



**YOU ARE INVITED TO ATTEND A  
VIDEO CONFERENCE MEETING OF  
THE BOARD OF PHOENIX COMMUNITY HOUSING  
TIME: 6.30PM – 9PM  
DATE: 25 MARCH 2021**

**The agenda has been split into Open, Confidential, and Private & Confidential Board Decisions & Discussions and Information.**

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**Please inform Anne McGurk, if you would like the Board to spend more time discussing a Board Report.**



<b>DATE:</b> 25/03/2021	<b>PHOENIX COMMUNITY HOUSING BOARD MEETING</b>	<b>ITEM NO.</b> 1
<b>Open or Confidential</b>	<b>OPEN</b>	
<b>Report Title</b>	<b>Apologies for Absence &amp; Quorum</b>	
<b>Lead Officer</b>	<b>Kevin Kelly, Governance Manager, 07515605102</b>	
<b>Lead Board Members</b>	<b>Anne McGurk</b>	
<b>This item is for</b>	<b>INFORMATION</b>	

**If you are unable to attend, please ensure you provide your questions, comments and views on the Board Papers to Kevin Kelly by 12pm Thursday 25 March 2021.**



<b>DATE:</b> 25/03/2021	<b>PHOENIX COMMUNITY HOUSING BOARD MEETING</b>	<b>ITEM NO.</b> 2
<b>Open or Confidential</b>	<b>OPEN</b>	
<b>Report Title</b>	<b>Introductions and Declarations of Interest</b>	
<b>Lead Officer</b>	<b>Kevin Kelly, Governance Manager, 07515605102</b>	
<b>Lead Board Members</b>	<b>Anne McGurk</b>	
<b>This item is for</b>	<b>INFORMATION</b>	

<b>DATE:</b> 25/03/2021	<b>PHOENIX COMMUNITY HOUSING BOARD MEETING</b>	<b>ITEM NO.</b> 3
<b>Open or Confidential</b>	<b>Open</b>	
<b>Report Title</b>	<b>Minutes of the Video Conference meeting 28 January 2021</b>	
<b>Lead Officer</b>	<b>Kevin Kelly, Governance Manager, 07515605102</b>	
<b>Lead Board Members</b>	<b>Chair</b>	
<b>This item is for</b>	<b>DECISION</b>	

**Present**

Anne McGurk (AMcG)	Chair
Carmen Simpson (CS)	Vice Chair
Simon Barlow (SB)	Board Member
Peace Ayiku-Nartey (PAN)	Board Member
Lucy Ferman (LF)	Board Member
Kerry Heath (KH)	Board Member
Michael Tisdell (MT)	Board Member
Cllr Olurotimi Ogunbadewa (OO)	Board Member (Left the meeting at 7pm)
Mark Gayfer (MG)	Board Member
Cllr Sue Hordijenko (SH)	Board Member

**Officers and Advisors**

Jim Ripley (JR)	Chief Executive
Chris Starke (CS)	Director of Finance
David Westworth (DW)	Director of Customer Services
Lesley Johnson (LJ)	Director of Property and New Business
Nick Edwards (NE)	Assistant Director of ICT & Facilities
Say Leddington (SL)	Head of Risk, Performance and Monitoring
Jonathan Lawn (JL)	Assistant Director of People Services and Communications
Leon Yohai (LY)	Head of Housing Management (Item 7 Only)
Emma McSweeney (EM)	Head of Specialist Housing Services (Items 6 to 8 only).
Danny Kaye (DK)	Consultant (Item 16 Only)
Alicia Munroe (AM)	Health and Safety Compliance Manager
Kevin Kelly (KK)	Governance Manager – Minutes
Carole Olaizola (CO)	PA to Executive Team (Left the meeting at item 3)
Jade Short (JS)	Governance Events Co-ordinator (Left the meeting at item 3)

**Observers**

Rebecca Clarke (RB)	Prospective Board Member
Sophie Watson	Regulator of Social Housing
Heather Lockwood	Regulator of Social Housing

**Apologies**

Simone George (SG)

Board Member

<b>1</b>	<b>Apologies for Absence &amp; Quorum</b>	
1.1	Anne McGurk, Chair, noted the following: <ul style="list-style-type: none"> <li>the meeting had been duly and properly convened;</li> <li>each Board Member had been given proper notice of the meeting and of the matters to be discussed; and</li> <li>a quorum of the Board was present.</li> </ul>	
1.2	Apologies as noted above.	
<b>2</b>	<b>Introductions and Declarations of Interest</b>	
2.1	Anne McGurk, Chair, welcomed everyone including Sophie Watson and Heather Lockwood from the Regulator of Social Housing.	
2.3	Chris Starke and Lesley Johnson declared an interest as PAS Board Members. Carmen Simpson declared an interest as PAS Board Chair.	
<b>3</b>	<b>Minutes of last meeting</b>	
3.1	<b>Proposed: Peace Ayiku-Nartey</b> <b>Seconded: Lucy Ferman</b> <b>The Board agreed the minutes.</b>	<b>KK</b>
3.2	<b>The Board noted the Action Tracker.</b>	<b>KK</b>
<b>4</b>	<b>Matters Arising</b>	
4.1	None.	
<b>5</b>	<b>Policies</b>	
5.1	Say Leddington presented the report. She noted the Board were being asked to approve two policies along and that the report also contained an update on associated policies for complaints handling.	
5.2	<b>The Board approved the following two policies:</b> <ul style="list-style-type: none"> <li><b>Former Tenant Arrears and Write Off.</b></li> <li><b>Group Community Volunteers.</b></li> </ul>	<b>SL</b>
<b>6</b>	<b>Income and Welfare Reforms Performance Report</b>	
	Emma McSweeney joined the meeting.	
6.1	David Westworth presented the report. He noted universal credit claims were increasing but the restructure had been successful and the income collection performance was the better than ever.	
6.2	Lucy Ferman volunteered to join the assessment and interview panel for procurement of the 2-year debt advice contract. She passed on her thanks to the team and noted	

	their commitment to supporting residents.	
6.3	Kerry Heath noted the engagement of the team has influenced payments, and as a result we are helping residents to keep their homes. She asked how sustainable this was in the future and the need when considering the budget to acknowledge we are still in a pandemic and we will have more tenants to move to universal credit too. David Westworth replied that we needed to be cautious, as our residents are likely to be the hardest hit by the pandemic and want to ensure we continue to work hard for residents and financial inclusion a key part of that work	
6.4	Simon Barlow noted the Business Renewal Group (Strategy) is monitoring financial inclusion, welfare reforms and income collection, as well as looking at voids.	
6.5	Cllr Sue Hordijkenko noted that communication with residents was key to income collection.	
6.6	<p><b>The Board:</b></p> <ul style="list-style-type: none"> <li>• <b>Noted the current Income and Welfare Reforms performance.</b></li> <li>• <b>Agreed for Lucy Ferman to join the assessment and interview panel for the procurement of the 2-year debt advice contract.</b></li> </ul>	DW
<b>7</b>	<b>Ant-Social Behaviour (ASB) Performance 2019-20 and 2020-21, till November</b>	
	Leon Yohai joined the meeting.	
7.1	David Westworth presented the report and noted the impact the pandemic had on increasing ASB cases. He also noted the intention to apply for DAHA accreditation.	
7.2	Kerry Heath noted the difficulties across housing associations to achieve high levels of resident satisfaction with ASB, due to the nature of the cases. She further noted that PCH was above median on cost and not best in performance and asked if there were any plans to review the service. David Westworth noted the wide-ranging discussion by the Board at their away day in January 2021 and the plan to review the basics across a whole range of services. Leon Yohai added that volumes of ASB cases had significantly increased during the pandemic and over time the costs had decreased slightly and satisfaction increased slightly too. He noted that tackling ASB cases worked best with more face to face interventions.	
7.3	<b>The Board noted the Ant-Social Behaviour (ASB) Performance 2019-20 and 2020-21.</b>	DW
<b>8</b>	<b>Home Ownership Performance Report 2019-20 and Q1/Q2 2020-21</b>	

	Leon Yohai left the meeting.	
8.1	David Westworth presented the report and noted service charge collection had held up well and right to buy enquiries and applications were initially lower this year.	
8.2	Simon Barlow thanked the team for their work and progress made on the improvement programme for leaseholders.	
8.3	<b>The Board noted the current performance of Home Ownership Services.</b>	
<b>9</b>	<b>Business Renewal Group</b>	
	Cllr Olurotimi Ogunbadewa left the meeting. Emma McSweeney left the meeting.	
9.1	<p>Simon Barlow presented the report. He highlighted the following:</p> <ul style="list-style-type: none"> <li>• Overall PCH is completing most gas, electrical, asbestos, lifts and water checks without a material back log occurring and all fire safety checks.</li> <li>• Rent collection 100.81% (at the end of November).</li> <li>• Community Chest applications underway.</li> <li>• Hazlehurst Court scheme has been in lockdown for the most part since March 2020 but there had a been a great response from the housing team to support residents.</li> <li>• “Well-being” calls will begin again to vulnerable residents later this Quarter.</li> <li>• Repairs backlog stood at 64 (December 2020).</li> <li>• Planned maintenance largely on hold.</li> <li>• Springbank Court development handed over.</li> </ul> <p>He also the noted the Group was looking in depth in areas where performance targets are not being met</p>	
9.2	<b>The Board noted the update.</b>	<b>SB</b>
<b>10</b>	<b>Management Accounts</b>	
10.1	Chris Starke presented the report and noted that the report included performance against the ‘Golden Rules’ following their approval by the Board in September. He highlighted the lower expenditure on repairs for PCH and that this was a contributor to the deficit shown by PAS and that PAS were reviewing their forecast taking into account the impact of the recent lockdown.	
10.2	Mark Gayfer noted the ongoing financial strength of Phoenix being maintained and both financial covenants and ‘Golden Rules’ being met during the period.	
10.3	Anne McGurk asked about the potential for increases in repairs costs in 2021/22 as a result of the pandemic. Chris	

	Starke replied that we were reviewing the extent to which backlogs and deferrals of expenditure would impact on the budget for the next financial year but the projected interest cover for next year provided some headroom. David Westworth noted repairs were approximately 2,000 lower than the number for the same period in the previous year and there was a joint PCH/PRS working group looking at the issue.	
10.4	Lucy Ferman noted the potential for pent up demand on repairs and the importance of communications to residents and keeping them up to date with our approach to dealing with any backlog and what constraints there were.	
10.5	<b>The Board noted the report.</b>	<b>CS</b>
<b>11</b>	<b>Chief Executive's Update Report</b>	
11.1	Jim Ripley presented the report and noted the record staff engagement with PCH.	
11.2	Simon Barlow noted the positive impact of the Christmas sleigh had among residents, in particular Hazelhurst Court.	
11.3	Kerry Heath asked if we conducted a wider staff survey, and benchmark this. Say Ledington replied we currently benchmark against satisfaction as an employer, and we are currently just below the upper quartile. Kerry Heath asked if we should consider further benchmarking against equivalent housing associations using a range of staff satisfaction measures. Jim Ripley replied that we would investigate this.	<b>JR</b>
11.4	Mark Gayfer noted progress on the data sharing agreement, which had been discussed and highlighted at the Audit Committee. Jim Ripley replied we hoped to sign a new agreement with LBL as part of their review of the allocations scheme and we would report back to the Audit Committee.	
11.5	<b>The Board noted the report.</b>	<b>JR</b>
<b>12</b>	<b>Any Other Business</b>	
12.1	None.	

### Approval

Approved by (Chair)	
Date	

## Open - Matter's Arising and Action Tracker from Previous Meetings

Board Meeting	Item	Action	Officer	Deadline	Status	Commentary
January 2020	6. Resident Scrutiny Panel Review Report – Void Standard	<b>The Board noted the full review report on the findings and agreed to review the responses to the recommendations made by the Resident Scrutiny Panel on the Void Standard Review and report back to a future Board meeting.</b>	LJ	March 2022		The review of the void standard was put on hold due to the Covid-19 pandemic..
Board Meeting	Item	Action	Officer	Deadline	Status	Commentary
November 2020	6. Customer Contact and Complaints Performance and Complaints Review and self-assessment against the Housing Ombudsman Code on Complaints Handling	<b>She noted that we can produce a more in-depth analysis on race and ethnicity as well provide a more in depth review and summary of learning on complaints about repairs.</b>	SL	March 2021  Feb 2021 and report back to Board March 2021		<b>Recommend we scope what information Board would like to see on race and ethnicity-reports on EDI included on agenda for this meeting.</b>  It was recommended at the Jan 2021 Board that the BRG considers a summary of repairs

Board Meeting	Item	Action	Officer	Deadline	Status	Commentary
						<p>complaints and monitors progress in this area of performance. This was completed 15-03-2021</p>



<b>DATE:</b> 25/03/2021	<b>PHOENIX COMMUNITY HOUSING BOARD MEETING</b>	<b>ITEM NO.</b> 4
<b>Open or Confidential</b>	Open	
<b>Report Title</b>	Matters Arising of Minutes of Previous Meeting	
<b>Lead Officer</b>	Kevin Kelly, Governance Manager, 07515605102	
<b>Lead Board Members</b>	Anne McGurk	
<b>This item is for</b>	INFORMATION	

<b>DATE:</b> 25/03/2021	<b>PHOENIX COMMUNITY HOUSING BOARD MEETING</b>	<b>ITEM NO.</b> 5
<b>Open or Confidential</b>	<b>OPEN</b>	
<b>Report Title</b>	<b>Policies</b>	
<b>Lead Officer</b>	<b>Chantel Lynch, Service Improvement &amp; Scrutiny Manager, 020 3121 0211 / 07515 605 017</b>	
<b>Lead Board Members</b>	<b>Anne McGurk</b>	
<b>This item is for</b>	<b>DECISION</b>	

**1 Recommendations**

**A. The Board approves the following policies:**

- **Managing Unacceptable Behaviour**
- **Reasonable Adjustment**
- **Contractor Insolvency**
- **Property Reclassification**
- **Rent Setting & Service Charge**

**Executive Summary**

**Managing Unacceptable Behaviour Policy\***

*(\*some organisations call this Managing Vexatious Complainants)*

This is a new policy developed to support our Complaints Policy and improve how we meet the Housing Ombudsman Code for Complaints Handling.

As part of the policy development, 321 residents were invited to take part in the online consultation and 15 completed the survey.

The majority of the residents that completed the survey:

- agreed with our definition and examples of what Phoenix may consider to be unacceptable behaviour.
- agreed that Phoenix should take legal action if needed

A further guidance document has also been developed for staff to support the implementation of the policy this also includes residents' feedback.

Staff were also consulted on the policy and it was discussed in complaints monitoring meetings.

### **Reasonable Adjustments Policy**

This is a new policy developed to support our Complaints Policy and improve how we meet the Housing Ombudsman Code for Complaints Handling. It will be applied to all cases where customers behaviour is unacceptable not just complainants.

As part of the policy development, 321 residents were invited to take part in the online consultation and 16 completed the survey.

The majority of residents that completed the survey agreed with our approach and definition of when Phoenix may consider a reasonable adjustment which is set in the policy.

A further guidance document has also been developed for staff to support the implementation of the policy this also includes residents' feedback.

Staff were also consulted on the policy and it was discussed in complaints monitoring meetings.

### **Contractor Insolvency Policy**

This is a new policy developed as a response to an internal audit recommendation. The policy will strengthen our internal controls.

### **Property Reclassification Policy and Picture Version**

The policy was scheduled for review as part of good practice.

The legislation (Data Protection Act 2018 and Coronavirus Act 2020) and reference to associated documents have been updated.

The changes to the policy have not been consulted on as they are minimal.

Some pictures have been updated in the picture version of the policy along with clearer explanations on how properties may be reclassified.

### **Rent Setting and Service Charges Policy**

The policy was approved by Board in November 2019 and was not scheduled for review. It has been amended to reflect the Board's decision when approving the development strategy in November 2020 to charge social rents on properties purchased using proceeds from RTB receipts as well as any relets.

## **2 Corporate Plan Implications / Strategic Objectives**

**Strategic Objective: Sustainability and safety for our business, environment and community**

**2020-21 Corporate Objective: • Deliver priorities for Equality, Diversity and Inclusion getting to know our residents and staff better so we can adapt**



**our services to meet needs and work together to build sustainable communities in our area.**

### **3 Background including appendices**

In Phoenix's delegated authorities, (approved by the Board in May 2018), the Board is required to approve policies (amended following a timetabled review) after they have been approved by the Executive Team (ET) and residents have been consulted (on resident facing policies).

The following policies are available as:

- Appendix A – Managing Unacceptable Behaviour
- Appendix B – Reasonable Adjustments
- Appendix C – Contractor Insolvency

The following policies are available on request:

- Appendix D – Property Reclassification Policy and Picture Version
- Appendix E – Rent Setting and Service Charge Policy

### **4 Communications & Consultation Implications**

The policies have been developed in consultation with senior and team managers and other key members of staff across the business. The Executive Team have reviewed and recommended the policies for approval.

Residents have been consulted on Managing Unacceptable Behaviour and Reasonable Adjustment policies.

### **5 Other Implications**

#### **Legal**

All policies are reviewed to ensure Phoenix meets current legislation.

#### **Equality & Diversity**

All policies are reviewed to ensure Phoenix meets good practice and legal requirements related to Equality and Diversity. The Reasonable Adjustments policy is a requirement of the Equality Act 2010 and both this policy and the Managing Difficult Behaviour policy provide guidance on adjusting our services to meet individual needs.

#### **Value for Money**

The policies deliver value for money by providing clear policy guidance.

### **6 Risk Implications**

The policy changes fit in with the risk appetite agreed by the Board:

- Risk adverse for resident leadership and compliance.



- Balanced approach for achieving budget and legal.
- Balanced approach for resident satisfaction, people capability and controls, technological and reputation.

**7 Sustainability Implications** - none

**8 Resource Implications**

**Finance** - none

**Staff** - none

**Property** - none

**IT** - none

**9 Confidentiality** - open

**Approval**

Approved by (Chair)	
Date	<a href="#">Click here to select date</a>

## COMPLAINTS MANAGEMENT MANAGING UNACCEPTABLE BEHAVIOUR POLICY

### Responsible Officer

Director of Customer Services

### Policy Statement

Everyone who uses our services has the right to complain and Phoenix is committed to ensuring our complaints policy and procedure is accessible to all residents and customers using our services.

We know that when things go wrong it can be upsetting and complainants can be angry when they raise a complaint. We also know we may not understand fully or cover everything when we respond, and this may lead to more issues being raised or more information being provided; sometimes on a weekly or daily basis. This behaviour and actions can be hard for us to manage and in some circumstances, we may consider it to be unreasonable.

In cases where the behaviour is considered to be unreasonable, we will aim, to separate the complaint from the behaviour or actions. We will aim to resolve the complaint, identify any new complaints where appropriate and aim to minimise any negative impact of the complainant's behaviour or actions on our staff, contractors, other residents and customers as well as our resources.

Sometimes the behaviour or actions of complainants can become, or is unreasonable or unacceptable because it involves abusing other people or our processes. When this happens we will take action to protect our staff, residents other customers and as well as our resources.

This policy explains how we will manage cases where there is unacceptable behaviour.

We will achieve this by:

- Working together to manage complaints.
- Monitoring and recording cases where we need to adjust our services because we are presented with unacceptable behaviour.
- Regularly reviewing our approach, on a case by case basis, and telling the complainant the outcome; whenever this is safe and reasonable to do so.
- Carrying out periodic training for all staff.
- Carrying out regular Equality Impact Assessments (EIA's) of when we use this policy and responding to any findings.

This policy does not provide the approach to take in every situation, as each case must be considered taking its particular circumstances into account. Examples of how to manage Unacceptable Behaviour are also provided in both the Reasonable Adjustments Policy and Guidance and Managing Unacceptable Behaviour guidance.

## Aim of the Policy

The aim of this policy is to set out how Phoenix will manage complainants who present unacceptable behaviour.

The policy

- Defines what unacceptable behaviour and actions could be
- Sets out factors we will take into account when assessing if behaviour is unacceptable.
- Sets out a formal and informal procedure for managing unacceptable behaviour or actions.

## Policy Scope

This policy sets out the principles and guidance to be followed when a resident or other customer presents unacceptable behaviour, when making a complaint.

## The Policy

### What is unacceptable behaviour?

Any violence or abuse directed to a member of staff, their family or colleagues, our contractors, others acting on our behalf or other residents and customers.

For example:

- Abuse including behaviour or language, in any form, that leads to someone feeling upset, offended, afraid, threatened or abused.
- Language and or action intended to harass, intimidate, insult or degrade, is racist, sexist or homophobic; or which makes serious allegations that individuals have committed criminal, corrupt or perverse conduct without any evidence.
- Violence or abuse directed at other parties where reading or listening to it will have a negative impact on staff.

### What are unacceptable actions?

These can include, but are not limited to any one or a combination of the following:

- **Unreasonable levels of contact**

The complainant is making excessive contact with staff this could be multiple phone calls or visits to the Green Man in a day or calls in an hour or long calls or numerous visits over a period of time where staff are unable to agree a resolution with the complainant or clarify issues to be resolved.

**Impact:** the complaint takes up a significant amount of staff time which impacts on other residents or customers.

- **Unreasonable demands or expectations**

Demanding a response within an unreasonable time frame or insisting on seeing or speaking to a particular staff member when that's not possible.

**Impact:** the complaint takes up a significant amount of staff time which impacts on other residents or customers.

- **Unreasonable refusal to co-operate**

When we investigate a complaint, we often need the complainant to clarify what their complaint is and how they would like it to be resolved. (We will aim to offer support to clarify a complaint and will consider reasonable adjustments to achieve this).

Refusing to co-operate with us and or continuously adding new parts to the complaint or raising unconnected issues.

**Impact-** the complaint takes up a significant amount of staff time which impacts on other residents or customers and or the complaint cannot be resolved within a reasonable time frame because it continues to change.

- **Unreasonable use of the complaints process**

The subject matter of the complaint covers issues Phoenix cannot control or is not responsible for; but is still raised with us again and again.

The complainant has already exhausted our complaints procedure yet remains unsatisfied with the response and continues to raise the same issues over and over again.

**Impact-** the complaint takes up a significant amount of staff time which impacts on other residents or customers.

#### **A complainant may present unacceptable behaviour or actions:**

- Verbally
- In writing
- By Email
- Face to face or
- Through a representative

If a complainant displays some of the above characteristics on one occasion they may not necessarily be unacceptable, it is often the repeating of actions which make them hard to manage or unacceptable. **We will consider each case individually** and appreciate that individuals may be upset or angry when complaining to us.

For example, if our previous responses were unclear, incomplete or raised further questions for a complainant they may have genuine reasons for continuing to raise more queries.

In other cases a complainant may have a disability which impacts on how they can use our complaints policy. In this case, we will use our Reasonable Adjustment Policy. However, if we cannot agree or

put in place reasonable adjustments with the complainant or their representative and the behaviour, language, correspondence or actions of the complainant are aggressive, offensive or abusive we may still use this policy; if it is having a negative impact on our staff, other residents, customers, contractors or processes.

### Our Duties and Responsibilities

The Housing Ombudsman Code for complaint handling states:

“Landlords should have policies and procedures in place for managing unacceptable behaviour from residents and/or their representatives when pursuing a complaint. Any restrictions placed on a resident’s contact due to unacceptable behaviour should be appropriate to their needs and should demonstrate regard for the provisions of the Equality Act 2010”

**Phoenix has a duty of care towards its employees. In extreme cases some behaviour may be considered to be a criminal offence, resulting in a report of the matter to the police and legal advice being obtained.**

### Factors to consider when managing unacceptable behaviour or actions

We will aim to take the following into consideration when managing unacceptable behaviour:

- How can we support colleagues managing complaints? Is more training needed, would a case conference help?
- Have we given clear warnings when we feel that behaviour is unacceptable so that they have the opportunity to change it?
- Do we need to talk through the case with our manager or a colleague?
- Does the person have a disability? Should we be considering our Reasonable Adjustment Policy?
- Have we been clear in our responses, returned calls on time and completed actions we said we would or told them if we couldn’t? If not, can we change this?
- Have we failed to address part of the complaint or not explained something fully?
- How often has it happened? How much time did it take?
- Is the time we are taking managing this complainant impacting on services to other residents?
- Are there changes we can propose to how the complainant contacts us that does not disadvantage them but makes it easier for us to manage and respond to their complaint?
- Would it be helpful to communicate in a different way, for example, to meet face to face or agree to contact them on specific dates and times to provide updates.

- Would they benefit from working with us through a representative or want to bring someone with them to discuss the complaint.

On all occasions we will aim to record what has happened and the impact that it has. We will aim to record everything factually.

We will provide staff with training and tips to help them manage difficult behaviour and complaints.

## The Procedure

### Informal procedure

- We recommend to all staff to take time out, at least for a few minutes, after dealing with a complainant who presents difficult behaviour.
- If the actions or behaviour continue or if it is a one-off incident where the behaviour is unacceptable, staff must discuss it with their line manager and tell the Monitoring Team.
- The case or incident will be reviewed by the line manager and where appropriate advice obtained. Suggested actions to stop or reduce the activity that is unacceptable should be agreed and a date set to review the outcome.
- Suggested actions or adjustments to our service should then be communicated to the complainant and where possible agreed with them; where reasonable, using their preferred method of communication and providing them with the opportunity to recommend other ways of working with them.
- Ongoing review dates should be agreed until the complaint is closed.

### Formal procedure

- If the unacceptable behaviour is of a very serious nature or actions persist, the case will be referred to the Monitoring Team for a case conference review. This will be chaired by a Head of Service or Director. The case conference will provide the opportunity to review and agree actions needed to minimise the impact of the behaviour or actions so we can resolve the complaint (where it has not progressed through the policy).

*(A serious nature includes violence and abuse or threats of violence or abuse.)*

- Actions could include but are not limited to, an action plan with regular reviews, limiting contact channels with us for a period of time or, in the most serious and or persistent cases taking legal action.
- Suggested actions should then be communicated to the complainant and where possible agreed with them; where reasonable using their preferred method of communication and providing them with the opportunity to recommend other ways of working with them.



- If it is not possible to reach agreement or we consider the risks of doing so too high or the behaviour too serious we will inform the complainant and or take immediate action to protect our staff and our business, (as appropriate). This may include not informing the complainant of our proposed actions.
- Ongoing review dates should be agreed until the complaint is closed or actions/behaviour stops.

### Monitoring and review

This policy will be reviewed every 3 years or sooner if there are changes to legislation, good practice or other learning.

#### Reporting

We will report on the number of complainants we have worked with each year where we have needed to adopt the formal procedure in this policy and the learning from using the procedure.

This will be reported to the Board and in our Annual Report to residents.

### Legislation

- Equalities Act 2010
- Data Protection Act 2018
- Coronavirus Act 2020

### Reference to other documents and associated policies and procedures

- Complaints Policy
- Data Protection Policy
- Equality and Diversity Charter
- Housing Ombudsman Code for Complaints Handling
- Phoenix Standards
- Reasonable Adjustments & Exercise of Discretion Guidance
- Reasonable Adjustments Policy
- Self-assessment against the Complaints Code.

### Definitions

Term/acronym	Description
Resident	Includes tenants, freeholders and leaseholders.
Phoenix	Phoenix Community Housing.

Document Type:	Policy
Title:	Managing Unacceptable Behaviour Policy
Author:	Monitoring Manager
Department Owned By:	Customer Services
Data Protection Impact Assessment:	No
Equalities Impact Assessment:	Yes
Approval Date:	
Approved By:	
Implementation Date:	Date implementation planned
Status:	DRAFT
Version No:	V5
Last updated:	20/01/2021
Issue Date:	
File Path:	

## REASONABLE ADJUSTMENT POLICY

### Responsible Officer

Director of Customer Services

### Aim of the Policy

Reasonable Adjustment is a legal term introduced under the Equality Act 2010.

The aim of this policy is to:

- Confirm Phoenix's commitment to delivering accessible services all of our residents, other customers and stakeholders
- Explain what a Reasonable Adjustment is
- Outline our duties and responsibilities
- Explain how a request for a reasonable adjustment can be made or offered.
- Set out factors we will take into account when considering requests for reasonable adjustments

We will achieve this by:

- Identifying and recording customers who have a disability
- Considering and making reasonable adjustments for disabled customers
- Carrying out regular Equality Impact Assessments (EIA's)
- Monitoring and recording the number of requests for reasonable adjustments and the number of reasonable adjustments made
- Carrying out periodic training for all staff

This policy does not provide the approach to take in every situation, as each case must be considered taking its particular circumstances into account. Examples of reasonable adjustments are provided in the Reasonable Adjustments and Exercising Discretion guidance document.

### Policy Scope

This policy sets out the principles and guidance to be followed when a request for reasonable adjustments is made, or in the absence of a direct request, where a disability is either suspected or known. It applies to all services that Phoenix provides and should be considered as part of all policies and procedures, including when we complete Equality Impact Assessments (EIA's).

### Policy Statement

Phoenix is committed to ensuring that anyone with a disability has full access to our services and are not disadvantaged. Where barriers exist or are identified that prevent or limit access to services, reasonable adjustments must be considered that will remove and / or minimise them.

## The Policy

### What is a Reasonable Adjustment?

A Reasonable Adjustment involves making a change to the way that we usually do things to remove or reduce the effect of a person's disability. It is important that we make reasonable adjustments to ensure that we are fair to everyone and that everyone has equal access to our services and enjoyment of their homes. We will not make assumptions about whether a disabled person requires an adjustment or what the adjustment should be.

This may involve departing from our usual practice; if we find this place the person at a substantial disadvantage.

### Our Duties and Responsibilities

The Equalities Act 2010 requires us to provide reasonable adjustments to disabled people. Disabled people are defined under the Act as *“those who have a physical or mental impairment which has a substantial and long-term adverse effect on that person's ability to carry out normal day to day activities.”*

As a service provider we have a duty to make reasonable adjustments, if any of our policies and procedures, or the way we deliver our service places the disabled person at a substantial disadvantage compared to someone who is not disabled.

### Requests for Reasonable Adjustments

A request for a reasonable adjustment, can be made in any format such as:

- Verbally
- In writing
- By email
- Face to face
- Through a representative
- By a member of staff with the customer's agreement

Where no request is received but a disadvantage has been noted, a discussion concerning whether a reasonable adjustment is required, and the nature of the adjustment must be held. Requests for reasonable adjustments and our response will be recorded on our databases.

### The Equalities Act does not define what is considered to be “Reasonable”

Relevant Factors are:

- Will the adjustment sought, help to overcome the disadvantage
- How practical is it to provide the adjustment

- What the resource implications are
- Whether the cost is proportionate to the adjustment being requested
- Will the adjustment cause disruption to others

## Monitoring and review

This policy will be reviewed every three years or sooner or whenever there are changes to legislation, good practice or other learning.

We will provide information on how a reasonable adjustment can be requested in various ways such as on our website, in publications, during New Tenant Inductions and when communicating with residents.

The policy will be monitored by:

- Discussing reasonable adjustments considered and made during complaints monitoring meetings held with Service Area Managers.
- The inclusion of reasonable adjustment data in annual reviews of Equality Diversity and Inclusion

## Legislation

- Equalities Act 2010
- Data Protection Act 2018
- Coronavirus Act 2020

## Reference to other documents and associated policies and procedures

- Complaints Policy
- Data Protection Policy
- Equality and Diversity Charter
- Housing Ombudsman Code for Complaints Handling
- Managing Unacceptable Behaviour Policy
- Phoenix Standards
- Reasonable Adjustments & Exercise of Discretion Guidance
- Self-assessment against the Complaints Code

## Definitions

Term/acronym	Description
Resident	Includes tenants, freeholders and leaseholders
Phoenix	Phoenix Community Housing
EIA	Equality Impact Assessments

Document Type:	Policy
Title:	Reasonable Adjustment Policy
Author:	Monitoring Manager
Department Owned By:	People Services & Communications
Data Protection Impact Assessment:	No
Equalities Impact Assessment:	No
Approval Date:	
Approved By:	
Implementation Date:	Date implementation planned
Status:	Draft
Version No:	V5
Last updated:	
Issue Date:	
File Path:	

## CONTRACTOR INSOLVENCY POLICY

### Responsible Officer

Director of Property and New Business

### Aim of the Policy

The aim of this policy is to minimise the risks to the Association in the event of contractor insolvency.

The policy supports our vision *“Together we are building a better future for our Phoenix Community”* and our strategic objective Growth in New Homes.

### Policy Scope

The Policy will cover the following:

- What is insolvency - Appendix 1
- The warning signs
- Best practice
- Security measures
- Procedures

### Policy Statement

During any works contract there is always the possibility of an appointed contractor becoming insolvent. If the contractor becomes insolvent, there will inevitably be delays and costs to the Association. In order to minimise potential delays and costs, procedures need to be in place to be followed by the Association.

Financial checks should be undertaken prior to the appointment of a contractor to ascertain the financial status and stability if applicable.

A Policy with detailed procedures is therefore required for use on all projects to be followed in the event of contractor liquidation.

### The Policy

The Policy is to be followed by the Phoenix Property and New Business and Finance teams in the event of a contractor insolvency event. The Policy is intended to minimise the financial and reputational risks to the Association of contractor insolvency.

### Insolvency

A company is insolvent if it has insufficient assets to discharge its debts and liabilities. The Insolvency Act 1986 provides that a company is deemed "unable to pay its debts" where:

- The company has not paid, secured or compounded a claim for a sum due to a creditor exceeding £750 within three weeks of having been served with a statutory demand.
- A creditor has attempted execution or another enforcement process against the company

in respect of a debt without success.

- It is proven to the satisfaction of the court that the company is unable to pay its debts as they fall due.
- It is proven to the satisfaction of the court that the value of the company's assets is less than its liabilities, taking into account contingent and prospective liabilities (balance sheet test).

The different types of Corporate Insolvency are summarised in Appendix 1

### **The warning signs**

Phoenix should be alert to the following, each of which could indicate that a contractor is in financial difficulty:

- The contractor's employees not turning up for work or a general decrease in the number of workers on site or volume of materials delivered to site.
- A slow-down in progress of the works, perhaps including revisions to programmes
- Plant, equipment and materials "disappearing" from site.
- An increase in the number of defects to the works.
- The contractor seeking to negotiate further payments or release of the retention, or any other change in payment patterns (such as an advance payment or more frequent instalments or certificates).
- The contractor raising spurious or unjustified claims or contra-charges to increase the sum payable to it.
- The contractor assigning (or seeking the employer's consent to assign) the proceeds of the building contract to a bank or other creditor.
- If the contractor is a company, late filing of accounts or annual returns at Companies House or auditor's reports that are signed off subject to a qualification (depending on the nature of the qualification).
- Unsatisfied court judgments against the contractor. These may be revealed by a business information report on the contractor from a specialist business information provider.
- Sub-contractors or suppliers not being paid, complaining of late payment or unexpected contra-charges or even seeking payment direct from the employer.
- Persistent rumours about the contractor's financial position in the press and from other sources.
- An underlying trend in the contractor's behaviour, such as an increasing aggressiveness or evasiveness in communications, suggesting it is in financial difficulty.
- The contractor's parent company (or other companies in the same group as the contractor) displaying any of the warning signs listed in this note.
- Monitor the contractor during the project and keep detailed records, for example of site meetings.

- Check the contractor's record-keeping and project reporting. It may be helpful if the contractor is contractually required to comply with a recognised quality assurance standard, such as ISO 9000.
- Pay attention to where key supplies are located and, in particular, the title to off-site goods.
- Official announcements to shareholders/the stock market.
- London Gazette insolvency announcements.
- Use an experienced Contract Administrator to manage the contractor relationship, and to monitor and report project updates.
- Ensure the site is secure (unpaid sub-contractors may seek to remove materials/equipment from the site).
- Attend the site regularly to monitor progress and quality.

### Best Practice

#### Financial due diligence

**We will use** the following resources to obtain financial information on the contractor company prior to entering into a contract.

- Companies House, to obtain copies of: the certificate of incorporation; any charges registered on the charges register; notice of the appointment of any receiver, administrative receiver or liquidator; evidence that the company is in administration or other insolvency procedure; and company accounts.
- Central Registry of Winding Up Petitions and local district registry and County Court records, to ascertain: whether a company is, or is about to become, insolvent.
- Insurance evidence, to ascertain the arrangements in place; basis; limit; excess; and expiry of the contractor's cover.
- Company risk/credit assessment, to ascertain: key financials; credit risk ratings; charges etc. e.g. Dun & Bradstreet financial checks

#### Security measures

**We will consider** implementing the following security measures to assist in the event of a contractor insolvency.

- Parent company guarantee.
- Performance bond.
- Collateral warranties from sub-contractors with step in rights.
- Provisions in the Building Contract: for example obligations for providing payment notices/evidence when sub-contractors are paid; passing of title in goods and materials; increased level of retention.
- Project bank accounts.

## Monitoring and review

This policy will be reviewed every three years or sooner whenever there are changes to legislation, good practice or other learning.

## Legislation

- Insolvency Act 1986
- Equality Act 2010
- Data Protection Act 2018
- Coronavirus Act 2020
- Regulator of Social Housing - Regulatory Standards for all Registered Social Housing providers

## Reference to other documents and associated policies and procedures

Including:

- Phoenix Financial Regulations and Standing Orders
- Phoenix Procurement Strategy
- JCT Design & Build Contract 2016
- Contractor Insolvency Procedure

## Definitions

Term/acronym	Description
Resident	Includes tenants, freeholders and leaseholders.
Phoenix	Phoenix Community Housing.
Insolvency	A company is insolvent if it has insufficient assets to discharge its debts and liabilities.

Document Type:	Policy
Title:	Contractor Insolvency Policy
Author:	Head of Development
Department Owned By:	Director of Property and New Business
Data Protection Impact Assessment:	Yes
Equalities Impact Assessment:	No
Approval Date:	
Approved By:	
Implementation Date:	
Status:	Draft
Version No:	V2
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## Appendix 1 – Types of Corporate Insolvency

### Insolvency - What is it?

A company is insolvent if it has insufficient assets to discharge its debts and liabilities. The Insolvency Act 1986 provides that a company is deemed "unable to pay its debts" where:

- The company has not paid, secured or compounded a claim for a sum due to a creditor exceeding £750 within three weeks of having been served with a statutory demand.
- A creditor has attempted execution or another enforcement process against the company in respect of a debt without success.
- It is proven to the satisfaction of the court that the company is unable to pay its debts as they fall due.
- It is proven to the satisfaction of the court that the value of the company's assets is less than its liabilities, taking into account contingent and prospective liabilities (balance sheet test).

### Corporate insolvency processes

#### Rescue procedures

**Administration** is a procedure whereby a company is given a "breathing space" under the protection of a statutory moratorium to allow it to be rescued or reorganised or its assets realised.

An administrator is appointed and often they will sell the company's business and assets and the company will be put into liquidation or dissolved, but occasionally a company will be rescued through the process. If the administration has not come to an end before then, the administration will end automatically after one year unless its term is extended in advance.

**A Part A1 moratorium** is a procedure allowing the directors of a company to implement a moratorium on creditor action against the company. The moratorium lasts, once initially implemented, only 20 business days, but it may be extended. The company remains under the control of the directors, but their actions are reviewed by a monitor (a qualified insolvency practitioner). During the moratorium creditors are precluded from taking action against the company, and suppliers of goods and services cannot rely on contractual rights of termination to entitle them to stop supplying the company.

**Administrative receivership** is not an insolvency procedure in the strict sense but rather a remedy for a secured creditor who has a floating charge over the company's assets and (including that floating charge) fixed or floating security over all or substantially all of the company's assets. If the floating charge was created on or after 15 September 2003, administrative receivership is no longer available, except in limited circumstances. Instead, a qualifying floating charge holder can put the company into administration.

**A company voluntary arrangement (CVA)** is an arrangement between the company and its creditors which is implemented and supervised by an insolvency practitioner. A CVA becomes binding on all unsecured creditors if and when it is approved by the appropriate majority of creditors. It is used to avoid or to supplement other types of insolvency procedures. It may be used in conjunction with administration where a moratorium gives the company breathing space to agree any proposals with creditors.

**A scheme of arrangement** is a compromise or other arrangement with creditors (or any class of creditors) or members (or any class of members), which is binding if the appropriate majorities of each class of creditors/members agree. Unlike a CVA, a scheme of arrangement must be sanctioned by the court. When sanctioned by the relevant majority of creditors/members and the court, the scheme will bind all members and creditors regardless of whether they had notice of the proposed scheme of arrangement. A scheme of arrangement might be used in conjunction with administration, where a moratorium gives the company breathing space to agree any proposals with creditors.

**A Part 26A restructuring plan** is similar to a scheme of arrangement but is designed only for companies in financial difficulties. Unlike schemes, there is no requirement that the plan be approved by a majority in number of the creditors in each class. A Part 26A restructuring plan allows for what is known as "cross class cram-down". This means that a dissenting class of voters cannot block the plan if the court is satisfied on the relevant criteria.

### Winding up or liquidation

The final resort, though, from an unsecured creditor's perspective, this may be the simplest and most effective way of applying pressure or forcing matters to a head, is to liquidate or wind up the company. This involves the appointment of a liquidator who collects in and sells the company's assets and distributes the resulting cash (or sometimes, in solvent situations, may distribute assets without selling them) and, at the end of the process, dissolves the company.

The company can also be put into provisional liquidation before a final winding up order is granted. There are two types of liquidation:

1. *Compulsory*. By order of the court. This is commenced by petition, often by a creditor on the grounds that the company is unable to pay its debts.
2. *Voluntary*. By resolution of the company. There are two forms of voluntary liquidation:
  - Members' voluntary liquidation, where the directors are willing to give a statutory declaration of solvency, to the effect that the company will be able to pay all its debts in full within 12 months. Shareholders are given control over the process, including as to the choice of liquidator, and less information is passed to creditors.
  - Creditors' voluntary liquidation, where the directors are not willing to give a statutory declaration of solvency. Creditors are given more control over the process, including control over the choice of liquidator.

<b>DATE:</b> 25/03/2021	<b>PHOENIX COMMUNITY HOUSING BOARD MEETING</b>	<b>ITEM NO.</b> 6
<b>Open or Confidential</b>	<b>OPEN</b>	
<b>Report Title</b>	<b>Corporate Plan, Vision and Strategic Priorities 2021-25</b>	
<b>Lead Officer</b>	<b>Say Leddington Head of Performance, Risk and Monitoring Say.leddington@phoenixch.org.uk</b>	
<b>Lead Board Members</b>	<b>Anne McGurk</b>	
<b>This item is for</b>	<b>DECISION</b>	

**1 Recommendations**

- A. The Board approves the refreshed version of the Corporate Plan.**
- B. Approves the ET recommendations to defer two strategy reviews due in 2021-22 till 2022-23.**

**Executive Summary**

Appendix 1 includes the Corporate Plan Vision and Strategic Priorities 2021-25. Changes are highlighted in yellow.

The changes are minimal as the plan was last refreshed and approved by the Board in September 2020. Key changes are:

- Adding in the progression of the stock acquisition of Grove Park and transfer of Lambeth out of Borough stock, as a key project.
- Combined some key projects.
- Updating other sections of the plan to reflect our current operations and previous years achievements.

The plan is supported by the 2021-22 budget, financial plan and performance framework; as well as Team Plans across the business. A review of Team Plans shows a high number of operational projects to support our overall plans, deliver renewal plans and contribute to strategy reviews. As a result, it is recommended we produce position statements and extend two strategies due to be reviewed in 2021-22 so reviews can be completed over two years rather than one. The Strategies are:

- Communications
- Procurement

The key projects in the plan are already set to take longer than on year. However, a number of these are linked and contribute to one another which means with cross departmental and team collaboration we should be able to achieve our plans.

KPIs, milestones and projects will continue to be reported to the Board at least once every six months, by exception report, and all Board reports will reflect the Corporate Plan priority

they support and the relevant economic and consumer regulatory standards. Smaller projects will continue to be monitored by the Executive Team and Senior Managers.

## 2. Strategic Objective: Resident Leadership and effective governance

**2020-21 Corporate Objective:** • Deliver service improvements and efficiencies in response to satisfaction surveys, insight and scrutiny as well as changes to our legal and regulatory framework.

### 3 Background including appendices

Appendix 1 includes the Corporate Plan Vision and Strategic Priorities 2021-25.

Updates on the Corporate Plan Priorities and KPIs, milestones and projects for 2021-25 will be reported by exception to the Board every 6 months.

The work carried out by the Board and Corporate Plan Steering Group on the plan for 2021-2025 has been supported by teams who have created team plans to support the vision, strategic priorities, corporate priorities and corporate projects.

### 4 Communications & Consultation Implications

The Board Away Day and subsequently the Corporate Plan Steering Group has looked at the Corporate Plan, Budget, stress tests, emerging risks and changes to our operating environment.

The steer from these meetings have been integrated into the Plan. They included:

- Continuing to balance strategic priorities and take strategic decisions on a case by case basis if prioritisation was needed
- Combining some key projects
- Deferring strategies where this is feasible

### 5 Other Implications

There are no other specific implications in this report. However, the delivery of the Corporate Plan has implications covering all three of the areas below:

**Legal-** Some actions will require us to follow the law and good practice as well as obtain legal advice before and as part of proceeding.

**Equality & Diversity-** there is a specific annual corporate priority to:

*“Deliver priorities for Equality, Diversity and Inclusion getting to know our residents and staff better so we can adapt our services to meet needs and work together to build sustainable communities in our area”.*

As well as this priority, the Equality Impact of other projects, proposed changes or actions will need to be assessed.

**Value for Money-** there is a specific annual corporate priority to:



*“Deliver our Value for Money and efficiency plans, so we can deliver our ambitions and confidently maintain our financial viability in the long term”.*

As well as this priority, the VFM implications of other projects, proposed changes or actions will need to be assessed.

**6 Risk Implications**

The Corporate Plan reflects the risk appetite agreed by the Board. Risk management is embedded into the golden thread on page 4 of the plan and the section of the Plan- “Monitoring the delivery of the Corporate Plan” (page 8) sets out how the combined monitoring of the Corporate Plan and Risk Management Strategy provides the Board with assurance that we are delivering the Corporate Plan.

**7 Sustainability Implications**

There are no specific sustainability implications in this report. However, the Corporate Plan has both strategic and corporate priorities linked to sustainability.

**8 Resource Implications**

**Finance-** budgets for delivering the Corporate Priorities are included in the 2021-22 budget and updated 40-year financial plan, also included on this meeting agenda for Board approval.

Value for Money outcomes will continue to be reported against each of the Corporate Plan priorities.

**Staff-** staff resources for delivering the corporate priorities are included in the 2021-22 budget and business plan.

**Property-** priorities are identified in the plan and should result in ongoing improvement and investment in our homes that meets emerging legislation set in the Building Safety and Fire Safety Bills, keep our residents safe and are both innovative and efficient.

The decision by the Board to prioritise data collection in 2020-21 will ensure plans are based on measurement and appraisal of the returns on our assets and their environmental impact, too.

**IT-** The delivery of our ICT plans will provide a framework to support all our corporate priorities and gain efficiencies; whilst providing our residents with greater choice in how they access our services.

**9 Confidentiality**

Open  
**Approval**

Approved by (Chair)	
Date	<a href="#">Click here to select date</a>

# SUMMARY OF OUR CORPORATE PLAN 2021-25

## OUR VISION

*“Together, we are building a better future for our Phoenix Community”*

### 1.0 INTRODUCTION AND CONTEXT

#### Who we are?

Phoenix Community Housing was created in 2007 following a stock transfer from Lewisham Council. Tenant campaigners in our area heard about the community gateway model at a housing conference and were attracted by the idea of a resident-led housing association.

We are also a community benefit society, have charitable objectives and are registered with the Social Housing Regulator.

We are governed by our Board. The largest group on our Board is tenants. We also have four independent members and two Councillors. Our Chair and Vice Chair are tenants. Phoenix Community Housing also has two wholly owned subsidiaries- Phoenix Agency Services which trades as Phoenix Repairs Service and delivers our responsive repairs service and Home Makers which provides a management service to local landlords who want to let their homes to private tenants.

#### Where we are

We own and manage 6,300 homes, almost all of which are in the Lewisham wards of Bellingham, Whitefoot and Downham. We have a head office and a community hub in the heart of our area- The Green Man.

#### How we work

Our community gateway model places residents at the heart of decision making and scrutiny. We are led by our residents and we encourage all tenants and leaseholders to play a key role in steering our future, deciding how we allocate our resources and scrutinising our services. We also offer shareholding membership to residents and a reward scheme, giving residents a real stake in our organisation.

#### What we do and what we have achieved

Our primary objective is to provide and manage homes for people in housing need but working together we achieve much more.

Since we began, we have invested over £167m **to update at year end** bringing our homes up to the decent home standard and significant sums into our community and involvement activities. We have also obtained over £4.5m in Heritage lottery funding to refurbish a local pub to create a local arts and social venue to enable our community to thrive **and over £18m in grants from the Greater London Authority and the London Borough of Lewisham to build new homes.**

**One of our corporate objectives has always been to explore new business opportunities to increase the number of homes we manage through stock transfer opportunities to extend our model of resident leadership. In the last three years we**

have actively pursued two opportunities which we plan to progress in 2021-22. Both will increase the number of homes we own and manage close to our existing Phoenix area.

We have been named as one of the UK's top 10 landlords in nationwide housing polls since 2015 and received other awards recognising the success of our model, our new homes and most recently our Digital

We are proud of what we have achieved but know we have more to do to realise the aspirations of our community, meet housing needs and work better together.

### Our operating environment

We are operating in unprecedented and uncertain times and like other landlords have challenges ahead. In September 2020 we reviewed the priorities in this plan using feedback from residents and staffs most recent experience of managing through the lockdown period. Our board decided we needed to continue to deliver our plans, but we needed to add two new key projects to reflect our priorities in responding to the pandemic. They were:

Steered by resident and staff feedback deliver our renewal plans prioritising the safety of residents and staff, securing the ongoing viability of our business and resident leadership; whilst continuing to prepare for the future.

Deliver community and staff initiatives to promote wellbeing and mental health awareness in response to staff and resident feedback surveys.

Other investment challenges include meeting net carbon zero emissions by 2050 and responding to the new building safety and fire safety fire requirements, at the same time as building new homes to meet the housing crisis and maintaining and improving service standards and satisfaction levels for all our residents.

We know our existing residents are getting older and our newer and younger residents have different aspirations and expectations. We want to respond to everyone's needs, making sure we are open and accessible and have clear, up-to-date service standards that we set and monitor together.

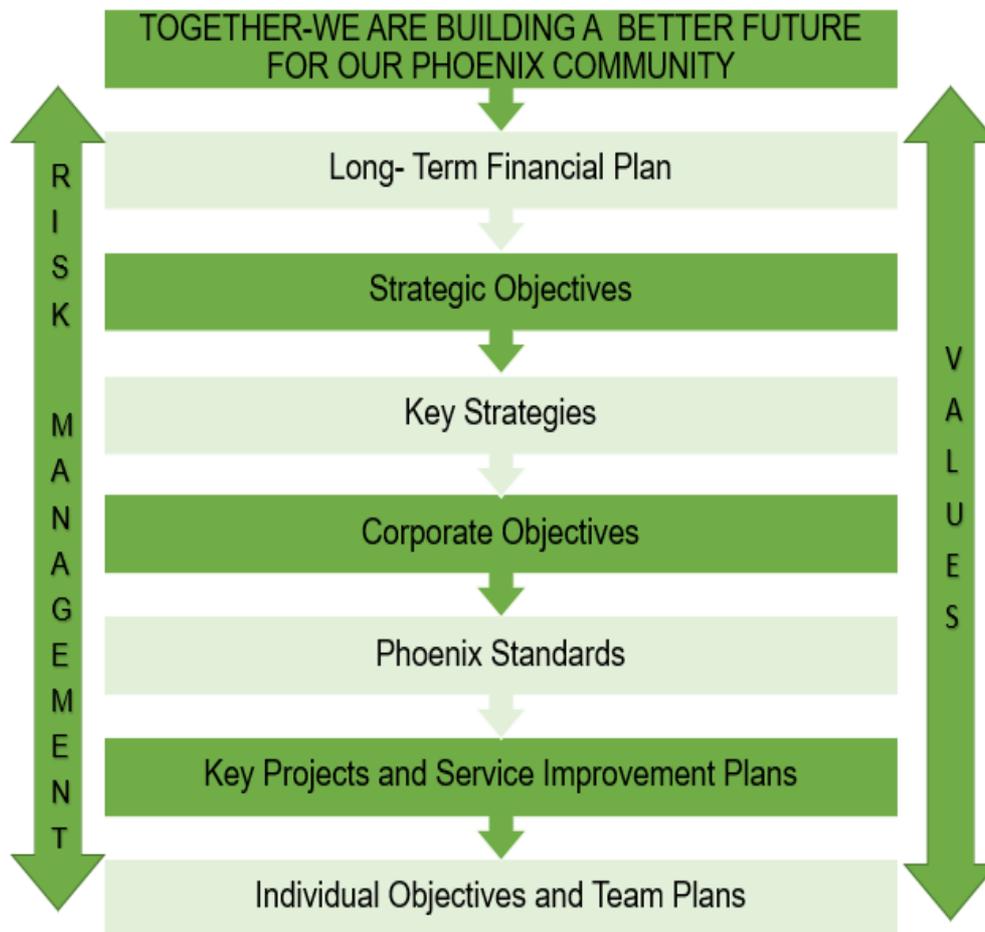
We have carefully considered these challenges and reviewed learning from previous plans. We are determined to balance our priorities and translate them into opportunities to realise our vision. We know by Working Together- our board, residents, staff and partners- we can achieve more. This plan sets out our ambitions and how we will achieve them.

## 2.0 WHAT WE WANT TO ACHIEVE BY 2025

- ~~Over 87% of tenants and 59% of homeowners say they are satisfied overall with our services.~~
- Top level scores for resident satisfaction compared to other landlords.
- At least 20% of all households are consulted every year and everyone has the opportunity to share their views with us.
- 80% of our residents are proud of where they live and say they are satisfied with their community as a place to live.
- At least 200 new homes are built and 200 more are planned.
- Our operating margin is greater than 25% to update to align to budget .
- ~~Maintained our governance and financial viability ratings at the highest levels.~~
- 100% of our rent and service charge is collected.
- We are 100% compliant with all statutory areas of H&S and building safety and tolerance levels are agreed for non-statutory areas.
- Clear plans and targets are set to meet net carbon zero emission targets by 2050.
- 100% of our homes meet the decent homes standard and we have agreed plans to meet the revised Home Standard and new safety standards.
- 100% of our residents' details are up-to-date and all residents can update their information on-line.
- Everyone can contact us in a way that suits them best and we have reduced the number of calls we receive by half.
- We do not hold duplicate records of any property or people information.
- Our fencing programme is complete, and our environmental works programme is agreed and is 50% completed.
- We maintain Investors in People Gold and over 95% of staff are satisfied with us as an employer.

### 3.0 CORPORATE PLAN FRAMEWORK

To help us achieve our vision and ambitions we have a corporate plan framework. This includes our long-term financial plan, strategic and corporate objectives that set out what we need to do, our risk management strategy and the values we hold. This runs through our organisation.



#### STRATEGIC OBJECTIVES

We have set four strategic objectives so we can make sure everything we do aligns to our overall vision. They are all equally important and support one another.

- Resident Leadership and effective governance
- Excellent Services delivered efficiently with openness and empathy
- Growth in new homes and opportunities
- Sustainability and safety for our business, our community and our environment

#### 4.0 THE STRATEGIES TO DIRECT OUR PLANS

We also have key strategies to set us in the right direction to deliver our strategic objectives and vision. They prioritise our actions and set targets to deliver improvements. Many include action plans that we update annually.

<b>KEY STRATEGIES</b>			
Community Engagement and Empowerment	Health and Safety	Financial Regulations and Standing Orders	People Services
Customer Access	Asset Management	Treasury	Communication
ASB Strategy	Sustainability	Risk	Business Continuity
Equality and Diversity Charter	Development	Value for Money	Information Communication and Technology
Approach to Safeguarding and Risk	Procurement	Tax	

These strategies are all shaped by feedback and shaped by our Gateway committee which consists of staff, residents and Board members before coming to the Board.

We have also set a timetable for reviewing these strategies.

## 5.0 OUR CORPORATE OBJECTIVES 2021-22

Each year we refresh our corporate objectives which support how we deliver our strategic objectives and vision.

### RESIDENT LEADERSHIP AND EFFECTIVE GOVERNANCE

- Ensure excellence in governance by delivering effectiveness reviews of our board and subsidiaries.
- Deliver service improvements and efficiencies in response to satisfaction surveys, insight and scrutiny as well as changes to our legal and regulatory framework.
- Steered by residents deliver our Community Engagement Strategy, making sure we evaluate our impact.
- Review our Gold Membership scheme to make sure it adds value to members and our business.
- Deliver our Communication Strategy to communicate clearly and transparently with our residents, celebrate our successes and raise our profile so people want to join us or adopt our ways of working.

### EXCELLENT SERVICES DELIVERED EFFICIENTLY WITH EMPATHY AND OPENNESS

- Improve customer experience and refresh our service standards so everyone knows what to expect from us and can provide feedback on how we are performing.
- Continue to deliver our “Digital Together Projects” so our staff have the tools and systems to deliver great customer service and our residents have “Digital options” to engage with us digitally if they choose.
- Deliver priorities for Equality, Diversity and Inclusion getting to know our residents and staff better so we can adapt our services to meet needs and work together to build sustainable communities in our area.
- Plan and deliver our major works, fencing and environmental programmes so our homes continue to meet our decent homes standard, the new home, fire and safety standards and we reduce carbon emissions.

- Review and monitor our repairs service to make sure it delivers the best possible service to our residents balancing responsive and planned works and evaluating the social value it brings to our community.

## GROWTH IN NEW HOMES AND OPPORTUNITIES

- Deliver our approved development plans to build new homes tackling homelessness and housing need in Lewisham and supporting the Council's Housing Strategy, including buying back homes to repair and rent **at London affordable rent levels and those** lost through the Right to Buy.
- Steered by residents, other stakeholders and local plans work together to improve our community as a place to live leveraging in funding and support to strengthen our community- so all our residents can be proud of where they live.
- Review our community resources to assess how they can be used to maximise their benefits to our community.
- **Progress** stock acquisition and transfer **new business** opportunities to increase ~~our services to benefit our community and~~ the number of homes we manage and extend our model through stock transfer opportunities.

## SUSTAINABILITY AND SAFETY FOR OUR BUSINESS, OUR COMMUNITY AND OUR ENVIRONMENT

- Deliver our Value for Money and efficiency plans, so we can deliver our ambitions and confidently maintain our financial viability in the long term.
- ~~Set a new~~ **Deliver our** sustainability strategy and ~~start~~ piloting new ways of building and maintaining our homes and delivering all our services to meet net carbon zero targets.
- Review the way we work and our values, so we work better together to enhance customer experience, promote equality and diversity and deliver creativity and innovation across Phoenix to meet our vision.
- **Continue to maintain and improve our approach to health and safety and building safety meeting all relevant legislation and regulations and keeping our residents and staff safe.**

## 6.0 OUR KEY PROJECTS 2020-25

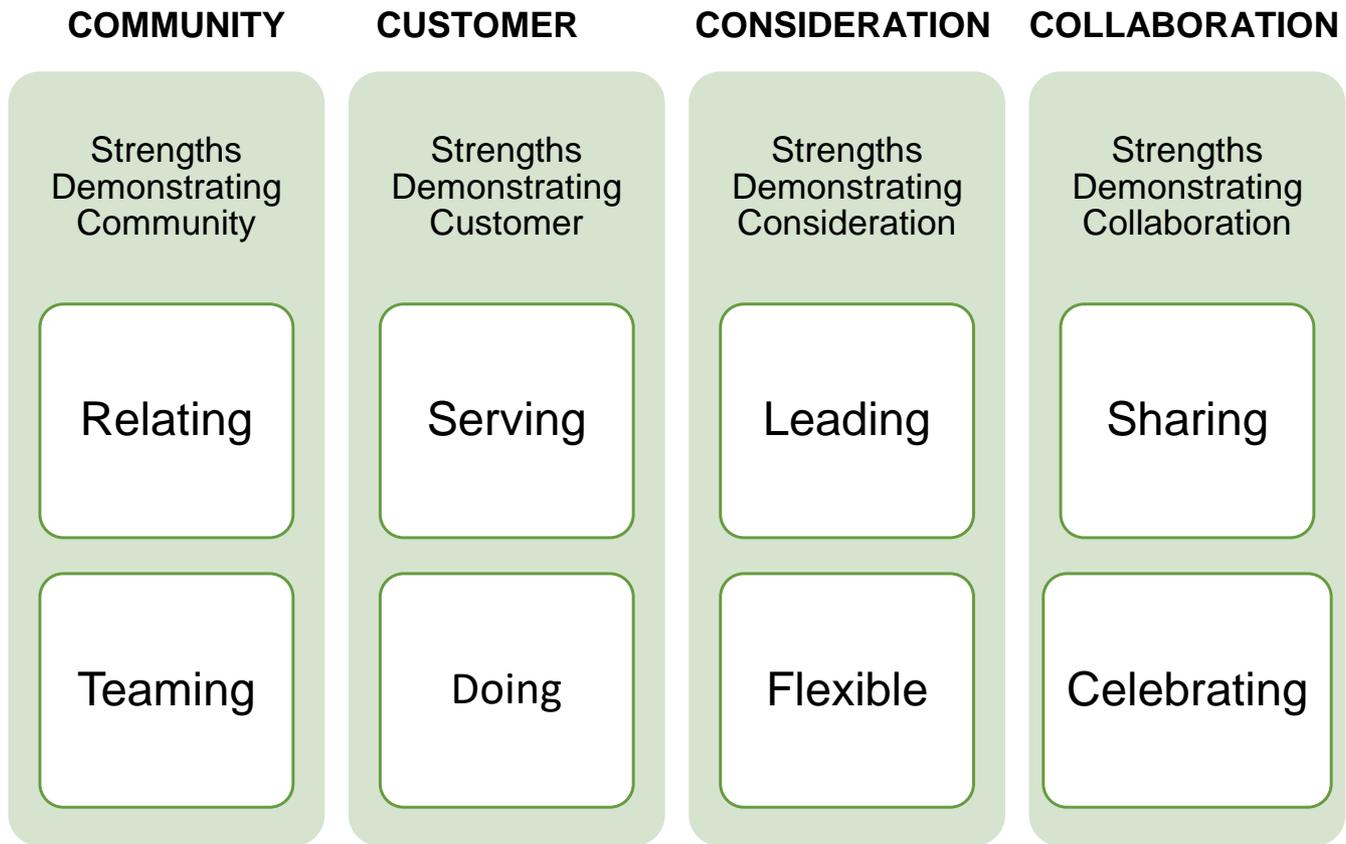
Projects, KPIs (Key performance Indicators) and new policies have been set to support the corporate objectives. We review these annually as well. Our key projects to support our objectives that may extend over a number of years are:

1. Steered by resident and staff feedback deliver our renewal plans prioritising the safety of residents and staff, securing the ongoing viability of our business and resident leadership whilst continuing to prepare for the future.
2. Deliver community and staff initiatives to promote wellbeing and mental health awareness in response to staff and resident feedback surveys.
3. Complete our governance effectiveness review **updated**
4. Get to know our residents better so we can improve our services including:
  - Reviewing our service standards.
  - Reviewing our operating model which sets out the way we work and our values.
  - Increasing choice-based lettings- so more people can move when we get one empty home or build a new one**Combined and summarised.**
5. Delivering our Digital Together projects.
6. Enhance our approach to resident safety **and set up a Programme Board to monitor progress and compliance with building safety and a new strategy setting out how we will meet new requirements.**
7. Building 200 new homes.
8. Delivering our Sustainability Strategy to help us achieve net zero carbon emissions by 2050.
9. Delivering our works programmes including environmental, fencing, fire safety and building safety. **Combined and summarised.**
10. Completing our review of the use of the Green Man and our Community Centres to maximise the benefits to our community.



## 7.0 OUR VALUES AND HOW WE WORK

At Phoenix “how” we do things is as important as “what” we do. To help guide us in how we work together we have values that are supported by strengths:



We plan to work together to review these values and make sure our partners and contractors also share or adopt our values too.

## 8.0 HOW WE CHECK WE ARE DELIVERING OUR VISION AND AMBITIONS

Our Board receive a report at least every 6 months against the projects, KPIs and new policies that support the Corporate Framework. This is complimented by performance reports for specific service areas and by performance monitoring and scrutiny by residents.

To deliver our ambitions we have a robust risk management strategy. Our Board has set a risk appetite using value drivers which it reviews annually. Any activity which could take Phoenix outside the value drivers set by the Board must receive Board approval before proceeding.

The Group Risk Strategy set by the Board and reviewed annually also includes a definition of the overall risk Phoenix will manage as an organisation before more actions are taken to reduce risks This is linked to our corporate risk register which is monitored by the Executive Team, Audit Committee and the Board.

The value drivers included in the risk appetite grid reflect what's most important to us as an organisation:

Value Driver
Resident Leadership
Resident Satisfaction
People capability and controls
Achieving budget
Growth in new Services
Growth in new homes
Technology
Reputation
Compliance
Legal

The monitoring of the Corporate Plan and our Risk Management Strategy combine to provide the Board and other stakeholders with assurance that we are delivering our Corporate Plan.

<b>DATE:</b> 25/03/2021	<b>PHOENIX COMMUNITY HOUSING BOARD MEETING</b>	<b>ITEM NO.</b> 7
<b>Open or Confidential</b>	<b>OPEN</b>	
<b>Report Title</b>	<b>Equality and diversity performance</b>	
<b>Lead Officer</b>	<b>Jonathan Lawn, Assistant Director, People Services and Communications</b>	
<b>Lead Board Members</b>	<b>Carmen Simpson</b>	
<b>This item is for</b>	<b>DECISION</b>	

## 1 Recommendations

- A** That the Board notes progress on meeting the commitments set out in the approved Equality and Diversity Charter since January 2019.
- B** That the Board nominates a second Board Member to act as a Diversity Champion and monitor and promote future progress on equality, diversity and inclusion themes alongside the existing Diversity Champion (the Vice Chair).

### Executive Summary

This report outlines progress in delivering our equality and diversity commitments set out in our Equality and Diversity Charter, which was approved by the Board in 2020.

Appendix 1 sets out progress to date under the seven themes set out in the Charter.

This includes:

- the voluntary introduction of an ethnicity pay gap report in 2021, alongside our gender pay gap report, following work to improve our staff profiling data
- the introduction of the 'Rooney Rule' to take positive action for future Executive Team vacancies in relation to female and BAME candidates
- a roll-out of unconscious bias training for Board Members, the Executive Team and wider managers
- the introduction of an annual staff survey focused on diversity and inclusion themes, including satisfaction with the organisation's efforts to promote diversity and inclusion
- ongoing improvements to the profiling data we hold on residents and in particular the disability strand
- the introduction of our Project Search initiative to offer internships with students with learning disabilities, with a view to future employment opportunities at Phoenix and partner organisations.

Our intention is to use the progress report at appendix A to inform a refreshed diversity and inclusion action plan in 2021-22, steered by a representative staff forum alongside resident consultation. This will be the subject of regular reports to the Board Diversity Champions.

To support this, it is recommended that the Board nominate a Board Member to fill the vacancy for a second Diversity Champion.

Our Charter commitments are summarised below:

**At Phoenix Equality and Diversity:**

- Is driven from the top.
- Informs our plans.
- Shapes our culture (the way we do things around here).
- Is supported through staff training, development and engagement.

**At Phoenix**

- We know who our residents are.
- We involve residents in shaping and scrutinising our services.
- We represent and support the communities which we serve.

## 2 Corporate Plan Implications / Strategic Objectives

### **Strategic Objective: Sustainability and safety for our business, environment and community**

**2020-21 Corporate Objective:** • Review the way we work and our values so we work better together to enhance customer experience, promote equality and diversity and deliver creativity and innovation across Phoenix to meet our vision.

**2020-21 Corporate Objective:** • Deliver priorities for Equality, Diversity and Inclusion getting to know our residents and staff better so we can adapt our services to meet needs and work together to build sustainable communities in our area.

## 3 Background including appendices

3.1 Phoenix has a historic and clear commitment to a progressive staff culture and approach to service delivery as set out in our Equality and Diversity Charter. The imperative of sustaining efforts to drive equality, diversity and inclusion has been thrown into stark relief by national and global events over the past 12 months. This is reflected in the National Housing Federation's new Code of Governance, which requires boards to demonstrate: *"a clear and active commitment to achieve equality of opportunity, diversity and inclusion in all of the organisation's activities, as well as in its own composition."*

- 3.2 Activity to promote equality, diversity and inclusion since January 2019 - both in relation to our workforce and to our residents – can be found at Appendix A under the commitments set out in our Equality and Diversity Charter agreed by Board in January 2020. Profiling information relating to residents and staff are set out at Appendices B and C.
- 3.3 In October 2020, to coincide with Black History Month, we launched our first equality, diversity and inclusion staff survey through our engagement platform Peakon. Based on responses from 156 employees across the Group, this scored the organisation at 7.8 out of 10 for its efforts to maintain a diverse workforce and create an environment where every individual feels included. The score was at the mid range for organisations using Peakon. Of the 156 employees, 35 (22%) are categorised as detractors – scoring questions at 0-6 out of 10 under Peakon’s methodology – and we recognise that further work is required to ensure all employees feel included at Phoenix, and to clarify and communicate our equality, diversity and inclusion agenda more widely and effectively.
- 3.4 Many of the comments focused on a lack of visible diversity at Executive Team level, to which we have responded with the introduction of the ‘Rooney rule’, approved by the HR and Remuneration Committee in January 2021. This will see us take positive action in relation to female and BAME candidates at such time as future Executive Team vacancies arise.
- 3.5 A series of staff diversity workshops were held in 2018 and 2019, open to all staff and focusing on a range of equality, diversity and inclusion themes. We intend to reintroduce an employee forum in 2021-22 to help inform a refreshed equality, diversity and inclusion action plan. Progress against this will be regularly reported to the Board Diversity Champions.
- 3.6 To support this, and to help ensure we meet our Charter commitment that equality and diversity is driven from the top, it is recommended that the Board nominate a Board Member to fill the second Diversity Champion role that is currently vacant.
- 3.7 We continue to promote equality, diversity and inclusion themes in our internal and external communications, based on a calendar agreed with staff. Staff are encouraged to share their own stories and experiences through our staff intranet and other internal communications channels. For instance, for International Women’s Day in March 2021 we featured case studies of two senior managers and one resident.
- 3.8 Since 2018 we have voluntarily published an annual gender pay gap report. We had hoped to run a similar ethnicity pay gap report in 2020 based on a comparison between white and BAME employees but deferred this due to substantial gaps in our staff profiling data. Our profiling data is now much improved and both reports were run in 2021. They show a mean / median pay gap of 4.5% / -1.1% for gender and 7.7% / 2.8% for ethnicity. Details of gender and ethnicity breakdowns by pay quartile at Phoenix can be found in the staff

profiling report at Appendix C. We continue to offer mentoring for managers and staff alongside development opportunities, including through our continuous professional development sponsorship programme. Where appropriate, we offer 'acting up' and secondment roles and some vacancies are advertised internally only.

- 3.9 To support our equality, diversity and inclusion agenda, in 2019 we introduced the Project Search initiative in collaboration with Lewisham Council and Lewisham Council. The programme offers six internships each day for students with learning disabilities with a view to developing their work skills and finding long-term employment at Phoenix and other local employers. The 2020-21 programme has been severely disrupted by the pandemic but we remain in contact with project leads and hope to restore the programme once lockdown easing allows.
- 3.10 Equality and diversity training – along with refresher training - remains mandatory for all staff. Since 2019 we have also focused on unconscious bias training, which has been undertaken by the Chair and Vice Chair, the Executive Team and a range of managers from across the organisation.
- 3.11 Efforts continue to improve our resident profiling data. This includes our ongoing 'getting to know you' census project, while the introduction of CRM will also allow for data to be recorded more easily. Annual Diversity Days celebrate the diversity of our community, with an online session taking place in October 2020 due to the pandemic.
- 3.12 The profiling of our residents and our community continues to inform all key strategies, and equality impact assessments are undertaken for new strategies, service improvement plans and policies. The current national census will demonstrate whether the profile of our community has changed overall and be an opportunity to update our community need profiles more comprehensively.
- 3.13 Another project which will support our equality, diversity and inclusion goals in 2021-22 will be restarting our work to become accredited with DAHA (Domestic Abuse Housing Alliance), as well as our ongoing community engagement activities and Community Chest projects which target under-represented groups of residents.

#### **4 Communications & Consultation Implications**

Equality and diversity themes are regularly promoted to staff through internal communications channels, focused around a diversity calendar agreed with staff and where possible using 'my story' content to foster inclusion. Events such as our annual Diversity Day are publicised to residents, in consultation with the Residents Communications Group. Phoenix clearly promotes itself as an equal opportunities employer through the career pages of our website and in all recruitment advertising. We introduced an internal staff survey on our approach to diversity and inclusion in October 2020 and will use findings as a baseline to track satisfaction and engagement in this area.

## **5 Other Implications**

### **Legal**

We continue to monitor that we are compliant in all activity with the Equalities Act 2010.

### **Equality & Diversity**

This report sets how we are meeting our commitments to Equality and Diversity.

### **Value for Money**

There are no specific implications. However, delivering inclusive services which meet individual needs can result in VFM outcomes for example:

- Adjusting services to meet people needs has resulted in better access for repairs and compliance inspections.
- Flexible working during the pandemic to meet staff caring and home schooling responsibilities has resulted in productivity being maintained across most teams and improved in some.
- Chain based lettings at Hazelhurst enable us to meet the housing needs of older residents as well as overcrowded households; whilst still delivering the resulting empty home to HomeSearch.

## **6 Risk Implications**

Our equality and diversity activity is undertaken in line with the Board's risk appetite, including reputation (some appetite), legal (cautious), and compliance, non-health and safety (balanced).

## **7 Sustainability Implications**

No specific implications.

## **8 Resource Implications**

### **Finance**

Budgets to promote equality, diversity and inclusion exist across the business to promote initiatives such as Diversity Day, resident consultation, staff, resident and Board Member training, staff events.

### **Staff**

We will continue to review the resources required to ensure the successful development and delivery of a refreshed equality, diversity and inclusion action plan.

### **Property**



None

**IT**

None.

**9 Confidentiality**

Confidential

**Approval**

Approved by (Chair)	
Date	<a href="#">Click here to select date</a>

**CHARTER AND PRIORTIES ACTION PLAN**  
last updated March 2021

Action no.	Charter Priority	Previous Key action	Detail	Baseline Progress Jan 2021
1	One- Equality and diversity is driven from the top	Review the role of board and staff champions and the Executive Lead for E&D. (Supporting, challenging, setting the culture that E&D is everyone's responsibility, monitoring these priorities); provide external support and training as needed.		<ul style="list-style-type: none"> <li>* EDI Champions on Board and both Chair and Vice Chair attend and support EDI events.</li> <li>* The Board has become more representative of our community over the last 2 years in relation to age and ethnicity.</li> <li>* ET lead is Assistant Director of People Services and Communications, since 2017-18.</li> <li>* External and internal statements from the Chair, Vice Chair and Chief Executive on the Black Lives Matter movement.</li> <li>* ET have all received refresher training in unconscious bias in last 2 years, along with Board Chair and Vice Chair.</li> <li>* HR Committee approved 'Rooney Rule' January 2021 for positive action to encourage female and BAME candidates for future Executive Team vacancies.</li> <li>* Ongoing induction 'lunches' for new starters with the Chair, Vice Chair and Chief Executive with a focus on sharing stories and promoting inclusion.</li> <li>* There has been no established EDI Champion Group since 2018. However in 2019 there were regular staff workshop consultation sessions covering a range of issues - which resulted in increased awareness and reached a high % of office based staff.</li> </ul>
2	One- Equality and diversity is driven from the top	Promote the Charter Marks for ED&I we hold and decide if we need to work towards others.		<ul style="list-style-type: none"> <li>* Disability Confident Committed</li> <li>* Historic member of Stonewall</li> <li>* ET approved sign up to HouseProud 2019-2020 and contact has been made to express desire to sign up to pledge.</li> <li>* Leadership 2025 was explored but this is aimed at BAME Exec members.</li> <li>* We will specifically explore mentoring for BAME managers and advertise roles internally only where there is existing skills and potential within the business.</li> </ul>
3	Two- Equality and diversity informs our plans	Record our staff time and budgets responding to and promoting E&D to check what difference we are making and learn from it.	Review E&D Day and month	<ul style="list-style-type: none"> <li>* Diversity Day for our community has been evaluated- using SROI model annually and impact assessment- with results used to plan future years events and improve reach.</li> <li>* Staff evaluated events we celebrate internally and feedback was used to inform the future awareness programme in 2019.</li> </ul>
4	Two- Equality and diversity informs our plans	Clarify and monitor E&D expectations of partners and contractors.	Enhanced section to go in Charters Need to evidence compliance and contract monitoring	<ul style="list-style-type: none"> <li>* Expectations were set in the Procurement Toolkit completed in 2019 and EDI due diligence on existing contracts must now be carried out annually and is followed up by the Procurement Manager.</li> <li>* We are also signed up to the Lewisham Deal which enables to work with other Anchor organisations to promote and support SME's (Small and Medium Enterprises) as well as support the Lewisham Apprenticeship scheme.</li> </ul>
5	Two- Equality and diversity informs our plans	Ensure key policies, plans and Board decisions include Equality Impact Assessments (EIA) to check we are not unlawfully discriminating.	Embed inclusion in RPWG checks. Discussed how we integrate more clearly into policy approval process and in Board Reports	<ul style="list-style-type: none"> <li>* EDI section of Board reports enhanced. Training session for Board reports highlighted importance of EDI section resulting in improved completions - this is an ongoing process.</li> <li>* Included on policy approval checklist</li> <li><u>2019-2020 EIA completed for:</u> 17</li> <li><u>2020-21 EIA completed to date for:</u> 13</li> <li>Findings were used to shape policies and plans as well as adjust services, eg Coronavirus Experience Surveys showed some trends we agreed to respond to by ensuring our support services and communications to reach residents: <ul style="list-style-type: none"> <li>+ Need for well being guidance for residents</li> <li>+ A higher % of tenants from BAME Groups expressed an interest in digital support (61% of those requesting it).</li> <li>+ A higher % of tenants who were above working age expressed an interest in digital support (33% of those requesting it).</li> <li>+ A significantly higher % of BAME compared to non BAME tenants requested employment support</li> <li>+ A slightly higher % of 35-44 and 45-54 year old tenants requested employment support, compared to other age groups.</li> <li>+ A significantly higher % of BAME tenants said they had less money coming in and a slightly higher % of 45-54 year old tenants said they had less money coming in</li> </ul> </li> <li>+ We are also delivering other actions from the survey: <ul style="list-style-type: none"> <li>+ Using projections on requests for digital support, job search support and financial inclusion advice to plan services</li> <li>+ Using employment figures to help shape income collection plans</li> <li>+ Working with others assess the further the impact of the lockdown on education for children and promote lifetime learning for adults</li> </ul> </li> </ul>
6	Two- Equality and diversity informs our plans	Set our ED&I commitments in all our key strategies and plans e.g. procurement, community regeneration.		<ul style="list-style-type: none"> <li>* Baseline for customer Access Strategy shows significant demographic trends in the Phoenix area which we are using to set future strategies.</li> <li>* The 2021 census will enable us to refresh our plans and baseline.</li> <li>* See 4 re: procurement.</li> </ul>
7	Two- Equality and diversity informs our plans	Set a programme of Equality Impact Assessments across Phoenix and ensure Community Centres and the Green Man have Equality Impact Assessments.	Complete EIA for Green Man Set programme for other centres Agree other priority areas	<ul style="list-style-type: none"> <li>* A project exists to look at community centres and commercial properties - this was delayed in 2020-21 due to the pandemic.</li> <li>* EIA's are promoted for new policies and service changes E.G In 2020-21 for the new resident portal and revised policies. However this still needs to be fully embedded across the organisation.</li> </ul>

**CHARTER AND PRIORTIES ACTION PLAN**  
last updated March 2021

Action no.	Charter Priority	Previous Key action	Detail	Baseline Progress Jan 2021
8	Two- Equality and diversity informs our plans	Consider socio-economic discrimination and how we tackle this through our engagement with residents and community regeneration.	Discuss link to Community Regeneration Plans Update Community Needs Summary or each Ward ASB Strategy due to be reviewed Quarter 4 2018-19	*Community needs summaries are updated every 1-2 years and are published on our website and internally for community Chest projects to consider as well as staff.  Key strands of the Community Empowerment and Engagement Strategy are: 1.Increasing resident leadership, community empowerment and cohesion by raising and widening participation 2.Driving aspiration and supporting residents out of poverty 3.Improving life chances of children, young people and their families  Themes for Community Chest funding support EDI aims. Themes over time have included: + Stronger & Cohesive Communities, + Thriving Economy, + Health & Wellbeing + Safer Communities  <u>In last 2 years we have delivered the following projects:</u> + Information and Guidance + Job Club + Digital Inclusion projects- Many have targeted different groups of residents to maximise reach.
9	Three- Equality and diversity shapes our organisational culture (the way we do things around here)	Link our values (4 C's- Community, Consideration, Collaboration and Customer) and our plans to embed them, more to ED&I.	Respect/dignity at work training for all teams and Board. eLearning programme	*Staff Code of Conduct under review and consultation with staff planned Q1 2021-22. *No staff were overdue equality and diversity e-learning as of 10 March 2021. *20 PCH and 10 PRS staff, including all senior managers, attended diversity and inclusion training in 2020-21 *Our Investors in People assessment April 2020 found: "Your organisation was viewed as being strong in your approach to embracing diversity and your practices were felt to be inclusive." *Equality scored at 8.0 across Group in last staff engagement survey December 2020. *In last STAR Survey of 2018-19 82% of tenants and 52% of leaseholders said they were satisfied Phoenix treats them fairly. This was also a key driver for overall satisfaction (See 10 below).
10	Three-Equality and diversity shapes our organisational culture (the way we do things around here)	Work on understanding better how fairness drives staff and resident satisfaction.		*STAR Survey 2018-19 showed fairness was a key driver for satisfaction- comments on EDI were collated and considered further by teams and have since been used in training and to create new policies in 2020-21 on reasonable adjustments and managing difficult behaviour. *Baseline internal diversity and inclusion survey conducted October 2020. Key question on satisfaction with Phoenix's efforts to support diversity and inclusion scored 7.8 out of 10 based on responses from 156 employees (Group). Comments focused on lack of obvious diversity at Executive Level and led to introduction of the Rooney Rule. *Voluntary gender and ethnicity pay gap conducted January 2021 and results to be shared with all staff. Headline figures set out in cover report and pay quartile information in staff profiling report.
11	Three-Equality and diversity shapes our organisational culture (the way we do things around here)	Review our staff code of conduct and dignity at work policy.		*Staff Code of Conduct under review and consultation with staff planned Q1 2021-22.. *Dignity at Work Policy due for review November 2021.
12	Three-Equality and diversity shapes our organisational culture (the way we do things around here)	Celebrate successes related to E&D and continue to hold EDI awareness events with staff and residents.		*Diversity Day held annually with community and events held internally during the year following agreed EDI calendar, supported with internal communications.

**CHARTER AND PRIORTIES ACTION PLAN**  
last updated March 2021

Action no.	Charter Priority	Previous Key action	Detail	Baseline Progress Jan 2021
13	Three-Equality and diversity shapes our organisational culture (the way we do things around here)	Promote EDI- by talking, posters and events throughout the year; not just in the autumn during E&D week or at the EDI event for residents.		*Calendar completed and agreed at Diversity Workshop. Celebration of festivals and key calendar events through internal and external communications, along with events including International Women's Day, Black History Month, Pride Month.
14	Three-Equality and diversity shapes our organisational culture (the way we do things around here)	Identify and take actions to tackle under-representation in use of our services, who we employ and who applies to work or use our services.		*Further work to address historic staff profiling gaps undertaken in 2020-21 profile and gender and ethnicity pay gaps completed January 2021. *Separate EIA's are completed for service areas ad are fed into service improvement plans, strategies or new policies. For example Community Empowerment Strategy (see action 8 above), reasonable adjustment policy, garden scheme, digital device donations etc.
15	Four- Equality and diversity is supported through staff training, development and engagement	Refresh our approach to induction and training and raising awareness and link more to our values (4 C's- Community, consideration, collaboration and communication). Including both staff and Board Members, volunteers and involved residents.		*Equality, diversity and inclusion induction (EDI) included for staff. *Small section of Academy training includes a section on EDI *Codes of conduct for staff, board and residents include EDI
17	Four- Equality and diversity is supported through staff training, development and engagement	Support staff and board champions for E&D through training and or mentoring to play an active role in promoting equality and diversity and supporting change. Include tips on how to tackle behaviour or actions that do not promote an inclusive workplace or risk discriminatory actions being taken.		*Sharing of employees' individual experiences and stories through intranet and some externally with agreement, with particular focus on protected characteristics and mental health. For example, International Women's Day this month highlighted some women leaders in Phoenix and their stories.
18	Five- We know who our customers are	Increase our resident profile which is up-to-date and maintain it. We will concentrate on increasing the data we hold on our residents with a disability because our data in this area is lower. We will explain when we are collecting it how we will store it and use it to tailor our services.		*Target set by the Board for disability profile to be 80%+ up-to-date by March 2021. As at 31-12-2020- 72% was up to date. The full profile is included as Appendix 2 *Data Quality Project in Digital Together is assisting in improving the amount of our profile which is up-to-date. *Key Project in Corporate Plan
20	Five- We know who our customers are	Explore differences in satisfaction between different groups of residents and take action to ensure everyone has the same chance of using our services.	Look at differences in satisfaction by different groups and make / recommend actions (see action 10)	See action 10 above *2018-19 STAR- Differences are between newer and existing tenants and older and younger residents (but not the youngest). Tenants from households led by a single parent with dependants are less satisfied. There were no other significant differences. *See action 8 above highlighting differences in CoVid19 Satisfaction and Experience Survey.
21	Six- We involve our residents in shaping and scrutinising services	Continue to complete Equality Impact Assessments of residents who are involved to check they are representative of all residents and take action on the results (for example by doing more outreach work to increase the involvement of under represented groups).	Complete for each event Review the results Record changes	*Annually impact assessment completed and used to shape future events e.g. move to Chat and Chip events and targeting groups. *In 2018 used to shape Community Empowerment and Diversity Strategy including developing of themes and outcomes.

**CHARTER AND PRIORTIES ACTION PLAN**  
last updated March 2021

Action no.	Charter Priority	Previous Key action	Detail	Baseline Progress Jan 2021
22	Six- We involve our residents in shaping and scrutinising services	Consider how we consult people with different protected characteristics.		*Consortia of LBL organisations met with to discuss introduction of Project Search internship programme for students with learning disabilities. First cohort of six students in 2019-20. Second cohort recruited for 2020-21 but programme severely impact by the pandemic.  *Group of residents with mental health needs shaped pop up projects in 2019-2020 and 2020-21 which continue today and have also been consulted on our new corporate project to support residents mental health and well being during the pandemic.
23	Six- We involve our residents in shaping and scrutinising services	Consult with community groups and groups who represent different groups in our community and work with them to ensure our services are not directly or indirectly discriminating against anyone.		*Links made with LGBTQ group that met in The Green Man prior to the pandemic. *Lewisham Disability Coalition met with and supported us with our recruitment policy *A number of Community Chest Projects are being delivered by Community Groups *A key strand of the 2019-2022 Community Empowerment Strategy is - Increasing resident leadership, community empowerment and cohesion by raising and widening participation. This includes working with community groups.
24	Six- We involve our residents in shaping and scrutinising services	Work with residents to complete Equality Impact Assessments and identify actions needed (for example in the Policy Working Group, Communications Group, Gateway Committee and Scrutiny Panel).	See action 5 for residents policy working group	*Resident Policy Working Group template /checklist for policies set up.
25	Seven- We represent and support the communities which we serve	Aim to ensure our staff, volunteers involved residents and Board reflect the makeup of our community. Take actions to encourage involvement from under represented groups.		*Improved historic staff profiling data though some gaps still to address. *Ongoing support for Mayor of Lewisham's apprenticeship scheme - 5 new apprenticeships created for Lewisham residents in 2020-21.
26	Seven- We represent and support the communities which we serve	Complete an Equality Impact Assessment of recruitment.		*Capp white paper evidences strength based recruitment is fairer. *Careers section of website sets out equalities commitments. *EIA of recruitment conducted 2018 leading to focus on unconscious bias training. *More residents trained January 2021 on strengths-based recruitment and training includes specific section on bias. *2020-21 the HR and Remuneration Committee agreed a proposal to apply Rooney rule to future ET recruitment. *Agreed audit scope 2021-22 to cover Disability Confident Committed compliance and EDI
27	Seven- We represent and support the communities which we serve	Promote our employee assistance scheme to all staff so anyone who needs external support or advice about any equality or diversity issues (in or outside work) can obtain impartial and independent advice or support.	Discuss all champions promoting this service	*Employee assistance scheme promoted to all staff through regular internal communications. *Mind workshops and resources shared with all staff in a variety of different ways. *Refreshed role of trained wellbeing guides in 2020 as referral points.

**Summary****Jan-19**

Fully completed or superceded	8
Ongoing or in progress	45
Not started	14

**67**

## RESIDENT PROFILE SUMMARY (BY DIVERSITY STRAND)

This is based on the 31 December 2020 report of lead and joint tenants and leaseholders

	Age	Tenants	Homeowners
	18-24	1.4%	0.1%
	25-34	9.6%	6.8%
	35-44	18.6%	18.4%
	45-54	21.9%	18.3%
	55-64	22.7%	15.1%
	65-74	13.6%	5.7%
	75+	11.6%	4.7%
	Unknown	0.6%	30.9%
	Unknown information for new occupants since		
01/04/2020	1	0	

	Working Age	Tenants	Homeowners
	18-30	5.2%	2.5%
	31-59	58.9%	48.8%
	60+	35.3%	17.8%
	Unknown	0.6%	30.9%
	Unknown information for new occupants since		
01/04/2020	1	0	

	Gender	Tenants	Homeowners
	Female	69.6%	49.4%
	Male	30.4%	50.6%
	Unknown	0.0%	0.0%
	Unknown information for new occupants since		
01/04/2020	0	0	

	Disability	Tenants	Homeowners
	Civil Partnership	0.7%	0.4%
	Co-Habitee	2.0%	0.2%
	Divorced	5.1%	0.7%
	Married	16.1%	7.7%
	Single	29.4%	4.4%
	Widowed	3.6%	0.7%
	Refused	0.3%	37.0%
	Unknown	42.7%	49.1%
	Unknown information for new occupants since		
01/04/2020	12	2	

	Disability	Tenants	Homeowners	
	Dexterity Impairment	0.4%	0.0%	
	Hearing Impairment	0.8%	0.1%	
	Learning Difficulty	0.5%	0.1%	
	Literacy Problem	0.4%	0.0%	
	Mental Health Problem	3.4%	0.1%	
	Mobility Impairment	6.6%	0.6%	
	Multiple Disability	6.4%	0.3%	
	No Disability	46.5%	7.8%	
	Other Physical Or Mental Health Conditions	2.0%	0.4%	
	Physical Co-Ordination	0.3%	0.0%	
	Progressive / Permanent Medical Condition	4.7%	0.4%	
	Speech Impairment	0.0%	0.0%	
	Visual Impairment	0.8%	0.1%	
	Wheelchair User	0.1%	0.0%	
	Unknown	27.1%	90.2%	
	Unknown information for new occupants since			
	01/04/2020	26	2	

	Religion	Tenants	Homeowners	
	Buddhist	0.4%	0.3%	
	Christian	32.3%	6.3%	
	Hindu	0.6%	0.5%	
	Jewish	0.0%	0.0%	
	Muslim	3.5%	1.1%	
	No Religion	12.3%	1.7%	
	Other Religion	1.2%	0.5%	
	Sikh	0.0%	0.0%	
	Refused	2.6%	33.5%	
	Unknown	47.1%	56.2%	
	Unknown information for new occupants since			
	01/04/2020	7	2	

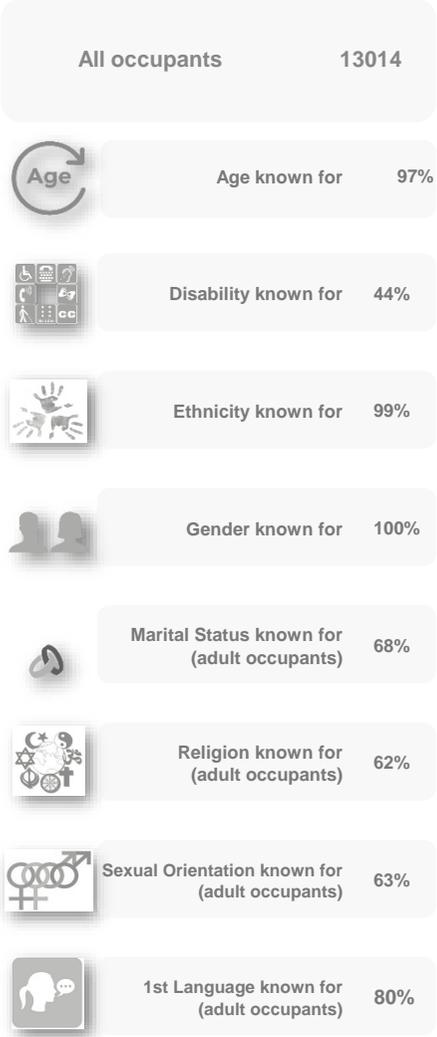
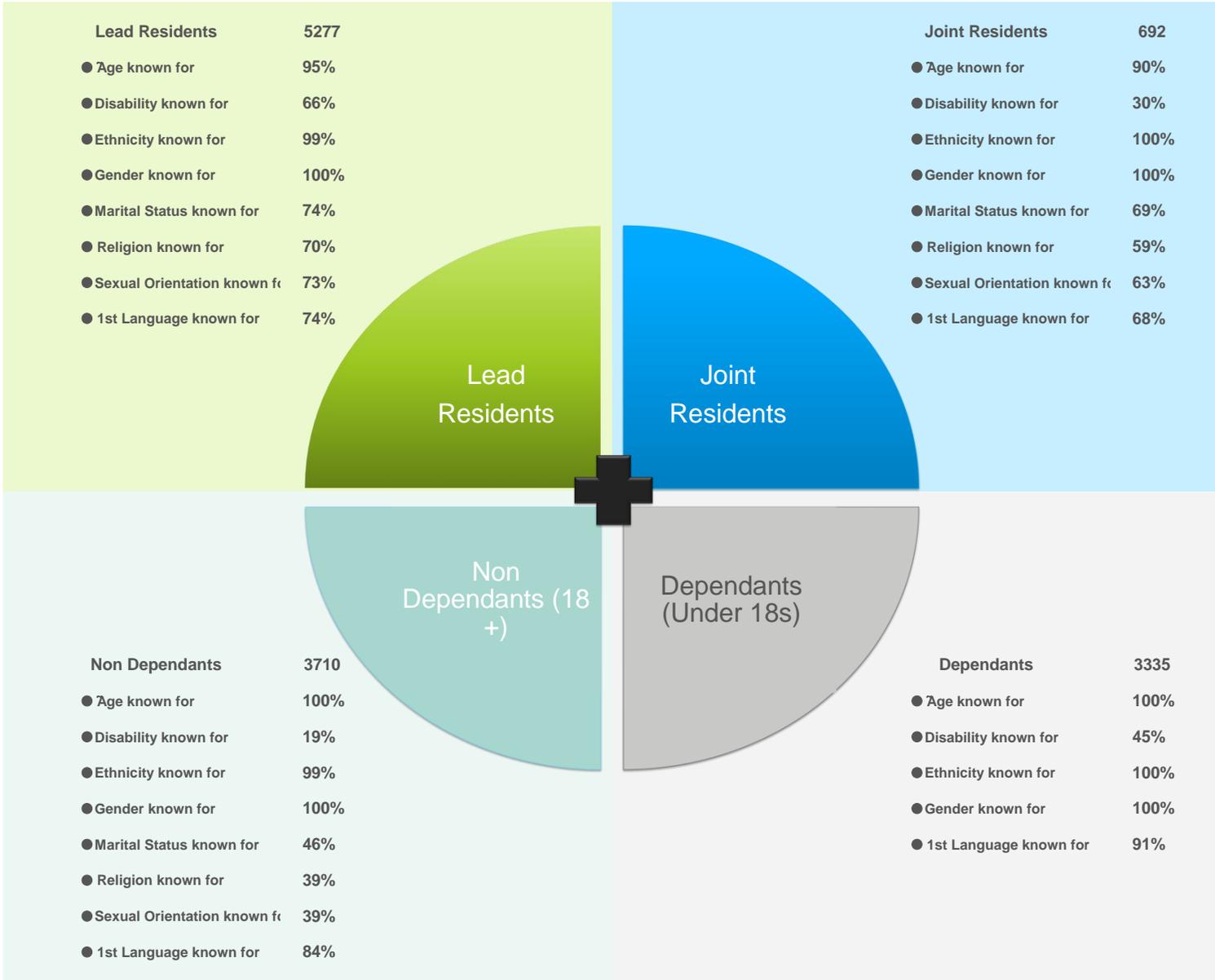
	Sexual Orientation	Tenants	Homeowners
	Bisexual	0.4%	0.1%
	Gay	0.3%	0.1%
	Heterosexual	46.3%	7.3%
	Lesbian	0.2%	0.0%
	Refused	7.2%	38.4%
	Unknown	45.7%	54.1%
	Unknown information for new occupants since		
01/04/2020	7	1	

	Ethnicity	Tenants	Homeowners	
	White	48.4%	8.2%	
	Mixed	3.0%	0.4%	
	Asian	2.8%	1.6%	
	Black	27.5%	6.9%	
	Other	2.8%	1.3%	
	Refused	13.8%	79.6%	
	Unknown	1.7%	2.1%	
	Unknown information for new occupants since			
	01/04/2020	7	2	

	First Language	Tenants	Homeowners
	English	4696	149
	Unknown	971	901
	Tamil	51	6
	Turkish	49	7
	French	47	2
	Somali	21	0
	Other	20	1
	Albanian	16	4
	Spanish	17	0
	Chinese	13	0
	Polish	20	0
	Vietnamese	12	3
	Portuguese	13	1
	Arabic	6	1
	Mandarin	7	0
	Yoruba	4	0
	Igbo	2	0
	Lithuanian	2	0
Bengali	1	0	
Italian	0	1	
Unknown information for new occupants since			
01/04/2020	9	2	

# PHOENIX RESIDENTS PROFILE

This is based on the 31 December 2020 report of ALL occupants living in Phoenix tenant and leasehold properties



## PHOENIX RESIDENTS PROFILE: WHERE PROFILE INFORMATION IS KNOWN (EXCL. 'REFUSED' AND UNKNOWN RESPONSES)

This is based on the 31 December 2020 report of ALL occupants living in Phoenix tenant and leasehold properties



Diversity Strand	Detail by Occupant Type	Lead Resident 5277	Joint Resident 692	Non Dependant (18+) 3710	Dependants (Under 18) 3335
<b>Age</b>	<b>Average Age</b>	53	57	31	11
	<b>Number Under 30</b>	334	16	2336	3331
	<b>Number Over 60</b>	1942	338	148	Not Applicable
<b>Disability</b>	<b>Number who have a disability</b>	1515	82	109	164
	<b>Top 3 Types of Disability (excl. Unspecified/ 'Other' Disability')</b>	1 Mobility Impairment	Mobility Impairment	Learning Difficulty	Not Applicable
		2 Multivalued	Multivalued	Multivalued	
		3 Progressive/permanent mental condition	Progressive/permanent mental condition	Progressive/permanent mental condition	
<b>Ethnicity</b>	<b>% White</b>	50%	55%	51%	30%
	<b>% BAME</b>	50%	45%	49%	70%
	<b>Largest BAME Group</b>	Black	Black	Black	Black
<b>Gender</b>	<b>% Female</b>	67%	66%	43%	47%
	<b>% Male</b>	33%	34%	57%	53%
<b>Marital Status</b>	<b>Number who have told us their Marital Status</b>	3216	354	1356	0
	<b>Majority are...</b>	Single	Married	Single	0
<b>Religion</b>	<b>Number who have told us their Religion</b>	2876	242	854	Not Applicable
	<b>Majority are...</b>	Christian	Christian	Christian	Not Applicable
<b>Sexual Orientation</b>	<b>Number who have told us their Sexual Orientation</b>	2664	240	639	Not Applicable
					

## PHOENIX AS 100 PEOPLE

This is based on the 31 December 2020 report of ALL occupants living in Phoenix tenant and leasehold properties.

\*Some numbers are rounded up

Age	Disability	Ethnicity	Gender	Religion
 <ul style="list-style-type: none"> <li>● 24 are under 18</li> <li>● 19 are 18-30</li> <li>● 37 are 31-59</li> <li>● 17 are 60+</li> <li>● 3 haven't told us</li> </ul>	 <ul style="list-style-type: none"> <li>● 13 live with a disability</li> <li>● 32 have no disability</li> <li>● 55 haven't told us</li> </ul>	 <ul style="list-style-type: none"> <li>● 35 are White</li> <li>● 4 are Mixed</li> <li>● 3 are Asian</li> <li>● 27 are Black</li> <li>● 3 are Other</li> <li>● 1 prefer not to say</li> </ul>	 <ul style="list-style-type: none"> <li>● 56 are Female</li> <li>● 44 are Male</li> </ul>	 <ul style="list-style-type: none"> <li>● 25 are Christian</li> <li>● 4 are Muslim</li> <li>● 2 are Other</li> <li>● 10 have no religion</li> <li>● 51 haven't told us</li> <li>● 8 prefer not to say</li> </ul>
1st Language Spoken	Tenancy	Years in their home	Property Type	Occupants
 <ul style="list-style-type: none"> <li>● 75 English</li> <li>● 6 Other language</li> <li>● 20 haven't told us</li> </ul>	 <ul style="list-style-type: none"> <li>● 92 live in tenant homes</li> <li>● 8 live in leaseholder homes</li> </ul>	 <ul style="list-style-type: none"> <li>● 18 0-3 years</li> <li>● 27 4-10 years</li> <li>● 29 11-19 years</li> <li>● 27 20+ years</li> </ul>	 <ul style="list-style-type: none"> <li>● 40 live in flats</li> <li>● 60 live in houses</li> </ul>	 <ul style="list-style-type: none"> <li>● 43 are lead occupants</li> <li>● 6 are joint occupants</li> <li>● 23 are dependants (under 18)</li> <li>● 27 are non dependants (over 18)</li> </ul>

## Appendix C: Staff profiling March 2021

### 1. Gender

Phoenix Community Housing: 54% of staff are female and 46% male.

Phoenix Repairs Service: 18% of staff are female and 82% male.

### 2. Age

	PCH	PRS	Group
<b>Up to 20</b>	0	1 (1%)	1 (0%)
<b>20-30</b>	26 (14%)	13 (19%)	39 (16%)
<b>30-40</b>	43 (24%)	12 (18%)	55 (22%)
<b>40-50</b>	34 (19%)	16 (24%)	50 (20%)
<b>50-60</b>	62 (34%)	20 (29%)	82 (33%)
<b>60-70</b>	15 (8%)	6 (9%)	21 (8%)

### 3. Disability

15 PCH staff (8%) and 7 PRS staff (10%) have disclosed a disability.

### 4. Ethnicity

	PCH	PRS	Group
<b>Asian</b>	6 (3%)	0	6 (2%)
<b>Black</b>	44 (24%)	12 (18%)	56 (23%)
<b>Mixed heritage</b>	12 (7%)	4 (6%)	16 (6%)
<b>Other</b>	5 (3%)	2 (3%)	7 (3%)
<b>White</b>	95 (53%)	44 (65%)	139 (56%)
<b>White - Other White Background</b>	1 (1%)	0	1 (0%)
<b>Prefer not to say</b>	7 (4%)	2 (3%)	9 (4%)
<b>Not recorded</b>	11 (4%)	4 (6%)	15 (6%)

## Appendix C: Staff profiling March 2021

### 5. Marital Status

	PCH	PRS	Group
<b>Married</b>	46 (26%)	17 (25%)	63 (25%)
<b>Partner</b>	4 (2%)	2 (3%)	6 (2%)
<b>Separated</b>	2 (1%)	0 (0%)	2 (1%)
<b>Single</b>	26 (14%)	8 (12%)	34 (14%)
<b>Not married or in civil partnership</b>	37 (21%)	6 (9%)	43 (17%)
<b>Prefer not to say</b>	1 (1%)	0 (0%)	1 (0%)
<b>Not recorded or prefer not to say</b>	64 (36%)	35 (51%)	99 (40%)

### 6. Religion

	PCH	PRS	Group
<b>Buddhism</b>	2 (1%)	0 (0%)	2 (1%)
<b>Christian</b>	58 (32%)	16 (24%)	74 (30%)
<b>Hindu</b>	3 (2%)	0 (0%)	3 (1%)
<b>Jewish</b>	2 (1%)	1 (1%)	3 (1%)
<b>Muslim</b>	1 (1%)	1 (1%)	2 (1%)
<b>No religion</b>	53 (29%)	20 (29%)	73 (29%)
<b>Prefer not say</b>	6 (3%)	2 (3%)	8 (3%)
<b>Blank</b>	59 (33%)	16 (24%)	75 (30%)

## Appendix C: Staff profiling March 2021

### 7. Sexual Orientation

	PCH	PRS	Group
Gay	3 (2%)	1 (1%)	4 (2%)
Heterosexual	138 (77%)	58 (85%)	196 (79%)
Lesbian	1 (1%)	0	1 (0%)
Other	1 (1%)	0	1 (0%)
Prefer not to say	9 (5%)	5 (7%)	14 (6%)
Blank	28 (16%)	4 (6%)	32 (13%)

### Gender breakdown by pay quartile (PCH only)

Quartile	Female (2020 figure)	Male (2020 figure)
1 (highest)	22 (22)	21 (19)
2	27 (26)	17 (15)
3	29 (24)	15 (18)
4	16 (13)	28 (28)

### Ethnicity breakdown by pay quartile (PCH only)

Quartile	White	Other ethnicities	Not held
1 (highest)	27	13	5
2	24	15	5
3	26	16	3
4	19	20	5

<b>DATE:</b> 25/03/2021	<b>PHOENIX COMMUNITY HOUSING Board</b>	<b>ITEM NO.</b> 8
<b>Open or Confidential</b>	<b>OPEN</b>	
<b>Report Title</b>	<b>Sustainability Strategy Update 2021-2025</b>	
<b>Lead Officer</b>	<b>Scott Wise, Interim Strategic Asset Manager, 07515 605197</b>	
<b>Lead Board Member</b>	<b>To be Appointed</b>	
<b>This item is for</b>	<b>DECISION</b>	

## 1 Recommendations

- A. Note Sustainability Strategy Update 2021-2025 and proposed approach to be adopted to progress towards achieving Net Zero Carbon for its homes by 2050.
- B. Note the stakeholder consultation conducted between November 2020 and February 2021.
- C. Propose appointment of a Board member as Board Champion for sustainability.

### Executive Summary

In January 2018 Phoenix approved the Sustainability Strategy 2018-2023 including a schedule of proposed activity. The Sustainability Strategy Update 2021-2025 reviews progress to date and sets out a framework to support the staged journey being planned in order that Phoenix can achieve the government objective of Net Zero Carbon (NZC) by 2050.

Since 2018 the government has accelerated its Carbon reduction ambitions for Social Housing Providers and has set challenging targets including the achievement of Net Zero Carbon by 2050. This will involve significant time and resource over a sustained period for all affordable housing organisations. It will also be important to establish the systems and information required to be able to measure progress and performance toward achieving this target.

The approach set out in this report has been shared across the business and wider stakeholders with a summary included within the Sustainability Strategy Update at Appendix A.

## 2 Corporate Plan Implications / Strategic Objectives

**Strategic Objective: Sustainability and safety for our business, environment and community**

**2020-21 Corporate Objective:** • Set a new sustainability strategy and start piloting new ways of building and maintaining our homes and delivering all our services to meet carbon zero targets.

### **3 Background including appendices**

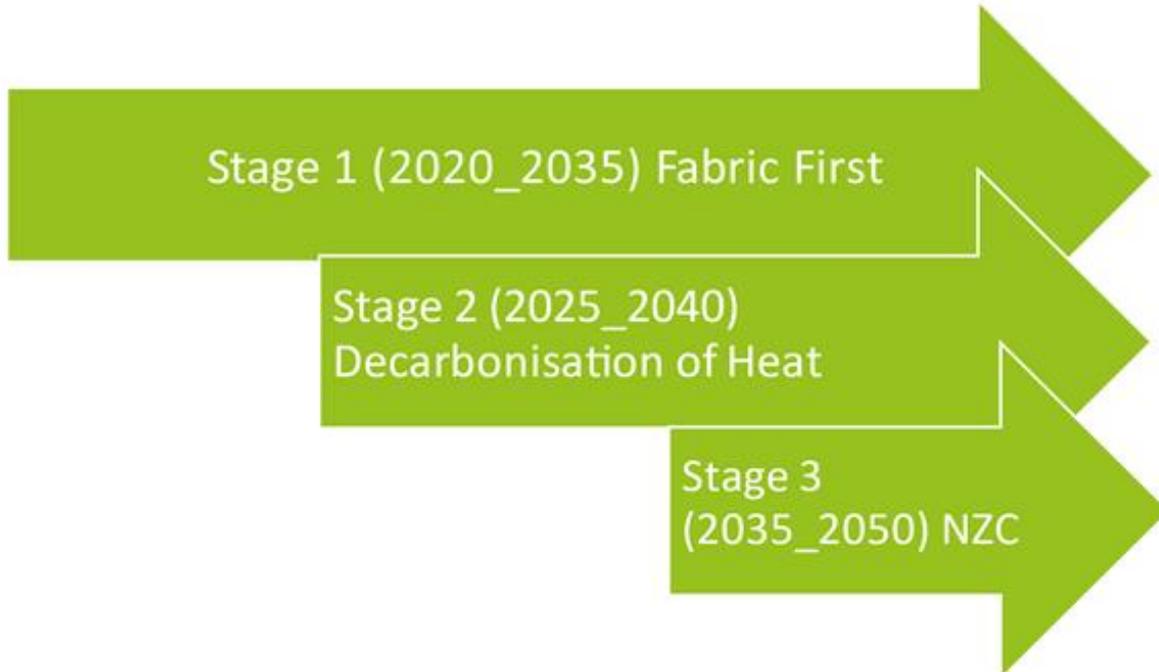
At the November Board meeting the following strategy update was proposed subject to wider consultation. This exercise has now been completed with the results noted in the Sustainability Strategy Update 2021-2025 (See Appendix A) and summarised below.

The Strategy Update 2021-2025 focuses on the following;

1. Continued delivery of successful initiatives including continuous resident and stakeholder communications
2. A staged approach (Plan below)
3. Improved Data Quality and Management
4. Peer benchmarking via membership of SHIFT or similar index to monitor business carbon footprint
5. Collaborative working with key partners to share learning, pilots, risk share and grant applications etc (eg LB Lewisham, Lewisham Homes, LETI, NHF, consultancy support etc)
6. Option appraisal and analysis of potential routes to achieving SAP band C for all properties by 2030, and 2050 Net Zero Carbon targets
7. Periodic review to ensure aligned to business plan, targets and latest technology, legislative and funding environment

#### **Staged approach – The route to Net Zero Carbon by 2050**

## The road to 2050



### Sustainability Implementation Plan

A detailed implementation plan is being developed and will be used to report continuous progress monitoring across the wide range of activities required to achieve Net Zero Carbon by 2050 – the latest working document is at Appendix C to this report.

### Appendices

Appendix A - Sustainability Strategy Update 2021-2025

Appendix B – Consultation Exercise and detailed response

Appendix C – Draft Sustainability Strategy Implementation Plan (Live document)

## 4 Communications & Consultation Implications

### Consultation Summary

Feedback from the consultation generally recognised the challenges of delivering 2050 NZC goals. Several comments reflected that the investment requirement may not match resident priorities for other areas of the business. There is a need for continued engagement to develop understanding of sustainability and the implications of retrofit for residents and staff. From a resident perspective, the understanding and behavioural changes required to use new heating technologies was seen as potentially challenging. A summary of the consultation feedback is included at Appendix B.

The following groups were included in the consultation process:

- Gateway Committee

- Procurement Group
- Heads of services
- Involved Board Member
- Phoenix Repair Service
- Development team
- #BeIn Phoenix Youth Panel
- Planned Maintenance team
- Housing Management team
- Health, Safety and Compliance team

## 5 Other Implications

### Legal

The Decent Homes 2 standard is likely to require homes to meet SAP C by 2030. Future governance requirements are likely to need greater detail around the energy performance of Phoenix homes and the wider business.

### Equality & Diversity

To be completed as part of stakeholder consultation.

### Value for Money

Initial costs of achieving SAP C by 2030 are estimated at c. £6million to be accommodated in the latest 5 year and future investment plans. Costs for achieving zero carbon will be identified over the coming years and included in future investment plans as set out in the staged plan. Affordability may be more achievable through government grants.

## 6 Risk Implications

As well as issues around data quality and management, uncertainties exist around the future of the gas and electric grids to deliver future home energy requirements with Brexit and the COVID pandemic presenting further uncertainties around development of these policies. There may also be issues around energy performance of homes being acquired as part of the wider growth strategy. Future cost associated with the Zero Carbon target is currently held in the risk register and reflects the existing risk appetite grid.

## 7 Sustainability Implications

Recommendations begin to highlight how Phoenix can achieve decarbonisation and will enable the organisation to measure lowering CO2 emissions and environmental impact. Increased use of the Pattern Book guiding our Environmental Improvement programme will help ensure investment proposals are aligned.

## 8 Resource Implications

### Finance

Costs associated with achieving Net Zero Carbon will be monitored and reviewed as part of the rolling 5 year investment planning process and .staged plan.

### Staff

Much of the activity contained in the strategy update will be accommodated in existing roles across the organisation. However, the breadth of activity and monitoring required by the strategy update is likely to require a further resource review which may include additional posts and/or consultancy support.

### Property

The Sustainability Strategy Update is part of the suite of Property strategies including the Development Strategy and Asset Management Strategy which will include building safety and sustainability objectives, and the organisation’s approach to procurement.

### IT

Increased use of the Keystone energy module and stock condition data is anticipated to assist with investment modelling using alternative technology costs. Review application enhancement proposals to see whether they will support the details included in PAS 2035 (Keystone is currently capable of holding RdSAP data used to generate EPCs).

## 9 Confidentiality

Open

### Approval

Approved by (Chair)	
Date	<a href="#">Click here to select date</a>

# PHOENIX COMMUNITY HOUSING

## 2021-2025 SUSTAINABILITY STRATEGY UPDATE

### Introduction

In January 2018 Phoenix approved the Sustainability Strategy 2018-2023. The Sustainability Strategy Update 2021-2025 reviews progress to date and sets out a framework for the staged journey being planned in order that Phoenix can achieve the business objective of Net Zero Carbon (NZC) by 2050.

The Sustainability Strategy Update framework comprises the following areas:

- 1. Continued delivery of successful initiatives including continuous stakeholder communications**
- 2. A plan illustrating the proposed staged approach to deliver Net Zero Carbon to all Phoenix properties by 2050**
- 3. Improved Data quality, quantity and management of energy information relating to Phoenix properties.**
- 4. Independent measuring and monitoring of the carbon footprint and sustainability & environmental credentials of Phoenix.**
- 5. Collaborative working and learning with key partners to facilitate shared technological learning, pilots, risk sharing and grant applications etc.**
- 6. Option appraisal and analysis of potential routes to achieving SAP band C for all properties by 2030 and 2050 Net Zero Carbon targets**
- 7. Review strategy periodically to ensure it is aligned to the business plan, targets and latest technology, legislative and funding environment**

### Background

The Climate Change Act 2008 updated in 2019 sets a legally binding obligation for the UK to end its contribution to global warming and become Net Zero Carbon (NZC) by 2050. Much of the contribution to global warming is created by the burning of fossil fuels such as gas, oil, & coal which generates emissions of Carbon Oxide (CO<sub>2</sub>).

This means organisations must dramatically decrease the amount of carbon emissions and offset any amount it produces. The emissions an organisation produces is sometimes referred to as it's 'Carbon footprint'.

This requirement will not only influence how we must improve the energy efficiency of our housing stock, old & new, but has implications for many other activities the organisation undertakes.

Other drivers for uplifting the energy efficiency of existing homes come from Government policies & strategies such as:

- Sustainable Warmth, BEIS Fuel Poverty Strategy 2021
- The Clean Growth Strategy 2018
- The Committee on Climate Change, Sixth Carbon Budget 2020

These strategies call for increasing the energy efficiency of all fuel poor & rented properties in the next decade to a minimum energy rating. It is a likely that the revised Decent Homes Standard will incorporate these energy efficiency requirements too.

Financial institutions & other potential lenders are increasingly focusing on Economic and Social & Corporate Governance (ESG) credentials of organisations like Phoenix when choosing who to lend to. The credibility of the Phoenix's sustainability strategy and the reporting of the broader sustainability outcomes feed into the ESG reporting and can influence potential funding decisions and advantageous lending rates etc.

As a resident-led organisation the involvement of Phoenix residents delivering the sustainability objectives is vital. The scale of the works and the interventions into resident's homes requires the building of understanding and support. The narrative of the benefits to retrofitting homes needs to be developed in an manner that will be easy to disseminate and understand. Resident leadership, from Board level, across other governance groups, and individual 'champions' supporting the sustainability goals towards 2050 needs to be developed as part of the strategy

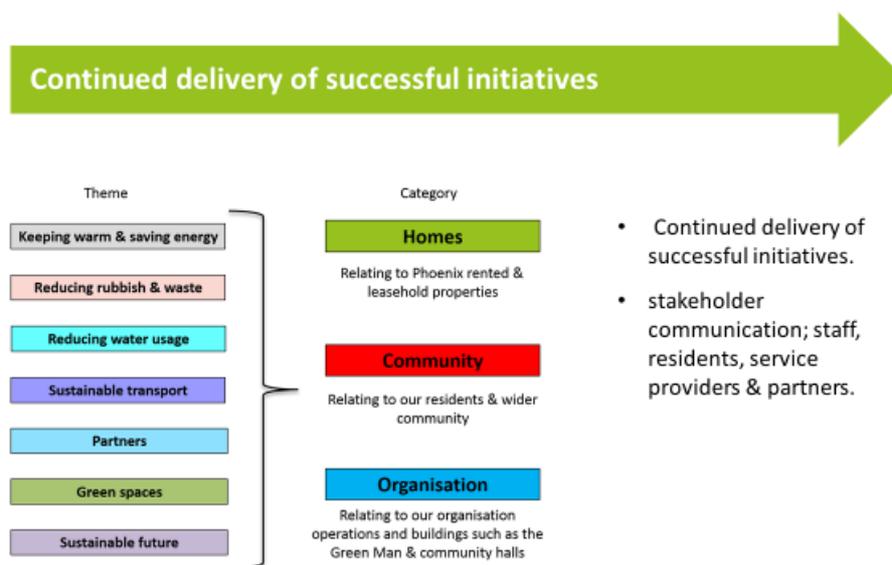
For these and for reasons of social responsibility, Sustainability and Net Zero Carbon by 2050 is one of Phoenix's priorities in the corporate plan:

*“Set a new sustainability strategy and start piloting new ways of building and maintaining our homes and delivering all our services to meet Net Zero Carbon targets”.*

## 1. Continued delivery of successful initiatives including continuous stakeholder communications.

1.1. Phoenix is committed to operate in an environmental and sustainable way as defined in the sustainability strategy launched in 2018. Continuation of positive and sustainable activities such as tree planting, enhancing our green spaces, piloting electric vehicles, reducing energy and waste in The Green Man, the offering of

seasonal energy advice to residents and many others activities all help towards Phoenix being a sustainable and environmentally conscious organisation. The value of these outputs will be collated by the proposed assessment and accreditation scheme. These outcomes will be an important aspect in recognising Phoenix's sustainability and environmental credentials on the route to deliver our 2050 NZC goals,



*Table 1: overview of existing Sustainability Strategy*

1.2. Every member of Phoenix's board, staff and residents have a role in working together to achieve the commitments in the existing sustainability strategy and those proposed in this review. To support this, a communications plan will be developed with Phoenix's communications team to help ensure the sustainability & environmental outcomes include our requirements for 2030 and 2050 and our wider sustainability and environmental activities are better understood and supported.

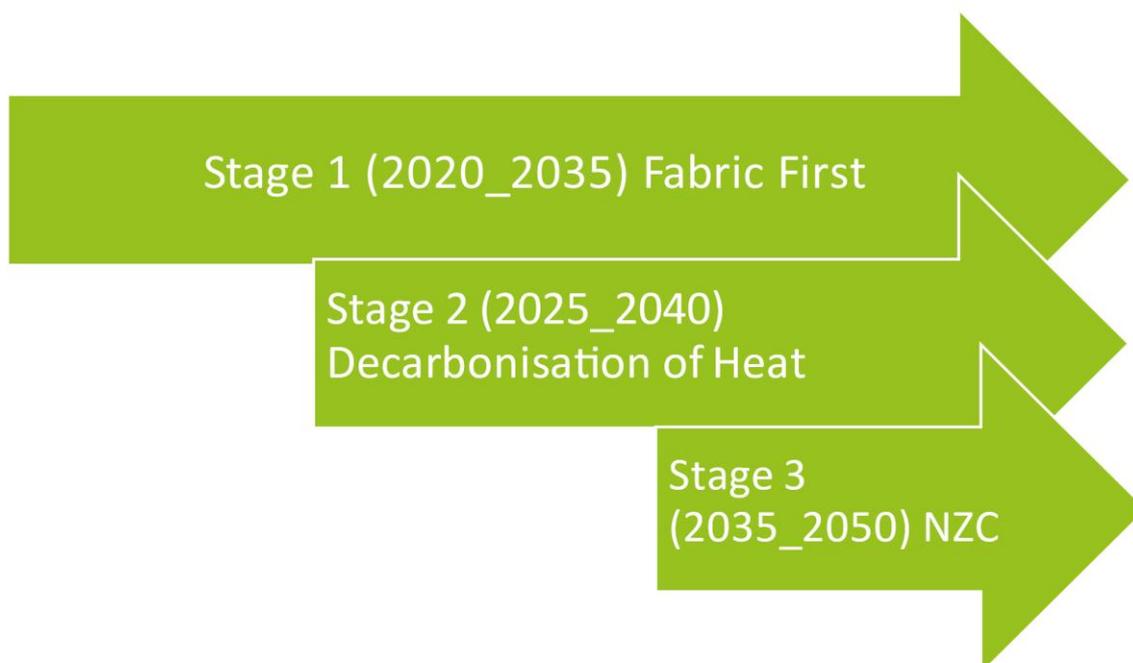
1.3. Prior to the strategy being taken to Board, wide scale stakeholder consultation has been undertaken with the following stakeholder groups:

- Procurement Group
- Heads of services
- Resident Board Member
- Phoenix Repair Service
- Development team
- #Beln Phoenix Youth Panel
- Planned Maintenance team
- Housing Management team
- Health, Safety and Compliance team
- Phoenix Gateway Committee



2. A plan illustrating the proposed staged approach to deliver Net Zero Carbon to all Phoenix properties by 2050

### The road to 2050



*Table 2: Pathway to achieving NZC by 2050 in existing properties.*

2.1 At this time the government's roadmap to deliver 2050 NZC via retrofitting existing homes is still under development and uncertainties regarding the route to delivery, the technologies used to decarbonise heat in homes and the form off offsetting is still in development

2.2 The staged approach set out in this plan reflects these uncertainties by illustrating a logical and lower risk approach to deliver the NZC goals in overlapping phases. The initial steps of stage 1 will concentrate initially on data management and investment planning moving through shared research and learning with peer organisations and consultants to gain a wider understanding of the technologies and process needed to be implemented for Phoenix to achieve the challenging net zero carbon targets

2.3 The first stage of the plan addressing the physical building fabric is to increase the insulation of existing Phoenix homes where practicable. Doing this means they need less energy to keep warm, will stay warmer for longer and can help to make the properties cheaper for residents to heat. As well as improving the insulation, these improvements help to limit uncontrolled air draughts. Enhanced controlled ventilation will be needed to keep the air quality in the home good and prevent issues such as condensation & mould growth which can cause resident dissatisfaction and disrepair claims. Within the timeframe of this first stage it is

anticipated that most of Phoenix's homes will achieve a minimum SAP band C by 2030 through works to void and other homes.

2.4. With the home's energy requirements lowered to SAP C minimum the second stage will be to replace fossil fuel powered heating appliances with alternative low carbon heating systems or networks. There is still uncertainty as to what technology these systems will be in Phoenix homes, but it could be in the form of electrically power heat pumps. These run in a similar way to air conditioning units or refrigerators in reverse; taking heat from the air or ground outside and using that to heat the radiators and provide hot water in the home. It is also possible the gas network could be converted to deliver bio or hydrogen gas.

2.5. The third stage of the plan will involve putting micro generation systems onto homes that can generate and store electricity and/or heat for when it is needed. It may be that not all Phoenix homes can achieve NZC by this method so further offsite carbon offsetting may be required. The definition of this form of offsetting still requires clarification by the UK government. It is likely that some offsetting can be achieved by enhancing our green spaces to sequester carbon in the form of trees and plants, but as this space is limited, it may involve other measures such as investment in low carbon power generation at a different location to the home, either locally or further afield.

2.6. It should be noted that in the absence of a definitive government roadmap, the situation remains dynamic and our response should therefore continue to be flexible while gathering robust data and considering options for PCH stock; also the 3 stages above are likely to overlap and some approaches for retrofitting properties to 2050 NZC may require actions to be undertaken simultaneously.

### 3. Improved Data Quality and Management of energy information relating to Phoenix properties.

3.1 Energy data for Phoenix homes is collected by making a document called an Energy Performance Certificate (EPC). To create this document the home is assessed by a surveyor who calculates a score to reflect the energy efficiency of the home. The score is called a SAP score. (SAP stands for Standard Assessment Procedure) The SAP score ranges from 0 to 100+. The lower the SAP score the less energy efficient a home is likely to be and the more it is likely to cost the resident to heat. For convenience these scores are divided into bands with Band G holding the lowest scores & Band A+ the highest.

3.2. Currently there is energy data for around 25% of Phoenix homes. The majority of these have been created when the home is available to be rented, as it is a legal requirement. An EPC has a 10 year life before a further survey is required. The average SAP score for Phoenix homes is currently SAP 70, which is in Band C. However, all Phoenix homes need to achieve at least a minimum SAP band C rating as a first step towards NZC by around 2030. It is estimated that 1500 Phoenix homes are currently below this rating. These properties will need to be treated to improve their energy efficiency

3.3. To ensure Phoenix makes the right energy efficiency investment decisions in undertaking the stages illustrated in the plan to achieve its 2030 & 2050 targets the quantity of energy data needs to be increased.

3.4. it is proposed from FY 21/22 EPCs will also be undertaken whenever there is a significant intervention in occupied homes that do not have a current EPC. This may be during internal & external works undertaken by the Planned Maintenance and Void teams and whenever a boiler replacement occurs via Phoenix Repair service.

3.5. A business case will be made to support a standalone programme of undertaking EPCs commencing FY22/23. Other opportunities to collect energy data will be explored such as alignment with electrical or asbestos surveys. (see table 3)

3.6. Existing energy data will be checked for accuracy and ensured it is up to date and located centrally in Keystone, the asset management software. Energy data will be reported by archetype breakdown as well as overall average and percentage of PCH housing stock with energy data will be reported as a KPI.

#### 4. Independent measuring & monitoring of the carbon footprint and sustainability & environmental credentials of Phoenix.

4.1. In order to meet the 2050 Net Zero Carbon targets across the organisation, Phoenix must define and baseline its own carbon footprint by understanding the entirety of the greenhouse gas emissions for which it is responsible and then target and track the reduction of emissions towards the 2050 NZC goals. Greenhouse gas emissions are categorised into three groups or 'Scopes':

- Scope 1 covers direct emissions from owned or controlled sources, such as Phoenix's company vehicles.
- Scope 2 covers indirect emissions from the generation of purchased electricity & gas, such as in The Green Man, community halls and communal lighting areas.
- Scope 3 includes all other indirect emissions that occur in a company's value chain, such as the emissions from our housing stock and supporting activities.

4.3. The annual assessment will also baseline and monitor the other sustainability and environmental activities and outcomes as listed in the current 2020-? sustainability strategy. Analysis by independent audit will better allow Phoenix to make realistic and achievable targets for improvement on an annual basis.

4.4. The use of an independent audit will inform and give credibility to Phoenix's Economic and Social & Corporate Governance (ESG) credentials, as well as helping to highlight and drive the behavioral changes required by staff, residents and the organisation's operations and outputs.

## 5. Collaborative working & learning with key partners.

5.1. The scale of the investment needed to deliver the works to achieve the 2050 NZC goals means that Phoenix must work collaboratively and develop partnerships with national, regional & local organisations. Current partnership working organisations include the Greater South Eastern Energy Hub, the Greater London Authority, London Borough of Lewisham, local housing associations and other interest groups concerned with sustainability, environmental issues and NZC targets.

5.2. Collaboration in retrofit goals will help increase the economies of scale for potential works, which in turn can attract more advantageous funding, allow Phoenix to spread and thus lower the risk and allows for better dissemination of understanding and learning in the techniques and technologies needed for retrofit.

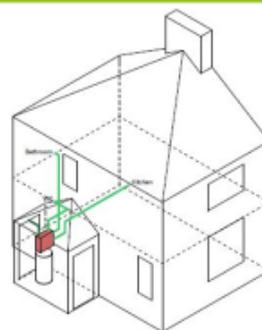
5.3. Working in collaboration with the London Borough of Lewisham will help to ensure that Phoenix's sustainability strategy is closely aligned with the local authorities' policies, goals and plans, which in turn will be influenced by regional and nation strategies.

5.4. As part of the learning process Phoenix is proposing to undertake a deep retrofit pilot on a void home to test and understand the processes & methods required to improve energy efficiency and install the low carbon technologies. This property could also serve as a demonstrator show home for a limited time before letting. This will provide both Phoenix residents, staff and other stakeholders the opportunity to learn and understand the processes, requirements, technologies and the finished quality and experience of delivering retrofit works to 2050 NZC standards.

### Learning & Collaboration

#### Deep retrofit pilot:

- Tests requirement to uplift fabric efficiency on existing homes towards the 2050 Net Zero Carbon levels.
- Introduce scalable measures relating to Phoenix's specific archetypes
- Test new technologies such as Air Source Heat Pumps & Mechanical Heat Recovery Ventilation
- Test new methodologies to deliver whole house retrofit (PAS 2035)



#### Collaborative working with key partners to facilitate shared technological learning:

- Joint Pilots
- Risk share & grant applications
- Increased scalability
- Lower Costs



Picture3: Key outcomes of learning & collaboration

5.5. PAS 2035 methodology is the process through which future retrofit programmes receiving public funding will be delivered. PAS2035 was a Publicly Available Specification developed to ensure a holistic, ‘whole house’ approach is taken with retrofit works. Using PAS 2035, any proposed retrofit works for a property are considered, risk assessed, designed, and installed as a coordinated approach. The methodology assures that residents are consulted and advised of the benefits before and during the works and are informed on the best ways to use different technologies and behavioural changes associate with different forms of heating a home. Post works monitoring and evaluation are also undertaken.

5.6. This methodology will help better ensure quality, accountability and value in any retrofit work investment and subsequently help to lower the risk to Phoenix. Use of the methodology helps to lower the risk for retrofit works and can help to attract investment from 3<sup>rd</sup> parties in such projects.

5.6. It will be necessary for Phoenix and PRS staff to better understand the PAS2035 model of delivering retrofit works and a training programme will be developed.

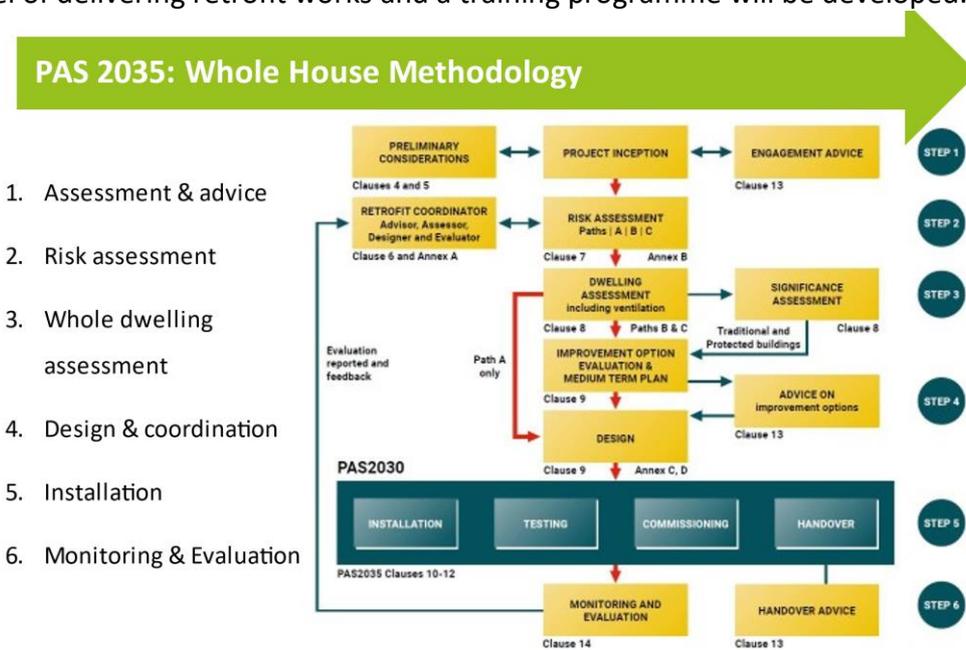


Table 3. PAS2035 Methodology through which future retrofit funding will be delivered

6. Option appraisal and analysis of potential routes to a achieving SAP band C for all properties by 2030 & 2050 Net Zero Carbon targets.

6.1. As described in section 1.2 the proposed first step towards the achieving the 2050 NZC target is to improve the energy efficiency of Phoenix homes. The average

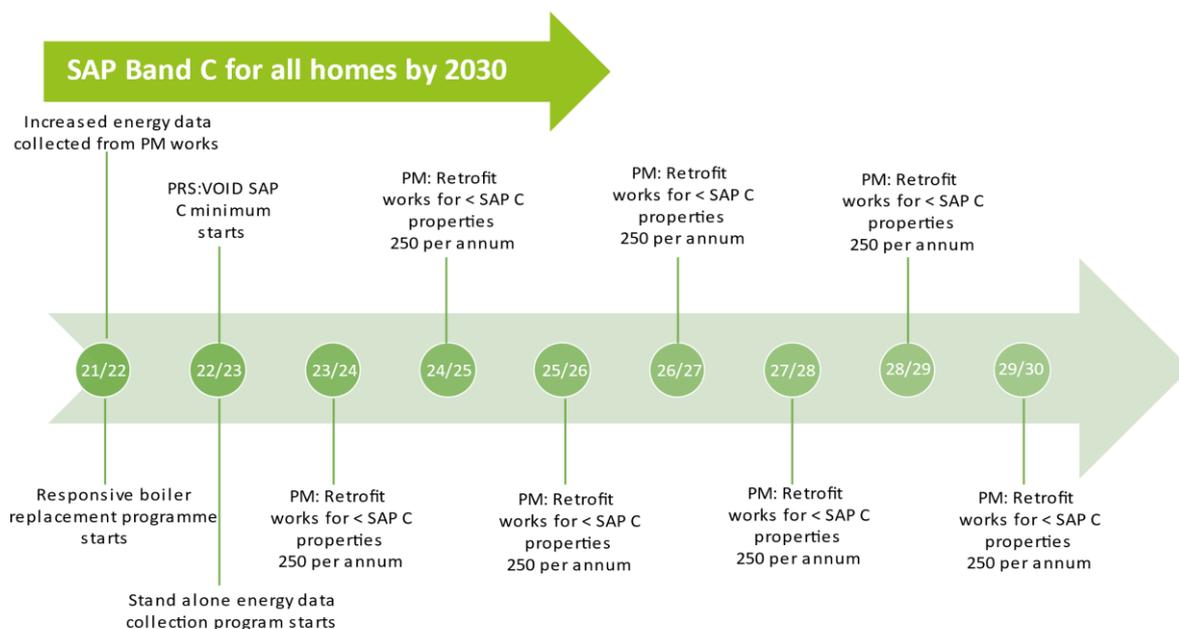
SAP score for Phoenix homes is currently SAP 70, which is in Band C. (SAP 69-80) All Phoenix homes will need to achieve at least a minimum SAP band C rating by 2030.

6.2. In addition to increasing the number of properties with energy data as described in paragraph 3.4-3.5 other strategic changes and workstreams will need to be begin to deliver the SAP C target by 2030. Table 4 illustrates all the proposed activities required to achieving this goal within that timeframe.

6.3. Replacing operational equipment will no longer be based on age information. Instead, PCH will provide a resource for the Phoenix gas contractors to replace central heating boilers - based on efficiency and repair history. This responsive boiler replacement programme will commence in FY2021/22.

6.4. When a home becomes vacant Phoenix will undertake works to ensure that it is in a suitable condition for the new resident and achieves the Decent Homes Standard. This is also an ideal time to undertake energy efficiency works as required. Currently approximately 20% of these properties do not reach EPC Band C (SAP 69 or higher) scores. It is proposed that all empty properties are treated to ensure that they can reach the EPC Band C scores when re-let. This will have implications for the turnaround time as the additional measures may take longer to install in the homes. It is anticipated this programme will be implemented by Phoenix Repair Service at the start of FY 2021/22.

6.5. Phoenix is potentially about to increase the number of homes it manages by a stock transfer of 1200 homes, these will need to be surveyed and assessed to understand what they will require to bring them to SAP Band C by 2030 and onwards to the 2050 NZC goals.



*Table 4: Potential route to achieve SAP C minimum(stage 1 of 2050 roadmap) for existing Phoenix stock by 2030*

6.6. In January 2021 Phoenix was successful in gaining over £30,000 worth of consultancy support from the Greater South East Energy Hub, (GSEEH) an initiative funded by the Department of Business Energy and Industrial Strategy (BEIS) as part of government policy to deliver clean growth. To support the development of any future retrofit funding GSEEH are piloting a technical assistance facility for social housing providers, such as Phoenix. The outcome of this will help inform the sustainability strategy, the investment required to 2050 and better position Phoenix to access future funding.

6.7. The outcome of participation in this pilot includes:

- Creation of a detailed assessment of the current energy performance of the housing stock of the social housing provider.
- Creation of a plan to raise the energy performance rating of the social housing analysed to a minimum of EPC C by 2030, and to set housing on a path to net-zero carbon.
- Understanding where energy performance improvements can be sequenced and aligned with wider stock improvement/remediation works to reduce costs and disruption.
- Engagement with tenants/tenants' representatives to ensure buy-in.
- Identifying possible suppliers and funding streams available. Any plans and outputs from the pilot would be of sufficient detail to enable access to future funding streams.

6.8. Within this support our energy data has already been subject to analysis and has produced a draft profile as described in table 5.

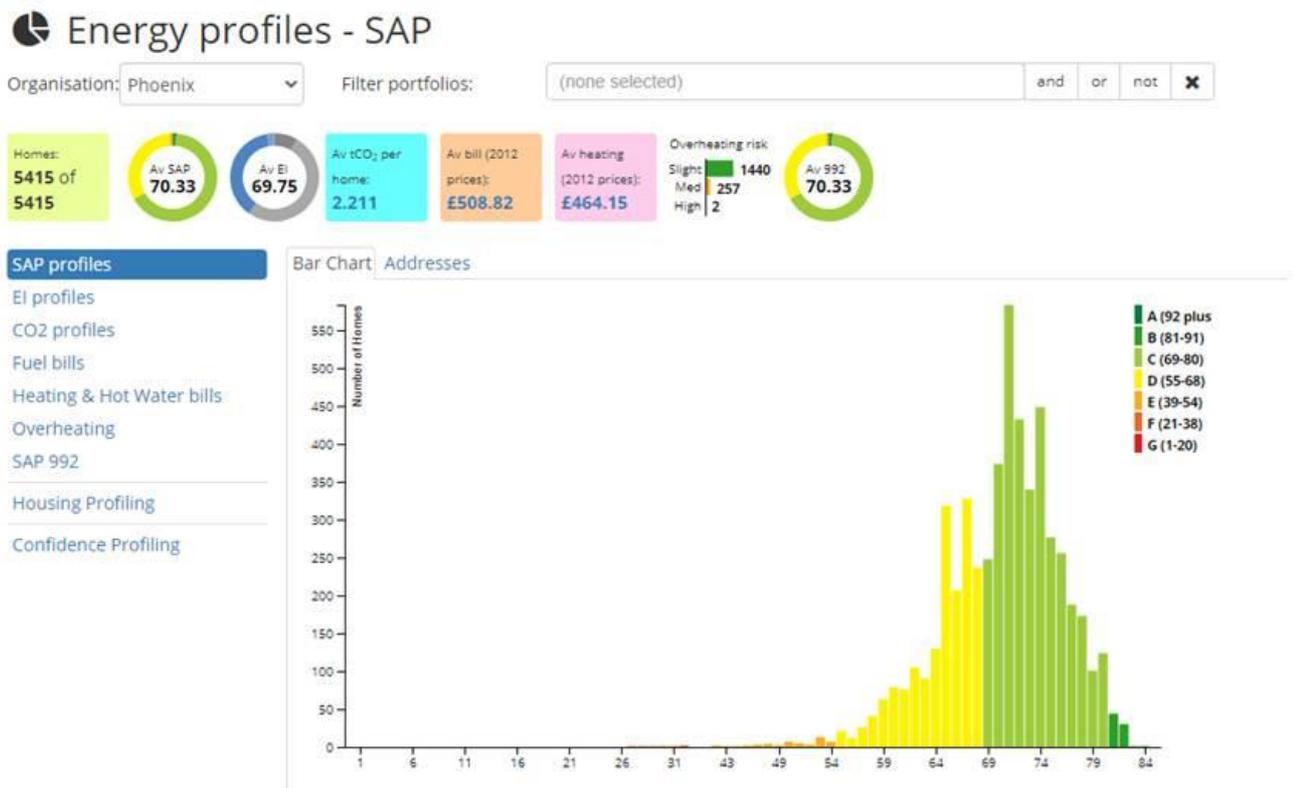
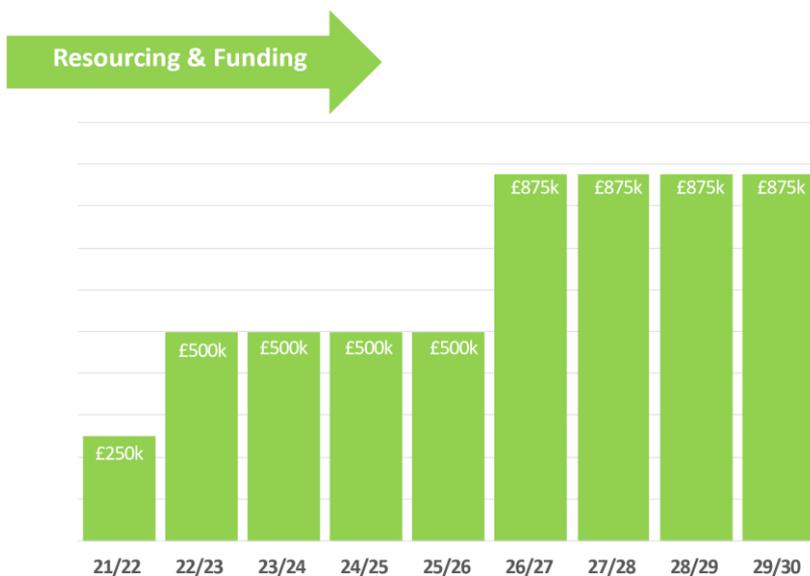


Table 5: Current Phoenix SAP profile

6.9. Currently £2.5 m has been allocated for the first 5 years of this strategy’s scope as described in table 6. A further £3.5m has been allocated from FY26/27 to enable Phoenix to achieve its SAP C targets by 2030. The outcome of the work from the technical assistance pilot and further energy data collection will help to establish a more accurate costing.



*Table 6: Estimated cost profile to achieve SAP C by 2030*

6.10. A number of Phoenix homes do not have gas boilers providing space heating although of these some have gas boilers providing water heating. The residents of these homes have declined previous offers from Phoenix to install gas fired space heating systems. These properties score poorly in terms of energy efficiency. 50 properties were identified in this category in 2016. To date 9 of these properties have become voids and have been upgrade to gas fired space heating. Phoenix is actively engaging with 4 of these properties to help the resident deal with other issues in the home, and a further 3 are considering, or have agreed, to have gas fired space heating installed in future programmes. The reasons for resident's refusal are varied and complex. There will be continued engagement with these residents and, as low carbon heating technology develops, and is rolled out into Phoenix homes, consideration if they can be installed to make these homes be efficiently & affordably heated.

## 7. Review strategy periodically to ensure it is aligned to the business plan, targets and latest technology, legislative and funding environment

7.1 This strategy sets out the proposed route to achieve NZC by 2050 but due to the long term nature of the plan and the likelihood that many things can change over this period; technologies, funding streams, legislation etc, as well as internal Phoenix business plans.

7.2 The strategy be reviewed annually to ensure it is correctly aligned and Phoenix is always in the best position to make the investment decisions required. It is proposed that an annual report to Board is made at the start of each financial year to describe progress made in implementing the sustainability strategy in the following areas:

- Report findings of independent audit
- Progression in collecting energy data
- Progression of properties reaching SAP C minimum
- Changes in government legislation, policies & strategies
- Changes in fund/investment opportunities

## Glossary of terms

BEIS	Department of Business, Enterprise & Industrial Strategy.
Carbon Footprint	The amount of CO <sub>2</sub> gas emitted over a period of time.
CO <sub>2</sub> Carbon Dioxide	The main greenhouse gas that contributes to global warming. Created when burning fossil fuels.
Carbon Emission Scopes	The classification of source of carbon emissions created by a organisation.
Decarbonisation of energy/Heat	Energy from sources that don't emit CO <sub>2</sub>
Decent Homes Standard	The minimum standard for a home to be rentable. Likely to be updated
Economic and Social & Corporate Governance (ESG)	Three factors measuring the sustainability and societal impact of an investment in a company or business
Energy Performance Certificate (EPC)	The document that shows the energy efficiency of homes
Fabric First	A method of lowering the energy demand of a building by improving the insulation and lowering the heat loss
Fossil fuels	Fuels which burn hydrocarbons & emit CO <sub>2</sub> such as Natural Gas, Oil, Coal
GSEEH	Greater South Eastern Energy Hub
Greenhouse gases	Gases which cause global warming/climate change often emitted from fossil fuels
Heat Pumps	A low carbon electrical technology for collecting heat from air, ground or water & using it to make heat for homes

Net Zero Carbon (NZC)	An entity that is fully powered by on or off site renewable energy sources
Microgeneration	Generation of low carbon energy typically on the roofs of homes etc.
Offsetting	The reduction/ removal in emissions of CO <sub>2</sub> or other greenhouse gases made in order to compensate for emissions made elsewhere
PAS 2035	The government approved methodology of retrofitting homes
Renewable Energy/Low Carbon energy	Energy that is created from non CO <sub>2</sub> emitting sources
SAP Bands	The grouping of SAP scores into bands to allow homes to be ranked in terms of efficiency from Band A (Highest) to Band G (lowest)
SAP scores	A score between 0 to 100 that shows the energy efficiency of homes. The higher the score the better the energy efficiency

## Feedback from online survey

*Q: What do you see as the main challenges for Phoenix delivering the sustainability strategy goal of Net Carbon Zero by 2050?*

### Consultation

- Residents may not embrace the NZC approach, they know that money is finite and they may not see as sustainability as particularly important – our ability to invest in other resident priorities like neighbourhood improvements and better services will be significantly reduced.
- Retrofitting all the old stock
- Change of culture (gas to electric, other forms), getting minimum SAP band C rating by 2030. levels of communication and consultation, resident acceptance and built-in, retro fit to existing properties (can we do it to properties that will soon to be 100 years old?)
- Other business areas being prioritised; political changes, funding
- Cost, expertise (in use of new technologies), buy in from residents and staff (culture)

*Q:What do you see as the main challenges for your Role/Team /Department in delivering the sustainability strategy goal of Net Carbon Zero by 2050?*

- We are a support service so will support the key teams in their work
- Not having substantial work pilots undertaken first, not having an input in developing detailed work specifications, programmes rushed, planning, and delivery of work programmes.
- Getting the community centres net carbon zero
- Buy in to measure it, Challenge measuring impact, cost

*Q:How can you further influence your team to prioritise sustainability?*

- Build it into the team plan
- Continuous discussion and involvement
- We can influence & raise resident's awareness when they deliver resident-led community projects
- My team will be early adopters and we will try and role model principles of sustainability including measurement

*Q:How can Phoenix further raise awareness of our environment & sustainability goals for our residents?*

- Demonstrate our commitment and tell people about what we've done.
- Introduced at new tenancy briefings, advertisement, what the changes will look like and what will it mean for residents, awareness through PCH website, posters etc.. working parties, include more 'resident champions' , AGM presentations, Resident forums, Resident surveys.
- We can influence & raise resident's awareness when they deliver resident-led community projects
- Promote cost savings, make it fun, intergenerational initiatives, Community Chest Priority theme

*Q:How can Phoenix further raise awareness of our environment & sustainability goals for our staff?*

- Regular briefing and updates

- In addition to Phoogle, lunch n learn , team talks etc . Depts /teams can include sustainability in their annual plans
- Revitalise the environmental pledge and measure it, make it fun, training
- Bring it up at all-staff events

## Feedback from Development presentation

- The methodology of SAP will change away from a cost index to be weighted more towards CO<sub>2</sub> emissions
- There needs to be ongoing analysis of the investment requirements to bring existing properties to 2050 NZC (including the 2030 SAP C target) and the development of potential trigger points (per unit or perhaps estate) that enables different approaches to achieving the targets. E.g. Disposal, Redevelopment or hybrid approach.
- The investment required to achieve 2050 NZC targets needs to be highlighted in the corporate risk register.
- Consideration of location-based approach to delivering retrofit works: One that can include tenants, leaseholders & freeholders in a street by street programme
- Add a flow chart/process showing how the different areas link to bring together the required outcomes. This visual illustration may highlight gaps in the strategy.
- Analyze what measures are appropriate, what measures are viable, what these measures will cost and how long will these take to deliver. You may find that it is not possible to meet the stage targets in all cases (regardless of expenditure) and this is worth knowing early on as it will lead to alternative approaches and strategies.
- Your presentation slides suggests that in stage 1 we focus on fabric improvement, in stage 2 we focus on installing energy efficient/low carbon services and in stage 3 we focus on install renewables. Where did these stages/timescales come from? In reality, these improvements are likely to be delivered together, and perhaps the slides should indicate this.
- The strategy should have an action plan with named personnel, their responsibilities and the timescales for each action.

## Feedback from #BeIn presentation

- Will the increased cost of PH buildings mean more cost to the resident?
- New buildings needs to consider the recycling needs of the residents, access to recycling points and internal spaces to assemble recycling items?
- Recycling points in estate need to be positioned in places that encourage residents to recycle
- Rubbish chutes in existing blocks don't encourage recycling
- Will developments reduce the amount of green spaces?
- Will the new technology used to heat homes be easy for residents to understand ?
- How easily will it be to put heat pumps into existing homes.
- Importance of green spaces (allotments/mini forests)
- The ideas for retro fitting the houses are good but will people understand it? There may be a generational gap- Communication is important to making this work.
- Question: How is the fire safety of adding new measures based on what happened at Grenfell

## Feedback from Resident Board member

“I think it's promising that there will now be regular updates on the sustainability strategy coming back to board, but I think all of us feel that it shouldn't live long as a stand-alone (and siloed) endeavour, and should move towards fully informing all aspects of PCH's working. For this to become the case I think we will need some of these uncertainties (including the path to 2050, the expectations of what we will have to deliver, and the level of investment required from PCH) to resolve themselves.”

- Uncertainty in policies & roadmaps from government make it difficult to define path to 2050
- We need to collaborate & share learning with other HA & stakeholders
- Important to link sustainability strategy with wider environmental programme
- Important that strategy relates to Phoenix as a placed based organisation
- Important strategy is understood and adopted by residents
- Develop a shared understanding of what the term means for residents & staff
- Is sustainability yet enough of a priority





<b>DATE:</b> 25/03/2021	<b>PHOENIX COMMUNITY HOUSING BOARD MEETING</b>	<b>ITEM NO.</b> 9
<b>Open or Confidential</b>	<b>OPEN</b>	
<b>Report Title</b>	<b>Phoenix Governance – Youth representation</b>	
<b>Lead Officer</b>	<b>Keren Miller Head of Community Engagement &amp; Kevin Kelly Governance Manager</b>	
<b>Lead Board Members</b>	<b>Anne McGurk</b>	
<b>This item is for</b>	<b>DECISION</b>	

## 1 Recommendations

- A. The Board notes the progress of #BEin and their aims of closer aligning their work within the governance structure.
- B. The Board agrees the proposed recommendations to integrate the Youth Leadership Group into Phoenix Governance.

### Executive Summary

#BEin is a leadership group, which supports young people age 16 – 25 to obtain employment, education and training, leadership skills and the ability to design and deliver social action projects.

#BEin are keen to develop their voices within Phoenix by formalising the youth leadership panel within Phoenix governance. It is proposed and recommended that:

- #BEin youth leadership group operates as an integrated and visible part of Phoenix Governance structure.
- #BEin youth leadership group and their terms of reference is reviewed, seeing if they can develop into what effectively would be a Youth Leadership Panel, along with examining and including their terms of reference into the overall Governance Terms of Reference.
- The possibility of shareholder and gold membership for young people living in Phoenix properties is explored, either as full members or creating a new tier of membership for them. This is to be part of the review of Gold membership.

On the basis of the above, that the Board approves the following recommendations:

1. That a terms of reference for the #BEin Youth Leadership Panel is produced as part of the review of the Board and Sub-Committee's Governance Terms of Reference, with the aim of including it in the refreshed Terms of Reference, whilst examining how to set up as a Youth Leadership Panel.
2. That shareholder membership for young people living in Phoenix properties is reviewed as part of the overall review of Gold Membership to see if we can incorporate or produce a new tier of membership for them.

The formal involvement of young people in Phoenix's Governance will ensure that Phoenix retains a strong resident led focus, and legacy and meets its statutory and regulatory obligation.

## 2 Corporate Plan Implications / Strategic Objectives

### Strategic Objective: Resident Leadership and effective governance

**2020-21 Corporate Objective: • Ensure excellence in governance by delivering effectiveness reviews of our board and subsidiaries.**

**2020-21 Corporate Objective: • Steered by residents deliver our Community Engagement Strategy, making sure we evaluate our impact.**

The successful implementation of the Community Empowerment and Engagement Strategy will ensure that Phoenix retains a strong resident led focus, succession planning, and meets its statutory and regulatory obligations.

## 3 Background including appendices

Staff and stakeholder consultation carried out as part of the 2018 community regeneration strategy review raised an ongoing concern about the future recruitment to Board. Particularly, the Board being representative and including young members so that there is an ongoing succession plan.

Phoenix has had a dedicated programme working with young residents since 2015 to ensure they have a voice, are represented in their local community and involved in Phoenix. The programmes have evolved from YMA, to Phoenix Futures and currently #BEin. These programmes have enabled young residents to become active citizens, get involved in shaping and influencing Phoenix and external partner services. With the growing number of younger residents, we are keen to involve 16-25 year olds in Phoenix governance, and to sustain that involvement.

The Youth Empowerment Facilitator will continue to provide training and coaching to the Youth Leadership Panel. The Governance Events Coordinator will offer additional support to enable young people to be involved at governance level, the 2021 review stage and in developing the Youth Panel's Terms of Reference. The Youth Leadership Panel is keen to explore ways of supporting young people to be able to stay in the Phoenix area as they become independent, so that they are able to continue their legacy involvement in governance. It is anticipated that the youth voice will bring a new dynamic perspective to governance.

### Governance Aspects

There are two aspects that impact on Governance; 1. Terms of Reference and 2. Shareholder Membership.

#### 1. Terms of Reference:

Work on the review of terms of reference, standing orders and financial regulations began early this year and cover a range of issues, we are proposing to add this to the review. To look at how #BEin is set up and whether it can be formally established as a Youth Leadership Panel, and also to see if we can include their terms of reference under the formal Governance one for Board, Subsidiaries, Sub-Committees and established Resident Involvement Groups. We are due to bring a report on this to the May 2021 Board Meeting. Meetings would be set up with staff involved and the group itself to review this and bring recommendations back on this to the May 2021 Board Meeting.

## 2. Membership:

The rules of PCH are clear regarding shareholding membership, in that it is offered to registered tenants and leaseholders of Phoenix. We also have a separate associate membership that is offered to staff and other interested stakeholders. Membership is due to be reviewed in 2020/21 and it is proposed that we examine the options for young residents who live in Phoenix properties to see whether they can become shareholders or look at creating another tier of membership for our young residents.

## 4 Communications & Consultation Implications

Staff and residents were consulted on the strategy review in 2018, concern around resident leadership succession and representation was raised. Young residents have been consulting on individual service areas and activities since 2015 and have always expressed an interest in having their voice represented at governance level. Discussions have been had with both the Phoenix Chair and Vice Chair who have welcomed having youth representation at Governance level. Young people have also observed a Board meeting recently and previously in 2019.

## 5 Other Implications

**Legal** – none at this stage, but legal advice may be required around shareholding membership or associated membership for young residents who are not tenants or leaseholders.

**Equality & Diversity** – Governance representation addresses the gaps identified by our Equality Impact Assessment.

**Value for Money** – Involvement in governance will contribute positively to young people's personal growth and to the growth of the Phoenix community. The Youth leadership Panel could play a key role in positively engaging young people, and offering them opportunities to become involved, learn new skills and experience, be involved in decisions that affect them, and make choices that help their personal, social, and cultural development.

## 6 Risk Implications

This proposal supports the Board's risk appetite in the following areas:

Resident leadership (averse)  
Resident satisfaction (balanced)  
Reputation (some appetite)  
Compliance H&S (averse)

As a Gateway Association, our community empowerment and engagement strategy is a requirement in our rules. Its impact is critical to the success of our organisation. In September at the risk review the ET increased the Risk 67 on the Corporate Risk Register: "*Resident leadership is diluted during period of operating under lock down arrangements, and homeworking leading to long term shift in culture away from our Gateway Model*" to a strategic risk level. The increase in score did not just reflect the numbers of residents engaged with or consulted, as many new and innovative approaches have been developed since the pandemic began, but a risk reflecting how important to our success and uniqueness, resident leadership is and reflects a longer-term risk which we need to carefully monitor and mitigate against.

## 7 Sustainability Implications



The aim of the Community Empowerment and Engagement Strategy is to empower, engage and involve residents and the wider community ensuring strong succession planning within the Phoenix Gateway model and preserving effective governance

## 8 Resource Implications

**Finance** - None

**Staff** - Governance Events Coordinator – estimated 15% support time

**Property** - None

**IT** - None

## 9 Confidentiality

Open

### Approval

Approved by (Chair)	
Date	<a href="#">Click here to select date</a>

<b>DATE:</b> 25/03/2021	<b>PHOENIX COMMUNITY HOUSING BOARD MEETING</b>	<b>ITEM NO.</b> 10
<b>Open or Confidential</b>	<b>OPEN</b>	
<b>Report Title</b>	<b>Strategic Business Renewal Group</b>	
<b>Lead Board Members</b>	<b>Simon Barlow</b>	
<b>This item is for</b>	<b>DISCUSSION</b>	

Previous agreed minutes are available on request. Please contact Carole Olaizola [Carole.Olaizola@phoenixch.org.uk](mailto:Carole.Olaizola@phoenixch.org.uk) or Say Leddington [say.leddington@phoenixch.org.uk](mailto:say.leddington@phoenixch.org.uk).

The Strategic Business Renewal Group was set up after the May Board to monitor our service response during the pandemic and to take a strategic overview of our renewal plans. The Group is accountable to the Executive Team (ET) and Board.

The Group comprises senior officers and 4 nominated Board members. It meets every 3 weeks currently.

In each meeting it has received updates and steered progress in priority areas agreed in its first meeting:

- Re-opening the office and contact centre
- Compliance
- Income collection
- Repairs

It has also received updates on risk and performance information across the business. As a result of these updates, it identified and agreed further renewal streams and areas for scrutiny at subsequent meetings and to date has considered:

- Development progress and risks
- Community engagement
- Tackling Anti-Social Behaviour
- Mental Health & welfare (residents and staff support)
- Resident leadership
- Hazelhurst Court

The Group has also:

- Steered the analysis of and recommendations from the Coronavirus Satisfaction and Experience Survey (reported to the September Board).

- Considered the outcomes of the staff experience survey and how it was being used to shape our plans for reopening the office.
- Considered and steered revised KPIs and Corporate Plan (both considered at the September Board).
- Considered risks and on how we were mitigating risks across our development programme
- Reviewed benchmarking reports from HouseMark and other learning.

The most recent meeting of the group was Monday 15 March 2021.

## **Key outcomes from areas considered**

### **1. Roadmap out of lockdown**

The Group discussed the current roadmap set out by the government to take the country out of lockdown and how this will impact on Phoenix services. The Group agreed that the new roadmap means that, from April 12<sup>th</sup>, the Green Man offices can open again for emergency appointments; issue of PPE to operatives etc and up to 20 staff will attend the office on a rota basis. The Group were advised that the Executive Team would be discussing the approach and timetable to potentially reopening all services and the Green Man offices by the 21<sup>st</sup> June - when it is anticipated most co-vid restrictions will be lifted by the government.

### **2. Staff Survey – Potential Return to the Green Man**

The Group discussed the outcomes of the report. The results of the survey reflected the view that different teams experience lockdown and working from home differently. Some teams (mainly back of office) talked about working more efficiently from home. Others (mainly operational teams) find working from home more challenging. All staff felt that moving forward a blended approach working in the office and from home would be most effective.

### **3. Phoenix Repairs Service (PRS) - Complaints**

The Group reviewed the performance of PRS complaints. The Group noted that significant improvements had been made in the time taken for PRS to resolve complaints. And that there had been a positive response to the demands of the ombudsman code.

At the same time a number of recommendations were discussed to improve PRS performance in this area. These include:

- Using the 10 working days to respond more fully to ensure more comprehensive replies,
- Using existing staff resources better to answer complaints – currently the majority of complaints are dealt with by a small number of PRS staff,
- Carrying out quality checks of replies before they go out,



- Reviewing processes for follow on works and identifying work where it is incomplete,
- Ensuring learning outcomes are recorded in all cases.

#### **4. Covid19 Performance Indicators**

At each meeting the Group discusses, and reviews, key performance indicators identified as important during the pandemic. The Group noted that a number of indicators were out of tolerance and there will be additional focus on these performance indicators at the next meeting scheduled for 12 April 2021.

<b>DATE:</b> 25/03/2021	<b>PHOENIX COMMUNITY HOUSING BOARD MEETING</b>	<b>ITEM NO.</b> 11
<b>Open or Confidential</b>	<b>OPEN</b>	
<b>Report Title</b>	<b>Management Accounts to February 2021</b>	
<b>Lead Officer</b>	<b>Chris Starke, Director of Finance, 02031210121 Chris.starke@phoenixch.org.uk</b>	
<b>Lead Board Members</b>	<b>Mark Gayfer</b>	
<b>This item is for</b>	<b>DISCUSSION</b>	

## 1 Recommendations

### A. That the Board notes the report.

#### **Executive Summary**

The purpose of this report is to provide the Board with information on the financial performance for the period to end February 2021 and compare this to the budget for the same period.

The February management accounts show a £8.4 million operating surplus compared to a budget operating surplus of £6.9 million for the period, a favourable variance of £1.5 million. The main elements of the variance are:

- Rental income £460,000 (adverse)
- Revenue grant £366,000 (favourable)
- Responsive and void repairs £342,000 (favourable)
- Planned and cyclical maintenance £1,092,000 (favourable)
- Other operating costs £440,000 (favourable)
- Depreciation £160,000 (adverse).

The budget for the period included the first tranche shared ownership sales from Springbank Court. The scheme handover was delayed until January due primarily to the pandemic and six of the eight flats have been sold with the remaining flats to be sold in March and April.

The overall surplus of £6.9 million compares to a budget surplus of £6.2 million for the period, a favourable variance of £0.7 million. There are adverse variances on Right to Buy sales (£490,000) and net interest payable (£294,000).

The reforecast shows an overall favourable variance against the full year revenue budget of £1 million with the adverse impact of the pandemic on rental income and capitalised interest, offset by the impact on planned and cyclical maintenance programmes and lower volume of repairs. This is an improvement on the £0.9 million adverse variance in the Covid forecast presented to the May Board meeting.

Financial covenants and 'Golden Rules' are met for the period. Additional information and detailed commentary on variances to budget for the period are provided in the appendices attached with this report.

## 2 Corporate Plan Implications / Strategic Objectives

**Strategic Objective: 4. Sustainability-for our business and our community.**  
**2020-21 Corporate Objective: • Deliver our Value for Money and efficiency plans, so we confidently maintain our financial viability in the long term.**

This report provides information to the Board to demonstrate financial performance against budget.

## 3 Background including appendices

- 3.1 The management accounts have been discussed with all the individual budget holders.
- 3.2 Income and expenditure have been reforecast where appropriate after consultation with the budget holder.

**Appendix 1: Variances to Budget for February 2021 with commentary**  
**Appendix 2: PCH February 2021 management accounts summary (including statement of financial position and cash flow statement)**  
**Appendix 3: PAS February 2021 management accounts summary**  
**Appendix 4: Home Makers February 2021 management accounts**

## 4 Communications & Consultation Implications

- 4.1 The format of this report was agreed as part of the budget report to the Board in March 2017.

## 5 Other Implications

### Legal

None.

### Equality & Diversity

None.

### Value for Money

The management accounts review process with the individual budget holders is used to identify examples of value for money for inclusion in the VFM register.

## 6 Risk Implications

- 6.1 The actual financial performance for the period shows a favourable variance compared to budget, with a modest adverse variance forecast for the full year. This is consistent with the balanced risk appetite agreed by the Board:

Risk appetite:

*“Some actions considered that could lead to budget overspend in the short term will not breach financial covenants; opportunity/reward balances or exceeds threat in medium term”.*

## 7 Sustainability Implications

None.

## 8 Resource Implications

### Finance

The results demonstrate compliance against the ‘Golden Rules’ approved by the Board in September as set out in the table below:

Measure	‘Golden rule’	YTD	Forecast	Comment
EBITDA MRI interest cover	138% minimum	271%	260%	Barclays financial covenant 110%; golden rule allows buffer on financial covenant requirement
Gearing (RSH definition debt / housing properties net book value)	54% maximum	30%	30%	
Long term repayment of debt	Year 40 maximum	Yes	Yes	Based on a static business model (other than for completion of the current contractual development programme and purchase and repair commitment to replace RTB sales), the plan should demonstrate that PCH is able to repay its financial borrowings from operating cashflow without raising new loan facilities.
Available cash and undrawn facilities	Forecast net cash outflow including development for the next 12 months plus a 25% contingency	Yes	Yes	Treasury management liquidity policy

The results demonstrate compliance with the financial covenant targets under the restated loan arrangements with Barclays: EBITDA MRI must be greater than 1.1 times interest payable (the ratio is 2.7) and net debt per unit below £30,000 (£12,230 at February 2021). The financial covenant target for the Private Placement investor is EBITDA (including surplus from property sales) must be greater than 1.1 times interest payable (the ratio is 3.9).



**Staff**  
None.

**Property**  
None.

**IT**  
None.

## 9 Confidentiality

9.1 The report is open.

### Approval

Approved by (Chair)	
Date	<a href="#">Click here to select date</a>

## Appendix 1: Details of variances between budget and actual for the period April 2020 to February 2021

**Table 1: Management account variances between actual and budget for the period April 2020 to February 2021**

Area of income or expenditure	Actual YTD Feb 2021 £'000	Budget YTD Feb 2021 £'000	Variance Fav/(adv) £'000	Explanation of difference	Report section
<b>Total income</b>	<b>30,590</b>	<b>31,097</b>	<b>(507)</b>	Impact of pandemic - delay to letting new development schemes; 6 of 8 shared ownership sales completed	1
Housing Management and Service costs	1,087	1,161	74	Lower spend on trees and communal electricity offset by higher spend on play areas and flytipping	2.1 - 2.3
Responsive and void repairs	5,052	5,395	343	Impact of pandemic – essential repairs service during the lockdown periods plus lower spend on aids & adaptations as LBL not able to carry out occupational therapist assessments during the lockdown periods	2.4
Planned & cyclical maintenance	791	1,883	1,092	Delayed start to programmes due to pandemic and some fire safety works incorporated into capital works programme	2.5
Major works revenue	121	230	109	Lower spend on asbestos due to restricted access during lockdown and deferral of some major works attributable to leaseholders	2.6
Staff costs	7,037	6,995	(42)	Additional agency staff costs to cover absence in the estates team and the call centre and to support access for compliance and building safety work.	2.7
Office, IT & other operating expenses	2,972	3,378	406	Under spend on court costs, community links events, community chest projects and café	2.8
Depreciation	4,226	4,065	(161)	IT fixed assets depreciation higher than budget	2.9
<b>Total expenditure</b>	<b>21,286</b>	<b>23,107</b>	<b>1,821</b>		
Shared ownership cost of sales	906	1,073	167	First tranche shared ownership sales completing in January / March 2021	
<b>Net Operating Surplus</b>	<b>8,398</b>	<b>6,917</b>	<b>1,481</b>		
Net interest payable	(3,167)	(2,872)	(295)	Lower interest receivable. Capitalised interest is also lower due to reduced activity on development over the lockdown periods	3.1
Sale of assets	1,691	2,181	(490)	10 RTB sales (budget assumed 7 RTB; 4 RTA)	3.2
<b>Overall Surplus</b>	<b>6,923</b>	<b>6,226</b>	<b>697</b>		

## 1 Operating income

### 1.1 Gross Rents and Service charges receivable

Overall gross rental and service charge income is £460,081 lower than budget at the end of February 2021. This is mainly from delayed handover of new properties for letting from development and later purchases than planned in the Purchase & Repair programme.

The letting of the Springbank Court and Nuthatch House schemes were budgeted to commence in April and May 2020 respectively but scheme completion was delayed by the pandemic. Springbank Court completed in January 2021 and handover of Nuthatch House took place in March 2021.

There have been four purchase and repairs completed in the period to the end of February with one further purchase forecast in March 2021. No further purchases under the HMO initiative have been made.

### 1.2 Voids loss and bad debts

Void loss is £33,906 higher than budget due to longer re-let times due to the pandemic partly offset by fewer properties becoming void during the first lockdown period.

Bad debts are lower than budget by £45,671 at the end of February due to positive rent collection performance.

### 1.3 Revenue grant income

Revenue grant income is £366,177 higher than budget due to the inclusion of a final grant claim of £390,000 for the Fellowship project which was higher than expected.

### 1.4 Other income

Other income is £183,703 lower than budget. The main variances are:

<b>Under budget:</b>	<b>Variance</b>
Green Man café sales	£110,000
Commercial leases	£58,000
Recovered court costs	£37,000
Community centre hire	£21,000
Corporate sponsorship for festival	£19,000
<b>Over budget:</b>	
Gift aid from PAS	£59,000
VAT reclaimed on Overheads	£13,000

The lower income from the café is offset by a reduction in related staff costs and operating expenditure.

Lower income from commercial leases reflects the reduction to the Fellowship lease rent agreed with Electric star approved at Board in January. The North

## Appendix 1: Details of variances between budget and actual for the year: April 2020 to February 2021

Downham training centre is also currently vacant (note this is a site considered for development).

The freeze on landlord court applications during lockdown means low court costs in the period to be recovered. The community centres remain closed from the start of the lockdown. Sponsorship received for the annual PCH Festival has been deferred to next year with the consent of our current sponsors.

PAS made a gift aid payment to PCH in February to mitigate the corporation tax liability that would otherwise arise in respect of its taxable profit for the 2019/20 year.

Other income is forecast at £171,687 lower than budget.

### 1.5 Shared ownership sales

Shared ownership first tranche sales are £216,671 lower than budget for February 2021. Six of the first tranche sales have completed in the period.

The forecast is £158,750 lower than budget as one sale is expected to complete in April and a lower proportion of equity sold following some previous purchasers withdrawing.

## 2 Operating expenditure

### 2.1 Service Costs

Service costs are £90,840 lower than budget. The main variances are:

<b>Under budget:</b>	<b>Variance</b>
Electricity	£64,000
Tree maintenance	£32,000
Vehicle repairs & fuel	£11,000
<b>Over budget:</b>	
Play area maintenance	£20,000
Newcastle furniture HP service	£10,000

Electricity costs reflect a refund from the previous supplier. Service costs are forecast to be £76,509 lower than budget.

### 2.2 Estate & Environment costs

Estate and environment costs are £54,290 higher than budget. The main variances are:

<b>Under budget:</b>	<b>Variance</b>
Parking scheme	£11,000
<b>Over budget:</b>	
Fly tipping and bulk rubbish	£55,000
Community hall repair & maintenance	£17,000
Pest control	£10,000

## Appendix 1: Details of variances between budget and actual for the year: April 2020 to February 2021

An increase in fly tipping and bulk rubbish costs was expected because local waste management centres closed during lockdown.

Works have been carried out at Marton Close and the Meadows community centres, so they can be used as a COVID safe respite centre for residents having intrusive repairs completed during the pandemic.

Pest control is higher due to pigeon control at Hazelhurst Court.

The Estate & environment cost forecast is £68,902 higher than budget which reflects the continued fly tipping and bulk rubbish costs.

### 2.3 Other Housing Management

Housing management costs are £37,799 lower than budget. The main variances are:

<b>Under budget:</b>	<b>Variance</b>
Resident Academy	£29,000
Financial Inclusion	£12,000
<b>Over budget:</b>	
Homesearch (Choice Based Lettings)	£11,000

The Resident Academy training programme was rescheduled to run virtually and the planned conference and parliament visit were cancelled due to lockdown restrictions in place.

The number of Citizen advice sessions was reduced during the first lockdown, due to the Green Man being closed.

Homesearch costs are higher than budget due to LBL invoicing PCH for backdated service cost increases applying to 2018/19 and 2019/20 not previously charged.

### 2.4 Repairs and Voids

Responsive repair costs are £466,779 lower than budget. Void costs are £124,000 higher than budget. The main variances are:

<b>Under budget:</b>	<b>Variance</b>
Follow on repairs	£445,000
Adaptations	£97,000
Compassionate repairs	£97,000
<b>Over budget:</b>	
Gas servicing	£113,000
Fences	£81,000
Out of hours	£54,000

## Appendix 1: Details of variances between budget and actual for the year: April 2020 to February 2021

An essential repairs service was provided during the initial lockdown and current lockdown affecting the volumes of repairs. Aids & adaptations (A&A) is lower than budget as LBL was not able to carry out occupational therapist assessments during the lockdown period.

An increase in the number voids following the initial lockdown meant that PAS used sub-contractors to assist with the volume of work.

### 2.5 Planned and cyclical maintenance

Planned and cyclical maintenance expenditure is £1,092,000 lower than budget. The main variances are:

<b>Under budget:</b>	<b>Variance</b>
Fire safety works	£396,000
Fencing	£183,000
Electrical condition and remedial works	£177,000
Water services	£150,000

All planned programmes have experienced delays due to restricted access to properties during the lockdowns. Part of the fire safety works have also been incorporated into the capital works programme. Most of the smoke alarm and fencing programmes have been deferred into 2021/22.

### 2.6 Major works revenue

Major works revenue costs are £109,000 lower than budget. The costs relate to major works that are not capitalised, including asbestos remedial works and major works rechargeable to leaseholders. The main variances to budget are:

<b>Under budget:</b>	<b>Variance</b>
Asbestos remedial surveys	£76,000
Major works attributable to leaseholders	£32,000

Asbestos costs are lower than budget due to restricted access to properties during lockdown.

Major works attributable to leaseholders are lower than budget as a programme of fire safety works originally programmed for 2020-21 (rechargeable to leaseholders hence included here) could not be delivered as planned. Some of the works require statutory consultation so the works will be carried out next year. The works are all to tolerable risk blocks.

### 2.7 Salaries and other staff costs

Total staff costs (including agency) are £42,064 higher than budget. Some additional cleaning staff were engaged to allow the Green Man office to open to staff after the initial lockdown, and there are additional agency staff costs to cover absence in the estates team and the call centre. There are also additional temporary posts to support access for compliance and building safety work.

## Appendix 1: Details of variances between budget and actual for the year: April 2020 to February 2021

Training costs are £48,000 lower than budget due to planned courses being deferred or cancelled due to the pandemic

The SLA with PAS has been updated to reflect the results of the restructure in 2019 and allow PAS to charge PCH for their additional staff costs. A recharge of £349,000 is included as part of staff costs.

### 2.8 Office, IT and other operating expenses

Office costs are £32,762 lower than budget; IT costs are £67,034 higher than budget; and Other operating expenses are £439,745 lower than budget.

The lower operating costs reflect the Green Man cafe being closed, low court costs as the courts were closed during the lockdown, lower expenditure on the community chest and community links. Some abortive costs were incurred in relation to the Festival which was cancelled due to Covid19.

IT costs are higher than budget due to increases in licensing costs.

### 2.9 Depreciation

Depreciation is £160,644 higher than budget due mainly to increased IT capital expenditure during 2019/20.

### 2.10 Shared ownership cost of sales

The Springbank Court scheme completed in January 2021 and six of the first tranche sales have completed in the period (refer section 1.5).

### 2.11 Net Operating Surplus

PCH has a net operating surplus of £8,398,461 at the end of February 2021. This is £1,481,352 higher than budget for the period.

## 3 Interest and Sales of Assets

### 3.1 Interest

Net interest is £294,449 higher than budget for the period due to lower interest receivable as a result of the reduction in interest rates and lower capitalised interest related to net expenditure on delayed development schemes. Capitalisation of interest was suspended where active development of schemes paused due to the pandemic.

### 3.2 Sale of housing properties

The Council agreed to waive its share of Right to Buy (RTB) sales proceeds from April 2016, subject to the RTB sales proceeds being used for the provision of new homes.

Net Housing Property sales is £490,320 lower than budget at the end of February 2021. There have been 10 RTB sales in the period compared to 7 RTB plus 4 RTA sales assumed in the budget (RTA sales have a lower discount).

## Appendix 1: Details of variances between budget and actual for the year: April 2020 to February 2021

The forecast of £242,140 lower than budget includes 1 further RTB sale, and 1 RTA sale due to complete in March 2021

### 4 Statement of Financial Position

#### 4.1 Acquisitions/development of property

Housing properties net book value was £221.3 million at the end of February 2021.

Development expenditure during the period is £6.1 million net of grant, primarily in respect of Rushey Green, Nuthatch House and 26 Beckenham Road.

Included in creditors is the unamortised grant of £5.2m (see section 4.7). A further £1.35m grant is forecast to be received by end of March 2021 for Nuthatch.

Following a decision to defer the Downham Enterprise scheme, PCH is looking to reallocate the Disposal Proceeds Fund balance of £391,395 allocated to this scheme to another scheme in the current development programme. If this is not possible the balance will have to be repaid to the GLA at the end of June 2021.

#### 4.2 Purchase and repair

The budget for purchase and repair of properties available within the Phoenix area, is funded from the retained RTB and RTA receipts (see sections 3.2 Sale of housing properties, and 4.9 Restricted reserve).

Four properties have been purchased in the period to the end of February with one further purchase forecast in March 2021.

#### 4.3 Fellowship Inn and Other Fixed Assets

The remaining works for the Fellowship have been completed and the final grant claim has been received (refer section 1.3). Additions to other fixed assets of £945,000 include expenditure on IT equipment, including new laptops for staff working from home, and the Digital Together project.

#### 4.4 Capitalised major works

Capital major works expenditure is £3.1 million for the period. Most planned programmes for 2021/21 were delayed due to Covid19. Expenditure includes some additional fire safety works that were included under planned maintenance (see section 2.5). The forecast reflects some external and internal works being rolled over into next year, and the deferral of the environmental works programme to 2021/22.

#### 4.5 VAT Shelter

Under the VAT shelter arrangement agreed at transfer, Phoenix recovers the VAT paid on the major works and 50% of the VAT recovered is payable to the Council, which is capitalised as part of the cost of major works above. The fire safety works are not covered by the VAT shelter agreement.

## Appendix 1: Details of variances between budget and actual for the year: April 2020 to February 2021

### 4.6 Debtors

Debtors have decreased compared to the previous year end due to the receipt of grant receivable at 31 March 2020.

### 4.7 Creditors

Creditors due within one year have decreased compared to the previous year end due to payment of trade creditors including major works, the Fellowship and Phoenix Agency Services.

Creditors due after one year (excluding loans) are similar to the previous year end and include unamortised grant on the completed Hazlehurst Court and Woodbank Road schemes (£5.1 million).

### 4.8 Loans

Debt at the end of February 2021 remained at £89.5 million net of transaction costs.

### 4.9 Restricted reserve

The net surplus from RTB sales has been transferred to a restricted reserve. The reserve is £0.85 million as at the end of February 2021.

## 5 Cash Flow Statement

5.1 Net operating cash flow was £13.4 million for the period, including sales of property through the RTB (£2.0 million). Investing activities comprised expenditure on development and capitalised major works (£10.5 million) and other fixed assets (£1.2 million). Grant of £1.5 million towards the Fellowship Inn project and Woodbank Road. Interest paid amounted to £2.3 million.

5.2 There was no debt drawn in the period.

## APPENDIX 2 - PCH MANAGEMENT ACCOUNTS SUMMARY

From 1st April 2020 to 28th February 2021

	Year to date			Full year			Appendix 1 commentary reference
	Actual £	Budget £	Variance £	Forecast £	Budget £	Variance £	
<b>OPERATING INCOME:</b>							
<b>Rents &amp; Service Charges:</b>							
Rent Receivable	26,510,924	26,571,652	(60,729)	28,974,916	29,036,208	(61,292)	1.1
Other Rents Receivable - Garage & misc	304,430	706,158	(401,728)	370,030	770,291	(400,261)	1.1
Service Charge Receivable	1,767,263	1,788,823	(21,560)	1,920,262	1,928,431	(8,169)	1.1
Service Charge Receivable - Leaseholders	242,531	237,000	5,531	243,841	237,914	5,927	1.1
Water rates, tenants' contents insurance	128,221	109,816	18,405	132,390	112,774	19,616	1.1
<b>Subtotal: gross rent</b>	<b>28,953,369</b>	<b>29,413,449</b>	<b>(460,081)</b>	<b>31,641,439</b>	<b>32,085,618</b>	<b>(444,179)</b>	
Less: Void Loss	(248,386)	(214,480)	(33,906)	(272,774)	(234,374)	(38,400)	1.2
Bad debts	(241,038)	(286,709)	45,671	(227,812)	(312,773)	84,961	1.2
<b>Total: net rent</b>	<b>28,463,945</b>	<b>28,912,260</b>	<b>(448,316)</b>	<b>31,140,853</b>	<b>31,538,471</b>	<b>(397,618)</b>	
<b>Other Income:</b>							
Revenue grant (including amortisation)	439,511	73,333	366,177	443,627	100,000	343,627	1.3
Other income	686,119	869,823	(183,703)	775,483	947,170	(171,687)	1.4
Commission (Water Rates)	0	0	0	0	0	0	1.4
Major works recharged to Leaseholders	37,108	74,051	(36,943)	39,612	80,783	(41,171)	1.4
VAT reclaimed on Overhead Costs	31,442	18,333	13,109	42,000	20,000	22,000	1.4
<b>Total Other Income</b>	<b>1,194,180</b>	<b>1,035,540</b>	<b>158,640</b>	<b>1,300,722</b>	<b>1,147,953</b>	<b>152,769</b>	
<b>Shared ownership first tranche sales</b>	<b>932,325</b>	<b>1,148,996</b>	<b>(216,671)</b>	<b>1,094,700</b>	<b>1,253,450</b>	<b>(158,750)</b>	
<b>TOTAL OPERATING INCOME</b>	<b>30,590,450</b>	<b>31,096,796</b>	<b>(506,346)</b>	<b>33,536,275</b>	<b>33,939,874</b>	<b>(403,599)</b>	
<b>OPERATING EXPENDITURE:</b>							
<b>Housing Management and Services:</b>							
Service costs	670,905	761,745	90,840	755,404	831,913	76,509	2.1
Estate & Environment costs	270,427	216,137	(54,290)	305,702	236,800	(68,902)	2.2
Other Housing Management costs	145,562	183,361	37,799	166,468	203,482	37,014	2.3
<b>Total Housing Management and Services</b>	<b>1,086,894</b>	<b>1,161,243</b>	<b>74,349</b>	<b>1,227,574</b>	<b>1,272,195</b>	<b>44,621</b>	
<b>Maintenance and Improvements:</b>							
Responsive Repairs	3,642,213	4,108,992	466,779	4,125,865	4,482,537	356,672	2.4
Void works	1,410,120	1,285,678	(124,441)	1,417,128	1,402,558	(14,570)	2.4
Planned Maintenance	428,153	1,344,394	916,241	559,017	1,466,612	907,595	2.5
Cyclical maintenance	362,472	538,542	176,070	345,000	587,500	242,500	2.5
Major works revenue	121,124	230,313	109,189	137,529	251,250	113,721	2.6
<b>Total Maintenance and Improvements</b>	<b>5,964,082</b>	<b>7,507,919</b>	<b>1,543,838</b>	<b>6,584,539</b>	<b>8,190,457</b>	<b>1,605,918</b>	
<b>Staff Costs</b>							
Salaries	5,636,659	5,762,299	125,640	6,163,297	6,285,671	122,374	2.7
NI Employer's	533,861	559,979	26,118	583,176	610,886	27,710	2.7
Pension costs	407,016	398,887	(8,128)	444,953	435,150	(9,803)	2.7
Agency staff costs	285,396	9,167	(276,229)	318,750	10,000	(308,750)	2.7
Other staff costs	173,907	264,443	90,536	208,736	290,469	81,733	2.7
<b>Total Staff Costs</b>	<b>7,036,839</b>	<b>6,994,775</b>	<b>(42,064)</b>	<b>7,718,912</b>	<b>7,632,176</b>	<b>(86,736)</b>	

## APPENDIX 2 - PCH MANAGEMENT ACCOUNTS SUMMARY

From 1st April 2020 to 28th February 2021

	Year to date			Full year			Appendix 1 commentary reference
	Actual £	Budget £	Variance £	Forecast £	Budget £	Variance £	
<b>Other costs:</b>							
Office costs	116,225	148,988	32,763	118,776	157,964	39,188	2.8
Other operating expenses	1,829,642	2,269,387	439,745	2,123,351	2,598,545	475,194	2.8
IT costs	1,026,219	959,185	(67,034)	1,112,171	1,048,498	(63,673)	2.8
Depreciation	4,225,607	4,064,963	(160,644)	4,600,533	4,434,505	(166,028)	2.9
<b>Total other costs</b>	<b>7,197,693</b>	<b>7,442,523</b>	<b>244,830</b>	<b>7,954,831</b>	<b>8,239,512</b>	<b>284,681</b>	
<b>Cost of sales</b>	<b>906,482</b>	<b>1,073,229</b>	<b>166,747</b>	<b>1,042,795</b>	<b>1,170,795</b>	<b>128,000</b>	
<b>TOTAL OPERATING EXPENDITURE</b>	<b>22,191,990</b>	<b>24,179,689</b>	<b>1,987,699</b>	<b>24,528,649</b>	<b>26,505,134</b>	<b>1,976,485</b>	
<b>TOTAL OPERATING SURPLUS / (DEFICIT)</b>	<b>8,398,461</b>	<b>6,917,109</b>	<b>1,481,352</b>	<b>9,007,626</b>	<b>7,434,740</b>	<b>1,572,886</b>	
<b>Financing activities:</b>							
Interest Receivable	25,275	80,208.37	(54,933)	27,500.00	87,500.00	(60,000)	3.1
Less: Interest Payable and charges	(3,191,884)	(2,952,368)	(239,516)	(3,487,302)	(3,220,766)	(266,536)	3.1
<b>Net interest received/ (paid)</b>	<b>(3,166,609)</b>	<b>(2,872,160)</b>	<b>(294,449)</b>	<b>(3,459,802)</b>	<b>(3,133,266)</b>	<b>(326,536)</b>	
<b>Sale of Assets:</b>							
Housing Property sales	2,047,160	2,588,667	(541,507)	2,553,860	2,824,000	(270,140)	3.2
Less: Cost of sales	(356,044)	(407,231)	51,187	(415,452)	(444,252)	28,800	3.2
<b>Total sales of assets</b>	<b>1,691,116</b>	<b>2,181,436</b>	<b>(490,320)</b>	<b>2,138,408</b>	<b>2,379,748</b>	<b>(241,340)</b>	
<b>TOTAL SURPLUS / (DEFICIT)</b>	<b>6,922,968</b>	<b>6,226,385</b>	<b>696,583</b>	<b>7,686,232</b>	<b>6,681,223</b>	<b>1,005,009</b>	

## APPENDIX 2 - PCH MANAGEMENT ACCOUNTS SUMMARY

From 1st April 2020 to 28th February 2021

## Operating margin:

	Actual	Budget	Forecast	Budget
Total Income	30,590,450	31,096,796	33,536,275	33,939,874
Total Expenditure	22,191,990	24,179,689	24,528,649	26,505,134
<b>Operating surplus</b>	<b>8,398,461</b>	<b>6,917,109</b>	<b>9,007,626</b>	<b>7,434,740</b>
<b>Margin %</b>	<b>27.5%</b>	<b>22.2%</b>	<b>26.9%</b>	<b>21.9%</b>

## Earnings before interest, tax, depreciation and amortisation (EBITDA):

	Actual	Budget	Forecast	Budget
Operating surplus	8,398,461	6,917,109	9,007,626	7,434,740
<b>Add:</b>				
Surplus on RTB/RTA sales	1,691,116	2,181,436	2,138,408	2,379,748
Amortised Grant	(45,285)	(73,333)	(49,401)	(80,000)
Depreciation (property)	3,488,833	3,488,833	3,806,000	3,806,000
Interest received	25,275	80,208	27,500	87,500
Total	5,159,939	5,677,144	5,922,507	6,193,248
<b>EBITDA</b>	<b>13,558,400</b>	<b>12,594,253</b>	<b>14,930,133</b>	<b>13,627,988</b>

## Including major works expenditure (EBITDA MRI)

	Actual	Budget	Forecast	Budget
<b>EBITDA</b>	<b>13,558,400</b>	<b>12,594,253</b>	<b>14,930,133</b>	<b>13,627,988</b>
Less: Surplus on RTB/RTA sales	(1,691,116)	(2,181,436)	(2,138,408)	(2,379,748)
Add: other fixed asset depreciation	736,774	576,130	794,533	628,505
Less: Capitalised major works	(3,189,345)	(4,095,470)	(3,878,074)	(4,778,183)
<b>EBITDA MRI</b>	<b>9,414,713</b>	<b>6,893,477</b>	<b>9,708,184</b>	<b>7,098,562</b>
Interest payable	3,170,255	2,922,765	3,465,064	3,188,471
Capitalised Interest	300,200	559,704	333,993	610,586
<b>Total Interest</b>	<b>3,470,455</b>	<b>3,482,469</b>	<b>3,799,057</b>	<b>3,799,057</b>
EBITDA vs interest	3.91	3.6	3.9	3.6
EBITDA MRI vs interest	2.71	2.0	2.6	1.9

## Appendix 2b

## Balance sheet

	2020/21 £000s	2019/20 £000s
<b>Fixed Assets</b>		
Housing properties	221,349	214,468
Investment properties	662	662
Intangible fixed assets	1,976	1,766
Other Fixed Assets	7,264	7,305
Investment in subsidiaries	640	640
	<u>231,891</u>	<u>224,841</u>
<b>Current Assets</b>		
Stock and wip	9	7
Properties for sale	275	1,179
Debtors - within one year	4,408	4,716
- after one year	163	163
Cash	24,622	23,789
	<u>29,477</u>	<u>29,854</u>
Creditors due less than 1 year	(12,366)	(12,803)
<b>NET CURRENT ASSETS/(LIABILITIES)</b>	<u>17,111</u>	<u>17,051</u>
Creditors due over 1 year	(94,602)	(94,415)
Pension asset	1,559	1,559
Pension (Liability)	(1,011)	(1,011)
	<u>154,948</u>	<u>148,025</u>
<b>NET ASSETS</b>	<u>154,948</u>	<u>148,025</u>
<b>CAPITAL AND RESERVES</b>		
Called up share capital	4	4
Revenue reserves	104,892	98,566
Revaluation reserve	49,203	49,203
Restricted reserve	849	252
	<u>154,948</u>	<u>148,025</u>

## PHOENIX COMMUNITY HOUSING

## CASHFLOW STATEMENT for the period ended February 2021

<b>NET CASH INFLOW /(OUTFLOW) FROM OPERATING ACTIVITIES</b>	13,354
Interest received	25
<b>TAXATION</b>	0
<b>NET CASH INFLOW /(OUTFLOW) FROM OPERATING ACTIVITIES</b>	<u>13,379</u>
<b>Cash flows from investing activities</b>	
Additions to property, plant and equipment	(10,517)
Additions to investment property	0
Sale of housing properties	
Purchase of other fixed assets	(1,247)
Capital grants received	1,548
<b>Net cash flows from investing activities</b>	<u>(10,216)</u>
<b>FINANCING</b>	
Interest paid	(2,330)
Loans received	0
Loans repaid	<u>0</u>
<b>Net cash flows from financing activities</b>	<u>(2,330)</u>
<b>Net increase/(decrease) in cash and cash equivalents</b>	<u><u>833</u></u>

## APPENDIX 3 - PAS MANAGEMENT ACCOUNTS SUMMARY

## PHOENIX REPAIRS SERVICE

From 1st April 2020 to 31st January 2021

	Year to date			Total 2020/21		
	Actual £	Budget £	Variance £	Forecast £	Budget £	Variance £
<b>INCOME:</b>						
<b>PCH Partnership Contract</b>						
Responsive Repairs	3,007,318	2,878,279	129,039	3,497,563	3,467,641	29,923
Routine Repairs	92,466	584,150	(491,684)	117,152	703,762	2,328
Voids	1,216,734	1,097,375	119,359	1,465,500	1,322,075	143,424
<b>Total</b>	<b>4,316,518</b>	<b>4,559,803</b>	<b>(243,286)</b>	<b>5,080,215</b>	<b>5,493,478</b>	<b>(413,263)</b>
<b>Other Income</b>						
PCH additional works	644,183	624,419	19,764	797,938	981,629	(183,690)
PCH Other programmes	14,068	169,336	(155,268)	141,209	350,000	(208,791)
Leaseholder & Homemaker service	5,487	3,333	2,154	6,500	5,000	1,500
Purchase and Repair	28,373	0	28,373	19,738	150,000	(130,262)
Non Partnership Works	24,457	0	24,457	25,989	0	25,989
Development	5,385	0	5,385	0	0	0
Other Income	327,131	325,289	1,842	413,125	419,125	(6,000)
Furlough Grant	145,663	0	145,663	179,100	0	179,100
<b>Total</b>	<b>1,194,748</b>	<b>1,122,377</b>	<b>72,371</b>	<b>1,583,599</b>	<b>1,905,753</b>	<b>(322,155)</b>
<b>TOTAL INCOME</b>	<b>5,511,266</b>	<b>5,682,181</b>	<b>(170,915)</b>	<b>6,663,814</b>	<b>7,399,231</b>	<b>(735,417)</b>
<b>EXPENDITURE:</b>						
Direct service costs	3,839,810	3,937,238	97,428	4,815,411	4,897,756	82,344
Branch services costs	1,435,043	1,393,337	(41,707)	1,745,557	1,781,160	35,603
Other operating expenses	447,447	470,265	22,818	567,278	568,314	1,036
<b>TOTAL EXPENDITURE</b>	<b>5,722,300</b>	<b>5,800,839</b>	<b>78,539</b>	<b>7,128,246</b>	<b>7,247,230</b>	<b>118,984</b>
<b>NET PROFIT / (LOSS)</b>	<b>(211,034)</b>	<b>(118,658)</b>	<b>(92,376)</b>	<b>(464,433)</b>	<b>152,001</b>	<b>(616,434)</b>

## Management Accounts - Home-Makers

	Year to date			Total for year		
	Actual £	Budget £	Variance £	Forecast £	Budget £	Variance £
Budgetholder:						
<b>Emma McSweeney</b>						
<b>INCOME:</b>						
<b>Rent &amp; service charges:</b>						
Tenant Market Rent                   11015	282,684	430,900	- 148,216	312,649	481,200	- 168,551
Service charges                       12010	1,668	26,931	- 25,263	1,668	30,075	- 28,407
<b>Subtotal:</b>	<b>284,352</b>	<b>457,831</b>	<b>- 173,480</b>	<b>314,317</b>	<b>511,275</b>	<b>- 196,958</b>
<b>Void &amp; repairs</b>						
Void/repairs income                   15060	2,360	4,300	- 1,940	2,360	4,750	- 2,390
<b>Subtotal:</b>	<b>2,360</b>	<b>4,300</b>	<b>- 1,940</b>	<b>2,360</b>	<b>4,750</b>	<b>- 2,390</b>
<b>Management fees</b>						
Landlord Management Charge       12020	22,137	49,519	- 27,382	24,271	55,214	- 30,943
Let Only Income                       12021	-	5,445	- 5,445	-	5,940	- 5,940
Landlord Additional Services       12025	2,637	1,925	712	2,500	2,100	400
Referencing                           15010	1,050	3,080	- 2,030	1,420	3,360	- 1,940
Misc Income                           15200	-	5,500	- 5,806	2,450	6,000	- 3,550
<b>Subtotal:</b>	<b>25,518</b>	<b>65,469</b>	<b>- 39,951</b>	<b>30,641</b>	<b>72,614</b>	<b>- 41,973</b>
<b>Other income</b>						
Interest receivable                   15900	2	-	2	3	-	3
Aerials Mgt Income                   15105	9,711	9,213	499	10,594	10,050	544
Commercial Mgt income               15106	12,352	12,540	- 188	13,475	13,680	- 205
<b>Subtotal: Other Income</b>	<b>22,066</b>	<b>21,753</b>	<b>314</b>	<b>24,072</b>	<b>23,730</b>	<b>342</b>
<b>TOTAL INCOME</b>	<b>334,296</b>	<b>549,353</b>	<b>- 215,057</b>	<b>371,390</b>	<b>612,369</b>	<b>- 240,979</b>
<b>EXPENDITURE:</b>						
<b>Direct Staff Costs:</b>						
Salaries                               31010	25,659	38,500	12,841	28,592	42,000	13,408
Sick Pay                               32020	-	-	-	-	-	-
NI Employer's                         31040	2,550	4,620	2,070	2,837	5,040	2,203
Pension costs                         31060	1,540	2,310	770	1,716	2,520	804
Commission                           31085	-	-	-	-	-	-
Agency costs                         32160	-	-	-	-	-	-
<b>Subtotal: Direct staff costs</b>	<b>29,749</b>	<b>45,430</b>	<b>15,681</b>	<b>33,145</b>	<b>49,560</b>	<b>16,415</b>
<b>Other staff costs:</b>						
Professional subscriptions           32150	270	1,146	876	270	1,250	980
Training                               32130	-	917	917	-	1,000	1,000
Mileage claims                       32210	-	229	-	-	250	250
<b>Subtotal: Other staff costs</b>	<b>270</b>	<b>2,292</b>	<b>1,793</b>	<b>270</b>	<b>2,500</b>	<b>2,230</b>
<b>TOTAL: STAFF COSTS</b>	<b>30,019</b>	<b>47,722</b>	<b>17,474</b>	<b>33,415</b>	<b>52,060</b>	<b>18,645</b>
<b>Payments to Landlord</b>						
Income collected for landlord       34705	280,033	430,900	150,867	312,649	481,200	168,551
Service Charges paid to PCH         29505	1,668	26,931	25,263	1,668	30,075	28,407
<b>Subtotal: Payments to Landlord</b>	<b>281,701</b>	<b>457,831</b>	<b>176,130</b>	<b>314,317</b>	<b>511,275</b>	<b>220,064</b>
<b>Other operating expenses</b>						
Repair costs                          29500	2,360	4,354	1,994	2,250	4,750	2,500
Court Costs                           34110	-	917	917	-	1,000	1,000
Referencing                           34201	810	1,971	1,161	1,000	2,150	1,150
Advertising, Communication and M.   34310	4,082	9,167	5,084	4,436	10,000	5,564
Catering                               34360	-	138	138	-	150	150
External Audit fees                   34490	2,200	-	2,200	2,200	-	2,200
Printing                               34740	-	1,833	1,833	-	2,000	2,000
Professional fees                     34750	-	4,345	4,345	-	4,740	4,740
Recharges                             34999	-	1,925	1,925	600	2,100	1,500
IT/Software                           37030	2,258	2,063	195	2,721	2,250	471
Interest Payable                      46010	-	-	-	-	-	-
<b>Subtotal: Other Operating Expenses</b>	<b>11,710</b>	<b>26,712</b>	<b>15,002</b>	<b>13,206</b>	<b>29,140</b>	<b>15,934</b>
<b>TOTAL EXPENDITURE</b>	<b>323,430</b>	<b>532,265</b>	<b>208,835</b>	<b>360,938</b>	<b>592,475</b>	<b>231,537</b>
<b>OPERATING PROFIT/ (LOSS)</b>	<b>10,866</b>	<b>17,088</b>	<b>- 6,222</b>	<b>10,452</b>	<b>19,894</b>	<b>- 9,441</b>
SLA recharge for central services       34990	9,167	11,000	1,833	10,000	12,000	2,000
<b>NET PROFIT/ (LOSS)</b>	<b>1,699</b>	<b>6,088</b>	<b>- 4,388</b>	<b>452</b>	<b>7,894</b>	<b>- 7,441</b>

<b>DATE:</b> 25/03/2021	<b>PHOENIX COMMUNITY HOUSING BOARD MEETING</b>	<b>ITEM NO.</b> 12
<b>Open or Confidential</b>	<b>OPEN</b>	
<b>Report Title</b>	<b>Chief Executive's Update</b>	
<b>Lead Officer</b>	<b>Jim Ripley, Chief Executive, 07515605100</b>	
<b>Lead Board Members</b>	<b>Chair</b>	
<b>This item is for</b>	<b>Information</b>	

## 1 Recommendations

The Board are asked to:

### A. Note Board Updates (Appendix A).

#### Executive Summary

This report provides brief updates on issues not requiring a full Board Report and keeps the Board up to date with action points from previous Board meetings.

## 2 Corporate Plan Implications / Strategic Objectives

**Strategic Objective: Resident Leadership and effective governance**

**2020-21 Corporate Objective: • Deliver service improvements and efficiencies in response to satisfaction surveys, insight and scrutiny as well as changes to our legal and regulatory framework.**

## 3 Background including appendices

This is a standard report, included at every Board meeting.

Appendix A – Board Updates.

## 4 Communications & Consultation Implications

Any Communications & Consultation implications are covered in the Board Updates.

## 5 Other Implications

**Legal**



## Equality & Diversity

## Value for Money

This paper reports on the work undertaken by the association. Including legal and equality & diversity issues. By including updates rather than producing full Board Reports on appropriate issues, time and money is saved.

## 6 Risk Implications

This paper reports on the work undertaken by the association. It highlights how we have dealt with some of the risks associated with our work and reports on progress in some other areas.

The recommendations are in line with the risk appetite on resident leadership, where the Board's risk appetite is risk adverse.

## 7 Sustainability Implications

Any sustainability implications are covered in the Board Updates.

## 8 Resource Implications

**Finance**

**Staff**

**Property**

**IT**

Any resource implications are covered in the Board Updates. Although updates in this report, help to reduce the need for full board reports on some of the issues covered.

## 9 Confidentiality

Open.

## Approval

Approved by (Chair)	
Date	<a href="#">Click here to select date</a>

## APPENDIX A – BOARD UPDATES

### Allocations Scheme

We formally responded to the Lewisham housing allocations scheme review reported at the last board and supported our residents to respond directly through an email and twitter campaign to all residents interested in carrying out on line surveys

A Summary of the changes and feedback from the Gateway Committee was provided at the last Board meeting.

The feedback will be summarised in August 2021 by the Council.

### Community Chest

The 2021-22 Community Chest opened first week in January and closed Friday 5 March. We have received a total of 29 applications made up of 15 large grants and 14 small grants.



This year we are really pleased that the #BEin youth leadership group are going to be scoring the applications as part of the Evaluation Panel. The panel will be meeting on 7 April to bring their scores together to decide the small grants funding and to shortlist the large grants for the tenant vote. Tenants can choose their favorite projects to receive funding by voting either by post, telephone or via the Phoenix website. Voting forms will be sent with the *Phoenix Flyer* at the end of April.

### GLA Consultation on Intermediate Housing

The GLA have been in touch to provide an update on the Mayor's public consultation on intermediate housing, which ran from 04 August 2020 until 11 October 2020.

The consultation covered a range of issues in relation to intermediate homes, including how to address concerns with the affordability of shared ownership homes; what more can be done to support delivery of these homes; and how allocations for intermediate homes can be made more transparent and consistent. The consultation also sought views on proposals for the Mayor to set a definition of key worker occupations for local authorities to use when setting allocation and prioritisation criteria for intermediate housing in their borough; and which occupations should be included in any key worker definition.

Following the consultation, the GLA has summarised the responses received and set out the GLA's proposed policy response in two documents. The Part 1



Consultation Response Report was published in November 2020 and focuses on consultation questions which relate directly to the [Homes for Londoners: Affordable Homes Programme 2021-2026](#). The Part 2 Consultation Response Report was published in March 2021 and analyses the feedback received in relation to the other questions within the consultation, including questions on intermediate housing allocations and on key workers.

The Consultation Response Report and the Equality Impact Assessment of the GLA's proposed policy responses can be viewed via the GLA's [Intermediate homes for London](#) webpage and the Mayor's press release can be viewed [here](#).

### **GLA announcements on intermediate housing**

They have also updated on two other GLA announcements related to intermediate housing.

In December 2020, the Mayor responded to the Government's technical consultation on the new model for shared ownership in December 2020. [Read the Mayor's response](#).

In January 2021, the Mayor announced that he expects investment partners receiving funding through the Affordable Homes Programme 2021-2026 to use a 999-year lease for shared ownership where it is possible to do so, to offer long-term security to leaseholders and to minimise the cost and burden of leasehold extension processes. [Read the Mayor's press release](#).

### **Housing Ombudsman starts publishing its investigation reports on individual cases**

They have started [publishing all decisions on cases investigated](#).

They will be publishing decisions every two weeks, providing an ever-expanding resource for member landlords, and to promote learning in the sector. They are also important to help residents understand our work and see the decisions we make about their landlord.

Their initial group of decisions provide lessons for service improvement, particularly in the way landlords deal with cases of anti-social behaviour, as well as highlighting several common complaint handling issues including poor record keeping, delays in responding and the lack of clear and timely communication.

The first set of decisions published were issued in early December 2020 as they are published three months after the decision date. Details of what, when and how we publish decisions can be found in their [publication policy](#).



## **Bellingham Estate Centenary**

We are currently working towards 2023 as being the centenary, as there seems to be general agreement that the majority of the Bellingham Estate was built 1920-23 with the Fellowship built 23-24. There's an article from the Yorkshire Post from 1924 when it had just opened.

We are exploring the idea of looking at the social history of one or two homes in Bellingham, who were the first tenants and who has lived in them since, along the lines of the BBC series a House Through Times.

Please see an article in The Guardian about the Beacontree estate in Dagenham.

<https://www.theguardian.com/uk-news/2021/mar/01/becontree-centenary-residents-mark-century-of-london-estate>

We want to discuss this not only at Board, but with the Gateway Committee, as well as with the Mayor, LBL, and local history groups.

## **In-Depth Assessment**

Our planned interviews and observations were completed in February.

Throughout the process we have been demonstrating our strength and some real resident leadership in action with Carmen our Vice Chair stepping up and covering for Anne our Chair with no slippage in our interview timetables and Mark covering an addition interview to gain more assurance on some area of enquiry.

The results will be published on the 31-03-2021 but are embargoed until then.

A feedback meeting with the regulator is being scheduled for April.



<b>DATE:</b> 25/03/2021	<b>PHOENIX COMMUNITY HOUSING BOARD MEETING</b>	<b>ITEM NO.</b> 13
<b>Open or Confidential</b>	<b>OPEN</b>	
<b>Report Title</b>	<b>Any Other Business</b>	
<b>Lead Officer</b>	<b>Kevin Kelly, Governance Manager, 07515605102</b>	
<b>Lead Board Members</b>	<b>Anne McGurk</b>	
<b>This item is for</b>	<b>INFORMATION</b>	