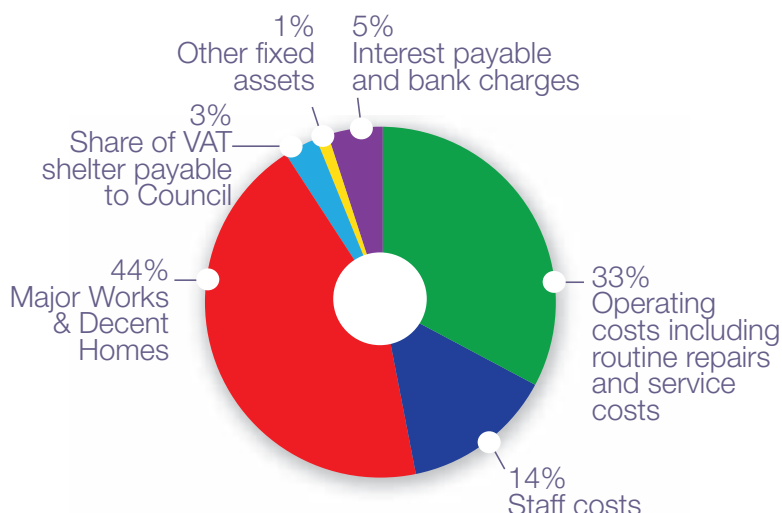
The current economic climate means we need to deliver value for money even more as a business. Our Regulator has told us they **expect our Board to assess how well we are delivering Value for Money each year** and seek improvements. We will do this at the end of 2012–13 but to help us before then we have compared our costs to other landlords and will update our current Value for Money action plan.

In a number of service areas our costs are high and performance could be better. We are working hard to address this and make sure that where our costs are higher, you can see why and are more satisfied with that service.

We know the Welfare Reforms and other public expenditure cuts mean things are tougher for everyone so we also need to support you to make the most of your money. We will do this by continuing to invest savings we make into the services we provide.

We have also developed a Money Matters Strategy and a Welfare Reform Action Plan to help us reduce the impact of reforms on both residents and the business.

HOW WE SPENT OUR MONEY IN 2011–12



Value for Money Savings

We are trying to encourage everyone across Phoenix to identify Value for money savings and stop waste. To make sure we value everyone's contribution we have a Value for Money register. Below are some examples from it.

- **Our Gold Membership is self funding**
This means the money we save because residents keep agreements with Phoenix, like allowing us in first time to do a gas safety check, is used to pay for *Gold Rewards* that can be exchanged for goods where the Co-operative membership sticker is displayed or for cash at any Co-operative Food Store (see page 6).
- **The Green Doctor**
In early 2012 we arranged for a Green Doctor to visit Phoenix residents at home, to discuss energy and water saving measures and answer any energy saving questions. A range of energy saving gadgets were offered during the visit.

As a result:

- 529 energy saving light bulbs were fitted.
- 318 radiator panels were provided.
- 316 power saving standby switches were fitted.
- 281 water saving devices including 24 save a flush, 1 water hippo, 96 shower timers and 160 shower heads.

These measures should reduce energy costs for residents by about £30 a year per household and a total saving of 35,313kg of carbon dioxide and 1.9m litres of water.

Value for Money



- **Occupational Therapy fees**

Negotiated reduced rates on Occupational Therapists fees for a guaranteed volume of referrals, saving £80 per referral.

- **Staff satisfaction**

Saved £10K by carrying out a staff satisfaction survey and analysing all the results in-house.

- **Savings for leaseholders**

The Council agreed to waive their share of the VAT saving in respect of major works for leaseholders. This means that we can now apply 100% of the VAT shelter savings to our leaseholders bills, reducing your costs.

- **VAT recovery**

Agreement has been reached with HM Revenue and Customs in respect of our partial exemption method for recovering a proportion of VAT on general costs which has resulted in £150,000 additional recovery of VAT.

- **Reduced cost of repairs**

Saved 5% on the cost of day to day repairs through our contract with Willmott Dixon.

HOW YOU ARE CHANGING SERVICES

- Helping us assess Value for Money when we select contractors.
- Helping set specifications for new contracts.

MEETING OUR PLANS FOR IMPROVEMENTS Plans set in the Phoenix Standards



Deliver our plans for improving value for money across Phoenix.

We're working on it.



Provide you with more information about our costs, prioritising the areas you have asked about.

We're working on it.

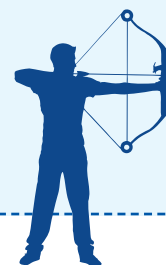


Tell you more about how our costs compare to other landlords.

We're working on it.



Governance and Financial Viability



Governance

Governance is the way Phoenix is run to make sure we are working within our rules and regulations.

Our Board is made up of 15 members. Seven residents (six tenants and one leaseholder), three Council Representatives and five Independent

Members. Both the Chair and Vice Chair are tenants. The Board is supported by three sub-committees:

- Human Resources and Remuneration.
- Audit.
- The Green Man.



Member	Position		Changes in 2011–12	Attendance
Pat Fordham MBE	Chair of the Board	Tenant		10/10
David Cummins	Vice Chair of the Board Chair of the Green Man	Tenant		9/10
Margaret McCarthy	Vice Chair of Audit Vice Chair of Green Man	Tenant		8/10
Pat Crawford	Vice Chair of Human Resources	Tenant	Re-elected September 2011	9/10
Walter McCann		Tenant	Until July 2011	2/4
Peter Lewis		Tenant		10/10
Richard O'Mahoney		Tenant	Elected September 2011	6/6
Alan Willis		Leaseholder		9/10
Kevin Donnelly		Independent		9/10
Phil Newsam	Chair of Audit	Independent		8/10
Andrew Harmer	Chair of Human Resources	Independent		9/10
Paul Bloss		Independent		7/10
David Leah		Independent	Elected June 2011 Until February 2012	5/7
Cllr Alan Hall		Councillor		8/10
Cllr Julia Fletcher		Councillor		6/10
Cllr Janet Daby		Councillor		5/10

The Chair and Vice Chair of the Phoenix Residents Group attend Board meetings as observers and a member of the Phoenix Residents Group attends the Green Man sub-committee.

Governance and Financial Viability

Some key reviews and new strategies considered by the Board in the year

- Our Risk Strategy – assessing our key risks and actions that are needed to reduce or remove them. The economic environment we are working in has meant a lot of focus has been on financial risks.
- The Corporate Plan.
- How we comply with the new Regulatory Framework.
- Value for Money.
- Procurement Strategies for key contracts we let or procured in the year.
- Welfare Reforms and their potential impact on our business and on residents.
- Major Works and Improvements.
- Money Matters and Income Strategy.
- New policies.
- Fair Deal for Leaseholders.
- Review of Key Performance Indicators.
- Plans for the Green Man.
- Plans for our new computer system.

In May 2011 the Board considered whether we should develop new homes through a new framework called the Affordable Development Framework. The Board decided to continue to prioritise completing our promises and not bid to develop new homes in 2011.

Code of Governance

Our Board signed up to the National Housing Federation Code of Governance in May 2011. As part of this process it checked how well it met the code and will review progress in October 2012.

In 2011–12, the Board completed a whole board skills, knowledge and experience analysis as well as individual appraisals. Following this, members took up Champion and lead Board member roles to support and challenge the Executive Team and ensure members were fully aligned to the Phoenix Standards, set out in this report.



Governance and Financial Viability



The Phoenix Residents Group (PRG)

This Group acts as a channel (conduit) between the Local Area Panels and the Board (see also page 7).

LAPs, PRG and Leaseholder Forum 2011-2012

Local Area Panel	Residents' names	
Area 1: Riverside	Sandra Alexis Alexis McFarlane	Chair and PRG representative Vice Chair and PRG representative from February 2012
Area 2: North Downham	Hazel Smith Beverley Martin Richard O'Mahoney Shade Ashaye	Chair and PRG representative Vice Chair PRG representative till September 2011 PRG representative from October 2011
Area 3: Bellingham Farm Area 4: Bellingham Farm	Jean Skinner Steve Cheeseman Wendy Lines Margaret Axell	Chair from October 2011 Vice Chair till September 2011 Vice Chair from October 2011 Chair to September 2011 PRG representative PRG representative
Area 5: Sedgehill Village	Thelma Daniels	Chair and PRG representative
Area 6: The Meadows	Jane Duffy Diana St Claire Sheila Pender	Vice Chair from October 2011 Chair to September 2011 PRG representative Chair and PRG representative from October 2011 Vice Chair till September 2011 PRG representative to September 2011
Area 7: Ravensbourne		
Area 8: Bromley Hill	Anne McGurk Margaret Tanner	Chair and PRG representative Vice Chair and PRG representative
Area 9: Southend Village	Michael Boniface Sheila Warr	Chair Vice Chair
Area 10: Downham Village Area 11: Seven Rivers	Terri Foulis Babsy Blyden	Chair Vice Chair and PRG representative
Area 12: Camelot	Helen Whiteley Vanessa Jenkins	Chair and PRG representative Vice Chair and PRG representative
Leaseholder Forum	Colleen Etheridge	PRG representative
Co-opted	Patrice Newman-Sheaf	PRG representative from December 2011

Governance and Financial Viability

Issues considered by the PRG in the year

- Reports from its sub-committees and working groups, the Local Area Panels and the Board.
- Budgets.
- Over 15 new policies and strategies.
- Local offers and performance reports.
- Appointing an Independent Advisor.

Board and PRG working together

Both our Board and PRG have joint working groups including:

- The Change Review Group.
- Equality and Diversity Champions.

There are also regular meetings between the Chairs and Vice Chairs of both groups.

Change Review Group

The Change Review Group monitors our improvement plans. It is made up of members of the Board and PRG and is chaired by the Chair of the Board. At the last meeting of the Group members concluded **a lot had been achieved** but the Group is still needed to make sure we achieve our plans; particularly as we plan to move offices to the Green Man in 2013.

Regulatory Framework

Both the Phoenix Residents Group (PRG) and the Board attended seminars and looked at the proposed changes to our Regulatory Framework (the standards we have to meet). They assessed how well we are meeting the new framework and the Board also approved an action plan to make sure Phoenix meets the changes in the Framework.

Transfer Promises

When we began Phoenix made promises to residents in an Offer Document. The Board and the Phoenix Residents Group regularly reviews progress in meeting them at least every six months.

At the end of March 2011–12

90 were achieved, 65 on track or ongoing, 3 not started.

Promises not started

Homes would be kept to the Phoenix Standard.

Explore offering a leasehold management service.

Options for areas to move towards tenant management

Why they have not started

We are on target to meet decency by April 2013. We will then refresh the programme to keep all properties up to the Phoenix Standard.

We cannot currently offer this service. We had planned to look into this last year, now it is in an improvement plan for 2012–13.

We plan to start this in 2012–13.

Governance and Financial Viability



Internal Audit

To provide assurance to the Board we have internal auditors who carry out an annual programme of audits agreed with the Audit Committee and report their findings directly to the Committee.

Internal Audits completed in 2011-12:

- Our financial systems
- Works procurement and risks
- Rent collection and arrears
- Project management
- Strategic controls
- Data Protection
- Complaints
- Budgetary control
- Strategic control arrangements

Every year the internal auditors provide an opinion based on their audits and the follow up work they do.

“ Overall, the reviews carried out indicate that the organisation has systems in place that are **designed and operated to provide effective control.** ”
(TIAA – Internal Auditors’ Annual Report)

Valuing and rewarding staff

We aim to value and reward our staff. To check how we are doing we did a staff satisfaction survey:

- 98% agreed they understood how their work directly contributes to the overall success of Phoenix.
- 79% agreed that overall they were satisfied with Phoenix as an employer.

In 2011–12 four of our staff received awards for 25 years of service:

- Andy Nadar
- John Manzi
- Kenneth Ellison
- Stella Whitting

Seven WOW cards were awarded for great individual or team performance.

In January 2012 the Human Resources and Remuneration Committee agreed a small reward to all staff if we meet overall performance targets, including your overall satisfaction with our services.

Governance and Financial Viability

HOW YOU ARE CHANGING SERVICES

- Helping set our Corporate Plan for 2013-2018 through feedback at our festival, focus groups and in surveys.

MEETING OUR PLANS FOR IMPROVEMENTS Plans set in the Phoenix Standards



Improve our performance and monitoring framework.

We're working on it.



Complete a review of governance and our Code of Governance every year.

We're working on it.



Agree how residents can play an even greater role in scrutinising services and these standards.

We're working on it.



Set a new Equality and Diversity Strategy.

We've not started yet. Planned for 2012-13.

Our Annual General Meeting was held at the Catford Broadway Theatre, after a performance from comedienne Angie Le Mar.



Governance and Financial Viability



Financial Viability

Financial Viability is how we ensure we have the money to do what we say we will now and in the future.

The Board has gained assurance and has a reasonable expectation that we have adequate resources to continue to operate in the foreseeable future. This has been achieved through:

- Reviewing the risks we face in light of changes to the external environment.
- Scrutinising and reviewing our 30 year business plan and treasury management strategy.
- Analysing and reviewing the budget for 2012–13.

In October 2011 our Regulator confirmed we met their standards for financial viability. The Homes and Communities Agency also completed a review of our gap funding (which helps pay for the major works programme). The review confirmed they were satisfied with the progress we have made and that gap funding would not be reduced.

Our borrowings

Our Board agreed a long-term loan with Barclays Bank of £70 million at transfer to finance our major works and improvement programme. As at 31st March 2012 we had borrowed £35 million.

The full set of financial statements were audited by Nexia Smith and Williamson and approved by the Board on the 26th July 2012. They are available on request by contacting Customer Services and will be published on line at www.phoenixch.org.uk

Re-stated

The reason the accounts for 2011 were restated (adjusted for 2011) is because we introduced a new accounting policy for the components (roofs, windows, boilers and other major parts) of the properties we own. This resulted in an increased depreciation charge (we write off the cost of components over their expected life) because components have a shorter life than the property as a whole. This new approach better reflects how we plan our works.

Turnover

The income we receive through rents and service charges, grants and other income.

Operating costs

The money we spend managing and maintaining homes, as well as our running costs like staff salaries and the office.

Sale of fixed assets

This was money obtained from the sale of properties through the Right to Buy, after amounts payable to Lewisham Council.

Interest payable

The interest charge on our loan with Barclays to carry out Major Works and improvements minus any interest we gain from our bank accounts.

Surplus

Operating Surplus – the money we have when we take off all our expenditure (operating costs).

Recognised Surplus – Total year end surplus after making adjustments shown.

Housing Assets

The value of our properties.

Other fixed assets

This includes the Green Man site, IT equipment and motor vehicles.

Current assets

Money we have in the bank or is owed to us including tenant and leaseholder arrears; insurance and grants we are due to receive.

Current liabilities

The money we owe to our suppliers and other organisations due to be paid in the next year.

Pension Assets and Liabilities

Phoenix's share of the Lewisham Local Government Pension Scheme.

Governance and Financial Viability

INCOME AND EXPENDITURE ACCOUNT

For the year end 31st March 2012

	2012 £'000	2011 £'000 restated
Turnover	29,716	27,960
Operating costs	23,514	19,313
OPERATING SURPLUS	6,202	8,647
Surplus on the sale of fixed assets	(33)	3
Interest payable and similar charges	(1,551)	(1,218)
SURPLUS FOR YEAR	4,618	7,432
Return on pension assets and changes to assumptions on liabilities	(560)	3,698
Prior year adjustment for change in the accounts for component accounting	(2,468)	
TOTAL RECOGNISED SURPLUS	1,590	11,130

BALANCE SHEET

As at 31st March 2012

	2012 £'000	2011 £'000
Fixed Assets		
Housing Assets	104,327	110,372
Other fixed assets	856	667
Total fixed assets	105,183	111,039
Current Assets	23,860	27,853
Current Liabilities	(36,881)	(31,108)
Net Current Assets	(13,021)	(3,255)
Pension Assets	0	356
TOTAL ASSETS CURRENT LIABILITIES	92,162	108,140
CREDITORS		
Liabilities falling in more than one year	72,860	93,001
Pension liability	104	0
	72,964	93,001
CAPITAL AND RESERVES	19,198	15,139
	92,162	108,140

The figures in red and in brackets are minus figures.

The Future and Closing Message



Future plans

The next year brings considerable challenge and opportunity for us; completing the transfer promises; delivering our Decent Homes Programme; meeting our efficiency requirements; building and moving to our new offices at the Green Man site; and implementing our new computer system. In addition the external environment continues to change, with the impact of co-regulation, localism and welfare reforms.

At the end of 2012–13 we will have delivered the promises and can work on making the Gateway Model even more real – so residents and staff are truly working together to improve services and the quality of life for everyone in the Phoenix area. In 2012–13 the Board will use all your feedback to approve a vision for Phoenix for the next five years.

The commitment to the Community Resource Centre at the Green Man; the Gold Membership scheme and the potential for new development are central to the 'new' direction Phoenix will take. Work will also continue on a number of key plans:

- A **new Customer Access Strategy** setting out how service delivery should work when we move to the new Green Man office in 2013.
- Putting in place **our new computer system called Orchard** which will support our Customer Access Strategy.
- The review of the **Community Empowerment Strategy** looking at how resident empowerment and scrutiny should be structured and supported going forward.
- Completing our **vulnerability strategy and local offer for older tenants** and tenants with support needs.
- A **Welfare Reform Action Plan** to make sure we support residents to make the most of their money and collect the income we need to run Phoenix.
- Plans to improve communication including **our website and presence on social networking sites**.



The current repairs contract with Willmott Dixon comes to an end in March 2015. During 2012–13 we will start the process of reviewing how you want the repairs service to look in the future and the options to deliver this.

The Future and Closing Message



what you say

“ **To some people thank you is just two words and to others it is an acknowledgment of a job well done.** So for being part of our disjointed family of which we are a part the Residents Communications Group; we want to say a big thank you to Geethani, Say and her team for their hard work in bringing your annual report together. There has been blood, sweat, some tears, pain and laughter – and I mean a lot of laughter – but we came through.

We all hope that this report will be as good as last year or dare we say even better. 😊

Thank you to everyone for their input to our report as each is special in its own way. I once read somewhere that no one is perfect so, as a family keep on supporting, being part of, and helping out in which ever way as we grow together.

Thank you, thank you, one and all.” 😊

(Diana – Vice Chair of the Residents Communication Group)



Useful Contacts

How you can contact and
visit Phoenix



	By telephone	0800 0285 700 (freephone), 0844 264 2844 (lower cost on some mobile tariffs)	
	By email	customerservices@phoenixch.org.uk	
	By bus to Wren Court Office	208 or 320 to Bromley, Bromley Magistrates Court. 126, 261, 314, 336 or 638 to the Hammelton Road bus stop. Walk down Hammelton Road to London Road.	
	Face-to-face	Wren Court, 15 London Road, Bromley, BR1 1DE. (The office is open on weekdays from 9am to 5pm)	
	Surgery	21 Marton Close Bellingham London SE6 3SS	Dates Monday Thursday Times 9am – 11am – CAB also on site 3pm – 5pm
	Write to us	Freepost RSUY-UKXA-SAJC Phoenix Community Housing Wren Court, 15 London Road, Bromley BR1 1DE	
	To register a complaint, comment or compliment	Email complaints@phoenixch.org.uk or send a message via the Complaints, Comments and Compliments page on our website www.phoenixch.org.uk	

Registered office

Wren Court, 15 London Road, Bromley, BR1 1DE.

Phoenix Community Housing Association (Bellingham and Downham) Limited is a charitable housing association. It is an Industrial and Provident Society (registration number IP30057R) and is registered with the Homes and Communities Agency (registration number L4505).



Bankers and funders

Barclays Bank plc
28th Floor
1 Churchill Place
London
E14 5HP

Solicitors

Trowers & Hamlin
Sceptre Court
40 Tower Hill
London
EC3N 4DX

External Auditors

Nexia Smith & Williamson
Chartered Accountants
25 Moorgate
London
EC2R 6AY

Internal Auditors

TIAA
40 Dukes Place
London
EC3A 7NH

Phoenix is a member of the

Housing Ombudsman Service
81 Aldwych
London
WC2B 4HN

Phoenix is a Diversity Champion of

Stonewall
Tower Building
York Road
London
SE1 7NX

Translations and other formats



English	If you have difficulty in understanding any written information, please contact us. We will arrange for a copy to be sent to you in your preferred language.
Albanian	Ju lutem na kontaktoni, nëse e keni të vështirë të kuptoni ndonjë informacion me shkrim. Ne do të organizojmë për një kopje të informacionit t'ju niset në gjuhën tuaj.
Arabic	إذا كان لديك صعوبة في فهم أي معلومات مكتوبة، يرجى الاتصال بنا. سوف نرتب لإرسال نسخة إليك بلغةك المفضلة.
Cantonese	如果在理解任何書面資料時有困難，請與我們聯繫。我們會給您發送一本用您的首選語言書寫的資料。
French	En cas de problème de compréhension de toute information écrite, veuillez nous contacter. Nous ferons le nécessaire pour vous faire parvenir un exemplaire dans la langue de votre choix.
Mandarin	如果在理解任何书面资料时有困难，请与我们联系。我们会给您发送一本用您的首选语言书写的资料。
Portuguese	Se tiver dificuldade em compreender as informações escritas, deverá contactar-nos. Iremos enviar-lhe uma cópia na língua da sua preferência.
Somali	Haddii ay kugu adag tahay in aad fahanto qayb ka mid ah warbixinta qoran, fadlan nala soo xiriir. Waxaan qaban qaabin doonnaa in nuqul laguugu soo dir luqadda aad doorbidayso.
Spanish	Si tiene dificultad para entender cualquier información escrita, por favor, póngase en contacto con nosotros. Haremos trámites para que se le envíe una copia en su idioma de preferencia.
Tamil	எழுதப்பட்டுள்ள ஏதேனும் தகவல்களைப் படிப்பதில் உங்களுக்கு சிரமமிருந்தால் தயவுசெய்து எங்களைத் தொடர்புக் கொள்ளுங்கள். நீங்கள் விரும்பும் மொழியில் உங்களுக்கு பிரதியை அனுப்ப நாங்கள் ஏற்பாடு செய்வோம்.
Turkish	Yazılı ifadeleri anlamakta zorlanıyorsanız lütfen bizimle temas kurun. İstedığınızı dilde bir kopyasının gönderilmesini sağlayabiliriz.
Vietnamese	Nếu bạn có khó khăn trong việc hiểu bất kỳ thông tin được viết nào, xin hãy liên hệ với chúng tôi. Chúng tôi sẽ bố trí để gửi bạn một bản phổ thông bằng ngôn ngữ bạn thích.
Other formats	If you would like a copy of this document in Braille, large print or audio tape, contact Customer Services on freephone 0800 0285 700 or 0844 264 2844 for lower cost on some mobile tariffs.



This drawing of a gold cup was completed by Deon Fray, age 9, at the Phoenix Festival in May 2012. He won 1st prize in our 'Going for Gold' drawing competition.

