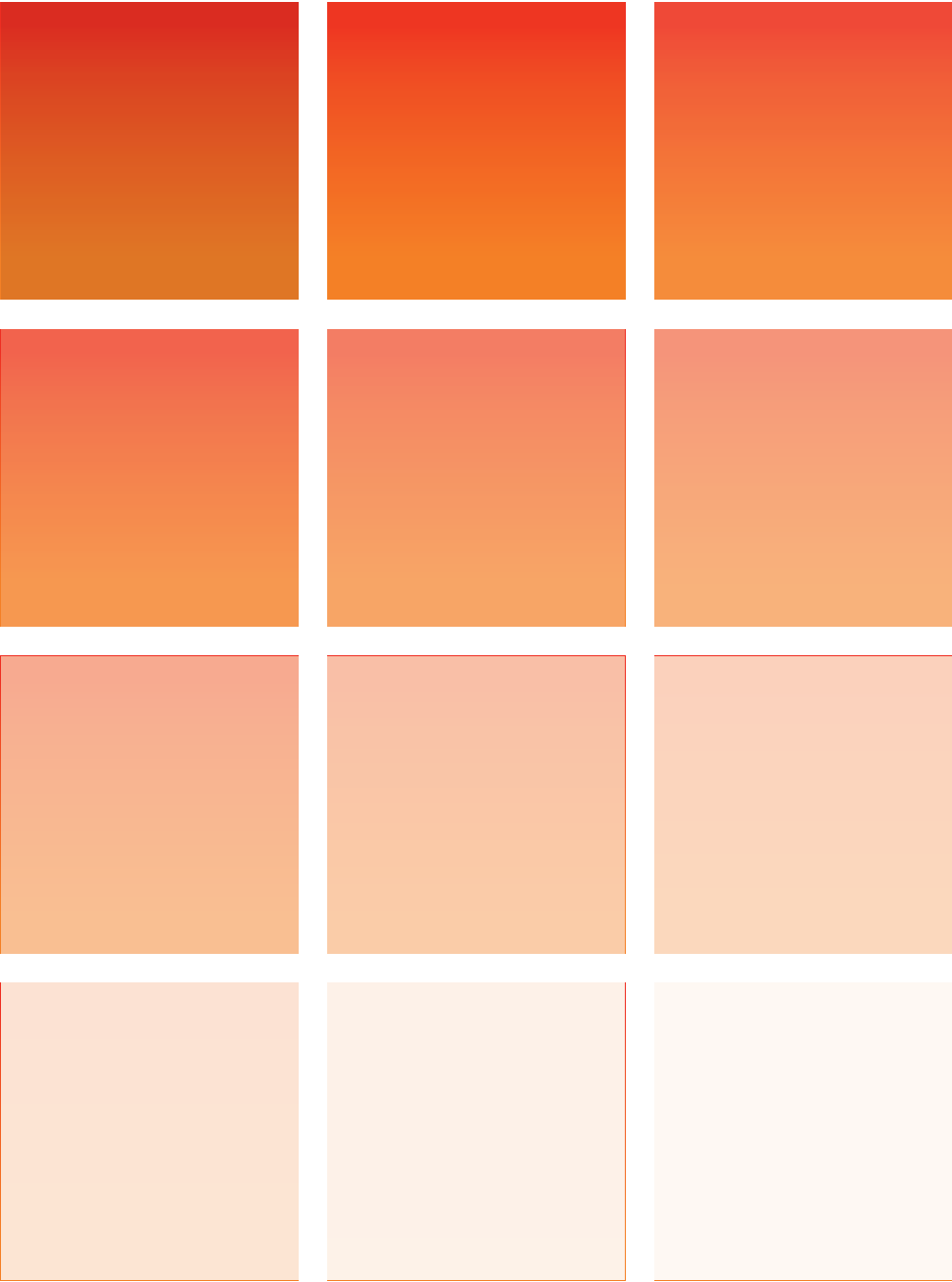


Phoenix Community Housing



Annual Report
2009 - 2010



Phoenix Community
Housing Association
(Bellingham and
Downham) Limited is
a charitable housing
association.



Registered office:
Wren Court,
15 London Road,
BR1 1DE

VAT Reg: 919 2352 20

Company Reg
No: IP30057R

Tenant Services
Authority Reg No: L4505

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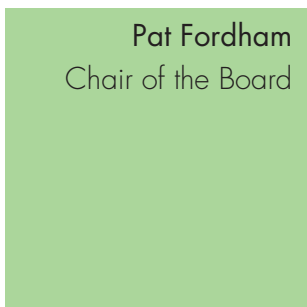
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Introduction

Welcome to our annual report for 2009-10



Jim Ripley
Chief Executive



Pat Fordham
Chair of the Board



Richard O'Mahoney
Chair of the Phoenix
Residents' Group

Decent Homes

Much has been achieved, changed and exceeded during the past year. The Decent Homes Programme is on schedule, and by end of March 2010, we had improved over 3,600 homes, spending over £40 million. This included fitting windows or doors to 3,292 properties. Overall, we have raised 1,945 homes to Phoenix Standards, a tremendous achievement.

Mock inspection

The outcome of the Mock Housing Inspection of Landlord Services, undertaken in February this year, by the Housing Quality Network (HQN) gave us a rating of one star. This indicates that we need to improve in order to continue delivering our promises to you and providing you with the best possible service. We value everybody's contributions: tenants, leaseholders, staff, partners and other local people. Thank you for helping us to not only create a successful housing association but also helping us to create a community whose members are at its heart.

Wren Court

Part of our improvement includes implementing a new staffing structure (completed in June 2010) that will help us to deliver better services for residents in the long-term. The move to Wren Court, our new headquarters, also marked a period of transition and

the improvements are already being noted from the outside. Visitor numbers to the Customer Service reception remain high and they comment regularly on the open and welcoming atmosphere.

Green Man

On 23 July 2010 following three years of negotiations, we finally became the proud owners of the Green Man site on Bromley Road. We intend to use this location to create excellent local facilities that will add value to our community. Thank you very much to Lewisham Council and L&Q for helping us to achieve this.



Our partners

Partnership working is an integral part of our success. It has helped us to create a watershed moment in Phoenix history by ensuring that, for seven days, our homes reached 100% gas compliance for the first time (and for a second time in July 2010). In addition, in April this year, we reported reducing the average time our homes remain empty - 24 days compared to last year's end of year figure of 45 days. Our target for last year was 30 days so this is an excellent start to the new financial year.

All this has been greatly helped by having our repairs contractor, Willmott Dixon Partnerships, based with us at Wren Court. In June 2010 we moved from the pricing document, Schedule of Rates, to an Open Book agreement with Willmott Dixon. This means that we work together to manage expenditure efficiently, improving performance and increasing satisfaction for our residents.

We were boosted further with the third annual Phoenix Festival, held in Forster Park, which drew over 3,500 residents to enjoy everything from arts and crafts and archery to Maypole dancing. We are extremely proud to be part of an organisation where residents, staff, contractors and other partners can work so well together to deliver such an outstanding event.

Value for money

The landscape for social housing providers and their tenants is shifting rapidly. The arrival of England's first coalition government since World War II and a VAT rise from 17.5% to 20% from 4 January 2011, means that the case for value for money has never been more critical.

We will continue to make sure that income from your service charge and rent is used wisely and efficiently. To that end the realignment of our staffing structure will reduce spend by nearly £200,000.

The Government also confirmed that it will review the Tenant Services Authority (TSA) but the milestones it has set for providers remain. Greater resident involvement and better communication with residents strike a chord with the new government's focus on localism and resident-focused services.

Going forward

In March, an Equality Champions' Group was approved by the Board, to take forward our equality and diversity policy and implementation across Phoenix. Finally, we would like to thank all our Board Members, the Phoenix Residents' Group and the Local Area Panels for their dedication. Denis Costelloe and Margaret McCarthy will be stepping down from the Board at the Annual General Meeting, in line with the rules of the Association. Cllr Dan Houghton, Chris Birchall and Christopher Lawal and Diana St Claire North stepped down during the year. We welcomed Phil Newsam, Paul Bloss and Cllr Julia Fletcher as new Board Members.

We look forward to improving throughout the following year as we continue to strive with the highest levels of energy, enthusiasm and commitment.



Jim Ripley
Chief Executive



Pat Fordham
Chair of the Board



Richard O'Mahoney
Chair of the Phoenix Residents' Group

Who we are

London's first Community Gateway housing association, owned by residents, led by residents, for residents

Phoenix Community Housing Association was set up with the specific aim of creating an organisation that is collectively owned by its residents.

reviews policies, and residents are voting shareholders of the Association. This means that residents are always placed at the heart of decision-making.

This is the definition of a Community Gateway and we were inspired by our colleagues at Preston Community Gateway who were the first of the new cooperatively-run housing associations in England.

Residents are the largest group on the management board. The Phoenix Residents' Group, a scrutiny panel, monitors the work of the organisation and



How we plan to improve our services

Meeting the TSA National Standards

Phoenix undertook significant self-assessment in 2009-10, in particular through a mock inspection in February 2010. The recommendations of this inspection have been developed into a Service Improvement Plan with specific actions, designated lead officers and targets.

The Service Improvement Plan sits alongside our corporate plan and promises and will be scrutinised by the Phoenix Residents' Group, including the Local Area Panels and Leaseholders' Forum, as well as the Board.

Phoenix promises

As part of the transfer agreement from Lewisham Council, 152 promises were made to tenants following extensive consultations. Many of these promises are due to be delivered in 2011-12 so the Board and the Phoenix Residents' Group agreed that our promises will be Phoenix's local offer to residents, subject to consultation.

Timeline to deliver our local offer

Date	Activity
From 23 August 2010	Annual report to be distributed to all stakeholders
20 September 2010	Annual General Meeting votes to accept the Annual Report
5 October to 30 November 2010	Consultation with Local Area Panels
11 January 2011	Provide feedback to Phoenix Residents' Group on the consultation and agree recommendations to the Board
28 January 2011	Recommendations from the consultation process presented to the Board
February to March 2011	Relevant training to be confirmed and provided for residents
April 2011	All Phoenix staff and Board begin to deliver our local offer

How residents have been involved in producing the annual report

The current regulatory framework includes a new requirement to produce an annual report for all residents. Phoenix already provides this to its Shareholding Members, but this year we are extending the report to all tenants and leaseholders. Residents have led and shaped this report through the Communications Committee, a sub-committee of the Phoenix Residents' Group. This includes setting the standards for content, theme and design.

Gateway Services

There are many different ways for residents to get involved:

Step 1

Read letters and complete surveys

- Two hours every three months
- You will need to be able to read and write in English (or request translated, Braille or spoken version)

Step 2

Volunteer for telephone surveys or attending focus groups

- Two hours every eight-ten weeks
- You will need to be able to understand and speak English (or request translation or signing)

Step 3

Membership

- You can become a Shareholding Member at any time, but it is essential if you are thinking about taking on or standing for more active roles

Step 4

Attend Local Area Panels

- Three hours, ten times a year
- You will need to be interested in your local community and our services

Step 5

Phoenix Working Parties

- Once a month for maximum of six months, about two hours per meeting, plus reading time

Step 6

Residents' Champions

- 5 days initial training
- 1-2 days work per month
- You will need to be committed to training to be a champion in different aspects of the organisation

Step 7

Communications and Web Groups

- Meet at least once a month for two hours
- Regularly proof materials by e-mail and post too

Step 8

Phoenix Residents' Group

- Four-six hours per month, and two away-days per year
- You will need to read and understand the agendas and reports, and make informed decisions

Step 9

Board

- Six hours a month, minimum
- More depending on what else you may want to take part in

What we do

Formerly 'Community Development & Regeneration', this service focuses on all aspects of community engagement and regeneration. The Gateway Team works with all our residents to ensure that they are at the heart of decision-

making on issues that affect their homes, neighbourhoods and communities. The team works with partners, such as the Council, health services and the voluntary sector, to enhance residents' quality of life and the environment of the community in which

they live. We also manage Governance support for the Board and Phoenix Residents' Group, plus their sub-committees, as well as Local Area Panels, ensuring that we are compliant in fulfilling our regulatory and legal obligations.

Our commitment

To work with residents and partners to develop community cohesion, increase community capacity, and encourage economic development in the local area.

Performance Indicators	
Measure	Result
Membership	304 new Shareholding Members, giving a total of 1,350 Members at 31 March 2010
Resident involvement	Residents voluntarily worked over 4,600 hours for Phoenix (almost 130 working weeks), including recruitment of new Phoenix staff
Conferences and events	Over 3,500 people attended events
Community development, partnerships and young people	Worked in partnership to build two playgrounds, set up a new youth club and open one of our allotment sites as a community garden
Community Centres	The six centres were used for over 2,000 hours
Managing Complaints	New policy introduced involving a residents' panel to hear all Stage 3 complaints

Shareholding Members

Members are shareholders and have voting rights at the Annual General Meeting. They can stand for election at Local Area Panels, Phoenix Residents' Group and Board, and are actively involved in influencing and monitoring service delivery and decision-making. Every registered tenant or leaseholder, aged 16 years or over, can become a member, following approval by the Board. Associate Membership is open to other people including non-Phoenix residents, business representatives, and Phoenix staff.

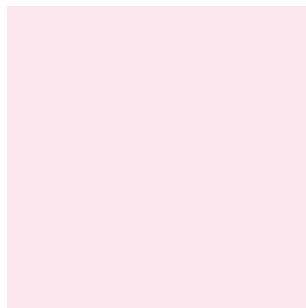
Phoenix signed up 304 new shareholding members in 2009-10. Signing up 293 more people would mean that 25% of eligible residents are members – the point at which voting rules change to residents' greater advantage.

At 31 March 2010, Phoenix had:	
Shareholding Members	1,350
Associate Members	73



"David Cummins, our vice chair, and I are members on both strategic core groups for Decent Homes and for Repairs and Maintenance. We ensure that residents not only get the services they were promised in the local offer but also get value for money for the promises made"

Margaret McCarthy, Board Member and Tenant Member



Resident Involvement and Community Development

Residents worked voluntarily for Phoenix for over 4,600 hours in 2009-10. The voluntary work of residents is a significant contribution to the organisation, equivalent to a value of approximately £150,000 per year. Residents spent 3,800 hours in meetings and groups that develop strategy, set policy and scrutinise performance. Additional hours were spent reading papers for meetings, liaising with staff, attending training and recruiting new staff members. Our target for 2010-11 is to quantify exactly how many hours residents volunteer for the organisation.

Local Area Panels

The twelve Local Area Panels (LAPs) are the foundation of the governance of the Community Gateway. LAPs and the Leaseholders' Forum play a crucial role in monitoring our local offer and the services that we deliver to residents. In 2009-10, key achievements include organising social events to engage with more local residents, taking part in the Phoenix Festival, selecting new area names and logos, being advocates for their areas, and challenging Phoenix to keep its promises, particularly those relating to repairs and the Decent Homes programme.

Each panel has an annual budget of £5,000. Panels have used this on items such as children's play equipment, communal benches, a new accessible minibus and local community events. This year, 839 residents attended one or more of their local panel meetings throughout the year, voluntarily devoting over 2,000 hours in 72 meetings.



Phoenix Residents' Group

The Phoenix Residents' Group (PRG) continues to operate as a wholly elected representative body, monitoring and scrutinising performance across the organisation. PRG members devoted a total of 430 hours to meetings throughout the year, including sub-group meetings such as policy working groups.



Communications Sub-Committee and the Web Group

These groups scrutinise all residents' communications to ensure they are accurate, accessible and clear. This includes presenting information in plain English and in a range of formats such as large print, and on different coloured paper for people who are visually impaired. We have also developed our website to reflect the same accessibility with 'text to speech' (text spoken aloud in a computer voice); text enlarge (magnified print) and text formatting (choice of several different colour backgrounds).

The groups focus on residents' communications, including the website and quarterly newsletter, Community News, as well as this annual report. In 2009-10, residents devoted 358 hours of time in meetings alone.



Conferences and Events	
Event	Result
Phoenix Festival 2009	3,500
Tenants' Conference 2009	50
Annual General Meeting 2009	58
Black History Month, Diversity Event organised by Phoenix People Services (Human Resources)	100
Staff Awards organised by Phoenix People Services	Residents voted for the best Phoenix neighbour as well as best staff member and best team



Community development, partnerships and young people

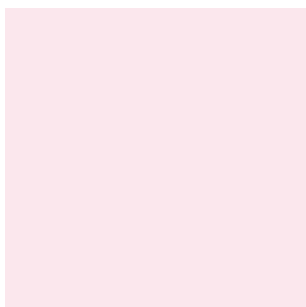
Collaborative working continues to be a central part of our activity and includes working with the Housing Action Charity (HACT); the Future Jobs Fund; Groundwork London; Millwall Football Club; Well London; SAGE Educational Trust; Voluntary Action; Lewisham Children and Young People's Forum; Lewisham's Youth Service; Safer Neighbourhoods; Lewisham Wardens; Hoxton training restaurant 'Training for Life'; and Lewisham Council, Lewisham College and Mulalley also partnered with Phoenix on the Apprenticeship Scheme.

Activity	
From	To
We secured resources from central government and the National Lottery	We helped to build two playgrounds in Shrofford Green and the Meadows. Both were constructed by 'Monster Play' following consultation revealing that young people's opinion was paramount in the design. Steve Bullock, Mayor of Lewisham, officially opened both play areas in 2010.
We received reports of anti social behaviour (ASB) on one of our estates	We established a partnership to help resolve some of the concerns, bringing together the Phoenix ASB team, local police, wardens and Lewisham's Detached Youth Work Team
We submitted a successful application for funding to Positive Activities for Young People (PAYP)	We opened a Friday night youth club in the Meadows Community Centre. Local young people interviewed youth organisations and selected 'Be Totally You' as the service provider. In response to local need, 'Be Totally You' piloted a youth club for 8 to 13 year olds which Phoenix helps to support.
Marton Close, the former headquarters of Phoenix	Phoenix will further refurbish this site and plans to open it as a residents' resource centre in partnership with LAP 3 (Bellingham Farm) and the PRG

"In 2009, Phoenix became one of the first housing associations in the country to be involved in a project run by charity HACT, offering four refugees volunteering opportunities"

Community centres

The six community halls and centres were used for a total of 2,181 hours over the year, hosting a range of events including Council meetings and surgeries and British Sign Language (BSL) training, as well as funerals, birthday parties and faith group meetings. In addition, our painting and decorating apprentices carried out much needed decoration works to our community centres and repainted many of the railings throughout the Phoenix area.



Performance monitoring and complaints management

This responsibility moves from Gateway Services to Customer Services in 2010-11. The table below shows our activity in 2009-10.

Measure	Result
Performance reports	Delivered monthly to the PRG and Board on all of our Key Performance Indicators (KPIs)
Monitoring reports	Delivered quarterly to key stakeholders on our promises at transfer
Industry membership	Maintained membership of the Housemark benchmarking club, helping us to gauge our performance against other organisations
Complaints	693 received, slightly down from 706 in 2008-09. We are working on comparing our performance with similar organisations and learning from this
New complaints policy	Introduced a new policy and residents now form the Stage 3 panels
Relationships and services	Continued to use complaints as a basis for rebuilding relationships with complainants and improving services for our residents

Asset Management

What we do

Asset Management is responsible for maintaining, servicing and improving the properties in our Association. In 2009-10, Asset Management focused on greater involvement from residents and improved choice in order to provide decent homes. We work in partnership with Willmott Dixon (repairs) and Mulalley Construction, Lengard Building Contractors and Anglian Home Improvement to achieve this.

Our commitment

To deliver 'Decent Homes' where all homes are brought up to the Phoenix Standard within five years of transfer, including the use of sustainable products.

Performance Indicators

Decent Homes

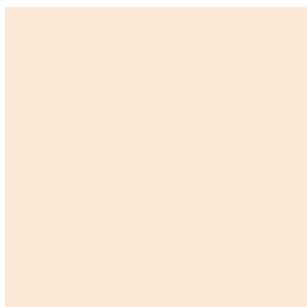
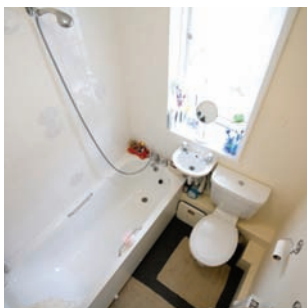
In total, we have made installations and improvements to: 1,943 kitchens; 1,410 bathrooms; 1,432 heating systems; 3,292 windows and doors; 1,553 electrical upgrades.

Repairs

Responsive repairs is a critical area of performance and in any year almost all of our residents experience this service at least once. Our aim is to get the service right first time, to be responsive and solve the problem. In 2009-10, our partnership with repairs provider, Willmott Dixon (formerly Inspace), has developed and we are spending more time working together to continue improving services for residents.

Measure (to end March 2010)	Number
Homes brought up to the Phoenix Standard (internal works programme)	1,945
Homes completed within the replacement doors and windows programme	3,292
Homes completed within the internals programme includes kitchens, bathrooms, rewiring and heating	2,537
Average number of days to complete all internal works	18
Overall level of satisfaction	93%

"Together with Lewisham Council, Lewisham College and our partner, Mulalley Construction, we employed five young people as painting and decorating apprentices"



Responsive repairs completed		
2008-09	2009-10	Target 2009-10
17,000	15,614	Under 17,000

Emergency repairs completed within time		
2008-09	2009-10	Target 2009-10
97%	94%	99%

Urgent repairs completed within time		
2008-09	2009-10	Target 2009-10
97%	93%	97%

Routine repairs completed within time		
2008-09	2009-10	Target 2009-10
89%	94%	97%

Percentage of appointments kept		
2008-09	2009-10	Target 2009-10
93%	91%	98%

Percentage of repairs completed right first time		
2008-09	2009-10	Target 2009-10
No data reported	92.5%	85%

Overall level of satisfaction		
2008-09	2009-10	Target 2009-10
84.6%	85.5%	85%

Annual gas servicing completions		
2008-09	2009-10	Target 2009-10
98.96%	98.97%	100%



"Our contractors recycle over 80% of the waste from re-fitting people's homes, helping Phoenix deliver its commitment to protecting the environment"

Home Ownership

What we do
Home Ownership provides management services to over 800 Phoenix leaseholders, as well as providing a service to tenants wishing to exercise the 'Right to Buy' or 'Right to Acquire' agreements.

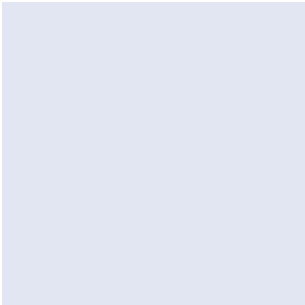
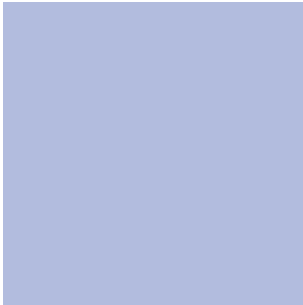
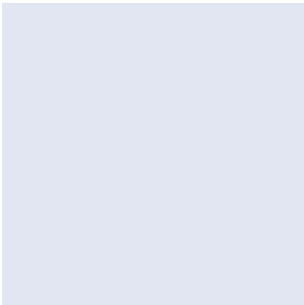
Our commitment
As a membership-led organisation, we will continue to work with our leasehold members, through the Leaseholders' Forum and Working Group, to develop the services we provide to them.

Performance Indicators

Service charges		
Measure	2008-09	2009-10
Value of service charge debit (estimate 2009-10 and actual 2008-09)	£326,244	£504,821
Value of service charges collected	£443,405	£518,962

Arrears		
Measure	2008-09	2009-10
Value of arrears as at 31 March	£554,433	£541,981
Number of leaseholders in arrears	388	373
Number of leaseholders in arrears over £1,500	61	35
% leaseholders with a repayment agreement	30%	40%

Right To Buy		
Measure	2008-09	2009-10
Number of tenants who exercised Right To Buy	5	4



What you asked	What we did
To provide leaseholders with regular newsletters	Two editions of Leaseholder News are produced each year with articles relevant to leaseholders
To offer a range of solutions for those in payment difficulties	<p>Service charges can be spread over up to 12 months when paying by Direct Debit or standing order. Repayment terms can be extended in some cases on completion of an income/expenditure form.</p> <p>Major works service charges can be spread over up to 3 years, interest free. A low interest loan is also available to resident leaseholders.</p> <p>Information on payment methods is sent with all invoices.</p>
To send service charge accounts annually	Estimated Service Charge invoices are issued in March each year and Actual Service Charge accounts are issued to all leaseholders within six months of the financial year end



"Bron Afon is currently reviewing the way we deliver our leaseholder services. The visit to Phoenix was very informative and I was impressed with the work of the home ownership team"

Adrian Huckin, Director of Community Housing, Bron Afon Community Housing, Torfaen, Wales

Housing and Estate Services

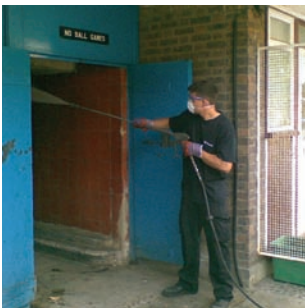
What we do

Our customer-centred housing service provides seamless housing and estate management to all our residents. It continually strives to improve the work of the Association by ensuring the focus remains on our residents and their involvement. We work in partnership with Citizen's Advice Bureau and Credit Union to help residents with financial advice.

Performance Indicators

Rents

Measure	2008-09	2009-10
How much rent (cash) collected in the year	£22,431,560	£24,999,477
How much rent owed (cash) at year end March 2010	£2,245,616	£1,873,979
Rent arrears as % of rent debit	9.69%	7.47%
Rent income as % of rent due against 2009-10 target	97.57%	99.68% rent income against target of 99%
Number of evictions	32	36



Our commitment

To work in partnership with residents to innovate and provide excellent services. For 2010-11, we aim to build on existing partnerships and develop new initiatives to tackle anti social behaviour.



"During the heavy snow in winter 2009, 21 caretakers worked together, visiting all the estates, to clear the paths so residents could continue with their daily routines"

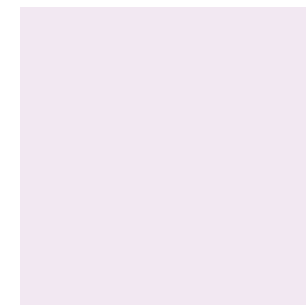
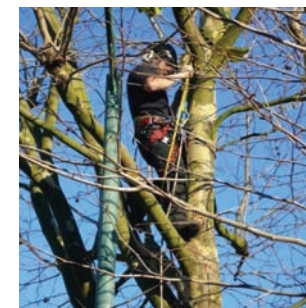
Anti social behaviour (ASB)

Measure	2008-09	2009-10
Number of ASB cases in the year	186	129
Number of ASB actions in the year	1,231	631
Enforcement actions [number of NOSP's (Notice of Seeking Possession), injunctions; Anti Social Behaviour Orders (ASBOs); Acceptable Behaviour Contracts (ABCs)]	No data reported	73 warning letters 10 NOSP's 1 Injunction 3 ASBOs 3 ABCs

Empty homes (voids) and lettings

Measure	2008-09	2009-10
Number of voids in the year	345	352
% of stock that is void at year end	1.3%	1.18%
Average turnaround time	52 days	45 days against target of 30 days
Amount of rent income lost for voids as % and cash amount	1.45% void loss (£389,259 rent lost)	1.44% void loss (£362,355 rent lost)
Lettings reasons and categories including BME groups	Applicants: 149 Homeless: 154 Transfers: 42 Temporary stays: not quoted % lettings to BME households: 50%	Applicants: 175 Homeless: 143 Transfers: 27 Temporary stays: 7 % lettings to BME households: 58%

"Our Estates Tree Programme involved checking over 3,000 trees to ensure that they were free from damage or disease"



Anti Social Behaviour

What is anti social behaviour?

The Phoenix community is home to a diverse population and it is important that residents are considerate to the needs of others, caring about their community, as well as their own individual concerns. Occasionally, anti-social behaviour (ASB) does occur and Phoenix takes seriously any activity that damages or destroys another person's quality of life.

Effective partnership working is at the centre of our approach to tackling anti social behaviour. Phoenix has specialist ASB Officers who work closely with residents, wardens, police, social services and other organisations to bring to account the small number of individuals who cause ASB in the community.

What we have done to tackle ASB

During the last year, Phoenix achieved the following to create an environment that is safe and secure:

What we did	What it means
Signed up to the RESPECT Standard for Housing Management	This is a public commitment to delivering good services that prevent anti social behaviour and create a culture of respect
Signed up to the Multi Agency Risk Assessment Conference (MARAC), a national response to domestic abuse	It identifies victims at very high risk of serious harm from domestic abuse, then produces a multi agency risk management plan to reduce the risks to victims, their children and any other vulnerable person in the household
Introduced Good Neighbourhood Agreements	This is a set of behaviour standards by which all current and new tenants agree to live
Developed Individual Action Plans on behalf of the complainant	This aims to take their views into account
Developed a hierarchy of case categories with set target times	To ensure that all cases are given a priority
Promoted the use of diversionary activities for young people	This includes the opening of a youth club on the Meadows Estate and two play areas, one on the same Estate and the other on Shroffold Green

Our commitment

For 2010-11, we aim to build on existing partnerships and develop new initiatives to tackle ASB.

Customer Services

What we do

The customer service centre, now located at Wren Court, is the first point of contact for all enquiries, embodying our 'done in one' service. This means that we aim to respond correctly, first time, to as many of your service requests as possible to give you the best service.

Our commitment

To meet our Customer Service standards and to deliver an excellent Complaints, Comments and Compliments procedure for all residents.

"On 27 April 2009, Phoenix combined its two call centres into a 'done in one' call centre, saving £50k"

Performance Indicators

Visitors to John Henry and Bellingham Receptions

2008-09	2009-10
14,492	14,192

Satisfaction with visits to the John Henry and Bellingham Offices

2008-09	2009-10
90%	97%

Telephone calls received

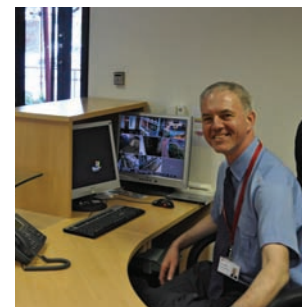
2009-10

6,651 average calls per month of which 74.5% were answered within 30 seconds

Customer satisfaction for the Call Centre

2009-10

91%



Financial Statements

Our Financial Statements cover the year from 1 April 2009 to 31 March 2010. The accounting period was changed during 2008-09 and therefore the comparative figures are for fifteen months to 31 March 2009.

The Financial Statements were approved by the Board on 22 July 2010 and the statements have been audited by Nexia Smith & Williamson. The full audited financial statements are available on request from Chris Starke, Director of Finance at Phoenix, or online at www.phoenixch.org.uk

Income and Expenditure Account

TURNOVER

Operating costs

OPERATING SURPLUS

Surplus on sale of fixed assets

Interest receivable and similar income

Interest payable and similar charges

SURPLUS FOR THE PERIOD

	Year ended 31 March 2010 £000	15 month period ended 31 March 2009 £000
	26,129	29,412
	(20,193)	(24,858)
	5,936	4,554
	38	141
	19	611
	(860)	(368)
	5,133	4,938

The income and expenditure account shows an operating surplus of £5.9 million on turnover of £26.1 million. After surpluses on property sales through Right To Buy of £38,000 and interest payable net of other finance income of £0.8 million, the surplus for the year was £5.1 million. This surplus was in line with that assumed for the year in our business plan. The expenditure shown here excludes the cost of the major works and improvements which is deducted from the improvement works liability on the balance sheet.

Balance Sheet
As at 31 March 2010

FIXED ASSETS

	2010	2009
	£000	£000
Housing properties	105,971	107,507
Other fixed assets	799	668
	<hr/>	<hr/>
	106,770	108,175

CURRENT ASSETS

Debtors - due within one year	11,967	10,735
- after more than one year	21,279	28,134
Cash at bank and in hand	1,728	653
	<hr/>	<hr/>
	34,974	39,522

CREDITORS: Amounts falling due within one year

	(30,644)	(33,476)
	<hr/>	<hr/>

NET CURRENT ASSETS

	4,330	6,046
	<hr/>	<hr/>

TOTAL ASSETS LESS CURRENT LIABILITIES

	111,100	114,221
	<hr/>	<hr/>

CREDITORS: Amounts falling due in more than one year

	101,213	109,303
	<hr/>	<hr/>

Pension liability

	4,618	402
	<hr/>	<hr/>

	105,831	109,705
	<hr/>	<hr/>

CAPITAL AND RESERVES

Non-equity share capital	1	1
Revenue reserves	5,268	4,515
	<hr/>	<hr/>
	111,100	114,221
	<hr/>	<hr/>

The cost of housing stock transferred from the London Borough of Lewisham has been calculated by assessing the cost of works that Phoenix has contracted to undertake in taking ownership of the properties, primarily the requirement to improve the housing stock to meet the Decent Homes Standard, net of the grants receivable towards the cost these works.

Included in Creditors falling due after more than one year is the commitment to deliver the major works and improvement programme. The provision is calculated by reference to the latest estimate of the cost of the commitment. Expenditure on major works during this year is set against this provision.

Cash Flow Statement

	Year ended 31 March 2010		15 month period ended 31 March 2009	
	£000	£000	£000	£000
NET CASH INFLOW FROM OPERATING ACTIVITIES		7,679		9,599
RETURNS ON INVESTMENTS AND SERVICING OF FINANCE				
Interest received	19		473	
Interest paid	(775)		(342)	
		(756)		131
		6,923		9,730
CAPITAL EXPENDITURE				
Improvements and works to properties	(26,704)		(19,449)	
Sale of housing properties (net of amounts paid to Lewisham Council)	(963)		138	
Purchase of other fixed assets	(428)		(349)	
Capital grants received	7,297		7,033	
		(20,798)		(12,627)
NET CASH OUTFLOW BEFORE FINANCING		(13,875)		(2,897)
FINANCING				
Loans received		14,950		800
INCREASE /(DECREASE) IN CASH IN THE PERIOD		1,075		(2,097)

The cash flow from operating activities (rent and other income less our operating costs) was £7.7 million. During the year the Association spent over £26.7 million on the major works and improvement programme. This was funded partly by £14.8 million of debt and £7.3 million of gap funding grant from the Homes and Community Agency.

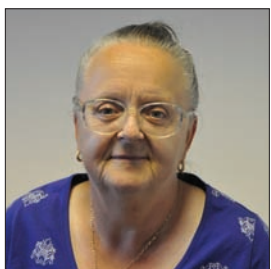
Audit Committee (sub-group of the Board)

Phil Newsam, Chair
 Margaret McCarthy, Vice Chair
 Pat Fordham
 Walter McCann
 Kevin Donnelly
 Christopher Birchall

Meet the Phoenix Board 2009-10

The Phoenix Board is made up of seven residents (six tenants and one leaseholder), three Council representatives and five Independent Members. Both the Chair and Vice Chair are tenants. As a group, they are responsible for managing the affairs of the Association, as well as setting the direction for the organisation. This is supported by the Audit and the recently established Human Resources and Remuneration sub-committees. Moving forward, we now have a sub-committee for the redevelopment of the Green Man.

Phoenix shareholder members, both tenants and leaseholders, will elect the resident Board members. Prospective members must meet specific criteria to stand for election and be nominated and seconded by members in advance of the Annual General Meeting. The independent Board members are drawn from a wide background and go through a rigorous recruitment process, ensuring that they bring together diverse professional, commercial and local experience.



Pat Fordham



Pat Crawford



Cllr Alan Hall



Cllr Ron Stockbridge



John Shortt



Phil Newsam

From January 2010



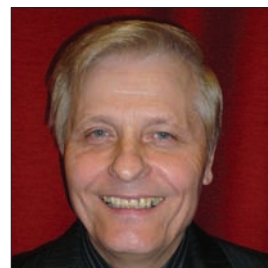
David Cummins



Kevin Donnelly



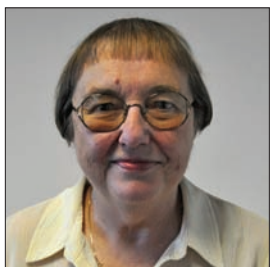
Andrew Harmer



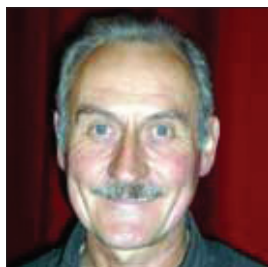
Walter McCann



Peter Lewis From September 2009



Margaret McCarthy
Stepping down from
Board at AGM



Christopher Birchall
Until September 2009



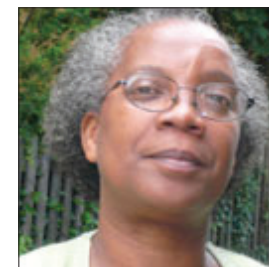
Denis Costelloe
Stepping down from
Board at AGM



Cllr Daniel Houghton
Until March 2010



Christopher Lawal
Until February 2010



Diana St Claire North
Until September 2009

Board attendance 2009-10

This table shows Board Members and their attendance over ten Board meetings between April 2009 and March 2010.

Member	Title	Attendance
Pat Fordham	Chair	100%
David Cummins	Vice Chair	80%
Christopher Birchall	Independent Member (until September 2009)	100%
Denis Costelloe	Leaseholder Member	80%
Pat Crawford	Tenant Member	100%
Kevin Donnelly	Independent Member	90%
Cllr Alan Hall	Council Nominee Member	70%
Andrew Harmer	Independent Member	90%
Cllr Daniel Houghton	Council Nominee Member (until March 2010)	80%
Christopher Lawal	Independent Member (until February 2010)	50%
Peter Lewis	Tenant Member (from September 2009)	90%
Walter McCann	Tenant Member	50%
Margaret McCarthy	Tenant Member	100%
Phil Newsam	Independent Member (from January 10)	66%
John Shortt	Independent Member	90%
Diana St Claire North	Tenant Member (until September 2009)	25%
Cllr Ron Stockbridge	Council nominee Member	80%

Cllr Daniel Houghton, Christopher Birchall, Christopher Lawal and Diana St Claire North stepped down during the year. Margaret McCarthy and Denis Costelloe will be standing down at the Annual General Meeting on 20 September 2010, in line with the rules of the Association.



Phoenix useful contacts

How residents can contact and visit Phoenix	
By telephone	0800 0285 700 (freephone, weekdays 8am to 5pm and emergency out of hours) 0844 264 2844 (lower cost on some mobile tariffs, weekdays 8am to 5pm and emergency out of hours)
By email	via the website at www.phoenixch.org.uk
By bus	208 to Bromley, Bromley Magistrates Court. 126, 261 or 336 to Hammelton Road. 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
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
To send suggestions to improve your Community Gateway	Email suggestions@phoenixch.org.uk
To get involved in improving your Community Gateway	Email getinvolved@phoenixch.org.uk
To enquire about using our community halls for events	Call freephone 0800 0285 700 or visit www.phoenixch.org.uk

Our surgeries		
Surgeries	Dates	Times
Bellingham Office	Mondays Thursdays	9-11am 3-5pm
Downham Leisure Centre (since 21 June 2010)	Mondays Thursdays	3-5pm 9-11am
Langthorne Court	28.07.10 and 15.12.10	4-6pm
Grovehill Court	25.08.10 and 26.01.11	4-6pm
Ravensbourne Community Centre	29.09.10 and 23.02.11	4-6pm
Meadows Community Centre	27.10.10 and 30.03.11	4-6pm
Hazelhurst Court	30.06.10 and 24.11.10	4-6pm

This annual report is available in different formats, including large print and colour variations. Please contact the Residents' Communications Coordinator on 020 8290 2824.

Phoenix Community Housing

