



**YOU ARE INVITED TO ATTEND A MEETING OF
THE BOARD OF PHOENIX COMMUNITY HOUSING
VENUE: THE GREEN MAN
355 Bromley Road, London SE6 2RP
TIME: 6.30PM – 9.00PM
DATE: 28 NOVEMBER 2019**

OUR VISION

“To work together to build a better future for our Phoenix community”

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To build a better future for our Phoenix Community and embrace our gateway model of resident leadership and membership we need to build new homes and ensure our community is supported through physical and community regeneration activities.

To achieve this we will deliver excellent services being innovative and efficient, so Phoenix remains sustainable and we achieve our vision.

The Board has set four strategic priorities to support our vision:

1. Resident leadership and membership.
2. Excellent services, efficiently delivered with empathy and fun.
3. Growth in new homes and opportunities.
4. Sustainability-for our business and our community.

The four strategic objectives feed into one another. This is illustrated below:

Strategic Priorities in corporate Plan



WHAT WILL WE AIM TO ACHIEVE BY 2020

To guide the setting of annual corporate priorities our Board has set long term success factors to support the vision and our four strategic objectives.

1. Resident leadership and membership

- Residents, tenants, staff, other customers and stakeholders want to join Phoenix.
- We inspire others through the way we work and our model of resident leadership and involvement.
- Our organisation is innovative, responding and adapting to change and our governance structures are robust.
- We enable or run events that bring the whole community together and we use these events to help set our plans and improve our services.
- Most of our tenants are gold members.
- We have a clear Phoenix brand identifiable by residents, customers and stakeholders.

2. Excellent services, efficiently delivered with empathy and fun

- We maximise our contact with residents and customers to improve our services and find out more about their aspirations.
- Tenant satisfaction has been maintained at over 80% and we aim to achieve top quartile when compared to our peers. Leasehold satisfaction has improved.
- Our relationship with leaseholders has improved and they have influenced the services they receive.
- We work in collaboration and partnership with a range of organisations to meet the needs of our residents so that everyone in our community has a home that's right for them and has someone they can turn to.
- We have adapted our services to meet the needs of the different groups of residents and customers we serve.
- We have reprocured or changed the way we deliver our grounds maintenance service.
- We have programmed works and improvements to maintain our decent homes standard and our estates. All residents (leaseholders and tenants) know when to expect future works and have been able to influence the scope and programming of them.
- Most of our routine transactions are available to complete electronically and we produce less paper.

3. Growth in new homes and opportunities

- We have grown by the development of new homes and services. The new homes we have built are a range of tenures (including outright sale) to increase the homes we can build for low cost rent.
- The Fellowship has opened and is a flagship arts and music hub in our area.

- Hazelhurst Court is open and we have explored other areas of potential growth in providing services to older people, (homes and services, including equity release for older leaseholders).
- We provide services to other organisations and share services with others whose aims we support
- We have piloted and reviewed a private lettings management scheme.
- The Phoenix Repairs Service has added value to Phoenix and reached its growth aspirations by providing services to others (for example to private owners).
- We have maximised the opportunity to regenerate areas where we build new homes and have obtained income for community investment activities.

4. Sustainability-for our business and our community

- We have met our regulatory and legal obligations.
- We are confidently solvent (financially secure and viable in the long term).
- We have reduced our operating costs and maximised the efficiency of all our services to a level which is above the median when compared to our peers.
- The revenue streams for all our core landlord services have been protected.
- We have the finance in place to deliver our development plans.
- We have delivered a range of projects directly and through partners to regenerate our area and support our communities.
- We have maximised the social value from our services and through our contractors and partners.
- Our carbon footprint has reduced and we are working to achieve a minimum SAP* (Standard Assessment Procedure) for all our homes.
- We have a stable confident workforce that has grown to support a more diverse business and is one others want to join.
- We have maintained Investors in People gold and aim to achieve platinum in the future reflecting our investment in our staff and their contribution in delivering the performance, culture and values of our organisation.

*SAP is the methodology used by the Government to assess and compare the energy and environmental performance of homes.

Corporate Priorities 2019-20

Every year we review the corporate priorities we need to deliver our vision:

1. Resident leadership and membership

- Strengthen our business by making governance, service improvements and efficiencies based on resident insight and scrutiny, good practice and changes to our operating and regulatory framework.
- Respond to our resident satisfaction surveys and insight to improve services and increase resident satisfaction. (Added March 2019).
- Steered by residents start to deliver our refreshed Community Engagement Strategy for 2019-2022.
- Continue to promote and increase membership for residents and staff and maximise the ways our Gold Membership scheme adds value to members and our business.
- Deliver and refine our Communication Strategy to set out how we communicate with our residents as well as how we celebrate our successes and raise our internal and external profile so people want to join us or adopt our ways of working.

2. Excellent services, efficiently delivered with empathy and fun

- Maintain and improve customer experience for all our customers.
- In response to leaseholder feedback enhance the opportunities for leaseholders to influence our promises, expectations and plans for improvement and make sure they are delivered across Phoenix.
- Continue to deliver our project to implement customer relationship and electronic document management systems to maximise efficiency, deliver “Digital by Choice” options and improve customer experience.
- Deliver priorities for Equality, Diversity and Community Integration (cohesion) and set targets so we know who our residents and staff are and can adapt our services to meet their changing needs help build sustainable communities in our area.
- Plan and deliver our major works programmes so our homes continue to meet our decent homes standard and our community shapes our plans.

3. Growth in new homes and opportunities

- Deliver our approved development plans to build new homes tackling homelessness and housing need in our area as set out in our Development Strategy, including buying back homes to repair and rent at London affordable rent levels.
- Consulting and involving our residents and other stakeholders improve our community as a place to live through environmental works and leveraging in funding and support to strengthen our community.
- Monitor the delivery of our repairs service through Phoenix Repairs Services to ensure it increases resident satisfaction and adds value to Phoenix, through social value and efficiencies. Support it to deliver its aspirations to be the preferred maintenance provider for Phoenix.
- Review our community resources to assess how they can be used to maximise their benefits to the local community.
- Explore new business opportunities to increase our services to benefit our community and the number of homes we manage, through stock transfer opportunities.

4. Sustainability-for our business and our community

- Deliver our Value for Money and efficiency plans, so we confidently maintain our financial viability in the long term.
- Provide energy advice and start to deliver works to our homes that are the most energy inefficient.
- Deliver the "Aiming Higher Programme" continuing to learn to improve how we work together to meet our values so we enhance customer experience, promote equality and diversity and deliver innovation and efficiencies across Phoenix to meet our vision.
- Continue to maintain and improve our approach to health and safety and meet all relevant legislation and regulations.

Key projects to support the priorities

Milestones, projects, KPIs (Key performance Indicators) and new policies have been set to support the Corporate Priorities. The 7 key projects to support the priorities which may extend –into our next corporate plan are:

- Start to review our Phoenix standards and set our Corporate Plan for 2020 onwards; using our Satisfaction Survey of residents and other insight from our community.
- Deliver the actions from our external Governance review and review our Group Governance Structure to deliver transparency and excellence in governance.
- Continue to deliver our project to implement a customer relationship and electronic document management systems to maximise efficiency, compliance with Data Protection requirements, deliver “Digital by Choice” options and improve customer experience.
- Complete the regeneration plans for the Fellowship Inn.
- Deliver our approved development programme completing 37 new homes in 2019-2020 and buying back 15 more that were previously sold through the Right to Buy.
- Deliver our new operational plan for People Services.
- Complete our restructuring proposals to support our future plans.

As set out in our corporate priorities we will seek to embed VFM, innovation, communications and equality and diversity into these projects.

AGENDA				
Item	Page	Report		
1	9	Apologies for Absence and Quorum		Chair
2	10	Introductions and Declarations of Interest		Chair
3	11	Minutes of last meeting		Chair Decision
4	16	Matters arising of minutes of last meeting		Chair
Board Decisions				
5	17	Policies	SL	Decision
6	46	Meadows Community Centre	KM	Decision
Board Information				
7	50	Corporate Plan progress on milestones and targets for Q1-2 2019-20	SL	Information
8	58	Implementation of the Community Empowerment and Engagement Strategy (7-month interim report)	KM	Information
9	62	Management Accounts to October 2019	CS	Information
10	78	CE Report	JR	Information
Board Information				
11	87	AOB		Information

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

DATE: 28/11/2019	PHOENIX COMMUNITY HOUSING BOARD MEETING	ITEM NO. 1
Open or Confidential	OPEN	
Report Title	Apologies for Absence & Quorum	
Lead Officer	Kevin Kelly, Governance Manager, 07515605102	
Lead Board Members	Anne McGurk	
This item is for	INFORMATION	

If you are unable to attend, please ensure you provide your questions, comments and views on the Board Papers to Kevin Kelly by Lunchtime Thursday 28 October 2019.



DATE: 28/11/2019	PHOENIX COMMUNITY HOUSING BOARD MEETING	ITEM NO. 2
Open or Confidential	OPEN	
Report Title	Introductions and Declarations of Interest	
Lead Officer	Kevin Kelly, Governance Manager, 07515605102	
Lead Board Members	Anne McGurk	
This item is for	INFORMATION	

DATE: 28/11/2019	PHOENIX COMMUNITY HOUSING BOARD MEETING	ITEM NO. 3
Open or Confidential	OPEN	
Report Title	Minutes of the meeting 26 September 2019	
Lead Officer	Kevin Kelly, Governance Manager, 07515605102	
Lead Board Members	Chair	
This item is for	DECISION	

Present

Anne McGurk (AMcG)	Chair
Peace Ayiku-Nartey (PAN)	Board Member
Lucy Ferman (LF)	Board Member
Mark Gayfer (MG)	Board Member
Cllr Olurotimi Ogunbadewa (OO)	Board Member (arrived 6.42 – Item 6)
Jamie Carswell (JC)	Board Member
Simone George (SG)	Board Member
Kerry Heath (KH)	Board Member (arrived 7.10 – Item 12)
Michael Tisdell (MT)	Board Member (arrived 7.20 – Item 15)

Officers and Advisors

Jim Ripley (JR)	Chief Executive
Chris Starke (CS)	Director of Finance
David Westworth (DW)	Director of Customer Services
Nick Edwards (NE)	Assistant Director of ICT & Facilities
Say Leddington (SL)	Head of Performance & Quality
Emma McSweeney (EMcS)	Head of Specialist Housing Services
Leon Yohai (LY)	Head of Housing Management
Kevin Kelly (KK)	Governance Manager – Minutes

Apologies:

Carmen Simpson (CS)	Vice Chair
Cllr Sue Hordijkeno (SH)	Board Member
Simon Barlow (SB)	Board Member
Lesley Johnson (LJ)	Director of Property and New Business

1	Chair & Vice-Chair Election	
	Kevin Kelly explained that as the meeting was the first Board one following the Annual General Meeting, the first item on the agenda was to elect the Chair & Vice-Chair. He added that Anne McGurk and Carmen Simpson had both indicated they were willing to stand again for Chair and Vice-Chair respectively. He further added that under the rules the Chair & Vice-Chair positions were for Tenant Board Members. Kevin Kelly asked if there were any other nominations. He noted there were no other nominations and asked the Board if they agreed to elect Anne McGurk as Chair and Carmen Simpson as Vice-Chair. The Board agreed.	KK
2	Apologies for Absence & Quorum	
2.1	Apologies as noted above.	
3	Introductions and Declarations of Interest	
3.1	Anne McGurk, Chair, welcomed everyone. She welcomed Simone George to her first meeting as a Board Member.	
3.2	Anne McGurk reminded all in attendance to use the microphones when speaking.	
3.3	Chris Starke declared an interest as a PAS Board Member. Kevin Kelly noted that Lesley Johnson and Carmen Simpson who were absent from the meeting were PAS Board Members. He added that Simon Barlow had sent in an email and declared that he was involved in the review of the Scrutiny and Tenant Panel Recruitment Policy and in both the caretaking and garden scheme reviews referenced in the estates management performance report. Jamie Carswell declared that his wife worked for L&Q as a director. Kevin Kelly noted from an email received from Kerry Heath that she declared an interest on item 23 as her employer used the proposed consultants and solicitors.	
4	Minutes of last meeting	
4.1	Kevin Kelly read out an email from Kerry Heath who queried that Carmen Simpson was noted as giving apologies but mentioned at 2.3 as declaring an interest. Kevin Kelly replied that the declaration was recorded as although Carmen was not at the meeting it was important to still record any declarations of interest.	
4.2	Anne McGurk noted that Michael Tisdell was Present.	KK
4.3	Proposed: Mark Gayfer Seconded: Lucy Ferman The Board agreed the minutes.	KK
5	Matters Arising	

5.1	None.	
5	Policies	
6.1	Cllr Olurotimi Ogunbadewa (OO) joined the meeting. He declared an interest as an LBL Councillor.	
6.2	Say Leddington presented the report.	
6.3	Kevin Kelly read out an email question from Kerry Heath, regarding the extent that PCH staff have discretion to establish the amount of compensation to offer. Say Leddington replied we do have PCH standards which refer to compensation for missed appointments and staff have discretion based on delegated authorities .	
6.4	Mark Gayfer stated he was pleased to see the changes in the electrical policy and asked when the policy would next be reviewed. Say Leddington replied that policies were reviewed every 3 years and that the 6-year cycle in the electrical policy was set to balance the testing along with the costs and the volume of testing.	
6.5	Anne McGurk asked that thanks be given to the Policies Working Group for the report and the work they do. Lucy Ferman noted the report was very clear.	SL
6.6	<p>The Board approved the policies listed:</p> <ul style="list-style-type: none"> • Safeguarding Policy; • Compensation Policy; • Resident Scrutiny and Tenant Panel Recruitment Policy; • Data Loss Prevention Policy. <p>The Board noted and approved the additional advice, costings and proposal by the Executive Team that the electrical condition reports are carried out for all blocks every 5 years as currently and for the inside of domestic general needs properties every 6 years, phasing to 5 years thereafter</p>	SL
7	Caretaking and Environmental Performance Report	
7.1	Leon Yohai presented the report.	
7.2	Mark Gayfer stated he had noticed an improvement in performance when he had passed by PCH blocks and properties and welcomed the change of contractor at Hazlehurst Court. He added that he had noticed a lot of houses where rubbish was dumped in front gardens and asked what was being done to tackle this. Leon Yohai replied that PCH were limited on what it can do directly to tackle this issue when the property is privately owned and not a PCH property. He added that PCH could look at tackling the issues	

	from a health and safety or an environmental angle and work with LBL to conduct joint visits to properties as well as more face to face contact with PCH tenants.	
7.3	Jamie Carswell thanked officers for a very helpful and comprehensive report. He asked about flytipping and disposal costs and whether it was included in the benchmarking and asked why the tonnage of flytipping was below what PCH had expected. Leon Yohai replied that the report and benchmarking included all the costs involved. He added that CCTV at flytipping hotspots was helping and we were working well with LBL to identify culprits and were able to finally issue notices to them.	
7.4	Lucy Ferman stated that it was good PCH were working well with LBL and other housing associations and asked if PCH had considered offering discounted rates to clean and tidy up rubbish from front gardens.	LY
7.5	Ann McGurk asked for thanks to be passed onto the Caretaking and Environmental teams.	LY
7.6	The Board noted the performance for Caretaking and Environmental services for 2018-19.	LY
8	Voids, Lettings and Tenancy Sustainability Report 2018-19	
8.1	Leon Yohai presented the report.	
8.2	In reply to Cllr Olurotimi Ogunbadewa, Leon Yohai explained that the average turnaround time had gone up for all voids compared to the previous year. He added that short term voids average time had increased slightly but were still a good performance. He further added that pest control had affected a small number of properties which had a disproportionate affect on void times and changes in lettings staff at LBL had also impacted on void times as well.	
8.3	Kevin Kelly read out from an email from Kerry Heath, who stated that she was pleased to see upper quartile performance for voids and the overall good performance and referred to appendix 1 page 49 and the table and asked whether 'direction from 16-17' should be 17-18. Leon Yohai replied that it should be 17-18.	
8.4	Kevin Kelly read out from an email from Kerry Heath, who referred to the shift in demographics and whether there were any implications for our approach to how we manage these tenancies and how we communicate with residents and younger residents. David Westworth replied that this issue would be looked at as part of the Customer Access Strategy.	
8.5	The Board noted the performance for voids, lettings and tenancy sustainability – general needs for 2018-19.	LY

9	Management Accounts	
9.1	Chris Starke presented the report.	
9.2	David Westworth informed the Board that PAS is reviewing the current Service Level Agreement with PCH.	
9.3	The Board noted the report.	CS
10	Chief Executive's Update Report	
10.1	Jim Ripley presented the report.	
10.2	Lucy Ferman asked whether the report was for information rather than decision. Jim Ripley confirmed it was an information item.	
10.3	Jamie Carswell referred to the update on Tenants Together and asked what influence we could have as an early adopter. Jim Ripley replied that he was conscious of this point and how best PCH can influence the debate. Say Leddington explained that lots of examples and good practice were being exchanged by the early adopters and PCH were able to influence as part of this exchange.	
10.4	The Board noted the: A. Board Updates. B. Action Tracker.	JR
11	Any Other Business	
11.1	None.	

Approval

Approved by (Chair)	
Date	



DATE: 28/11/2019	PHOENIX COMMUNITY HOUSING BOARD MEETING	ITEM NO. 4
Open or Confidential	OPEN	
Report Title	Matters Arising of Minutes of last meeting	
Lead Officer	Kevin Kelly, Governance Manager, 07515605102	
Lead Board Members	Anne McGurk	
This item is for	INFORMATION	

DATE: 28/11/2019	PHOENIX COMMUNITY HOUSING BOARD MEETING	ITEM NO. 5
Open or Confidential	OPEN	
Report Title	Policies	
Lead Officer	Chantel Lynch, Service Improvement & Scrutiny Manager, 020 3121 0211	
Lead Board Members	Anne McGurk	
This item is for	DECISION	

1 Recommendations

A The Board approves the following policies:

Rent Setting & Service Charge, Mobility Scooter, CCTV, Tenant Improvement & Alterations.

Hazelhurst Court Extra Care – Rent Setting & Service Charge, Allocation & Lettings, Mobility Scooter and Pet Policies.

Executive Summary

Eight policies have been reviewed and recommended for approval by the Resident Policy Working Group (RPWG) and Executive Team.

The CCTV and Tenant Improvement & Alterations policies are new policies. The other policies have been reviewed as part of good practice. The key changes are:

Rent Setting & Service Charge Policy

Clarified service charges for affordable rents and also added that we may charge for services or start charging for services after consultation.

The policy has also been updated with a reference to the Home Ownership Management Policy and the Regulator of Social Housing Rent Standard.

The conversion of social rent to affordable rent and fixed term tenancies are in the existing policy and has been left in the revised policy, although Phoenix has not converted any social rents to affordable or have any fixed term tenancies.

A new section has been added on the Local Housing Allowance and Market Rents. For new schemes, the Board may wish to approve the letting of properties at rents other than social or affordable rent such as the Local Housing Allowance or Market rent.

The Policy Working Group unanimously agreed to recommend to Board that the Rent Setting & Service Charge policy is approved.

Mobility Scooter Policy

The policy sets out how Phoenix residents can use and store mobility scooters in properties we own and manage and do not cause health and safety risks. Requests for mobility scooter storage will be treated on a case by case basis.

Where residents request mobility scooter storage, we will look at the feasibility of storage in the external areas of their home which may include a full risk assessment. The use of a mobility scooter should also be supported by an Occupational Therapist wherever possible.

The Policy Working Group unanimously agreed to recommend to Board that the policy is approved.

CCTV Policy

The Closed Circuit Television (CCTV) policy is a new policy, previously only guidance was in place. The policy sets out how we will manage and use CCTV at or around assets that we own and manage.

All applications for CCTV whether for fixed, temporary or covert use are required to through 4 stages:

- Application
- Investigation
- Use and management
- Removal

For new build properties, the decision to fit or not fit CCTV cameras will be made during the development process. In addition, a Data Protection Impact Assessment will be completed.

The Information Governance Group will review all applications and consider it against a set criteria.

The Policy Working Group unanimously agreed to recommend to Board that the CCTV policy is approved.

Tenant Improvement & Alterations Policy

The Tenant Property Improvement & Alterations Policy is a new policy. The policy sets out how we will manage existing tenant property improvements and alterations and tenant requests to carry out new improvements to their homes. It also ensures that all requests for consent and existing tenant alterations are considered and dealt with in a fair and consistent manner.

The Policy Working Group unanimously agreed to recommend to Board that the Tenant Improvement & Alterations Policy is approved.

Hazelhurst Court Extra Care – Rent Setting & Service Charge Policy

Updated the Affordable rents including service charges section to explain that from 1st April 2020, rent setting will be under the Rent Standard issued by the Regulator of Social Housing and that the new rent framework will apply for a five-year period up to 31 March 2025.

The Policy Working Group unanimously agreed to recommend to Board that the Hazelhurst Court Extra Care Rent Setting & Service Charge Policy is approved.

Hazelhurst Court Extra Care – Allocations & Lettings Policy

Removed the quantity (*a third of residents having a housing only/or low care needs, a third of residents who have moderate care needs, a third of residents who have high care needs*) and replaced with sustain a mixture of tenancies in line with the London Borough of Lewisham’s Nomination Agreement and the London Borough of Lewisham, Notting Hill and Phoenix Collaboration Agreement.

The Policy Working Group unanimously agreed to recommend to Board that the Hazelhurst Court Extra Care Allocations and Lettings Policy is approved.

Hazelhurst Court Extra Care – Mobility Scooter Policy

No amendments have been made to the policy other than updating the legislation and associated documents sections.

The Policy Working Group unanimously agreed to recommend to Board that the Hazelhurst Court Extra Care Mobility Scooter Policy is approved.

Hazelhurst Court Extra Care – Pet Policy

No amendments have been made to the policy other than updating the legislation and associated documents sections.

The Policy Working Group unanimously agreed to recommend to Board that the Hazelhurst Court Extra Care Pet Policy is approved.

2 Corporate Plan Implications / Strategic Objectives

Strategic Objective: 1. Resident leadership and membership.

2019-20 Corporate Objective: • Strengthen our business by making governance, service improvements and efficiencies based on resident insight and scrutiny, good practice and changes to our operating and regulatory framework.

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).

Any new policies and policies where significant changes have been made must be amended and any changes to policies summarised so the Board can request copies.

The following are appended as they have significant changes or are new:

- Appendix 1 – Rent Setting & Service Charge Policy
- Appendix 2 – Mobility Scooter Policy
- Appendix 3 – CCTV Policy
- Appendix 4 – Tenant Improvement & Alterations Policy

The following policies are available upon request:

- Appendix 5 – Hazelhurst Court Extra Care Rent Setting & Service Charge Policy
- Appendix 6 – Hazelhurst Court Extra Care Allocations & Lettings Policy
- Appendix 7 – Hazelhurst Court Extra Care Mobility Scooter Policy
- Appendix 8 - Hazelhurst Court Extra Care Pet Policy

4 Communications & Consultation Implications

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

5 Other Implications

Legal

As part of the Compensation Policy, a Data Protection Impact Assessment was completed. The policy complies with relevant regulations and good practice.

The Rent Setting & Service Charge Policies supports our compliance with the Regulator for Social Housing Rent Standard.

The CCTV Policy supports our compliance with the Data Protection Act 2018 and the General Data Protection Regulations 2016.

Equality & Diversity

All policies are reviewed to ensure Phoenix meets good practice and legal requirements related to Equality and Diversity.

Equality Impact Assessments have been completed for the Rent Setting & Service Charge, Tenant Improvement & Alterations and Mobility Scooter policies.

The assessment for the Rent Setting & Service Charge Policy showed that some protected groups may be adversely affected as Phoenix implements increases to average rents plus CPI. We know from our resident profile that newer tenants are more likely to be from BME backgrounds, are younger, female, may be new or expectant mothers, or may have a disability. These protected groups are therefore more likely to be affected, the impact however, is reduced as London Affordable rents are cheaper than standard affordable rents. Our pre-tenancy and financial inclusion work also help to manage the impact on these groups.

The assessment for the Tenant Improvement & Consents Policy showed that some protected groups may be adversely affected by the policy. Whilst Phoenix must have

a standard for homes, each request for improvement or alteration will need to be reviewed on a case-by-case basis to take into account resident diversity and different needs which may be impacted by our investment decisions. Protected groups more likely to be affected, are those from particular ethnic, cultural or religious backgrounds that may have different ways of operating their homes and require different or improved facilities, for example, bathing. Older residents and those who have a disability may have different needs and may require aids and adaptations.

The Mobility Scooter Policy does not adversely impact on any protected group.

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.
- Cautious 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 – changes to the policies can be resourced from existing budgets.

Staff - none

Property – none

IT – none

9 Confidentiality – open

Approval

Approved by (Chair)	
Date	Click here to select date

RENT SETTING & SERVICE CHARGES POLICY

Responsible Officer

Director of Finance

Aim of the Policy

This policy aims to set rents and service charges for our tenants that they can afford if they work full-time in low paid employment. This will enable us to manage our properties well, to maintain them properly and to ensure that they meet the 'Phoenix Standard' for decency, whilst providing new housing and community resources in accordance with our corporate vision.

Policy Statement

This policy sets out our approach to the setting of rent and service charges. It aims to make sure that we comply with all relevant law, the requirements of our regulator (the Regulator of Social Housing), any grant conditions for new build homes and our tenancy agreements.

The Policy

Regulatory framework

As a registered provider, Phoenix complies with guidance issued by the Regulator of Social Housing when setting rents. For the period 1 April 2016 to 31 March 2020, the rules for rent levels were set in the Welfare Reform and Work Act 2016. As from 1 April 2020, the rules will be set under the 2020 Rent Standard issued by the Regulator of Social Housing. The new rent framework will apply for a five-year period up to 31 March 2025.

Rents

Phoenix applies a different rent setting approach to different categories of property. Phoenix applies Social rents to all properties transferred from Lewisham Council in December 2007 and any newly built or acquired properties where the Board decides to charge Social rents.

All rents are set in accordance with the requirements of the Regulator of Social Housing. For most newly built or acquired properties, Phoenix will apply different rent regimes aligned with our overall policy aims and relevant grant conditions such as London Affordable rents, Affordable rents, Local Housing Allowance or Market Rents as agreed by Board on a scheme by scheme basis.

Social rents

Social rents are set for all properties transferred from Lewisham Council and any new build properties where the Board decides to apply social rents in accordance with the requirements of the Regulator.

Social rents are based on Formula rents which are calculated by reference to a national average social rent, adjusted to reflect local circumstances. In practice this means:

- 30% of the rent is based on the property value relative to national average social housing property values; and
- 70% of the rent is based on average local earnings relative to national average earnings and weighted according to the number of bedrooms.

From April 2020 the Regulator will allow the application of a 5% tolerance on top of Formula rents (subject to the overall rent caps on formula rents) when setting rents and the Board has agreed to set rents at the Formula rent plus 5% (subject to the relevant rent cap). The additional income supports the delivery of new housing and community services and takes account of the fact that the Formula rent + 5% is still substantially below market rents in our area.

Each year from 2020 to 2024, the rent charged and the Formula rent for a property will increase by the value of the Consumer Prices Index (in the previous September), plus 1%, (providing the rent cap has not been reached- in which case the increase will be only CPI).

Whenever a social rent property is re-let to a new tenant, its rent will be set at the Formula rent (including the annual CPI + 1% uplift) plus 5% as at the beginning of April in that financial year.

Affordable rent

Under the Government's Affordable Housing Programme, new properties are usually let at Affordable Rents which are intermediate between Social rent and full market rent. Affordable rent is set at up to 80% of the relevant market rent and is inclusive of service charges. Prior to the change of administration at the Greater London Authority in 2016, Phoenix let one new scheme (Hazelhurst Extra Care) at Affordable rents.

London Affordable rent

The Mayor of London and the Greater London Authority are responsible for allocating the share of the national Affordable Housing Programme within Greater London. The GLA followed Government policy using Affordable rents at 80% of market rent until the administration changed in 2016. The new administration requires the majority of new properties to be let at London Affordable rent. This is based on the upper limit of Social rent with the addition of service charges but limited to 80% of market rent and not exceeding the Local Housing Allowance level. London Affordable rents are considerably less than the full Affordable rent.

Properties built or acquired by Phoenix since transfer will be let at London Affordable rents where this is a condition of their grant funding. This includes new build and properties acquired under the Purchase & Repair scheme.

We may vary this and set rents below London Affordable rents taking into consideration the Local Authority Housing Strategy.

Conversion from Social to Affordable/ London Affordable rents

Following approval by the Board, the Regulator and the GLA where applicable, Phoenix may decide to convert properties from Social rent to Affordable or London Affordable rent where this is required to finance the development of new homes. This conversion to Affordable/ London Affordable rents would only apply when a property became empty and was re-let. The tenancy agreement will make clear if a property is let at an Affordable rent.

Where Affordable/ London Affordable rent is set for an assured tenancy, it will be set in accordance with the policy above and subject to increases each April of no more than the value of the Consumer Prices Index (in the previous September), plus 1%.

Fixed term tenancies

Properties let at an Affordable/ London Affordable rent may be let for a fixed term. Where this is the case, the rent will be set at the beginning of the tenancy and this will be adjusted each April by no more than the value of the Consumer Prices Index (in the previous September), plus 1%, until the end of the fixed term.

Other rent regimes – Local Housing Allowance, Market rents

For particular schemes which are not governed by the 2020 Rent Standard, the Board may approve the letting of properties at rents other than Social rent or Affordable rent such as Local Housing Allowance or Market rent. In each case, the Board will consider how the scheme fulfils strategic policy objectives, funding streams, relevant law and the economic case for letting under a different rent regime.

Local Housing Allowance

Local housing allowance is an upper limit for rents which may be supported by housing benefit or universal credit. These are set by the Government at the level of the cheapest 30% of market rents in a given area.

Market rent

Market rent is the rent which the property can get in the open market. If the rent is outside the cheapest 30% of local rents, tenants on housing benefit or universal credit will have to make up the difference between this and local housing allowance rates. Families and people on lower incomes may find it difficult to access market rent properties.

Service Charges

Phoenix makes charges for a range of services. Examples of such charges are:

- caretaking
- grounds maintenance
- communal electricity
- communal heating
- water rates – where the utility provider does not charge the tenant directly
- tenants contents insurance
- door entry systems (where installed following a ballot of residents).

Phoenix may introduce new services in future. Phoenix will consult tenants before introducing a new chargeable service. Phoenix will give at least four weeks' notice of any proposal to introduce a new service charge and the estimated charge to the tenant.

Service charges will be fixed at a level to cover the estimated costs of providing the service. These costs will include the administration of such services and the costs of maintaining and replacement of equipment where appropriate. Any surplus or deficit arising in providing the service is retained by Phoenix.

Charges for water rates and tenants' contents insurance, collected by Phoenix on behalf of the water and insurance companies, are determined by the water and insurance companies. The agreement to collect water charges on behalf of Thames Water terminates on 31 March 2020 after which date Thames Water will bill all residents directly.

Phoenix's Board will review the basis upon which service charges are calculated on at least an annual basis. Changes to service charges will be notified to each tenant by giving at least four weeks' notice.

Service charges for leaseholders are set in accordance with the Leaseholder Management Policy.

Service charges – Affordable and London Affordable rent

Service charges are counted as part of the total rent for Affordable and London Affordable rents. The initial level of service charges will be based on the estimated cost of the services provided. Annual increases to service charges will be at the same rate as for rent – that is CPI plus 1% from April 2020 to 2024.

Implementation

Rents and service charges will be increased on an annual basis taking effect from the first Monday in April and will be approved by the Board. Tenants will be notified in writing of such increases within the period set out in the tenancy agreement. Unless provided for in the tenancy agreement, Phoenix will send a notice under section 13 of the Housing Act 1988 unless the April rent increase is within the first year of the tenancy.

Rents and service charges will be charged on a weekly basis and calculated over 52.14 weeks. The rent is payable on the Monday of each week it is due and should be paid within the week it is due.

Phoenix will benchmark against rent levels charged by other comparable social landlords in the area and provide this information to its tenants, Phoenix's Board and the Regulator.

Equality and Diversity Implications

Choice Based Lettings will advertise the rent for a property so it is clear to prospective tenants what the rent is. Phoenix's Income Team can provide advice to help ensure tenants are receiving the benefits they are entitled to.

Monitoring

We will review this policy every three years or sooner whenever there are changes to legislation, good practice or other learning.

Legislation

Housing Act 1988
 Equality Act 2010
 Welfare Reform and Work Act 2016
 Policy Statement on social housing rents (Feb 2019)
 RSH 2020 Rent Standard

Reference to other documents and associated policies and procedures

Rent Arrears Policy
 Home Ownership Management Policy
 RSH Rent Standard Guidance
 Phoenix Standards
 Equality and Diversity Charter

Definitions

Term/acronym

PCH
 RP
 RSH

Description.

Phoenix Community Housing.
 Registered Provider.
 Regulator of Social Housing

Document Type:	Policy
Title:	Rent Setting and Service Charges Policy
Author	Finance Director
Department Owned By	Finance
Data Protection Impact Assessment	No
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MOBILITY SCOOTERS POLICY

Responsible Officer

Director of Customer Services

Aim of the Policy

This policy aims to set out how Phoenix residents can use and store mobility scooters in properties we own or manage.

Policy Scope

This policy applies to any Phoenix resident using a mobility scooter.

Policy Statement

Phoenix believes that all residents have the right to a quality of life which may be enhanced by using a mobility scooter. Mobility scooters can help residents maximise their independence and whilst residents must meet the costs of ownership or leasing privately, Phoenix will aim to ensure that vehicles are used legally, do not cause Health and Safety risks and their use does not affect the quality of life of other residents.

The Policy

Phoenix recognises that our residents should have a quality of life that allows them to have the provision for full mobility, which may include owning a mobility scooter or power wheelchair.

We also recognise our duty to ensure the health and safety of our residents, staff and contractors as well complying to all relevant fire safety regulations.

The Policy applies for the usage of the following:

- Class 1: manual wheelchairs.
- Class 2: machines designed for use on the pavement travelling at speeds of up to 4mph (power wheelchairs). They may be used on the road to cross from one pavement to another or where no pavement is available.
- Class 3: machines that can be used both on the pavement where, like class 2 vehicles, they are limited to 4mph and on the road where they can travel up to 8mph. Registration with the Driver and Vehicle Licensing Agency (DVLA) is required by law for road use.

Phoenix will take reasonable steps to ensure residents can keep mobility scooters in designated areas.

Requests for mobility scooter storage will be treated on a case by case basis.

Where residents request mobility scooter storage, we will look at the feasibility of storage in the external areas of your home which may include a full risk assessment. The use of a mobility scooter should also be supported by an Occupational Therapist wherever possible.

Where residents wish to keep their scooter within their property, residents must have written permission from us, this should also be supported by an Occupational Therapist. We will carry out a full risk assessment and will only grant permission to keep a scooter in a property when all other options have been considered and it is safe to do so.

Health and Safety

Fire Safety Requirements

We have a legal duty to ensure the safety of all residents, staff, contactors and visitors to our properties by keeping communal areas in a safe condition and ensuring that all fire escapes and fire routes are kept clear at all times.

Mobility scooters are not permitted to be stored in any internal communal areas.

Storage can include designated outside or inside areas and must comply with Health and Safety legislation.

We will not allow:

- Any stored possessions, including mobility scooters, in internal communal areas as they may prevent safe and quick evacuation from the building.
- Under stairs spaces to be used as storage as they compromise the fire safety of the means of escape in the event of a fire.
- Petrol-fuelled mobility scooters to be stored in our properties, including the external storage areas.
- Alterations to communal areas, a resident's home or other spaces within our premises without our written consent.

Enforcement

Where we become aware that a mobility scooter is being stored inappropriately, we will intervene promptly to rectify the situation by, among other things:

- Speaking with you informally and explaining the dangers of storing a mobility scooter inappropriately with you.
- Exploring alternative options available to you.

- Working with care providers, support staff, advocates and relatives where possible to address the issue.
- Explaining in person and in writing the formal measures we may have to take if the matter is left unresolved.

Where a mobility scooter continues to be stored inappropriately, we may take enforcement action against you. We will only take this approach when we have exhausted all other options and we will always act preventatively and proportionately.

Responsibilities

We will be responsible for:

- Setting, invoicing and collecting charges for storing mobility scooters and where applicable any communal electricity used to charge vehicles.
- Consulting residents on any increase in charges.
- Authorising storage in the scooter store.
- Ensuring mobility scooters are stored safely.
- Taking action against residents whose permission to store and charge vehicles in the scooter store is not granted or is revoked.
- Administering charges in accordance with our Recharge Policy for damage caused to property we own or manage including communal areas resulting from the use of mobility scooters.

You are responsible for:

- Paying the storage charge and any recharges damage caused to property we own or manage including communal areas resulting from the use of your mobility scooter.
- Paying for communal electricity used to charge vehicles where applicable.
- Ensuring you know how to operate and use your vehicle safely.
- Ensuring that your vehicle is safe for use, is regularly serviced including in PAT testing and is well maintained.
- Insuring your vehicle, including public liability insurance.
- Registering your vehicle with the DVLA if it is a Class 3 vehicle.
- Meeting the conditions of the licence agreement.
- Storing the mobility scooter as agreed with us and in any risk assessment.

Designated Areas in New Developments.

We will operate a licence system for the storage charging and use of mobility scooters in new developments.

Allocation of space for a mobility scooter will take place on a first -come first-served basis. If there are already mobility scooters stored on a development, we will try to accommodate all mobility scooters in line with the maximum permissible number.

Equality and Diversity

Phoenix recognises that promoting equality is a fundamental part of enhancing life chances. We will meet the requirements relating to equality and diversity laid down in the Equality Act 2010 by working to eliminate discrimination, advance equality of opportunity and foster good relations between all of our residents, service users and staff.

We recognise our obligation under the Equality Act 2010 to make reasonable adjustments where a disabled person is placed at a substantial disadvantage in the enjoyment of their homes, compared to those who are not disabled.

This means Phoenix recognises the benefits to residents' rights and quality of life by owning a mobility scooter. We will make provision to allow residents to own, charge and run their mobility scooters.

We will work with residents who use mobility scooters to help provide reasonable, safe and viable storage options where possible. Generally, mobility scooters are not prescribed by Occupational Therapists for people with disabilities and in most cases mobility scooters are bought privately by individuals. This means the provision of scooter storage may not be reasonable if it compromises health and safety (including fire safety, duties of employers not to expose non-employees to risks such as trip hazards).

Monitoring and review

Phoenix will review this policy every three years or sooner whenever there are changes to legislation, good practice or other learning.

Legislation

- Use of Invalid Carriages on Highways Regulations 1988
- Regulatory Reform Fire Safety Order 2005
- Equality Act 2010

Reference to other documents and associated policies and procedures

Including:

- Equality and Diversity Charter
- Health and Safety Statement of Intent
- Fire Safety Policy and Procedure
- Electrical Safety Policy
- Aids and Adaptation Policy
- Rechargeable Repairs Policy.
- Mobility Scooter Licence Agreement
- Tenancy/Lease Agreement

- Environmental & External Works Programmes

Definitions

Term/acronym	Description
Resident, You, Your	Phoenix tenants and lessees
Phoenix, We, Us, Our	Phoenix Community Housing.
PAT	Portable Appliance Testing
DVLA	Driver and Vehicle Licensing Agency

Document Type:	Policy
Title:	Mobility Scooter Policy
Author:	Housing Manager
Department Owned By:	Customer Services
Data Protection Impact Assessment:	No
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Closed Circuit Television CCTV Group Policy

Responsible Officer

Assistant Director of ICT and Facilities

Aim of the Policy

The aim of this Policy is to set out how we manage and use Closed Circuit Television (CCTV) systems at or around the assets we own or manage.

Cameras are used to monitor activities within buildings and on building sites, including car parks and other public areas to identify criminal activity actually occurring, anticipated, or perceived, and for the purpose of securing the safety and well-being of residents, staff, contractors and visitors.

This policy sets out the criteria for the installation and removal of CCTV. CCTV monitoring and recording systems will be installed in or on Phoenix property only when this has been reviewed and approved by the Information Governance Group and relevant Director.

Policy Scope

This Policy and its associated procedures apply to Phoenix and its subsidiaries including all staff whether permanent, temporary or voluntary, Board Members and all contractors working for or on behalf of the Phoenix. It will also apply to residents, regardless of tenure, in terms of how we will respond to requests for personal CCTV in and/or on their own home.

Policy Statement

It is important that all those who are likely to be affected by the use of CCTV cameras, those who are likely to request their use and everyone involved in their operation have a clear understanding of what and how recording will be used.

The key objectives of Phoenix's CCTV system are:

- Detecting and deterring crime and ASB in public areas.
- Assisting in the identification of offenders leading to their arrest and successful prosecution.
- Reducing the fear of crime.
- Ensuring safer neighbourhoods within our communities

Criteria for use

All applications for CCTV whether for fixed, temporary or covert use are required to go through the same 4 stages.

- Application
- Investigation
- Use and management
- Removal

All stages of the process must be followed and the relevant forms retained.

For new build properties, the decision to fit or not fit CCTV cameras will be made during the development process and a Data Protection Impact Assessment be completed.

Application

Applications for CCTV must be made to the Information Governance Group (IGG).

Investigation

The IGG will review the application and consider it against the following set criteria:

- Has a DPIA been completed in full?
- Will using CCTV achieve the set objectives?
- Are there any less intrusive measures that could achieve the same objective (eg extra lighting)
- Is there a clear and demonstrable need for CCTV? (is it proportionate? Is there evidence that supports the need for CCTV?)
- Can the success of these objectives be measured?
- Is the equipment available and the location suitable for CCTV (i.e. is the required infrastructure in place).
- Time: Is there sufficient time to meet the request for the use of cameras? Will S20 requirements apply?
- How will it be paid for? Which budget code will support this work?
- How will the system/cameras be maintained, cleaned, checked?
- Will this be service chargeable to residents?
- Resident consultation.

Once the Group has agreed the application, it will go to the Executive Team for sign off depending on the type of application.

Use and Management

Once an application is signed off it will be passed to the relevant department to process.

For fixed, permanent CCTV, where relevant we will proceed through standard consultation processes including section 20 if necessary. This means the timescales from approval could be up to 12 months.

Temporary, mobile or covert CCTV provision will not be charged to leaseholders unless it has been fitted to address a specific ASB issue such as fly tipping. In these cases, the recharge for leaseholders will be on a pro rata basis so leaseholders are only charged for days the system is on site and in operation.

Once fitted the management of CCTV includes:-

- Management of and access to stored images
- The viewing images by outside agencies
- Access and Disclosure to Individuals Recorded On CCTV
- Destruction of Stored Footage

- Privacy Impact Assessment
- Type of Surveillance
- Data of installation
- Site Checklist
- CCTV equipment in place
- Location of the cameras (register)
- Record of CCTV system quality checks
- Record of CCTV footage requests supplied/denied

Temporary Fixed or Covert cameras

Any proposed request for use must be consistent with the aims and objectives outlined above and should normally cover one or more of the following circumstances:

- Use is requested or supported by the Police
- Use will assist in detection and arrest of perpetrators of a spate of particular crime(s)
- Deployment is to respond to crime hotspots or ongoing ASB problems

Applications must also take the following requirements into consideration:

Justifiable - there must be adequate evidence to show that the cameras are an appropriate and proportionate response. This will usually be shown by evidence of repeated complaints of past incidents, or intelligence on future incidents, evidence from local crime statistics, information shared or received from Community Safety Partnerships, local authorities or events;

General - the target of the surveillance must be in a public area or against unknown offenders.

Reviewable - there must be a clear time limit for the duration of the deployment and an identified process of ongoing evaluation of the need for the cameras' continued use in a specific location. Normal deployments will last approximately 3 months; this may be extended with the agreement of the Director of Operations.

Objective - there must be specified objectives to be achieved by the camera deployment and the achievement of these objectives should be monitored.

Please note that Phoenix will not utilise covert CCTV in private areas such as Extra Care Schemes.

Residents Own cameras

An individual has the right to protect their property and this can be done by using a CCTV system where it is necessary, such as a security measure. However, the Surveillance Camera Commissioner (SCC) recommends that users of CCTV systems should operate them in a responsible way to respect the privacy of others.

A CCTV system to protect a domestic dwelling from acts of crime and anti-social behavior is now commonplace. Although this seems a reasonable use, there have been a number of complaints to the police, ICO and the SCC from neighbours and other members of the public who believe that cameras are being used to spy on them and their families.

If residents are thinking of installing a CCTV system on their home (**including video doorbells**), they must be made aware of their responsibilities:

- it is their responsibility to make sure that the CCTV system is installed correctly
- they are also responsible for all the information that is recorded by their system
- they must make sure that the information is not used for any other purpose than protecting their property.

If a resident sets up a system so it captures only images within the boundary of their private domestic property (including garden), then the data protection laws will not apply.

However, if the system captures images of people outside the boundary of their private domestic property – for example, in neighbours' homes or gardens, shared spaces, or on a public footpath or a street, then the General Data Protection Regulation (GDPR) and the Data Protection Act 2018 (DPA18) will apply.

Any resident (regardless of tenure) who wishes to attach CCTV to their property must ask and receive written consent before commencing.

Please note that Phoenix will not accept responsibility for the use or management of resident owned CCTV (regardless of whether permission to have CCTV has been granted or not)

Removal

The provision of fixed, permanent cameras will be reviewed on an annual basis to ensure that the need for the cameras remains. If a decision is made that the cameras are not necessary, residents of the block will be informed before removal is allowed. These cameras will be reused on other sites where possible.

Temporary mobile and or covert cameras are allowed to be in place for up to three months. At the end of this period the Information Governance Group will agree that the need to retain these cameras has remained or they will be removed.

In either case, if removal is deemed necessary then this will be completed as soon as is feasible. Where CCTV cameras (fixed or covert) are removed this must be logged accordingly against the [register of CCTV cameras].

Operation for the system

The CCTV operating system will be administered and managed by the Technology and Information Services team in accordance with the principles set in this document.

- Cameras are not monitored on the respective site where they operate routinely, but can be monitored by authorised personnel on devices if staff are on site.
- The CCTV system will be operated 24 hours a day, 365 days of the year.
- Warning signs, as required by the Code of Practice of the Information Commissioner, will be placed at all access routes to areas covered by the CCTV cameras.
- Liaison meetings may be held with all bodies involved in the support of the system.

System control

Access to the CCTV System will be strictly limited to IT, any duty staff and specific authorised persons. Unauthorised persons are not permitted to view live or pre-recorded footage. Personnel authorised to view footage will be declared on the initial application and authorised by the Information Governance Group.

If covert surveillance is planned or has taken place, copies of the written authorisation, including any review or cancellation, must be signed off by Executive Team.

Disclosure of the recorded images to 3rd parties should only be made in limited and prescribed circumstances. If the purpose of the system is the prevention and detection of crime, then disclosure to third parties should be limited to the following:

- Law enforcement agencies where the images recorded would assist in a specific criminal enquiry
- Prosecution agencies
- Relevant legal representatives
- The media, where it is decided that the public's assistance is needed in order to assist in the identification of victim, witness or perpetrator in relation to a criminal incident. As part of that decision, the wishes of the victim of an incident should be taken into account
- People whose images have been recorded and retained (unless disclosure to the individual would prejudice criminal enquiries or criminal proceedings)

Materials or knowledge secured as a result of CCTV will not be used for any commercial purpose.

Recording is carried out on digital data apparatus. This may be in the form of the camera itself, a locally situated recording device or via a cloud based storage system.

Recorded data will only be released to the media for use to assist the investigation of a specific crime and with the written authority of the police. Recorded data will never be released to the media for purposes of entertainment.

Retention and disposal of material:

- Data disks will be disposed of by a secure method.
- Footage will be stored on data recorder hard drives for up to 31 days.

Footage will only be stored on data disks if footage is requested by external agencies in the process of detecting crime and in the prosecution of offenders.

Fixed cameras

Fixed cameras will be placed on Phoenix owned buildings permanently (internally & externally) where a need to do so has been identified and the application has been accepted.

No fixed camera will be hidden from view and all will be prevented from focussing on private areas. Signage will be prominently placed at strategic points and at entrance and exit points of the sites to advise residents, visitors and members of the public that a CCTV system is in use. This will display:-

- We are the owner
- The purpose of the CCTV
- Our website and phone number

Although every effort will be made to ensure maximum effectiveness of the system, it is not possible to guarantee that the system will detect every incident taking place within the area of coverage.

The system will be passively monitored. This means that the CCTV footage is not actively monitored and will only be retrieved following the reporting of an incident.

CCTV images will be only be viewed or accessed by those Phoenix staff identified as having a legitimate reason to do so in the DPIA.

We will hold a CCTV register that covers each site with CCTV in operation. This covers:-

- Property address
- Type of surveillance
- Specific location of CCTV cameras
- The make/model of CCTV camera(s) in use
- The date of installation / date that cameras were in use from and the date that the CCTV camera was removed.
- CCTV use review date
- Reason for CCTV removal
- Location of CCTV DPIA
- Location of where the CCTV footage is stored (locally, The Green Man, cloud)
- Log of any quality checks/maintainence

Legislative & Regulatory Requirements

Regulation of Investigatory Powers Act 2000 (RIPA)

The Regulation of Investigatory Powers Act 2000 came into force on October 2000. The Act and accompanying Home Office Guidance is aimed at public authorities charged with the responsibility of identifying individuals and gathering evidence, sometimes against determined criminals. It seeks to regulate what is expected of those public authorities as regards intrusive surveillance.

Phoenix, although not a public authority as defined by the Act, will strive to maintain the relevant standards and to apply good practice.

- Data Protection Act 2018
- GDPR 2016
- Human Rights Act 1998

- Regulator of Social Housing Regulatory Standards
- Protection of Freedoms Act 2012
- Information Commissioner Office – CCTV Code of Guidance
- Home Office - Surveillance Camera Code of Practice

Reference to other documents and associated policies and procedures

- Guidance on use of CCTV and Images provided by residents and other individuals Final V1 2019
- Application for CCTV
- CCTV Register

Definitions

Term/Acroynym	Description
ASB	Anti-social behavior
CCTV	Closed Circuit Television
Directed surveillance	The planned covert surveillance of a specific person if such surveillance is likely to result in the obtaining of private information about that, or any other person would be deemed to be directed surveillance.
DPIA	Data Privacy impact assessments (DPIAs) are a tool we need to use to identify and reduce the privacy risks of individuals (data subjects).
Fixed CCTV	Overt CCTV attached to Phoenix buildings permanently.
Mobile CCTV	Systems set up overtly in areas that do not contain residential Phoenix assets (garage areas, play areas etc. Covert CCTV - surveillance that is carried out without clear identification or signage.
Passive monitoring	When CCTV footage is reviewed after event for specific purposes (i.e. not viewed in real time or live).
SurveillanceCamera Commission	The role of Surveillance Camera Commissioner (SCC) was created under the Protection of Freedoms Act 2012 (PoFA). The SCC was appointed by the Home Secretary and is independent of government. The SCC's statutory functions are to encourage compliance with the Home Secretary's Surveillance Camera Code of Practice.
S20	Section 20 of the Landlord and Tenant Act 1985 which sets out the statutory requirements for consultation with leaseholders and shared owners in major works.
Temporary Fixed	Overt CCTV attached to Phoenix buildings temporarily in response to specific issues (ASB, fly tipping etc.)
ICO	Information Commissioners Officer

Document Type:	Policy
Title:	CCTV Policy
Author	Head of ICT

Department Owned By	ICT & Facilities
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Approval Date:	Click here to enter a date.
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Implementation Date :	Click here to enter a date.
Status:	Draft
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Last updated:	Click here to enter a date.
Issue Date:	Click here to enter a date.
File Path:	

TENANT PROPERTY IMPROVEMENTS & ALTERATIONS POLICY

Responsible Officer

Director of Property & New Business

Aim of the Policy

The aim of this policy is to set out how we manage existing tenant property alterations and tenant requests to carry out new improvements to their homes. The aim is to also ensure that all requests for consent and existing tenant alterations are considered and dealt with in a fair and consistent manner.

Policy Scope

This policy covers:

- Tenant Property Improvements Consent
- Existing Tenant Property Alterations
- Repairs & Maintenance of Tenant Property Improvements and Alterations

This policy outlines how we will deal with and respond to tenant improvement requests and existing tenant improvements or alterations when identified.

Definitions

A tenant improvement or alteration is defined as:

- A tenant alters, removes or replaces any of the existing fabric of the building, its grounds or boundaries.
- A tenant replaces Phoenix fixtures or fittings with one of their own.
- A tenant permanently removes an existing Phoenix fixture or fitting.

An improvement or alteration includes but is not limited to any of the following:

- Conservatories & Extensions
- Porches
- Lean-tos
- Driveways
- Landscaping
- Aerial/satellite installations
- Wall removals/installations (internal & external)
- Kitchen or bathroom replacement
- Doors (internal & external doors) and window renewals
- Insulation of walls, ceilings or other fabric of the building
- Fencing

Policy Statement

Phoenix Community Housing will usually aim to support tenants in making improvements to their home, where feasible. Improvements and alterations must always be in line with building, health and safety and other relevant regulations such as planning permission, conservation status and tree preservation orders. **Our consent must be given in writing before any improvements and alterations are made.**

The Policy

Tenant Improvement Consent

Tenant Responsibilities

If you would like to carry out your own improvements to your property, you must first gain written consent from us prior to carrying out any works.

Only tenants with an Assured Tenancy have the right to carry out improvement works to their homes with prior written consent from us.

Tenants with a Licence to Occupy or any form of Assured Shorthold Tenancy are not permitted to carry out property improvements or alterations.

No further requests for tenant improvements should be made from the date any tenants apply for the Right to Buy or Right to Acquire until their application is closed and they do not proceed to buy the property.

You can initially request consent by contacting Phoenix, however, you will be required to complete a Tenant Property Improvement & Alteration Application Form.

You are responsible for obtaining any Building Regulations Approval or Planning Permission that may be required as part of the improvement or alteration. Sufficient evidence of this must be provided to us before starting any works.

Phoenix Responsibilities

We will acknowledge requests for consent within 7 working days of receiving the application from you and notify you of our decision within 28 working days. In more complicated cases, this may take longer to notify you of our decision. We will provide you with regular progress updates regarding your application.

Where required, we may carry out an inspection to the property prior to the commencement of any works.

If we grant consent, you will be required to let us know when the work has been completed so that we can carry out an inspection to ensure the improvements or alterations have been completed to an acceptable standard.

If our surveyor deems the works have not been completed to an acceptable standard, we may ask you to carry out remedial works, or we will carry out remedial works and recharge you the cost. This

may include the repair or removal of the alteration, or returning the property to its original condition.

We will also require copies of any planning or other necessary approvals prior to granting our approval to the completed work.

Where we do not give our consent, you must not proceed with carrying out improvement or alteration works. Alterations made without our prior consent may be removed by us and the property returned to its original condition. We may recharge you for the cost of returning the property back to its original condition.

Reasons we may not give our consent include but are not limited to:

- The property alteration will affect the structural condition of the property or surrounding properties.
- The property alteration poses health and safety risks.
- The property alteration will prevent Phoenix from carrying out necessary major works without added complication.
- No planning permission was granted to carry out the alteration works.
- The property alteration is not of sufficient quality.
- The property alteration will affect access to drains and water mains.
- The property alteration does not comply with other Phoenix policies, for example the Conversion of Green Spaces to Parking Policy.
- Where action is being taken in respect of rent arrears (or possession proceedings are taking place) or other breaches of tenancy. This includes where the improvement or alteration will cause nuisance or adversely affect others enjoyment of their property.

Existing Tenant Property Alterations

Where an existing tenant alteration is identified, we will review and investigate this to ensure it meets building control regulations and our quality standards. We may also carry out inspections of existing alterations where necessary.

We will take responsibility for existing tenant alterations if they were completed prior to 3 December 2007 and there is no evidence of historic consent or if the works were complete before the current tenant's occupancy (except in the event of a mutual exchange, which will be reviewed on a case by case basis). We will manage and maintain the alteration in line with our Repairs and Asset Management policies and procedures which may include the removal of the alteration.

If after investigation, it is confirmed that the existing alteration was installed by the current tenant without our consent, we will ask the tenant to provide any necessary evidence in relation to the alteration work. This may include but is not limited to; evidence of planning permission, consent to carry out the alteration and health and safety information.

You may also be required to complete a retrospective application for existing property alterations, where prior consent was not given by us.

If you cannot provide the evidence or information requested by us, we will assess whether the alteration can remain in place, or if the property should be returned to its original condition.

This applies to all tenants including tenants who have applied for Right to Buy or Right to Acquire and have a live application.

Repairs and Maintenance of Tenant Property Improvements and Alterations

You are responsible for the ongoing repairs and maintenance of your own property improvements and alterations.

If your improvement or alteration causes any damage to the property, neighbouring properties, communal areas or Phoenix services, we will carry out repairs to fix the damage and recharge you for the cost of the work.

We have the right to carry out immediate remedial work if a tenant alteration poses an urgent health and safety risk. This may include the repair or removal of the alteration or returning the property to its original condition.

You may be responsible for the cost of any health and safety work that must be carried out by us because of the presence of your property alteration.

You may also be responsible for additional costs associated with major works to the property, where the additional cost of the works is due to the presence of your property alteration.

Right to Compensation for Tenant Improvements

At the end of your tenancy, you may have the right to claim compensation through our Compensation Policy for improvements you have carried out to your home, provided that we gave our consent prior to the works being carried out and approval to the completed works.

Not all improvements carried out by tenants are eligible for compensation. Qualifying improvements are works that add to the rental value of the property.

Equality and Diversity

We understand that our tenants may have different/additional needs and we want to ensure everybody is treated fairly, free from direct or indirect discrimination. We will ensure that every tenant improvement request is reviewed and considered on a case by case basis and we will take into account any different/additional requirements you might have when we make our decision.

Legislation

- Defective Premises Act 1972
- Land Compensation Act 1973 (as amended)
- Housing Act 1985, 1988, 1996, 1998, 2004
- Landlord and Tenant Act 1985
- Environmental Protection Act 1990
- Town and Country Planning Act 1990
- Workplace (Health, Safety and Welfare) Regulations 1992
- Right to Repair Regulations 1994
- Provisions and Use of Work Equipment Regulations 1998
- Gas Safe Installation and Use Regulations 1998
- The Management of Health & Safety at Work Regulations 1999
- The Home Loss Payments (Prescribed Amounts) (England) Regulations 2008
- The Building and Control Regulations 2010
- Equality Act 2010
- Localism Act 2011
- The Control of Asbestos Regulation 2012
- HSG 264 Asbestos: The Survey Guide
- Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013
- The Construction (Design and Management) Regulations 2015
- Homes (Fitness for Human Habitation) Act 2018
- Data Protection Act 2018

Reference to other documents and associated policies and procedures

Including:

- Health & Safety Statement of Intent
- Group Electrical Safety Policy
- Group Gas Safety Policy
- Group Asbestos Management Policy
- Group Legionella Management Policy
- Repairs Policy
- Resident Recharge Policy
- **Tenant Improvement & Alteration Application Form (being developed)**
- **Tenant Improvement & Alteration Guidance (being developed)**
- Tenancy Agreement
- Right to Buy Policy
- Right to Acquire Policy
- Equality & Diversity Charter
- Phoenix Standards
- Compensation Policy, Procedure & Guidance
- Conversion of Green Spaces to Parking Policy

Definitions

Term/acronym	Description
Tenant, You, Your	A person who occupies land or property rented from a landlord.
Phoenix, We, Us	Phoenix Community Housing.
Tenant Improvement/ Alteration	When a tenant alters, removes or replaces any of the existing fabric of the building, its grounds or boundaries, replaces Phoenix fixtures or fittings with one of their own or permanently removes an existing Phoenix fixture or fitting.

Document Type:	Policy
Title:	Tenant Property Improvements & Alterations Policy
Author:	Asset Management Data Integrity Officer
Department Owned By:	Property & New Business
Data Protection Impact Assessment:	No
Equalities Impact Assessment:	Yes
Approval Date:	
Approved By:	
Implementation Date:	
Status:	DRAFT
Version No:	V8
Last updated:	20/11/2019
Issue Date:	
File Path:	

DATE: 28/11/2019	PHOENIX COMMUNITY HOUSING BOARD MEETING	ITEM NO. 6
Open or Confidential	OPEN	
Report Title	Meadows Community Centre	
Lead Officer	Keren Miller, Head of Community Engagement, 020 3121 0261	
Lead Board Members	Anne McGurk	
This item is for	DECISION	

1 Recommendations

- A. That the Board notes and approves the request for a 2 year extension of the Meadows Community Centre Lease agreement with Barking & Dagenham College.**

Executive Summary

The reason for the update is to inform the Board of the request for a two-year extension of the Lease Agreement with Barking & Dagenham College.

This extension will enable Barking & Dagenham to continue to deliver the successful Youth Build/Building Hope construction training academy in partnership with Saint-Gobain and Barnardo's at the Meadows Community Centre. The programme is open to young people who are care leavers or not in employment, education or training.

The academy has proved a great success increasing recruitment from 13 to 71 across a two-year period and 76% of last year's cohort group securing jobs.

The original Lease is currently renewed annually via a reversionary Lease upon Board approval. Due to the success of the programme this report recommends a 2-year reversionary Lease, with a CEO update in 2020, and a Board report in 2021.

2 Corporate Plan Implications / Strategic Objectives

Strategic Objective: 1. Resident leadership and membership.

2019-20 Corporate Objective: • • Steered by residents start to deliver Involving residents review and set our refreshed Community Engagement Empowerment and Regeneration Strategy for 2019-2022.

3 Background including appendices

Meadows Community Centre was originally leased to Barking and Dagenham College in 2016 to deliver 'Building Lives' a construction and DIY skills programme in partnership with Barnados, and Lakehouse Ltd. Lakehouse went into administration and Saint-Gobain (construction company) joined the partnership in 2017, gradually implementing a new programme Building Hope/Youth Build academy.

The academy provides training in construction skills, English and maths, holistic one to one support, practical hands on training, industry certification, work experience placements, and mentoring to support progression routes into employment or apprenticeships. This takes place across a 13-week course underpinned by protective clothing, free breakfast and lunch and a sponsored tool kit upon graduation.

Young people recruited onto the programme are aged 16 – 29 a care leaver or unemployed and come from very challenging backgrounds and circumstances. This year's cohort group include young parents, ex-offenders, gang members, others with issues around substance misuse, anger management, and learning difficulties and disabilities.

Achievements include:

- 86 young people enrolling since the start of the programme.
- 60% of those completing the programme
- 76% of last year's cohort secured jobs.
- This year's cohort saw the largest recruitment ever with 71 referrals, of which 38 embarked on the Mental Toughness challenge course.
- 1 resident (formerly a care leaver) employed by Barnardo's to support the delivery of the programme.
- 1 female student completed the programme last year and became a successful role model for recruiting more women this year.
- Academy recruitment is London wide with a focus on local boroughs. Of this year's cohort group 67% are Lewisham residents, of which 12% are Phoenix residents, and 45% live within the Phoenix area.

One of the programmes early success stories is Marvey Emmanuel, a Phoenix area resident, who completed the programme, undertook a carpentry apprenticeship, and is now fully qualified and works for PRS. The academy is collaborating with Phoenix Repairs Service and Phoenix development team to support young people with work experience and apprenticeships.

The original Lease is renewed annually via a reversionary Lease upon Board approval. Due to the success of the programme this report recommends a 2-year reversionary Lease, with a CEO update in 2020 and a report to the Board in 2021. This will incur an annual saving on legal fees. The implementation of the project is being managed and monitored via regular steering group meetings, and the lease agreement contains a break-clause.

A graduation photo is included in Appendix A.

4 Communications & Consultation Implications

The academy consults and communicates with local residents and have recently started a Community Forum, inviting local residents to engage with the students, learn about the programme, and what the students can do to support the community. The



academy recruitment is promoted and advertised via local networks, in the Hub, Phoenix Flyer, and at events.

5 Other Implications

Legal

Legal advice is being obtained for the extension of the Lease Agreement.

Equality & Diversity

The programme works with vulnerable young people, one of our identified target groups in the Community Empowerment and Engagement Strategy.

Value for Money

The implementation of a 2-year reversionary Lease will incur an annual saving on legal fees. The provision of the Meadows Community Centre enables partners to improve local young people’s lifestyles and provide employment opportunities.

6 Risk Implications

The Academy supports the Board’s risk appetite in the following areas: Resident leadership; Resident satisfaction; Reputation; Compliance. This report and recommendation are in line with the Board’s risk appetite for Growth in new services, which is balanced.

7 Sustainability Implications

The Meadows Building will be utilised to deliver training that will support residents and local young people into work or further education.

8 Resource Implications

Finance – Legal costs for Lease extension
- Lease is for Peppercorn Rents.

Staff – none

Property – Utilisation of Meadows Community Centre

IT – none

9 Confidentiality – Open

Approval

Approved by (Chair)	
Date	Click here to select date



DATE: 28/11/2019	PHOENIX COMMUNITY HOUSING BOARD MEETING	ITEM NO. 7
Open or Confidential	OPEN	
Report Title	Corporate Plan progress on milestones and targets for Q1-2 2019-20	
Lead Officer	Say Leddington Head of Performance and Quality 0203 121 0193 Say.leddington@phoenixch.org.uk	
Lead Board Members	Anne McGurk	
This item is for	INFORMATION	

1 Recommendations

- A. The Board notes progress on the milestones, key projects and key performance indicators achieved during Quarters 1 and 2 2019-2020 to support the Corporate Plan.
- B. The Board notes that assurance on how we are delivering the priorities is available on request.

Executive Summary

The Board receives a progress update on key projects, milestones and performance indicators in the Corporate Plan every 6 months. This report covers Quarters 1 and 2 2019-2020.

The report shows progress has been made delivering all of the priorities in the Corporate Plan reflecting the vision set by the Board “to work together to build a better future for our Phoenix community”, our strategic risks and our current operating environment.

Although there were 126 projects that support the plan many of these were business as usual. In setting the Corporate priorities for 2019-2020 the Board agreed 7 key projects.

Overall

Key outputs and outcomes to highlight in the delivery of the plan so far this year include:

- Although board targets for key financial performance indicators for income collection were not met all business plan assumptions were met as well as supporting residents to obtain an additional £400k of income in benefits or grants so far this year. The Income Team also achieved substantial assurance in their income audit in Quarter 2.
- Operational performance less strong than at year end as was expected due to structural changes being embedded and introduction of the customer relationship management system but stronger in some areas such as overall void turnaround.

- Recruiting to all main Board vacancies and a successful AGM.
- Continuing to raise our profile externally through both staff and joint staff and resident presentations at conferences and at the end of September had been shortlisted for 4 awards, during the year, out of 6 applications.
- Implemented the restructure approved the Board in March 2019.
- Implementing Phase 1 of our Digital Together Project.
- Increasing the number of unique Phoenix households engaged with and consulted with compared to 2018-19- through a range of community events and projects to build capacity and engage with residents who are not usually involved.

These outcomes have been achieved alongside some new risks, opportunities and challenges including:

- The roll out of universal credit (UC) which has resulted in 560 tenants claiming UC at the end of September.
- Some delays in delivery of the Fellowship milestones.
- Opportunities for stock transfers.
- Opportunities to promote our model.

Below is a summary of KPI performance, key projects and policies to support the delivery of the priorities.

Key Projects

In setting the key projects, milestones and performance indicators to support the delivery of the 2019-2020 Corporate Objectives the Board agreed 7 key projects. Progress is summarised below.

✓	Completed	1
✓ ▲	Ongoing and on track	2
◀ ▶	Some delays	4

Key Project	Progress
1. Start to review our Phoenix standards and set our Corporate Plan for 2020 onwards; using our Satisfaction Survey of residents and other insight from our community.	✓ ▲
2. Deliver the actions from our external Governance review and review our Group Governance Structure to deliver transparency and excellence in governance.	✓ ▲
3. Continue to deliver our project to implement a customer relationship and electronic document management systems to maximise efficiency, compliance with Data Protection requirements, deliver “Digital by Choice” options and improve customer experience.	◀ ▶
4. Complete the regeneration plans for the Fellowship Inn.	◀ ▶
5. Deliver our approved development programme completing 37 new homes in 2019-2020 and buying back 15 more that were previously sold through the Right to Buy.	◀ ▶
6. Deliver our new operational plan for People Services.	◀ ▶
7. Complete our restructuring proposals to support our future plans.	✓

In addition to these 7 projects the Executive Team is also actively monitoring and steering 12 other projects. These projects require a steer at Executive level because they relate to new business, opportunities, compliance or risk. The most significant of these are:

- Most recently, stock acquisition.
- Responding to and learning from the Grenfell fire and improving landlord compliance.
- Mandatory training which has been ongoing over the last 3 years.
- Completing proposals for environmental works for board consideration.

The others are coming towards the end of their project life.

Structures below ET to support the greater delegation from the board and strengthen existing structures continue to operate these include:

- The Project Board to look at all the strands relating to our Digital Together Project.
- Safeguarding Panel, with terms of reference (reviewed in Quarter 2 2019-2020).
- Procurement Working Group, with terms of reference (set 2018-19).
- Development and Acquisition Risk Panel, with terms of reference (set 2018-19).
- The Information Governance Group set up in 2017-18 to support our project to enhance and maintain data protection compliance, terms of reference (set 2017-18).

Projects (Key projects, projects monitored by ET and business as usual ones)

✓	Completed	15
	On track	80
◀ ▶	Some delays	20
x	Deferred	9
	TOTAL	126

As it is part way through the year at the end of Quarter 2 and many projects are business as usual a high number are on track rather than complete at this stage of the year. 20 have some delays. Risks linked to project slippages include:

- Some delays to our development programme this could impact on our target to complete 37 new homes this year, there are no risks to grants at this stage. (This is in addition to our purchase and repair homes which are on track).
- Some delays in launching the subsidiary- Home Makers that started trading at the end of November and setting up the governance structure could contribute to targets not being met- an exit strategy and triggers have been approved by Board.
- Although the Fellowship is practically open and complete there remains some works to be completed and a final drawn down of grant. If works are not completed there is a risk, we may lose some grant, revised timescales have been approved, to date, by the Heritage Lottery.
- Delays to revising and re-testing business continuity plans could reduce our ability to respond to an incident- this will be done in December and January.

- Delays to delivering our plans to delete data and ensure retention periods are not exceeded could impact on our data protection compliance (mitigations have been taken and more will be considered).
- Some delays to delivering the people services operational plan is impacting on outstanding internal audit actions and leading to delays in strengthening recommended enhancements to internal controls faster.

Delays expect to be reversed during the final 2 Quarters of the year.

Projects deferred

9 projects have been deferred. 3 of there were specific team projects planning for an aspect of Digital Together which were put on hold when the scope was more fully defined. The project to reduce the cost of gas servicing and pilot Gas MOT's was also deferred as the team were keen to implement it on CRM.

The Older Person's Strategy was deferred to allow staff to focus on the restructure and Digital Together Project in 2018-19 and will not be completed this year due to other priorities.

The Information Strategy- has been deferred over the last 2 years pending progress with the ICT restructure, Customer experience model and Digital Together Project which will deliver how we manage our information going forward. So, it makes sense to defer the full strategy until that project is more developed in Phase 2, and the customer experience model reviewed and the ICT Strategy is considered by the Board in January 2020.

Rolling out a leadership programme- this will be deferred till we have completed and assessed the learning from our IIP reassessment in 2020. Risks are being mitigated by offering personal development training to managers.

Reviewing our enhanced repairs offer to increase take up- this was deferred to focus more on the day to day repairs service and embedding our new clienting arrangements.

The review of the Community Centres has been deferred pending budget and resources. Subject to these being allocated in Quarter 4, the review may re-start.

In September 2019 the Board decided to defer the decision of setting up of a Development Company till next year.

KPIs

	Met	49
	Nearly met	19
	Not met	24
	Out of tolerance (and not met)* included	6
	TOTAL	92

A more detailed report on KPIs is included on the agenda for this board meeting. There are also more indicators to support the plan and our Phoenix Standards that will be summarised

in the annual report and KPI report for residents at year end. The Scrutiny Panel last considered the standards and KPIs in August 2019.

The 6 KPIs out of tolerance are all safety related reflecting our risk adverse approach to safety when setting these at 100% compliance. 5/6 are landlord safety measures most of which relate to non-access to do checks or works. They continue to be carefully monitored to ensure risks do not increase. The position in most areas, particularly fire is significantly stronger than last year. In addition, progress has been made negotiating a service level agreement with Lewisham to carry out forced entry applications for us. This covers a wider scope of compliance areas (we were only working with them for gas forced entry, previously). Further, external independent quality checks are carried out across all areas, now.

Policies and Strategies:

✓	Completed	13
✓ ▲	On track	21
◀ ▶	Some delays	2
x	Deferred or off track	5
	TOTAL	41

The number of policies due for review this year was high, reflecting a 3 year cycle in policy reviews; this has also meant a number do not require significant change. An additional 10 policies are on the agenda for this meeting for approval.

The deferred strategies and policies not referred to previously are the people services strategy and Communications Strategy which were deferred from previous years and a garage policy

Six of the eight policies delayed from 2018-19 are now complete and 1 of the 6 deferred in 2018-19 is also now complete.

The full policy log is available on request.

Assurance

Examples of assurance to the Board on progress delivering each priority is available on request including more detailed reports considered by the Board, audits, performance and scrutiny reports.

The Scrutiny Panel has continued to assess how we are meeting the Phoenix standards and made recommendations for improvement through their scrutiny reports and by specifically looking at the Standards in Quarter 4 2018-19 and again in August when they agreed we were meeting the standards but needed to improve complaints performance.

2 Corporate Plan Implications / Strategic Objectives

This report summarises progress against the Corporate Plan to provide assurance to the Board that plans it sets are being met. So the report relates most closely to:

Strategic Objective: 1. Resident leadership and membership.

2019-2020 Corporate Objective: • Strengthen our business by making governance, service improvements and efficiencies based on resident insight and scrutiny, good practice and changes to our operating and regulatory framework.

3 Background including appendices

In March 2019 the Board approved key projects, milestones and performance indicators to support the delivery of 2019-2020 Corporate Objectives. The Board receives a progress update on key projects, milestones and performance indicators every 6 months.

Available on request is evidence of detailed updates on milestones, key projects and key performance indicators to support the Corporate Plan.

In May 2016 Board Members agreed that reporting on the corporate plan could be adopted on an exception basis setting out whether projects are completed on track or off track. This is included in the Executive Summary and has been adopted more widely for KPIs, projects and policies that support the plan too.

4 Communications & Consultation Implications

Staff one to ones and performance conversations are used to review performance achieved by individuals; these feed into team plans and the plan updates completed by managers.

Outcomes in this report will be highlighted to all staff and residents through our annual report.

5 Other Implications

Legal- No specific overall implications have been identified- although delivering the individual parts of the plan has had legal implications.

Equality & Diversity- This is a corporate priority. An action plan to enhance how we meet our Equality and Diversity Charter is being delivered and in October 2019 we will celebrate diversity with our community at our annual diversity event.

So far this year Equality Impact Assessments have been carried out on service areas as well as key policies, including:

- Voids and lettings
- Survey results
- Involved residents and attendees at events
- Key policies
- Gender pay gap assessments

The findings are used to improve services or highlight areas for further exploration.

A separate performance report on equality and diversity is due to be considered by the Board in January 2020.

Value for Money

As part of monitoring the plan the Value for Money (VFM) outcomes of each priority are set and are reported back in full through our annual Value for Money Strategy update.

In September 2018 the Board approved a refreshed VFM Strategy which includes the new VFM metrics now required by the Regulator of Social Housing.

Value for Money activity has been identified as potentially deliverable against over half the projects in the Corporate Plan and we have continued to maintain our VFM register. Outcomes include:

- Raised over £ 500 for charities.
- Saved lots of printing costs by printing things externally and getting quotes as well as installing PC's and screen in meeting rooms.
- Saved money by procuring as per our policies (getting quotes etc).
- Saved time by doing things differently.
- Saved over £400K for our residents by supporting them to claim benefits and grants.
- Delivery of Community Chest Projects.
- Sponsorship of Community Events and workshops facilitated by suppliers.

Outcomes from these and others will be collated to summarise in our VFM Strategy update, Annual Report and Value for Money Statement in the statutory accounts for 2019-2020.

6 Risk Implications

There are risks related to each risk value driver included in the risk appetite set by the Board if Phoenix does not deliver its Corporate Priorities.

Failure to deliver or limited progress in delivering the Corporate Plan would be viewed as a risk by our lenders, regulator and other stakeholders.

Corporate plan updates provide assurance to the Board that risks are being managed within the risk appetite for the value drivers set in the risk appetite grid approved by the Board in May 2019.

Further evidence is available to support this report. The Residents Scrutiny Panel also considers how the Phoenix Standards are met in each of their reviews and recommends areas where they wish to see more evidence and are monitoring this, through an action plan.

7 Sustainability Implications

The Corporate Plan has a strategic priority of sustainability in the broadest sense-including financial sustainability as well as environmental sustainability. There is also a specific corporate priority related to environmental sustainability

8 Resource Implications



Finance- budgets for delivering the Corporate Priorities were included in the 2018-19 budgets. VFM outcomes are included in the updates; some of these outcomes need to be developed further before summarising them later in the year for our year end results.

Staff- staff resources for delivering the Corporate Priorities were included in the 2019-20 budgets.

Property- Priorities in the plan for ongoing improvement and investment in our homes; as well as our commitment to measuring and appraising the returns on our assets is ongoing.

IT- An update on the Digital Together Project is included elsewhere on the agenda for this meeting. Most priorities and projects include ICT in some way.

9 Confidentiality

Open

Approval

Approved by (Chair)	
Date	Click here to select date

DATE: 28/11/2019	PHOENIX COMMUNITY HOUSING BOARD MEETING	ITEM NO. 8
Open or Confidential	OPEN	
Report Title	Implementation of the Community Empowerment and Engagement Strategy (7-month interim report)	
Lead Officer	Keren Miller, Head of Community Engagement, 020 3121 0261	
Lead Board Members	Anne McGurk	
This item is for	INFORMATION	

1 Recommendations

A. The Board notes the contents of this report.

Executive Summary

This report updates the Board seven months into the progress of the implementation of the Community Empowerment and Engagement Strategy (CEES).

The team has restructured, successfully recruited to all posts. The Fellowship Legacy, YMA (young people's strand), and Community Resources have successfully relocated to the Community Engagement Team (CET).

In line with the CEES strategic themes the team is engaging with residents identified by Phoenix's Equality Impact Assessment, supporting projects that deliver our strategic outcomes, working with residents to develop and deliver their own projects and events, enabling Phoenix teams and service areas to engage and consult with a wider resident base, and continuing to deliver successful training and employment outcomes.

A 12-month performance report will be presented at the May 2020 Board meeting.

2 Corporate Plan Implications / Strategic Objectives

Strategic Objective: 1. Resident leadership and membership.

2019-20 Corporate Objective: • Steered by residents start to deliver Involving residents review and set our refreshed Community Engagement Empowerment and Regeneration Strategy for 2019-2022.

3 Background including appendices

In December 2018 the Board approved the new Community Empowerment and Engagement Strategy (CEES). This report provides a 7-month update on the implementation, and progress of the new strategy.



Community Resources, YMA (young people's strand) and the Fellowship legacy have successfully integrated into the Community Engagement Team. The team was fully resourced mid-Summer following final recruitment, and the strategy launched internally and externally during the Summer. Whilst new projects and programmes are being trialled and implemented, existing popular events and activities (Chat and Chips; Summer Fun; Community Chest, Phoenix Festival; Diversity Day; Christmas and February Community Links) have improved and continue to be delivered.

Key outcomes to highlight against the strategic themes:

1. Increasing resident leadership, community empowerment and cohesion by raising and widening participation.
 - Eight Chat and Chips events were delivered in conjunction with 14 Phoenix teams/service areas. Four of these events were hosted in new locations. 385 residents attended, a higher attendance than previous years, of which 181 were unique households having not engaged with Phoenix. This achieved one of the Equality Impact Assessments objectives of engaging with single adults under 65.
 - The delivery of 5 Summer Fun events achieved £2k of social value via partnership activities and £2k in grant funding. 1110 children and adults attended, and 75 expressed an interest in setting up a community-led Parents Forum.
2. Driving aspiration and supporting residents out of poverty
 - The development of a resident-led sewing group at Langthorne Community Centre is being supported with the prospect of the project growing into a social enterprise.
 - Three Job Fairs have been hosted at The Green Man. The Empowering Women into Work Fair received the largest attendance, resulting in 10 unique residents being referred to Phoenix's Roots into Work programme.
 - Since opening 20 local people have been employed at the Fellowship Star. 35 local people have been supported into employment, and 377 have received training via Phoenix's Roots into Work programme
 - A joint bid between Phoenix and Goldsmith University has been submitted to research 'the impact on vulnerable groups being forced onto online platforms.' If successful, our digital work programme will receive funding.
 - Phoenix's Digital One programme won a 'Volunteer of the Year' award, and was nominated for a 'Project of the Year' award.
3. Improving the life chances of children, young people and their families

- A majority of Community Chest funded organisations are delivering a variety of projects that deliver positive outcomes for children, young people and their parents.
- Coffee morning workshops are being delivered at local schools, providing financial inclusion, employability, business and energy advice to residents. This has been successful in terms of making referrals into the Roots into Work programme, providing information on Phoenix's activities and events, referrals to Citizen Advice, developing our relationships with local schools and increasing Phoenix's visibility in the community.
- A community-led Parents Forum is being supported. They are planning a family learning event for February half term.
- All members from Phoenix Futures (Phoenix young people's forum) have successfully progressed into higher education or employment. Recruitment for the new #BE-in (youth advisory and leadership forum) has started.

4. Developing sustainable models of operation.

- A review of the Green Man and Community Centres services and provision is being undertaken in conjunction with Phoenix's commercial audit review.
- We are supporting resident-led projects that have the potential to become self-sustaining via training, venue space, funding and mentoring, including a sewing group, social group and gardening project.
- We have developed and are developing joint bids with key partners including other RSLs, Lewisham Council, Academia, and voluntary and community organisations to deliver a range of projects that meet the strategic themes.

A full 12-month performance report will be provided at the May 2020 board.

4 Communications & Consultation Implications

Improvements to the delivery of the CEES continues to be shaped by formal and informal consultation with the Phoenix Gateway Committee, project advisory groups and event engagement.

5 Other Implications

Legal



The data protection impact of the activities delivered to support this strategy will be assessed to ensure we meet the requirements of the Data Protection Act 2018 and future proof us to changes to social housing regulation.

Equality & Diversity -

Outcomes from this strategy will be measured annually through an EIA to demonstrate the impact it is having and test if it is reaching a wider representative audience.

Value for Money

Our community engagement and resident involvement costs are lower quartile compared to peers this is a direct outcome of our model and objectives. The strategy includes outcomes to ensure costs do not rise, other funding is levered in and VFM of projects is assessed. Projects will continue to be measured on their social value, impact, well-being, and value for money using HACT and SROI models which allow us to benchmark against similar housing associations, and tell us whether individual projects and themes are meeting their expected outcomes.

6 Risk Implications

The strategy supports the Board’s risk appetite in the following areas: Resident leadership; Resident satisfaction; Reputation; Compliance

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. This interim report shows the Board’s risk appetite is being met.

7 Sustainability Implications

The aim of the strategy is to empower and engage residents and the wider community ensuring strong succession planning within the Phoenix Gateway model and ensuring effective governance.

8 Resource Implications

Finance – none

Staff – none

Property - none

IT – To further develop our services we will tap into the current development of CRM systems to optimise efficiencies.

9 Confidentiality

Open.

Approval

Approved by (Chair)	
Date	Click here to select date

DATE: 28/11/2019	PHOENIX COMMUNITY HOUSING BOARD MEETING	ITEM NO. 9
Open or Confidential	OPEN	
Report Title	Management Accounts to October 2019	
Lead Officer	Chris Starke, Director of Finance, 02031210121 Chris.starke@phoenixch.org.uk	
Lead Board Members	Mark Gayfer	
This item is for	INFORMATION	

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 31 October 2019 and compare this to the budget for the same period.

The October management accounts show a £5.5 million operating surplus compared to a budget operating surplus of £5.3 million for the period, a favourable variance of £0.3 million. The main elements of the variance are:

- Phasing of planned and major works £327,000 (favourable)
- Staff costs £227,000 (adverse)
- Other operating costs £134,000 (favourable).

The overall surplus of £4.8 million compares to a budget surplus of £4.9 million for the period, an adverse variance of £0.1 million. There is an adverse variance on Right to Buy sales due to fewer sales than budget.

The reforecast shows an overall adverse variance against the full year revenue budget of just under £0.1 million.

Financial covenants 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.
2019-20 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 October 2019 with commentary
Appendix 2: PCH October 2019 management accounts summary (including statement of financial position and cash flow statement)
Appendix 3: PAS October 2019 management accounts summary

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. This is consistent with the 'cautious' risk appetite agreed by the Board:

Risk appetite:

“Some actions considered that could lead to budget overspend; exposure is limited and opportunity or reward exceeds threat”.

7 Sustainability Implications

None.

8 Resource Implications

Finance

The results demonstrate compliance with the new financial covenant targets under the restated loan arrangements with Barclays: EBITDA MRI must be greater than 1.1 times interest payable (the ratio is 2.6) and net debt per unit below £30,000 (£11,900 at October 2019). The financial covenant target for the Private Placement investor is EBITDA must be greater than 1.1 times interest payable (the ratio is 4.0).

Staff

None.

Property

None.

IT

None.

9 Confidentiality

9.1 The report is open.

Approval

Approved by (Chair)	
Date	Click here to select date

Appendix 1: Details of variances between budget and actual for the year: April 2019 to October 2019

Area of income or expenditure	Actual YTD Oct 19 £'000	Budget YTD Oct 19 £'000	Variance Fav/(adv) £'000	Explanation of difference	Report section
Total income	20,276	20,311	(35)	Phasing of income on new development schemes and major works recharges to leaseholders, offset by lower bad debts	1
Housing Management and Service costs	1,751	1,790	39	Under spend on play area H&S works, tree maintenance programme and financial inclusion	2.1 - 2.3
Responsive and void repairs	3,308	3,270	(38)	Lower spend on routine repairs (SWO's) offset by higher spend on responsive repairs and voids. PAS reviewing uplift on current SLA	2.4
Planned & cyclical maintenance	563	718	155	Procuring contractor for the range of specialist fire safety works	2.5
Major works revenue	134	306	172	Scoping programme for structural and environmental works	2.6
Staff costs	4,516	4,289	(227)	Facilities management services brought in house offset by savings in other operating costs	2.7
Office, IT & other operating expenses	2,199	2,360	161	Under spend on legal fees, court costs, community chest projects and facilities management services	2.8
Depreciation	2,304	2,374	70	Lower IT depreciation due to phasing of launch of Digital Together project	2.9
Total expenditure	14,775	15,107	332		
Net Operating Surplus	5,501	5,204	297		
Net interest payable	(1,698)	(1,762)	64	Includes higher interest receivable than budgeted	3.1
Sale of assets	954	1,438	(484)	1 RTA sale and 4 RTB sales compared to 7 RTB sales assumed in budget for period.	3.2
Overall Surplus	4,757	4,880	(123)		

Appendix 1: Details of variances between budget and actual for the year: April 2019 to October 2019

1 Income

1.1 Gross Rents and Service charges receivable

Overall gross rental and service charge income is £78,769 lower than budget. The letting of the Forster House scheme was budgeted to commence from July 2019. Handover is now expected in March 2019. There is also reduced income from Purchase & Repair properties, as not all the properties purchased in 2018/19 were let in April.

Gross rental income is forecast to be £73,758 lower than budget reflecting the full year impact of the revised lettings profile for the new homes above, offset by additional income for leaseholder 2018/19 actuals invoiced at the end of September 2019.

1.2 Voids loss and bad debts

Void loss is £40,717 lower than budget and bad debts are £145,671 lower than budget reflecting better performance than budget.

1.3 Revenue grant income

Revenue grant income for the Fellowship Inn project is 6,369 higher than budget. There is an outstanding grant claim to be paid by the Heritage lottery by December 2019.

The forecast is £33,000 higher than budget, reflecting an additional £10,000 grant from the Arts council deferred from 2018/19 as some of the grant related activities are being delivered in the first half of 2019/20, and another £16,000 of additional grants to be received by Community Regeneration during 2019/20.

1.4 Other income

Other income overall is £142,272 lower than budget. The main variances are:

Under budget:	Variance
Major works recharged to leaseholders (offset by lower costs)	£155,000
Court costs recovered (lower costs incurred)	£38,000
Over budget:	
Miscellaneous income	£27,000
Fees & Charges (Leasehold)	£10,000
Corporate sponsorship for festival	£9,000

Major works recharges for leaseholders are subject to finalising the fire safety specialist works programme for 2019/20.

2 Expenditure

2.1 Service Costs

Service costs are £3,072 lower than budget. The main variances are:

Appendix 1: Details of variances between budget and actual for the year: April 2019 to October 2019

Under budget:	Variance
Tree maintenance	£22,000
Electricity	£9,000
Over budget:	
Water rates	£23,000

The lower spend for trees is expected to increase over the winter period. The annual increase applied on water rates was higher than assumed in the budget. Forecast is £69,000 higher than budget for the year to reflect the increased water rates.

2.2 Estate & Environment costs

Estate and environment costs are £4,973 lower than budget.

2.3 Other Housing Management

Housing management costs are £30,176 lower than budget. The main variances to budget are:

Under budget:	Variance
Resident training	£16,000
Financial Inclusion	£7,000

Resident training is due to phasing of expenditure. Financial inclusion is a result of reduced use of the Citizen's Advice service than expected for the period. This is likely a result of the delayed migration of Universal Credit.

2.4 Repairs and Voids

Repair costs are £16,423 higher than budget. Void costs are £20,903 higher than budget. The main variances to budget are:

Under budget:	Variance
Routine maintenance (SWO's)	£123,000
Drainage	£33,000
Over budget:	
Responsive repairs	£162,000
Fencing	£41,000

The net variance of the repairs and voids total costs is £37,326 higher than budget.

2.5 Planned and cyclical maintenance

Planned and cyclical maintenance expenditure is £155,200 lower than budget. The main variances to budget are:

Under budget:	Variance
Fire safety works	£229,000
Electrical condition surveys and remedial works	£60,000

Appendix 1: Details of variances between budget and actual for the year: April 2019 to October 2019

Over budget:

Water services	£119,000
Window & doors	£60,000

The programme for fire safety works delivered by PAS is on schedule. Other more specialised fire safety works are being procured by the contract delivery team. Contracts are planned to be awarded by the end of December along with an updated forecast of the programme of works to be delivered in the last quarter of this year.

Electrical works are currently below budget due to a lower level of remedial works arising from the inspection surveys. The planned and preventative works start in the third quarter. Expenditure is forecast to remain in line with budget for the end of the year.

The water services budget is phased evenly over the year. All the high/medium risk actions from 2018/19 have been completed. The cyclical legionella inspection surveys and any additional works identified have also been completed on all blocks several months ahead of schedule. Therefore, water services expenditure will be £45,000 higher than budget for the year.

2.6 Major works revenue

Major works revenue costs are £171,848 lower than budget. The costs relate to major works that are not capitalised, including asbestos surveys and remedial works, minor structural works to address damp and subsidence, and major works rechargeable to leaseholders. The main variances to budget are:

Under budget:	Variance
Leaseholder major works (offset by income above)	£157,000
Environmental Improvements	£44,000

2.7 Salaries and other staff costs

Total staff costs (including agency) are £227,633 higher than budget. The budget was prepared based on the December 2018 staff establishment, net of assumed savings from the restructure. There have also been seven posts (repair planning team and property surveyors) transferred to the subsidiary, PAS, in June 2019 as a result of the final restructure. The cost of these posts is included within the PCH staff budget.

The PCH and PAS service level agreement and related budgets are being reviewed to reflect the results of the restructure. This is likely to result in some budget adjustments relating to the transferred posts outlined above to be proposed for Board approval. In the interim PAS is applying a charge to PCH for their additional staff costs. The total charge adjustment applied in October is £190,000 and is included as part of staff costs.

Agency staff costs reflect agency staff covering posts pending recruitment of permanent staff and maternity cover.

Appendix 1: Details of variances between budget and actual for the year: April 2019 to October 2019

Staff costs also include additional facilities management staff (security, cafe and cleaning) following the decision to bring the facilities management services at the Green Man in house. The forecast reflects the impact of this for the full year and is offset by forecast savings in other operating expenses below.

2.8 Office, IT and other operating expenses

Office costs are £8,857 higher than budget; IT costs are £35,492 lower than budget; and Other operating expenses are £134,130 lower than budget. The main variances on expenditure are:

Under budget:	Variance
Security	£54,000
Court fees (offset by income above)	£32,000
Community Chest	£25,000
Over budget:	
Consultancy (partly offset by grant income)	£39,000
Allpay rent collection fees	£14,000

The forecast lower spend reflects the decision to bring the facilities management services at the Green Man in house (see staff costs above).

2.9 Depreciation

Depreciation is £70,216 lower than budget for the year This due to the phasing of the launch of the Digital Together project. The forecast is £23,282 lower for the year. This is a non-cash item.

2.10 Net Operating Surplus

PCH has a net operating surplus of £5,500,913 at the end of October 2019. This is £297,177 higher than budget for the period.

3 Interest and Sales of Assets

3.1 Interest

Net interest is £63,543 lower than budget for the period due to higher interest receivable on cash deposits, and lower capitalised interest payable for the period related to the lower net expenditure on development.

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.

De-regulatory measures contained in the Housing and Planning Act 2016 removed the requirement for social housing providers to identify a Disposal Proceeds Fund (DPF) in their accounts for the sale of properties through the tenant's Right-To-Acquire (RTA).

Appendix 1: Details of variances between budget and actual for the year: April 2019 to October 2019

PCH allocated the remaining DPF balance to the development programme in March 2019. Any RTA receipts during the year will be treated in the same manner as RTB sales.

There have been 4 RTB and 1 RTA sales completed in the period. This is a lower volume than sales assumed in the budget (7 RTB).

The property sales forecast has increased to match the additional income from the RTA.

4 Statement of Financial Position

4.1 Acquisitions/development of property

Housing properties net book value was £207 million at the end of October 2019.

Development expenditure during the period is £6.3 million, primarily in respect of the Forster House, Woodbank Road, Riverpark Garden and Rushey Green schemes, and £2.2 million on Purchase and Repair properties.

Included in creditors is the unamortised grant of £7.2 million for the current development schemes and Hazlehurst Court.

4.2 Purchase and repair

The £4,000,000 budget for the 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).

The purchase of 7 properties for £2.2 million has been completed in the period.

4.3 Fellowship Inn and Other Fixed Assets

There has been £209,000 of capital expenditure on the Fellowship in the period. Grant claimed to date (£3.2 million) is included in creditors pending completion of the project when it will be released to income.

Additions to other fixed assets of £0.5 million include expenditure on the Digital Together project.

4.4 Capitalised major works

Capital major works expenditure is £2.7 million for the period, which is higher than budget by £0.2 million reflecting phasing of work.

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.

Appendix 1: Details of variances between budget and actual for the year: April 2019 to October 2019

4.6 Debtors

Debtors have reduced compared to the previous year end due to the receipt of accrued grant income for the Fellowship Inn project.

4.7 Creditors

Creditors due within one year are at a similar level compared to the previous year end and include unamortised grant on the current development schemes and Fellowship Inn of £5.6 million.

Creditors due after one year are similar to the previous year end and include unamortised grant on the completed Hazlehurst Court scheme (£4.8 million) and loans.

4.8 Loans

Debt at 31 October 2019 remained at £79.5 million net of transaction costs, with no debt drawn in the period.

4.9 Restricted reserve

The net surplus from RTB sales has been transferred to a restricted reserve. There are 7 purchases of properties under the purchase and repair programme in the year (see section 4.2 Purchase and repair).

The reserve is £0.7 million as at the end of October 2019.

5 Cash Flow Statement

5.1 Net operating cash flow was £7.3 million for the period, including sales of property through the RTB and RTA (£1.1 million). Investing activities comprised expenditure on development and capitalised major works (£7.7 million) and other fixed assets including the Fellowship Inn (£1.0 million). Grant of £0.9 million towards the Fellowship Inn project was received in the period.

5.2 There was no draw down of debt in the period.

APPENDIX 2 - PCH MANAGEMENT ACCOUNTS SUMMARY

From 1st April 2019 to 31st October 2019

	Year to date			Full year			Appendix 1 commentary reference
	Actual £	Budget £	Variance £	Forecast £	Budget £	Variance £	
OPERATING INCOME:							
Rents & Service Charges:							
Rent Receivable	16,880,538	17,038,305	(157,767)	28,531,398	28,732,634	(201,236)	1.1
Other Rents Receivable - Garage & misc	61,329	51,030	10,299	106,030	85,696	20,334	1.1
Service Charge Receivable	1,329,637	1,299,619	30,018	1,981,276	1,940,260	41,016	1.1
Service Charge Receivable - Leaseholders	232,594	224,559	8,035	238,219	228,309	9,910	1.1
Water rates, tenants' contents insurance	1,230,758	1,200,111	30,646	2,021,741	1,965,523	56,218	1.1
Subtotal: gross rent	19,734,856	19,813,624	(78,769)	32,878,664	32,952,422	(73,758)	
Less: Void Loss	(121,441)	(162,158)	40,717	(235,888)	(272,739)	36,851	1.2
Bad debts	(38,019)	(183,689)	145,671	(315,103)	(314,896)	(207)	1.2
Total: net rent	19,575,396	19,467,777	107,619	32,327,673	32,364,787	(37,114)	
Other Income:							
Revenue grant (including amortisation)	79,036	72,668	6,369	135,516	102,516	33,000	1.3
Other income	500,003	510,353	(10,350)	876,140	900,891	(24,751)	1.4
Commission (Water Rates)	94,399	87,500	6,899	161,827	150,000	11,827	1.4
Major works recharged to Leaseholders	7,845	162,942	(155,097)	279,329	279,329	0	1.4
VAT reclaimed on Overhead Costs	19,240	9,333	9,907	30,000	16,000	14,000	1.4
Total Other Income	700,523	842,796	(142,272)	1,482,812	1,448,736	34,076	
TOTAL OPERATING INCOME	20,275,919	20,310,573	(34,654)	33,810,485	33,813,523	(3,038)	
OPERATING EXPENDITURE:							
Housing Management and Services:							
Service costs	1,548,812	1,551,884	3,072	2,730,153	2,660,373	(69,780)	2.1
Estate & Environment costs	122,368	127,341	4,973	225,924	226,870	946	2.2
Other Housing Management costs	79,710	110,426	30,716	210,187	187,636	(22,551)	2.3
Total Housing Management and Services	1,750,890	1,789,651	38,761	3,166,264	3,074,879	(91,385)	
Maintenance and Improvements:							
Responsive Repairs	2,493,546	2,477,123	(16,423)	4,252,286	4,246,497	(5,789)	2.4
Void works	814,201	793,298	(20,903)	1,363,331	1,359,939	(3,392)	2.4
Planned Maintenance	259,909	490,783	230,874	776,342	841,342	65,000	2.5
Cyclical maintenance	302,644	226,970	(75,674)	424,092	389,092	(35,000)	2.5
Major works revenue	134,497	306,345	171,848	525,163	525,163	0	2.6
Total Maintenance and Improvements	4,004,797	4,294,519	289,722	7,341,214	7,362,033	20,819	

APPENDIX 2 - PCH MANAGEMENT ACCOUNTS SUMMARY

From 1st April 2019 to 31st October 2019

	Year to date			Full year			Appendix 1 commentary reference
	Actual £	Budget £	Variance £	Forecast £	Budget £	Variance £	
OPERATING EXPENDITURE CONTINUED:							
Staff Costs							
Salaries	3,468,064	3,471,503	3,439	5,695,311	5,697,920	2,609	2.7
NI Employer's	329,257	370,175	40,918	591,028	630,801	39,773	2.7
Pension costs	262,842	276,591	13,748	462,764	472,161	9,397	2.7
Agency staff costs	301,525	0	(301,525)	359,462	0	(359,462)	2.7
Other staff costs	154,549	170,335	15,786	303,580	299,256	(4,324)	2.7
Total Staff Costs	4,516,237	4,288,604	(227,633)	7,412,145	7,100,138	(312,007)	
Other costs:							
Office costs	82,776	73,919	(8,857)	144,756	126,718	(18,038)	2.8
Other operating expenses	1,405,694	1,539,823	134,130	2,493,118	2,662,012	168,894	2.8
IT costs	710,451	745,943	35,492	906,001	906,001	0	2.8
Depreciation	2,304,161	2,374,377	70,216	4,047,078	4,070,360	23,282	2.9
Total other costs	4,503,082	4,734,062	230,980	7,590,953	7,765,091	174,138	
TOTAL OPERATING EXPENDITURE	14,775,006	15,106,836	331,830	25,510,575	25,302,143	(208,432)	
TOTAL OPERATING SURPLUS / (DEFICIT)	5,500,913	5,203,736	297,177	8,299,910	8,511,380	(211,470)	
Financing activities:							
Interest Receivable	60,580	19,517.19	41,063	83,458.00	33,458.00	50,000	3.1
Less: Interest Payable and charges	(1,758,634)	(1,781,114)	22,480	(3,053,338)	(3,053,338)	0	3.1
Net interest received/ (paid)	(1,698,054)	(1,761,597)	63,543	(2,969,880)	(3,019,880)	50,000	
Sale of Assets:							
Housing Property sales	1,137,100	1,736,000	(598,900)	3,074,100	2,976,000	98,100	3.2
Less: Repayable to LB Lewisham	0	0	0	0	0	0	3.2
Less: Cost of sales	(183,242)	(298,480)	115,238	(531,751)	(511,680)	(20,071)	3.2
Total sales of assets	953,858	1,437,520	(483,662)	2,542,349	2,464,320	78,029	
TOTAL SURPLUS / (DEFICIT)	4,756,717	4,879,659	(122,942)	7,872,378	7,955,820	(83,442)	

APPENDIX 2 - PCH MANAGEMENT ACCOUNTS SUMMARY

From 1st April 2019 to 31st October 2019

Operating margin:

	Actual	Budget	Forecast	Budget
Total Income	20,275,919	20,310,573	33,810,485	33,813,523
Total Expenditure	14,775,006	15,106,836	25,510,575	25,302,143
Operating surplus	5,500,913	5,203,736	8,299,910	8,511,380
Margin %	27%	25.6%	24.5%	25.2%

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

	Actual	Budget	Forecast	Budget
Operating surplus	5,500,913	5,203,736	8,299,910	8,511,380
Amortised Grant	(9,886)	(5,970)	(71,636)	(71,636)
Depreciation	2,304,161	2,374,377	4,047,078	4,070,360
Interest received	60,580	19,517	83,458	33,458
EBITDA	7,855,768	7,591,660	12,358,810	12,543,562

Including major works expenditure (EBITDA MRI)

	Actual	Budget	Forecast	Budget
EBITDA	7,855,768	7,591,660	12,358,810	12,543,562
Capitalised major works	(2,777,077)	(2,595,783)	(4,449,914)	(4,449,914)
EBITDA MRI	5,078,691	4,995,877	7,908,896	8,093,648
Interest payable	1,749,901	1,762,275	3,021,043	3,021,043
Capitalised Interest	230,541	246,167	422,000	422,000
Total Interest	1,980,442	2,008,442	3,443,043	3,443,043
EBITDA vs interest	4.0	3.8	3.6	3.6
EBITDA MRI vs interest	2.6	2.5	2.3	2.4

PCH Balance sheet

	31 October 2019 £000s	31 March 2019 £000s
Fixed Assets		
Housing properties	207,227	200,346
Investment properties	185	185
Investment in subsidiaries	625	625
Intangible fixed assets	1,600	1,341
Other Fixed Assets	<u>10,133</u>	<u>10,093</u>
	<u>219,770</u>	<u>212,590</u>
Current Assets		
Stock and WIP	0	0
Properties for sale	593	588
Debtors - due within one year	5,008	5,402
- after one year	212	212
Cash	<u>16,853</u>	<u>19,008</u>
	22,666	25,210
Creditors due in less than one year	<u>(12,259)</u>	<u>(12,365)</u>
NET CURRENT ASSETS/(LIABILITIES)	<u>10,407</u>	<u>12,845</u>
TOTAL CURRENT ASSETS LESS CURRENT LIABILITIES	<u>230,177</u>	<u>225,435</u>
Creditors due over one year	84,431	84,445
Pension Liability	<u>1,394</u>	<u>1,394</u>
	85,825	85,839
CAPITAL AND RESERVES		
Called up share capital	4	4
Revenue reserves	94,444	88,815
Revaluation reserve	49,243	49,243
Restricted reserve	<u>661</u>	<u>1,534</u>
	<u>230,177</u>	<u>225,435</u>

PCH CASHFLOW STATEMENT for the period ended October 2019

	£'000	
NET CASH INFLOW /(OUTFLOW) FROM OPERATING ACTIVITIES	7,300	
Interest received	61	
NET CASH INFLOW /(OUTFLOW) FROM OPERATING ACTIVITIES	<u>7,361</u>	
Cash flows from investing activities		
Additions to property, plant and equipment	(7,705)	
Additions to investment property	0	
Purchase of other fixed assets	(963)	
Capital grants received	888	
Net cash flows from investing activities	<u>(7,779)</u>	
FINANCING		
Interest paid	(1,732)	
Loans received	0	
Loans repaid	<u>0</u>	
Net cash flows from financing activities	<u>(1,732)</u>	
Net increase/(decrease) in cash and cash equivalents	<u><u>(2,150)</u></u>	

includes Fellowship Inn

APPENDIX 3 - PAS MANAGEMENT ACCOUNTS SUMMARY

PHOENIX REPAIRS SERVICE

From 1st April 2019 to 31st October 2019

	Year to date			Total 2018/19		
	Actual £	Budget £	Variance £	Forecast £	Budget £	Variance £
INCOME:						
PCH Partnership Contract						
Responsive Repairs	2,244,793	1,921,060	323,733	3,274,828	3,274,828	0
Routine Repairs	205,401	393,178	(185,570)	670,249	670,249	0
Voids	891,985	775,548	116,437	1,322,075	1,322,075	0
Total	3,344,386	3,089,786	254,600	5,267,152	5,267,152	0
Other Income						
PCH additional works	619,442	686,289	(66,846)	1,222,000	1,222,000	0
Leaseholder & Homemaker service	3,181	2,933	248	5,000	5,000	0
Purchase and Repair	150,259	58,661	91,598	100,000	100,000	0
Non Partnership Works	40,202	0	40,202	0	0	0
Development	52,940	0	52,940	0	0	0
Other Income	212,302	12,113	200,188	22,208	22,208	0
Total	1,078,326	759,996	318,330	1,349,208	1,349,208	0
TOTAL INCOME	4,422,712	3,849,782	572,930	6,616,360	6,616,360	0
EXPENDITURE:						
Direct service costs	3,013,800	2,554,287	(459,513)	4,390,656	4,390,656	0
Branch services costs	986,376	810,772	(175,604)	1,460,763	1,460,763	0
Other operating expenses	307,195	326,267	19,072	564,714	564,714	0
TOTAL EXPENDITURE	4,307,371	3,691,327	(616,045)	6,416,133	6,416,133	0
NET PROFIT / (LOSS)	115,341	158,456	(43,115)	200,226	200,226	0

DATE: 28/11/2019	PHOENIX COMMUNITY HOUSING BOARD MEETING	ITEM NO. 10
Open or Confidential	OPEN	
Report Title	Chief Executive's Update Report	
Lead Officer	Jim Ripley, Chief Executive, 07515605100	
Lead Board Members	Chair	
This item is for	Decision	

1 Recommendations

The Board are asked to:

- A. Note Board Updates (Appendix A).
- B. Note Action Tracker (Appendix B).

<p>Executive Summary</p> <p>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.</p>

2 Corporate Plan Implications / Strategic Objectives

Strategic Objective: 1. Resident leadership and membership.
2019-20 Corporate Objective: • Strengthen our business by making governance, service improvements and efficiencies based on resident insight and scrutiny, good practice and changes to our operating and regulatory framework.

3 Background including appendices

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

- Appendix A – Board Updates.
- Appendix B – Action Tracker.

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	Click here to select date

APPENDIX A – BOARD UPDATES

Grenfell

Here is a link to an article about the London Mayor, Sadiq Khan suspending Rydon from list of firms recommended to carry out London Housing work.

<https://www.theguardian.com/uk-news/2019/nov/06/sadiq-khan-bans-grenfell-tower-contractor-rydon-london-works-pending-inquiry-verdict>

National Housing Federation and the General Election

The National Housing Federation's stated priority during the general election period is making sure that calls for more social housing are heard – and that housing associations are seen as the key partners to deliver it. The link to their General Election page is here:

<https://www.housing.org.uk/get-involved/promoting-our-sector/general-election-2019/>

Grenfell Public Inquiry Phase 1 report published

The Grenfell Public Inquiry published its **Phase 1 report** (click link to access) on 30 October. The report details the events that took place on the night of the fire.

It makes a number of recommendations that may have implications for housing associations in the long term and the National Housing Federation (NHF) will be publishing a briefing soon which will set these out.

The headline findings include:

- The cause of the fire and the cause of the spread of the fire, concluding that flames spread rapidly due to the presence of ACM panels with polyethylene cores.
- That there is evidence to suggest that the external wall system used at Grenfell Tower was not compliant with building regulations.
- Recommendations for building owners, including on specific safety checks of buildings, the provision of information to local fire services and residents, reviewing and maintaining fire safety mechanisms, evacuation procedures, and on checking the compliance of fire doors.

The report confirms that further investigation will be needed in Phase 2 of the inquiry on:

- The evidence relating to the circumstances in which people in the building died.
- The warnings given by the local community about potential fire hazards.
- The rigour and enforcement of the testing regime for construction materials and cladding systems.
- Whether fire doors in the building were compliant.
- Whether specific fire safety mechanisms in the building worked as intended.

Phase 2 will also consider the wider decisions which led to the installation of combustible cladding system on a high-rise residential building and the wider background against which they were taken.

The Executive Team will come back to Board with any follow up and any implications for PCH arising out of the publication of the Grenfell Public Inquiry Phase 1 report.

Right to Shared Ownership

The Government has announced changes to the shared ownership model, and that it intends to take forward Right to Shared Ownership as an official government policy.

In a press statement on 17 October 2019, Secretary of State Robert Jenrick, said:

- Tenants of all new housing association homes built with grant funding will get a Right to Shared Ownership (RTSO).
- The Government will work with housing associations on a voluntary basis to determine what offer can be made to tenants in existing homes.
- For all shared ownership homes, whether RTSO or sold on the market, the minimum stake required will reduce from 25% to 10% and residents will be able to staircase by 1%.
- The resales process will be streamlined and fees will be made 'fairer and more proportional'.

Future Homes Standard

The Government has announced a new consultation, which sets out its plans for the Future Homes Standard, including proposed options to increase the energy efficiency requirements for new homes from 2020.

The 2019 Spring Statement included a commitment that, by 2025, the Government would introduce a Future Homes Standard for new build homes to be future-proofed with low carbon heating and world-leading levels of energy efficiency.

The Government has now published a new consultation setting out these plans, which is open to responses until 10 January 2020. The consultation includes:

- proposals to ban fossil fuel heating systems, such as gas boilers, from new homes by 2025 and replacing them with low carbon heating systems, such as air source heat pumps
- a request for views on how changes to building regulations can reduce the carbon footprint of homes built after 2025 – including changes to the energy efficiency and ventilation requirements
- consideration of whether to commence the amendment to the Planning and Energy Act 2008, which would restrict local planning authorities from setting higher energy efficiency standards for new homes.

Full details can be found on [the Government's website](#) (click on link).

Peace Ayiku-Nartey blog for National Housing Federation

To make you aware that the National Housing Federation has published a blog from Peace on how Boards can harness tenants' voices. This is ahead of her and Anne speaking at the Board Excellence in Housing conference next February.

<https://boards.housing.org.uk/blog/how-housing-association-board-members-can-harness-and-maximise-the-power-of-tenants-voices>

Sector Risk Profile

The Regulator of Social Housing published its Sector Risk Report in October this highlighted sector wide risks including:

- Health and Safety Compliance
- Stock condition and asset management
- Market sales exposure
- Reputational risk
- Rent
- New Business Entrants

The Executive Summary noted “Boards should ensure that they understand the particular risks that could affect their own organisations. Assessing providers’ understanding of the main risks they face and how they are managing them remains a key element in the In Depth Assessment process. As part of that process, the regulator will consider the quality of providers’ stress testing and internal control systems and will reflect its level of assurance in its published judgements”.

A full copy is available on request or by following [the link](#).

Bolton fire and High Pressure Laminate Panels (HPL) in external wall systems

Summary - MHCLG Advice Note 22 - Use of High-Pressure Laminate Panels in external wall systems is written for building owners of residential buildings of 18m or more, although the principles may also apply to other building types.

HPL panels can have a wide range of fire performance and it is important that building owners are aware of the fire performance of the panels that have been installed on their building(s). The view of the Expert Panel is that the level of risk from unsafe HPL systems is not as high a risk as unsafe systems using ACM Category 3 panels.

MHCLG recommends that building owners identify the location of HPL material to be inspected and recorded. Building owners to determine the level of risk and have a

plan in place to address the matter and reduce the risk as necessary. Cost, time and effort should always be considered against the level of risk.

Action taken by Phoenix

- Weekly - Fire safety inspections by Caretaking Services
- June 19 - Following the balcony fire in Dagenham, Phoenix sent fire safety advisory letters to residents and continues to promote fire safety awareness on balconies safety to residents through various means of communication
- August to September 19 - visual surveys of both high and low-rise stock were undertaken to identify all external building material present, inclusive of HPL
- Sourced a potential test facility to confirm fire performance of panels, as provided by our Independent Fire Expert
- Aligned existing and future programmes of fire safety works to address potential concerns

Key findings

Milcroft House (High Rise)

- Spandrel panels are present on the external fascia of the building and along the main escape route
- Material content and fire performance not known

Action taken

- Fire safety works include- increasing ventilation to escape route, removal of part of the spandrel panel system and a sample to be sent to test facility to determine its fire performance in December 19
- A contractor is being procured using the Pretium Framework predicted start date January 20
- Results expected January 20, the full scope of works to be determined and added to works programme as required

Nayland House (High Rise)

- Spandrel panels are present on the external fascia of the building but not within an escape route
- The panel system appears to be made up of metal with a form of Rockwool insulation. These panels sit deeper than the glass panels and have a coloured coating but are not HPL

Next steps

- Remove and test a panel to confirm the complete construction and the fire performance December 19, results January 20
- Undertake a risk assessment of the building based on findings Jan - Feb 20

Passfields and North Downham (Low Rise)

- High Pressure Laminate has been used as a decorative feature to balconies on the blocks at Passfields and the North Downham estate
- These generally present to the rear of the properties and do not compromise the escape routes to any of the buildings
- It can be appraised that the proportion of risk is low as there are no over cladding HPL panel system and they are all low rise buildings

Next Steps

- Remove and test a sample of panels for fire performance from both Passfields and North Downham- January 20 potential results March 20.
- The results would be risk assessed and determine as required in future works programme.

Resident Safety Group

A Phoenix Resident Safety Group is planned which will be chaired by a Director and include two residents. The Group help co-ordinate our response to fire and other safety issues, with an action plan to ensure best practice and preparation for regulatory change, timely and effective resident communications, newbuild standards etc. Terms of Reference for the Group are being developed and it will launch early in the new year.

APPENDIX B – BOARD ACTION TRACKER

Board Meeting	Item	Action	Officer	Deadline	Status	Commentary
November 2018	Headline results of the Star Survey	<p>Mark Gayfer noted the positive results in satisfaction with accessing Phoenix and the improvement in leaseholder satisfaction and he stated he wanted to understand more the satisfaction levels for repairs and maintenance. Jim Ripley replied that satisfaction with the last repair was good. He noted that sometimes PCH will tell a resident they can't do a repair, such as fencing, and said he wanted to look more at this issue.</p>	JR	November 2019		<p>Most dissatisfaction with last repair is linked to Special Works Orders. We are reviewing our processes related to these to improve them.</p> <p>We are also consulting and developing an environmental programme which should address the fencing issues referred to.</p> <p>The scrutiny panel looked at Fencing in their review (this was reported to Board in July 2019).</p> <p>A consultant has been appointed to support our work collating a fencing programme. This is due to be presented to the Board in November 2019 as part of an environmental works programme.</p>

Board Meeting	Item	Action	Officer	Deadline	Status	Commentary
January 2019	Policies	David Rowson replied that one of the lessons of Grenfell was how a “Stay Put” policy should be properly advised to residents together with information on how this should be interpreted. He added that PCH stock is different from Grenfell Tower and in the event of a fire, the fire compartmentalisation for each flat in a block should contain it. He further added that “Stay Put” advice applies only if it was safe to do so. David Rowson stated that residents would not be compelled to stay if they could move and it was safe to leave.	JR	September 2019		To date this has included regular updates in the Phoenix Flyer and attendance at Chat and Chip Events



DATE: 28/11/2019	PHOENIX COMMUNITY HOUSING BOARD MEETING	ITEM NO. 11
Open or Confidential	OPEN	
Report Title	Any Other Business	
Lead Officer	Kevin Kelly, Governance Manager, 07515605102	
Lead Board Members	Anne McGurk	
This item is for	INFORMATION	