



DATE: 29/09/2020	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 Tuesday 29 September 2020.



DATE: 29/09/2020	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: 29/09/2020	PHOENIX COMMUNITY HOUSING BOARD MEETING	ITEM NO. 9
Open or Confidential	OPEN	
Report Title	Policies	
Lead Officer	Chantel Lynch, Service Improvement & Scrutiny Manager, 020 3121 0211 / 07515 605 017	
Lead Board Members	Anne McGurk	
This item is for	DECISION	

1 Recommendations

A. The Board approves the following policies:

Assignment, Eviction, Garages, Recharges to Residents, Rent Arrears, Succession.

Executive Summary

Assignment Policy

The policy was scheduled for review as part of good practice. The policy has been checked by solicitors as part of the review process. The aim, scope and definitions in the policy have been made clearer alongside the legal basis for assignment at Phoenix.

The legislation in the policy has been updated – the Data Protection Act 2018 and the Coronavirus Act 2020.

The changes to the policy have not been consulted on as they are minimal and limited scope for change.

Eviction Policy

The policy was scheduled for review as part of good practice. The legislation in the policy has been updated – the Data Protection Act 2018 and the Coronavirus Act 2020. As part of the review, the policy has been checked by solicitors.

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

Garage Policy

The policy was scheduled for review as part of good practice. The policy has been updated to reflect new legislation.

Recharges to Residents Policy

The policy was scheduled for review as part of good practice. The legislation in the policy has been updated – the Data Protection Act 2018 and the Coronavirus Act 2020.

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

Rent Arrears Policy

The policy was scheduled for review as part of good practice. The legislation in the policy has been updated – the Data Protection Act 2018, the Coronavirus Act 2020.

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

Succession Policy

The policy was scheduled for review as part of good practice. The policy has been checked by solicitors as part of the review process. The aim, scope and definitions in the policy have been made clearer alongside the legal basis for succession at Phoenix.

The legislation in the policy has been updated – the Data Protection Act 2018 and the Coronavirus Act 2020.

The changes to the policy have not been consulted on as they are minimal and limited scope for change.

2 Corporate Plan Implications / Strategic Objectives

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

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

3 Background including appendices

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

The following policies are available on request:

- Appendix A – Assignment Policy
- Appendix B – Eviction Policy
- Appendix C – Garage Policy
- Appendix D – Recharges to Residents Charges
- Appendix E – Rent Arrears Policy
- Appendix F – Succession 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 have reviewed and recommended the policies for approval.

5 Other Implications

Legal

The Assignment, Eviction and Succession policies have been checked by solicitors as part of the review process.

Equality & Diversity

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

Equality Impact Assessments (EIA) are completed as part of the eviction process.

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 – none.

Staff – none.

Property – none.

IT – none.

9 Confidentiality – open.

Approval

Approved by (Chair)	
Date	Click here to select date

DATE: 29/09/2020	PHOENIX COMMUNITY HOUSING BOARD MEETING	ITEM NO. 10
Open or Confidential	OPEN	
Report Title	Review of Corporate Plan, Vision and Strategic Priorities 2020-25	
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	DECISION	

1 Recommendations

- A. The Board notes the review of the Corporate Plan 2020-25 and approves the addition of 2 new key projects and the deferral of 5 key projects and 3 strategies.**

Executive Summary

Appendix 1 includes the Corporate Plan Vision and Strategic Priorities 2020-25 approved by the Board in March 2020 and includes the recommended additions and changes requested by Board Members.

In May 2020 the Board considered an update report on our response to the pandemic which included early thoughts on the impact on delivery plans for key projects in the plan and strategy reviews planned for 2020-21. Since then we have carried out further reviews-including:

- A review of KPIs to support our plans (revised targets are included elsewhere on this agenda for approval).
- Heads of Service have considered their Team Plans which support the Corporate Plan; considering work plans they need to defer, reshape or stop and any new plans.
- Experience Surveys with both staff and residents to shape our renewal plans. (The results of the resident survey are included elsewhere on this agenda; the staff survey results were shared with the Board and both have been reported to the Strategic Business Renewal Group).
- A further review of resourcing across projects is planned for later this month.

The reviews supported the Executive Team's early thoughts on the key projects and strategy's that would need to be deferred but also demonstrated a need to continue with existing plans to support our overall priorities and projects. Service Heads have reshaped some team projects and deferred others. We have also reconsidered how to deliver plans taking into consideration safe working arrangements; this has involved stopping some projects and both starting and accelerating others- but these are all operational projects to support the key projects and corporate priorities.

Two, new, key projects for 2020-21 which are already progressing have emerged from these reviews. They are one to deliver our renewal plans to respond to the pandemic and a second to provide mental health and well-being initiatives to our residents and staff.

The table below summarises our key projects and strategy reviews for 2020-21; If these two projects are added:

Key Projects and Strategies- discussed with Board May 2020 and two new projects added:

Key Project 2020-25	Continue/Defer to 2021-22
<ul style="list-style-type: none"> Steered by resident and staff feedback deliver our renewal plans prioritising the safety of residents and staff, securing the ongoing viability of our business and resident leadership and continuing to prepare for the future. 	NEW
<ul style="list-style-type: none"> Deliver community and staff initiatives to promote wellbeing and mental health awareness in response to staff and resident feedback surveys. 	NEW
1. Getting to know our residents better so we can improve our services	Continue
2. Reviewing all our service standards.	Defer
3. Delivering actions from our governance reviews and reviewing our subsidiaries, including how our repairs services are delivered.	Continue
4. Enhancing our approach to resident safety.	Continue
5. Delivering Digital Together projects.	Continue*
6. Review our operating model which sets out the way we work and our values, so we work better together to deliver our plans and develop Customer Access Strategy	Defer
7. Building 200 new homes.	Continue
8. Development Strategy	Continue
9. Setting our Sustainability Strategy to help us achieve zero carbon emissions by 2050.	Continue
10. Completing our review of the use of the Green Man and our Community Centres to maximise the benefits to our community.	Defer, but short-term use to be determined
11. Delivering our fencing programme.	Continue
12. Delivering our environmental programmes.	Defer
13. Maximising choice-based lettings- so more people can move when we get one empty home or build a new one.	Defer

*This has also included a number of additional projects to respond to the pandemic with no additional cost to the overall Digital Together Project.

Strategies not included above due 2020-21	Continue/Defer to 2021-22
ICT Strategy	Interim strategy with subsequent review
Communications	Defer
People Services	Defer
Asset Management	Defer

2. Corporate Plan Implications / Strategic Objectives

Strategic Objective: Resident Leadership and effective governance

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

3 Background including appendices

Appendix 1 includes the Corporate Plan Vision and Strategic Priorities 2020-25.

Updates on the Corporate Plan Priorities and KPIs, milestones and projects for 2020-25 will be reported by exception to the Board every 6 months. This is next due in November 2020.

The work carried out by the Board and involved residents on the plan for 2020-2025 was supported by team plans to support the vision, strategic priorities, corporate priorities and corporate projects. These plans have now all been reviewed to take into consideration the pandemic.

Benchmarking across 22 other Associations as well as feedback at conferences show our approach to our corporate plan aligns with other Associations. Most Associations have not published refreshed plans (review of websites of 22 Associations). However most Associations, like us, are innovating, accelerating digital transformation and redesigning services (HouseMark monthly benchmarking survey).

4 Communications & Consultation Implications

The Board Away Day and subsequently the Corporate Plan Steering Group has looked at the Corporate Plan, Financial Plan, Budget for 2020-21 stress tests, emerging risks and changes to our operating environment. Since then a Board Working Group has steered the business plan assumptions and the Strategic Business Renewal Group has looked at our response to the pandemic and future plans.

5 Other Implications

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

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



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

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

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

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

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

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

6 Risk Implications

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

7 Sustainability Implications

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

8 Resource Implications

Finance- budgets for delivering the Corporate Priorities are included in the 2020-21 budget and updated 40-year financial plan, also included on this meeting agenda for Board approval.

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

Staff- staff resources for delivering the corporate priorities are included in the 2020-21 budget and business plan.

Property- priorities are identified in the plan and should result in ongoing improvement and investment in our homes that is both innovative and efficient as well as based on measurement and appraisal of the returns on our assets and their environmental impact.

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



9 Confidentiality

Open.

Approval

Approved by (Chair)	
Date	Click here to select date

SUMMARY OF OUR CORPORATE PLAN 2020-25

OUR VISION

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

1.0 INTRODUCTION AND CONTEXT

Who we are?

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

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

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

Where we are

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

How we work

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

What we do and what we have achieved

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

Since we began, we have invested over £167m bringing our homes up to the decent home standard and significant sums into our community and involvement activities. We have also obtained over £4.5M in Heritage lottery funding to refurbish a local pub to create a local arts and social venue to enable our community to thrive.

In 2014 we started building new homes and have completed 64 so far and have more on site. We have achieved high levels of tenant satisfaction with our services (81% of tenants say they are satisfied with our services overall) and we have responded proactively to the need to enhance fire safety for all our residents.

We have been named as one of the UK's top 10 landlords in nationwide housing polls since 2015 and received other awards recognising the success of our model and how it is helping us realise our vision of *“Together we are building a better future for our Phoenix Community”*.

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

Our operating environment

We are operating in uncertain times and like other landlords have challenges ahead.

Investment challenges include meeting zero carbon emissions by 2050 and responding to the new fire and home standards at the same time as building new homes to meet the housing crisis and maintaining and improving services and satisfaction levels for all our residents.

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

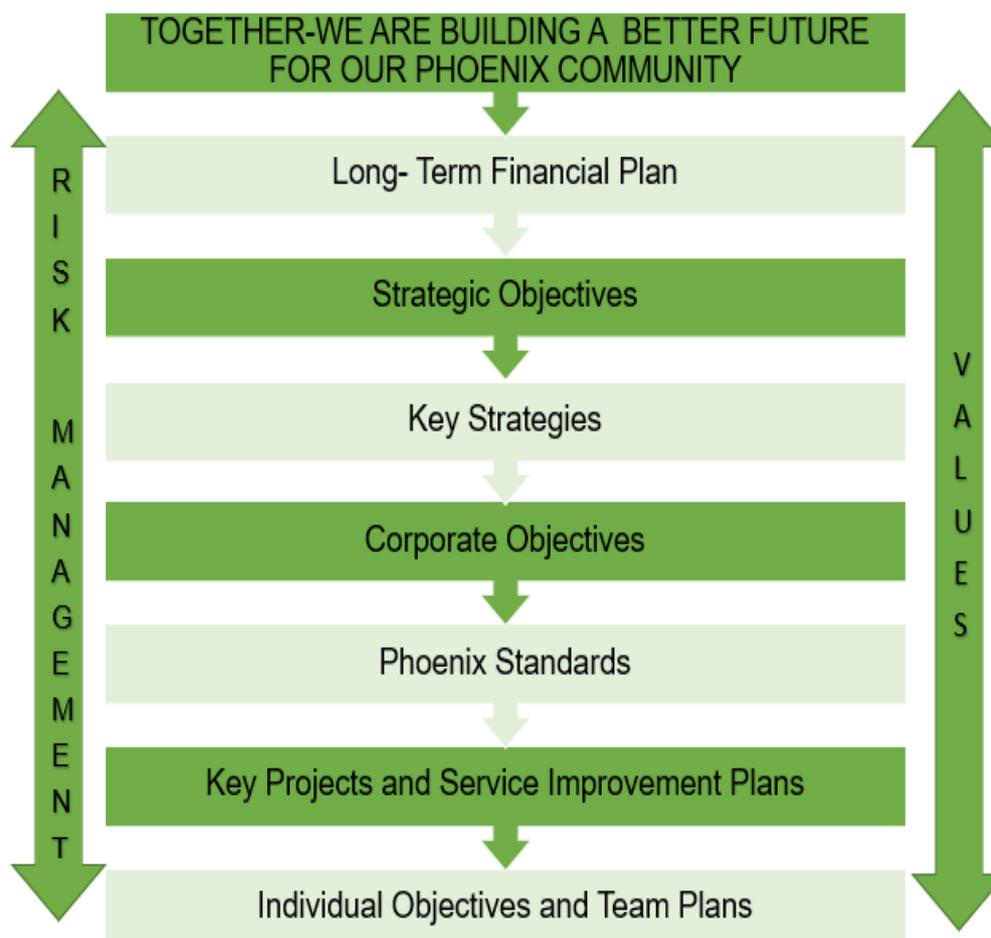
We have carefully considered these challenges and reviewed learning from previous plans. We are determined to balance our priorities and translate them into opportunities to realise our vision. We know by Working Together- our board residents, staff and partners- we can achieve more. This plan sets out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

2.0 WHAT WE WANT TO ACHIEVE BY 2025

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

3.0 CORPORATE PLAN FRAMEWORK

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



STRATEGIC OBJECTIVES

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

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

4.0 THE STRATEGIES TO DIRECT OUR PLANS

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

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

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

We have also set a timetable for reviewing these strategies.

5.0 OUR CORPORATE OBJECTIVES 2020-21

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

RESIDENT LEADERSHIP AND EFFECTIVE GOVERNANCE

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

EXCELLENT SERVICES DELIVERED EFFICIENTLY WITH EMPATHY AND OPENNESS

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

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

GROWTH IN NEW HOMES AND OPPORTUNITIES

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

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

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

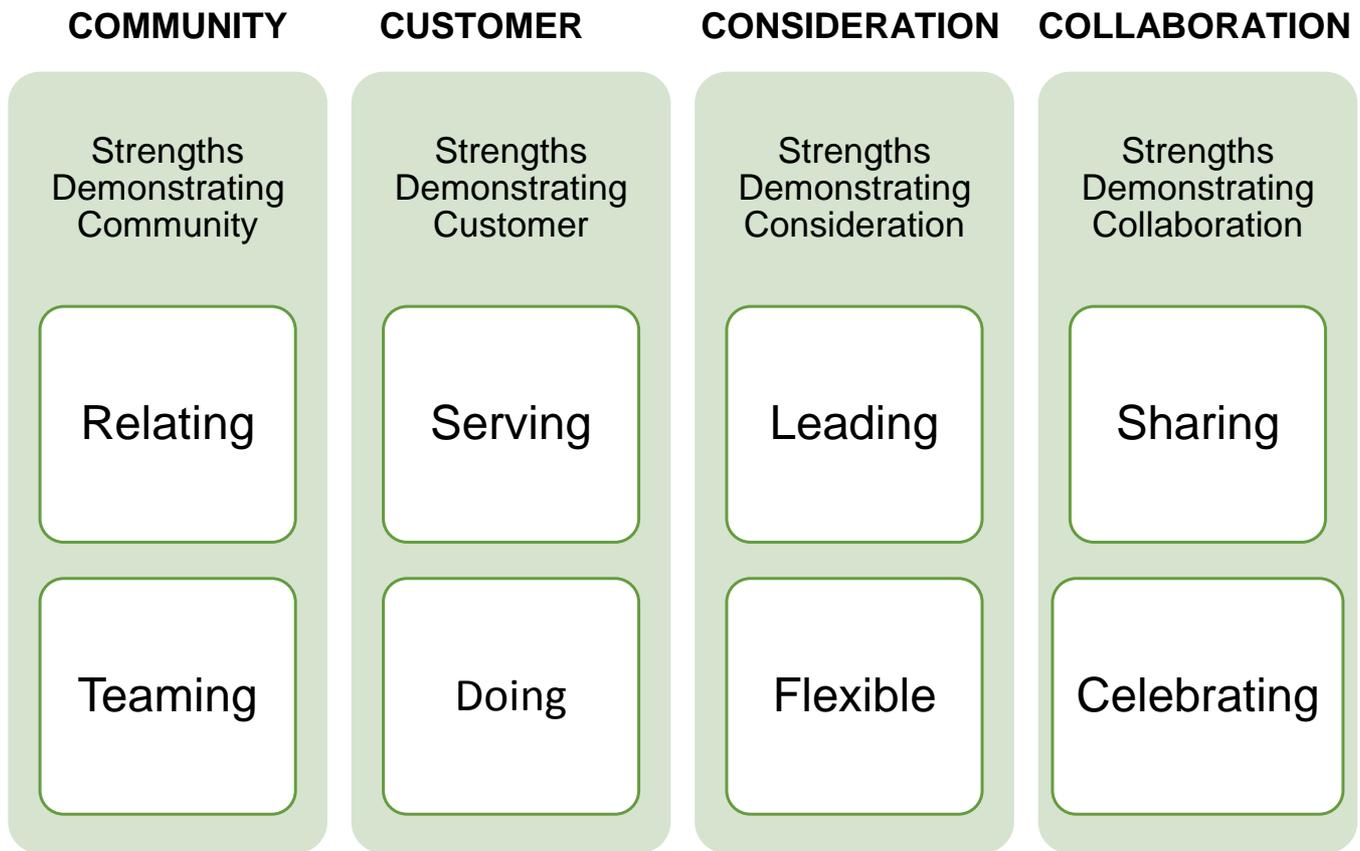
6.0 OUR KEY PROJECTS 2020-25

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

- Getting to know our residents better so we can improve our services
- Reviewing all our service standards.
- Delivering actions from our governance reviews and reviewing our subsidiaries, including how our repairs services are delivered.
- Enhancing our approach to resident safety.
- Delivering Digital Together projects.
- Review our operating model which sets out the way we work and our values so we work better together to deliver our plans.
- Building 200 new homes.
- Setting our Sustainability Strategy to help us achieve zero carbon emissions by 2050.
- Completing our review of the use of the Green Man and our Community Centres to maximise the benefits to our community.
- Delivering our fencing programme.
- Delivering our retrofit pilot and environmental programmes.
- Maximising choice-based lettings- so more people can move when we get one empty home or build a new one.

7.0 OUR VALUES AND HOW WE WORK

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



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

8.0 HOW WE CHECK WE ARE DELIVERING OUR VISION AND AMBITIONS

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

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

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

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

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

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

DATE: 29/09/2020	PHOENIX COMMUNITY HOUSING BOARD MEETING	ITEM NO. 15
Open or Confidential	OPEN	
Report Title	CoVid 19 Experience and Satisfaction Survey with tenants and leaseholders	
Lead Officer	Say Leddington Head of Performance Risk and Monitoring	
Lead Board Members	Anne McGurk	
This item is for	INFORMATION	

1 Recommendations

- A. **Note the findings of the CoVid 19 Experience and Satisfaction Survey with tenants and leaseholders and agree the recommended actions in response to it.**

Executive Summary

At the end of June and beginning of July we carried an Experience and Satisfaction Survey with tenants and leaseholders. The aim of the survey was to:

- Find out how residents are managing through the pandemic
- Find out resident's experiences and perception of Phoenix through the pandemic
- Use the results to shape our renewal plans

We also asked residents about their overall satisfaction with Phoenix.

The survey was developed with staff and reviewed with the Residents Communication Group. The analysis of the results and the recommendations have been steered by the Strategic Business Renewal Group.

The survey was carried out externally by telephone; all tenants and residents were sampled from to ensure we surveyed a representative sample of residents both leaseholders and tenants and different demographic groups.

Key findings were:

Overall experience of the lockdown-

- The proportion of tenants self-isolating or shielding across different household types, ethnic groups and ages are not significantly different- demonstrating the impact on the whole Phoenix Community.

- The most common theme mentioned by tenants and leaseholders was the impact of the lockdown on their mental health and well-being, followed by the benefits of family support or challenges where this was absent.
- 54% of tenants and 67% of leaseholders- said the lockdown had been lonely.
- 12% of tenants and 9% of leaseholders said they may like free support or training on using the internet, video calls or social media.
- 12-32% of tenant and 16-32% of leaseholder households could have a member of their household losing their job
- Around 812 households may be interested in employment support
- Around 1942 households could have less money coming in
- Around 609 households may be interested in financial inclusion support
- 27% of tenants and 34% of leaseholders thought they had not received any information from Phoenix- (although by the time of the survey 2 letters, 2 newsletters and updates had been made on the website and social media).
- Top priorities for Phoenix to focus on post lockdown were
 - Non urgent repairs to restart
 - Re-opening the Green Man
 - Fully operational contact centre
- 61% of tenants and 59% of leaseholders were interested in providing feedback in on future plans and priorities.
- 85% of tenants and 71% of leaseholders said they were satisfied with Phoenix as a landlord.

Actions recommended for approval by the business renewal group are:

1. Complete all requested follow up.
2. Continue to prioritise service renewal in line with priorities recommended in the survey
3. Consider more initiatives to support well-being and reduce loneliness
4. Continue to build on the value residents place on family and community to support community initiatives.
5. Use projections on requests for digital support, job search support and financial inclusion advice to plan services.
6. Use employment figures to help shape income collection plans.
7. Working with others assess the further the impact of the lockdown on education for children and promote lifetime learning for adults.
8. Explore differences in experience between BAME and Non-BAME residents.
9. Follow up email addresses to explore on- line surveys with tenants and leaseholders
10. Explore extending online surveys for consultation building on work on policy consultation.
11. Contact all uninvolved residents who are interested in focus groups (video and in person, to assess how we can link into existing options- training or existing groups).
12. Use survey with involved residents alongside these results to shape involvement plans further.

Appendix 1 Provides a copy of the full results.

The overall satisfaction results are very positive and match trends experienced by other landlords.

2 Corporate Plan Implications / Strategic Objectives

Strategic Objective: Resident Leadership and effective governance

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

3 Background including appendices

One of the challenges of operating in accordance with Government guidelines has been maintaining our involvement activities which have historically been focused heavily on face to face contact. We wanted to be sure our renewal plans were shaped by residents and we could hear the views of all of our residents. As a result, we decided to ask a representative sample of all residents.

The survey covered:

- Experience of Coronavirus and personal impact
- Contact and Communication during the lockdown
- Employment and the Lockdown
- Debt & the Lockdown
- Communication with Phoenix
- Change, Recovery & Priorities
- Getting Involved
- Overall Satisfaction

Appendix 1 provides a full set of results.

4 Communications & Consultation Implications

The survey was developed with staff and reviewed with the Residents Communication Group. The analysis of the results and the recommendations have been steered by the Strategic Business Renewal Group.

5 Other Implications

Legal

There are no specific implications in this paper

Equality & Diversity

An Equality Impact Assessment of the results to ensure they were representative of all residents and then further analysis to assess differences in experience and satisfaction between different groups of residents. This identified some differences which we will aim to respond to.

Value for Money

The costs of the survey were met from existing budgets.

6 Risk Implications



The completion and follow up for this survey support the Boards risk appetite in the following areas

- Resident Leadership- risk averse
- Resident Satisfaction-balanced
- Achieving budget-balanced

Specifically, it will support resident leadership as there a number of people expressing interest in shaping our future plans who have not been involved before.

7 Sustainability Implications

There are no specific implications.

8 Resource Implications

Finance- the survey and most follow up is being completed within existing budgets. Some additional budget resources may be needed to support the mental health awareness and support initiatives recommended.

Staff- the survey was delivered, analysed and is being followed up using existing resources.

Property- there are no specific implications although the top priority for services were repairs and maintenance.

IT- there are no specific implications; although there was a high interest in online and text surveys and insight to how residents communicated during the lock down which shows a higher reliance on telephone than expected compared to other channels.

9 Confidentiality

Open

Approval

Approved by (Chair)	
Date	Click here to select date

COVID 19
EXPERIENCE SURVEY
RESIDENTS AND LEASEHOLDERS
June and July 2020

COVID19 EXPERIENCE SURVEY

Aim of the Survey

- Find out how residents are managing through the pandemic
- Find out resident's experiences and perception of Phoenix through the pandemic
- Use the results to shape our renewal plans

Who was contacted?

632 leaseholder and 4887 tenant households were sampled (all households where telephone numbers were available on the system)

Response Rates:

33% leaseholders- margin of error 5.55% ✓✓

14% Tenants- margin of error 3.54% ✓✓

The Margin of error- is the difference + or – between the reported results and results if we'd contacted all residents.

Representation (Equality Impact):

- When compared to all tenants and leaseholders the results are broadly representative- this means the results can be used to assess the likely impact across all households.
- Areas of under-representation are where we have no data about our residents or they have decided not to tell us (ethnicity, disability, sexual orientation and religion)
- The findings highlight any differences in responses to questions between different groups

17% of tenants and 22% leaseholders were happy to be contacted about comments.

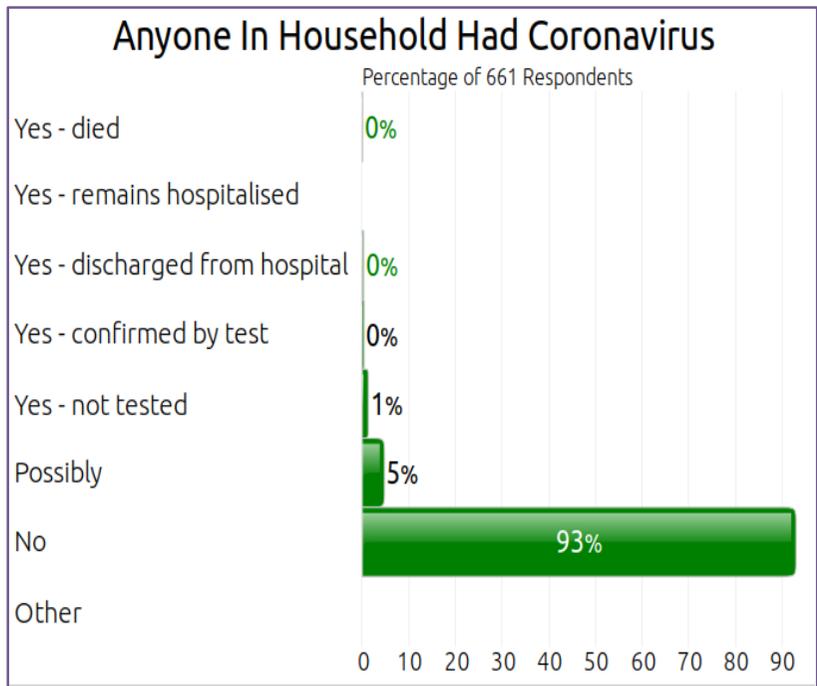
COVID19 EXPERIENCE SURVEY

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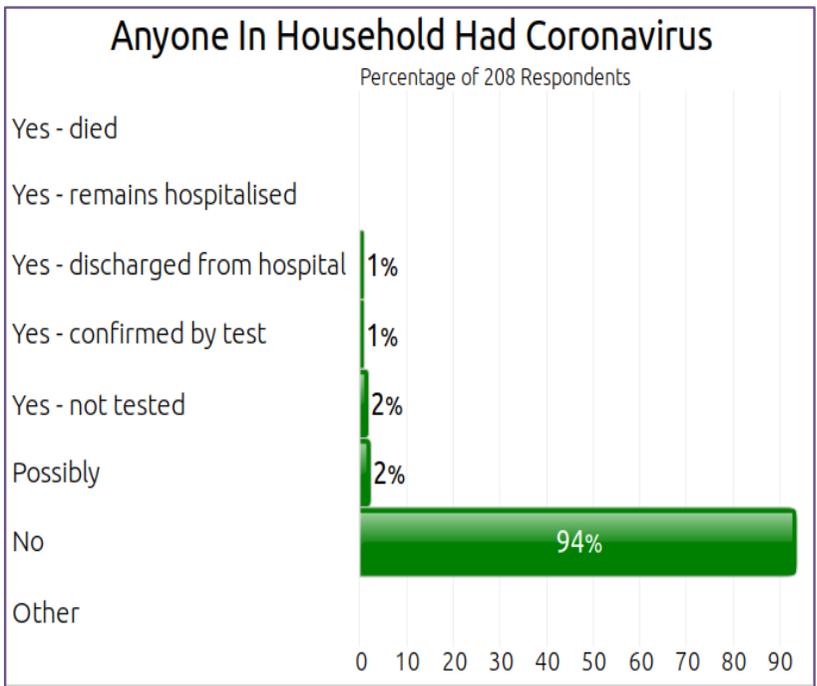
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Experience of Coronavirus and Personal Impact

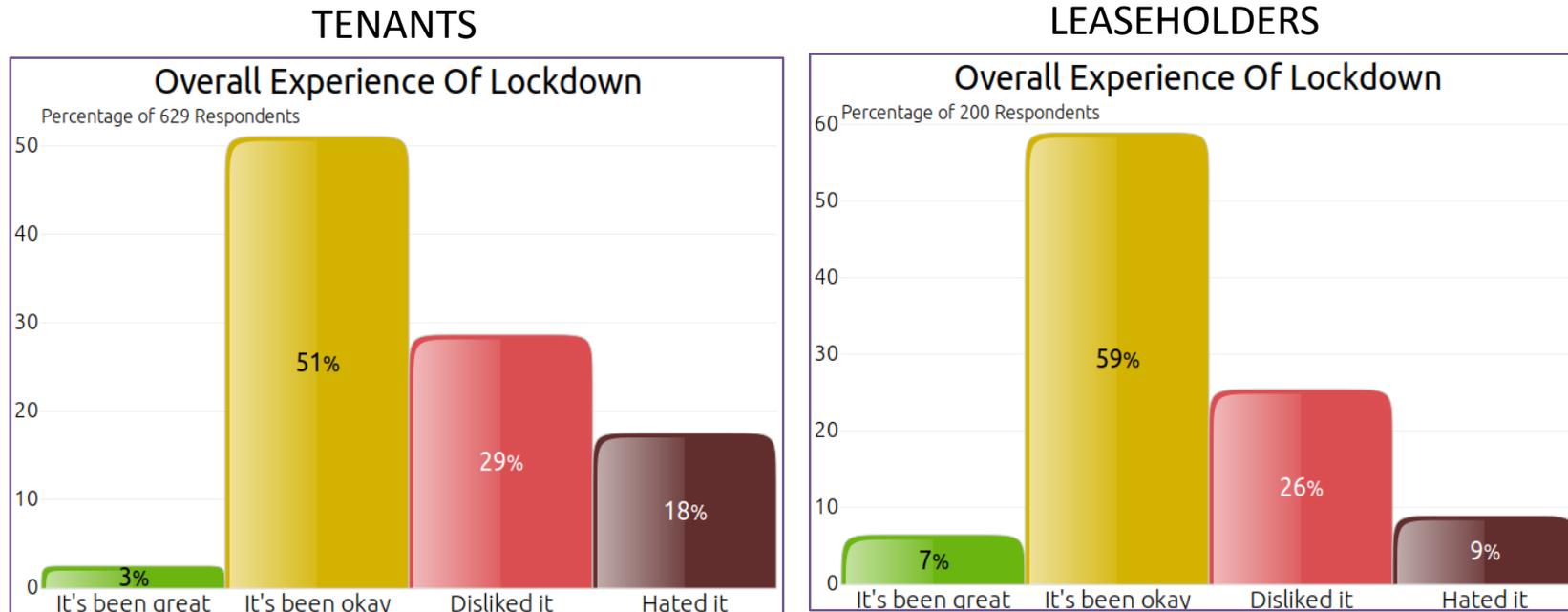
TENANTS



LEASEHOLDERS



Experience of Coronavirus and Personal Impact



- There were no significant differences in how residents found the lockdown overall based on age or ethnicity, a higher % of leaseholders found it ok or liked it than tenants (66% compared to 54%).
- 31% of tenants and 37% of leaseholders commented on their overall experience.

Experience of Coronavirus and Personal Impact

Feedback on overall experience

TENANTS

45% commenting found it OK or liked it:

Common Themes

- 39% little change, coping, taking one day at a time or highlighted benefits.
- 21% Family and community as a positive impact
- 10% Improvements to mental health/well being

55% commenting hated or disliked it:

Common Themes

- 35% noted the impact on their mental health and well being
- 15% mentioned family and community either the positive impact, missing this or the challenges of looking after children or caring for family members alone
- 15% noted just how “hard” it was
- 10% mentioned Phoenix- difficulties getting in touch or noting repairs were on hold.

LEASEHOLDERS

53% of commenting found it OK or liked it:

Common Theme

- 48% Benefits to time at home, taking one day at a time and getting used to it

47% of leaseholders commenting hated or disliked it:

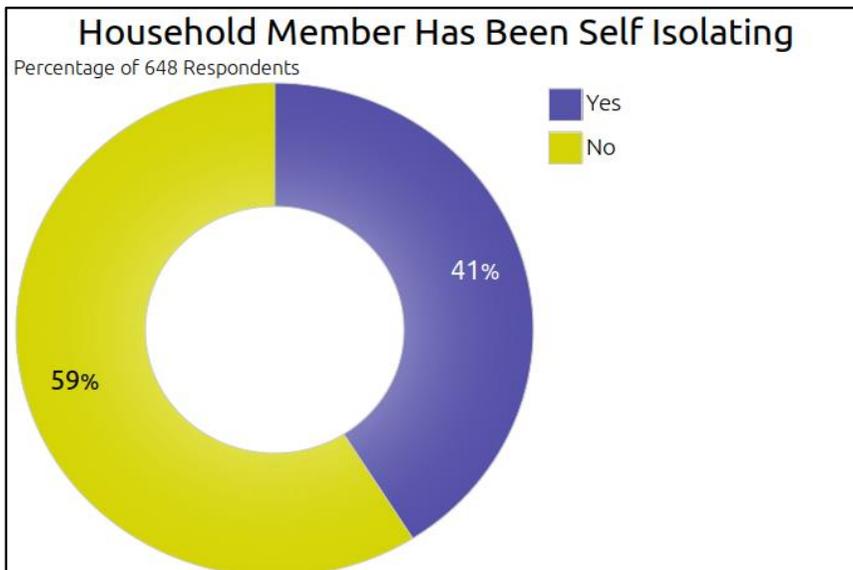
Common Themes

- 20% The impact on their mental health and well being
- 17% Family and community either the positive impact, missing this or the challenges of looking after children and working
- 14% How they were getting used to it or coping
- 10% mentioned Phoenix- difficulties getting in touch.

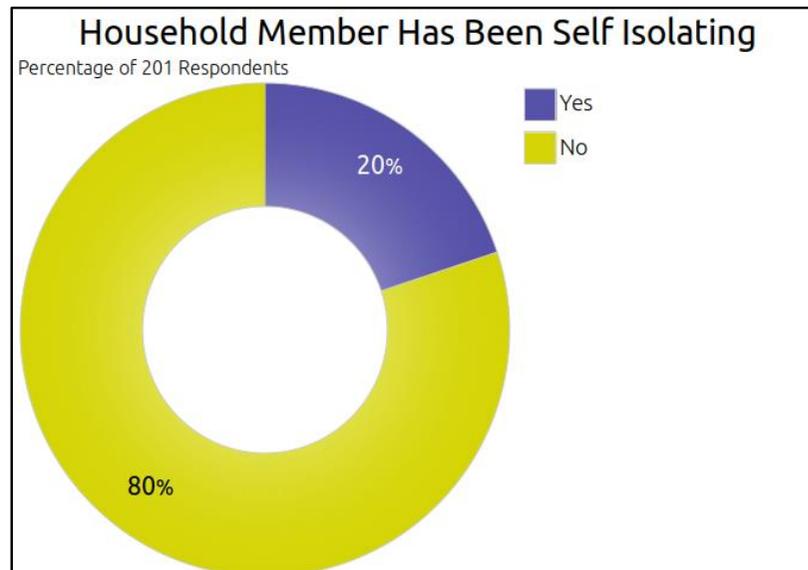
More leaseholders commented on work and the challenges of homeworking

Experience of Coronavirus and Personal Impact

TENANTS



LEASEHOLDERS



Feedback Comments:

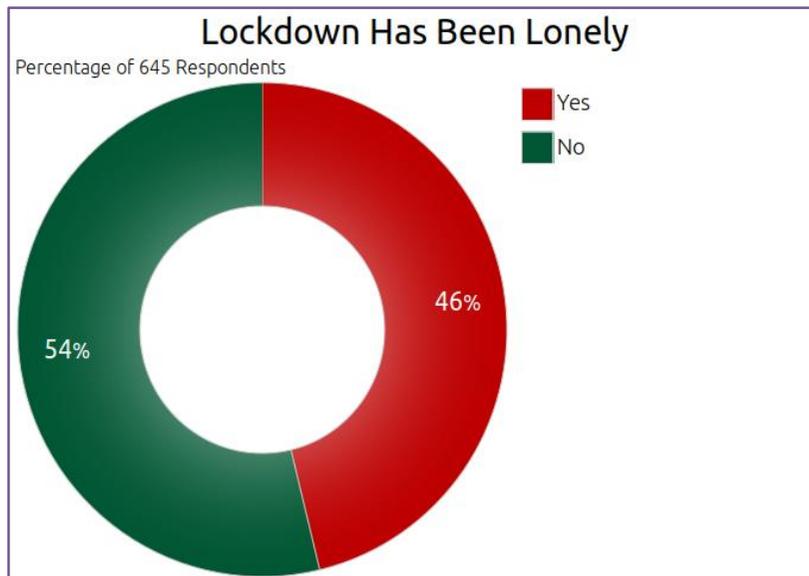
58 tenants and 2 leaseholders left comments on self isolating.

- Most comments clarified reasons for self isolating.
- Some tenants described reasons they couldn't shield- (e.g. employers advising them to continue working or because they could not afford to be furloughed).

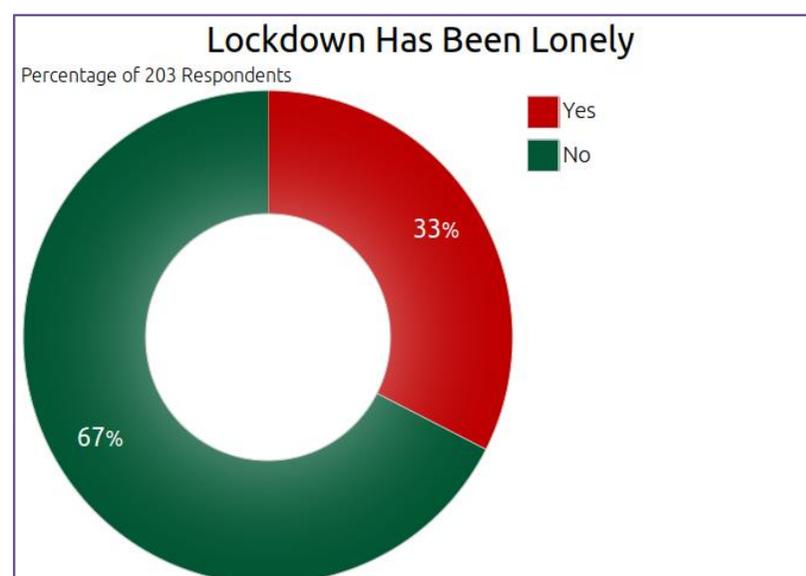
The proportion of tenants self isolating or shielding across different household types, ethnic groups and ages are not significantly different- demonstrating the impact on the whole Phoenix Community.

Experience of Coronavirus and Personal Impact

TENANTS



LEASEHOLDERS



Experience of Coronavirus and Personal Impact

Feedback on Loneliness

Tenants

15% described experiences of loneliness during the lockdown.

The top 2 themes were:

- **Family and Community-** the positive impact, as well as missing family, or the challenges of looking after children or caring for family members alone
- **Mental Health-** the negative impact on well being

More tenants mentioned mental health than physical health or other medical conditions

Leaseholders

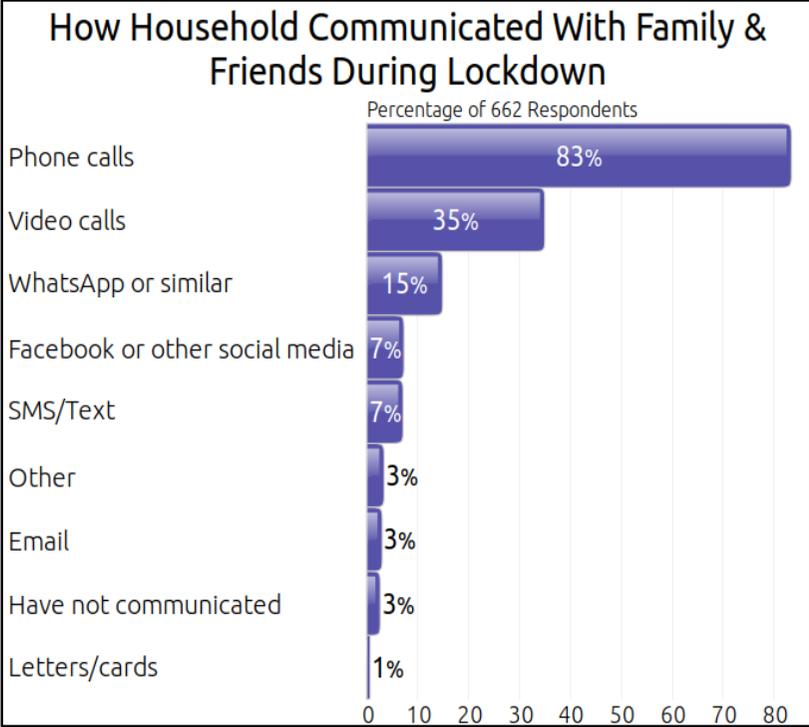
9% described experiences of loneliness during the lockdown.

The top theme was:

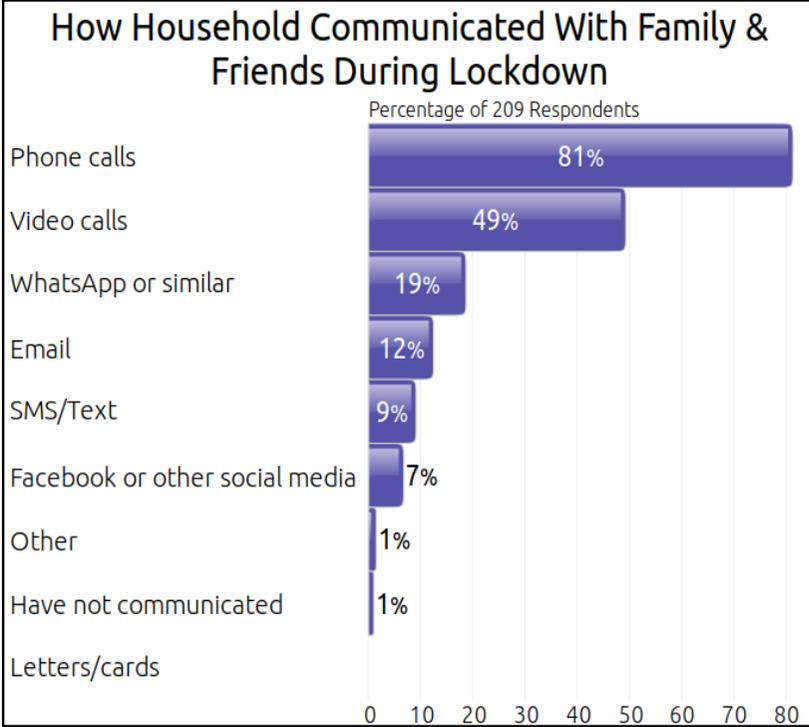
- **Family and Community-** the positive impact, as well as worrying about them.

Contact and Communication during the Lockdown

TENANTS

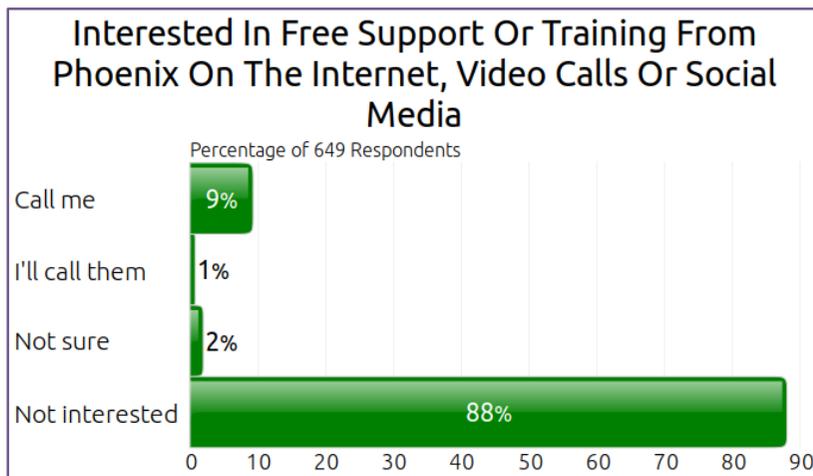


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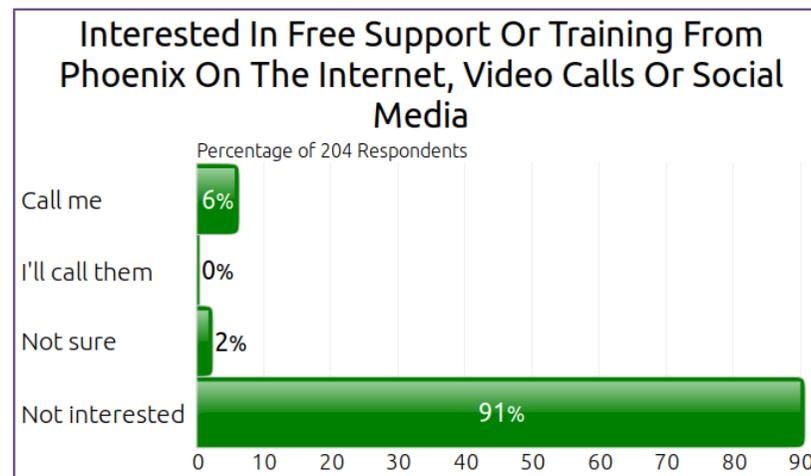


Contact and Communication during the Lockdown

TENANTS



LEASEHOLDERS



Contact and Communication during the Lockdown

Digital Support (1)



- 51% of tenants and 28% of leaseholders who communicated with friends and family by phone, only communicated in this way- for tenants these respondents were represented in all age groups, but slightly higher among older households and significantly higher amongst single person households over 65.
- A significantly higher number of lone parent tenant households and a significantly lower number of tenant single person households over 65 used video calls during the lockdown.
- 3% of tenants and 1% of leaseholders did not communicate with anyone during the lockdown (all but one tenant was happy to be contacted by Phoenix and 2 requested digital support). These respondents represented different tenant households types. Both leaseholders were working.

Projected to all tenants and leaseholders this would be 169 households

- Tenants and leaseholders adopted creative ways of communicating during the lockdown “talking over fences, waving through windows and leaning over balconies!”

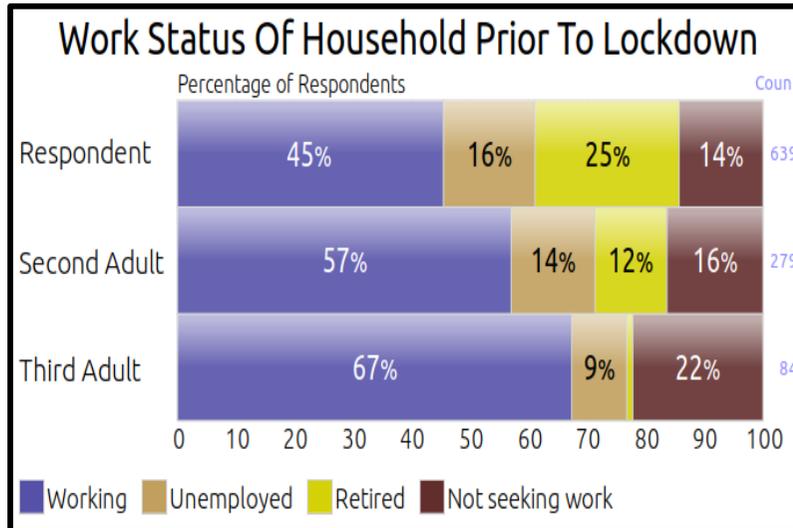
Contact and Communication during the Lockdown Digital Support (2)



DIGITAL SUPPORT

- 12% of all tenants and 9% of all leaseholders were interested in digital support
Projected to all tenants and leaseholders this would be 717 households
- 73% of tenants and 84% of leaseholders interested in digital support had not been involved before.
- A higher % of tenants from BAME Groups expressed an interest in digital support (61% of those requesting it).
- A higher % of tenants who were above working age expressed an interest in digital support (33% of those requesting it).

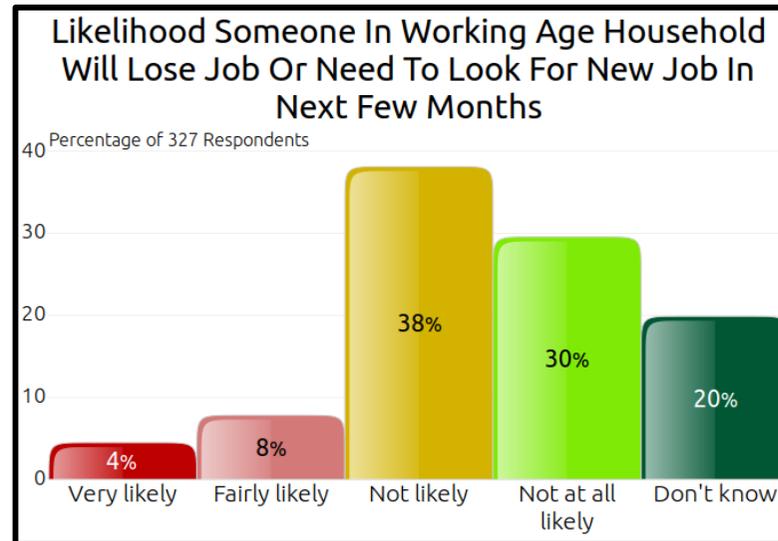
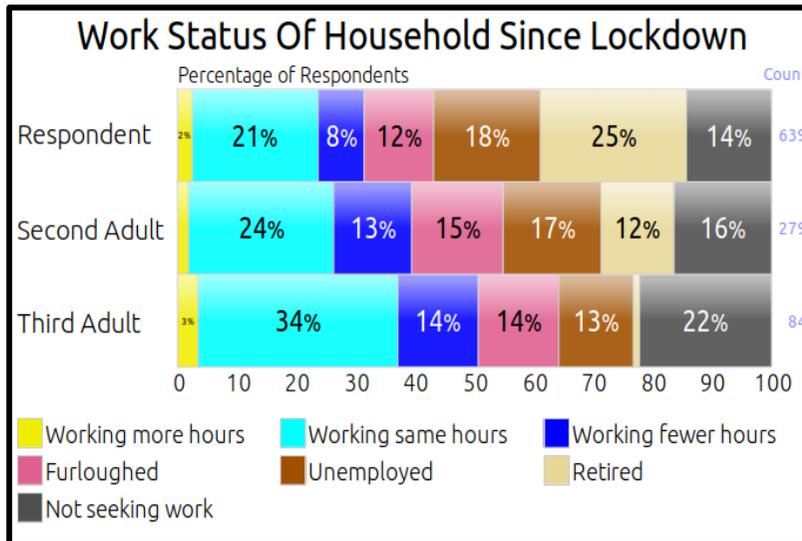
Employment and the Lockdown



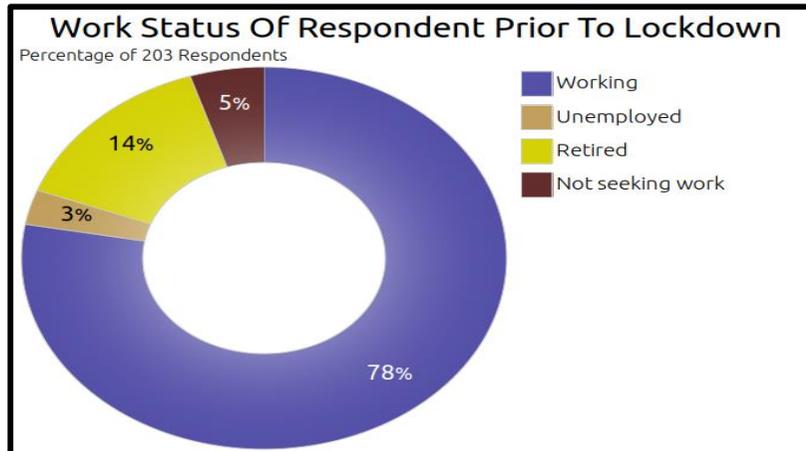
TENANTS

Projected to all households this could mean 12-32% of all working age households could have a member of the household losing their job (334-886 households)

There were no significant differences between BAME and Non BAME households in their predictions of whether they may lose their job

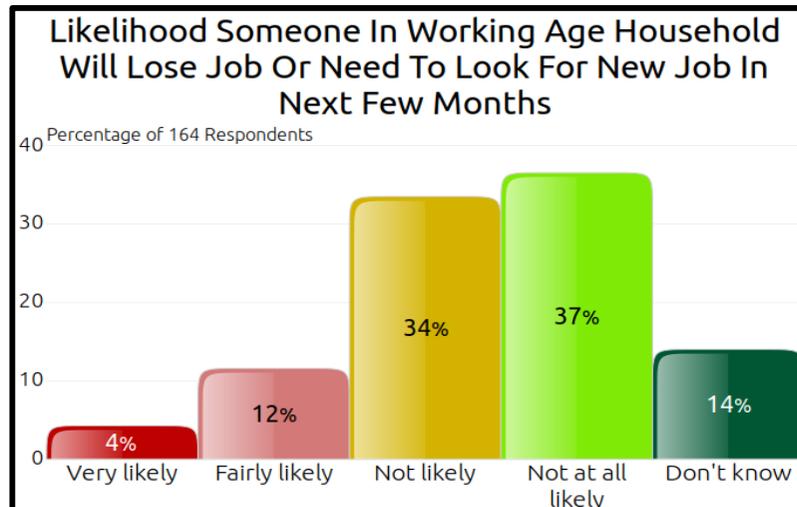
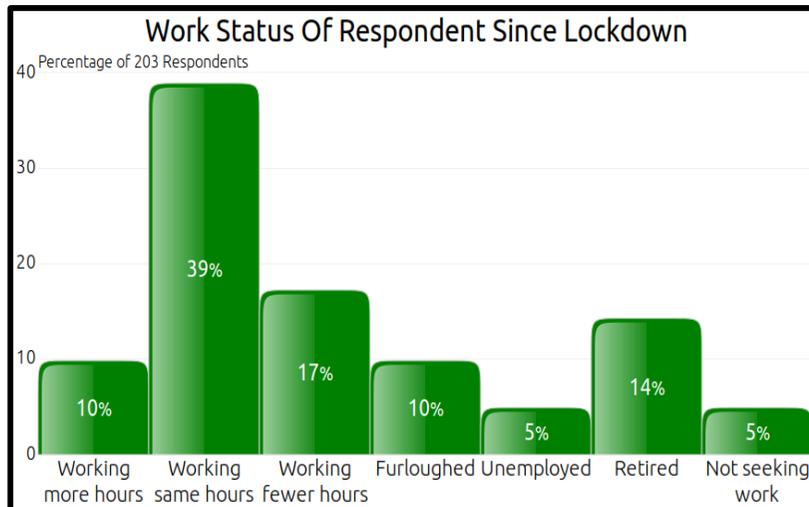


Employment and the Lockdown



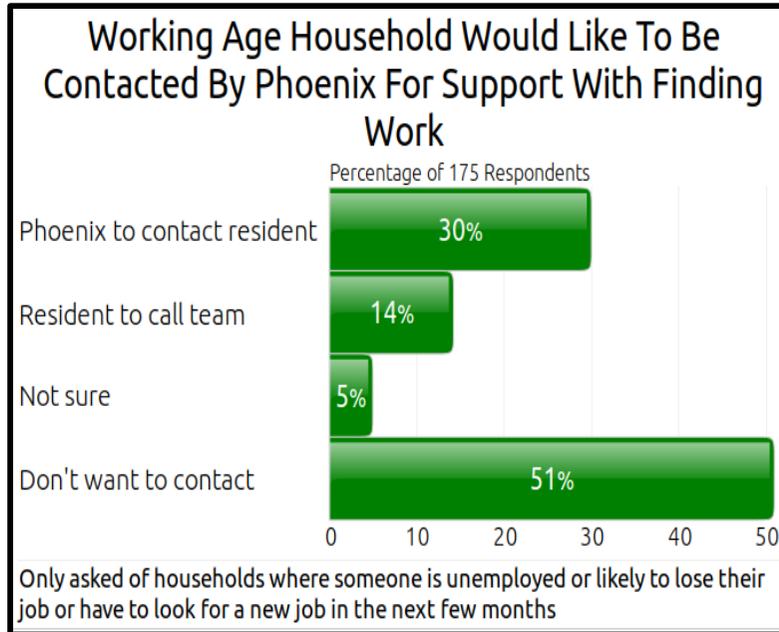
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Projected to all households this could mean 16-33% of all working age households could have a member of the household losing their job or (163-200 households)

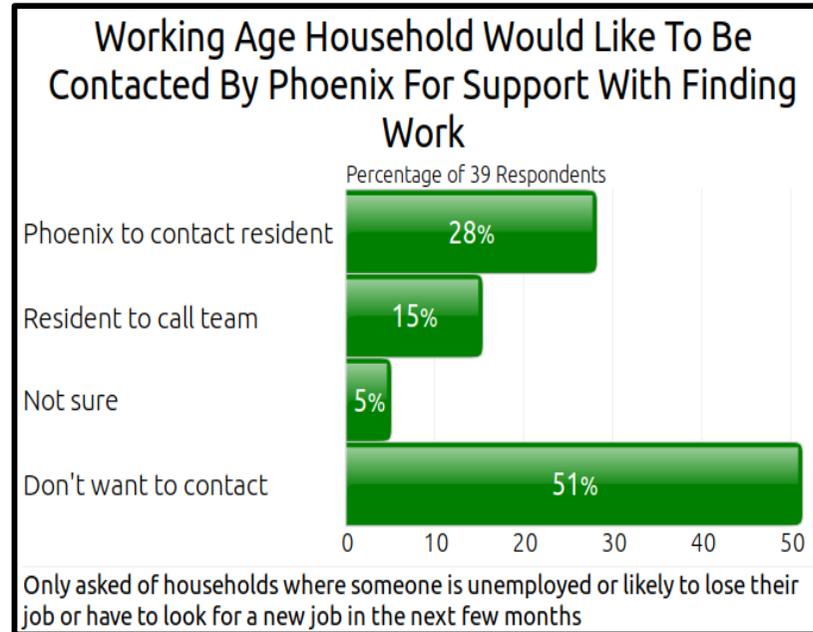


Employment and the Lockdown

TENANTS



LEASEHOLDERS



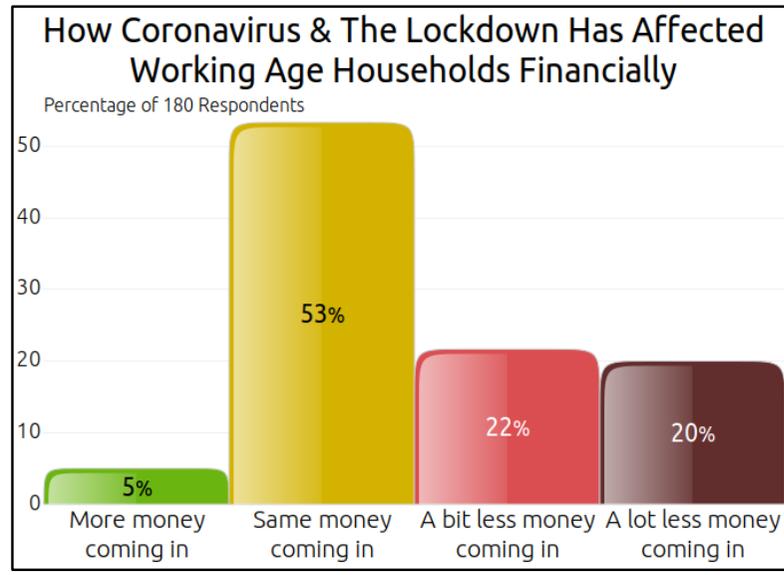
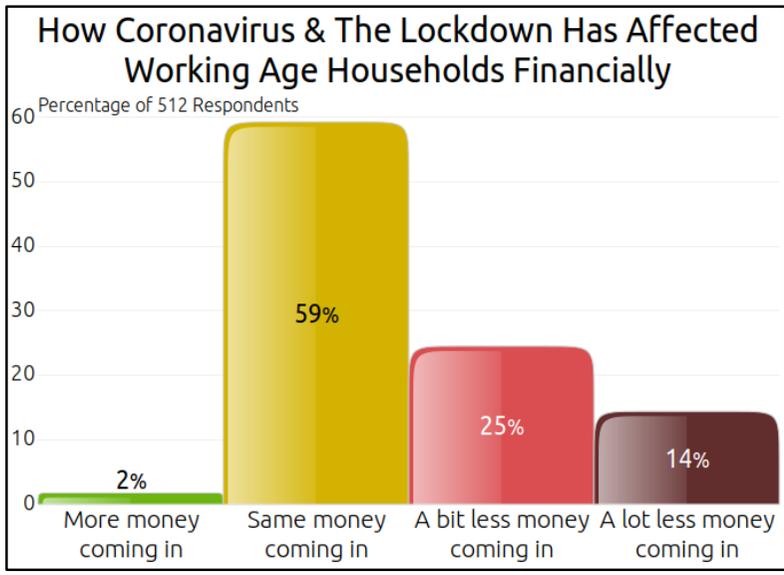
Projected to all households this could mean 812 households are interested in employment support (735 tenants and 77 leaseholders)

- A significantly higher % of BAME compared to non BAME tenants requested employment support
- A slightly higher % of 35-44 and 45-54 year old tenants requested employment support, compared to other age groups.

Debt & the Lockdown

TENANTS

LEASEHOLDERS

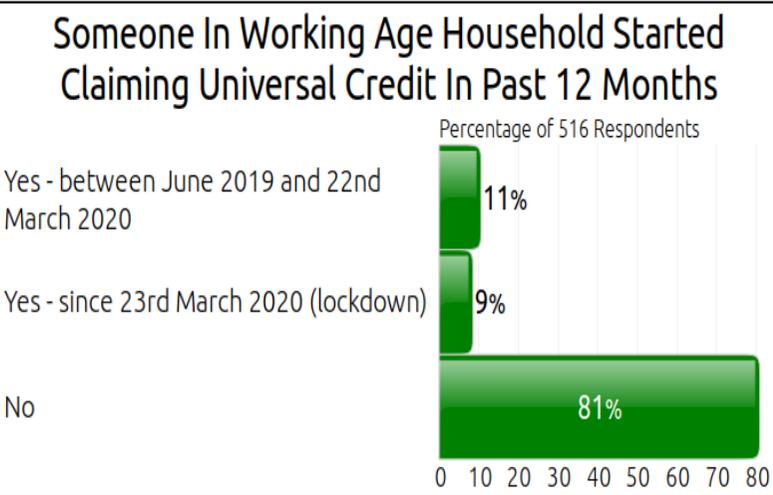


Projected to all households this could mean 1942 households have less money coming in (1637 tenants and 305 leaseholders)

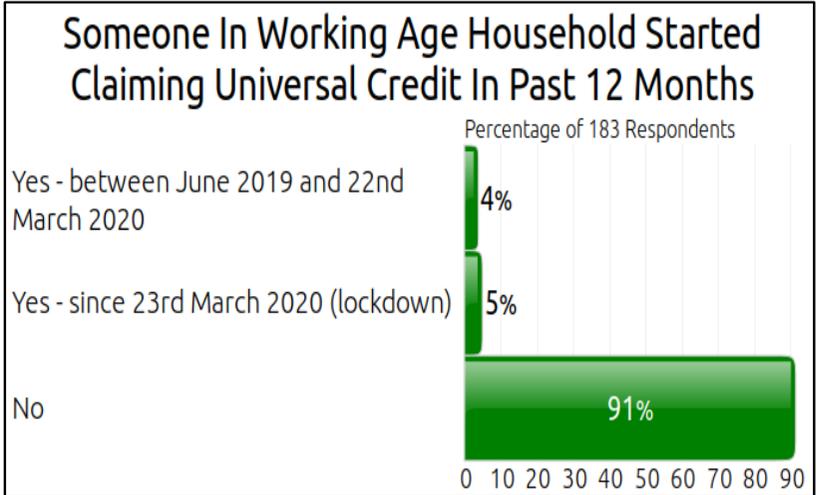
- A significantly higher % of BAME tenants said they had less money coming in and a slightly higher % 45-54 year old tenants said they had less money coming in

Debt & the Lockdown

TENANTS

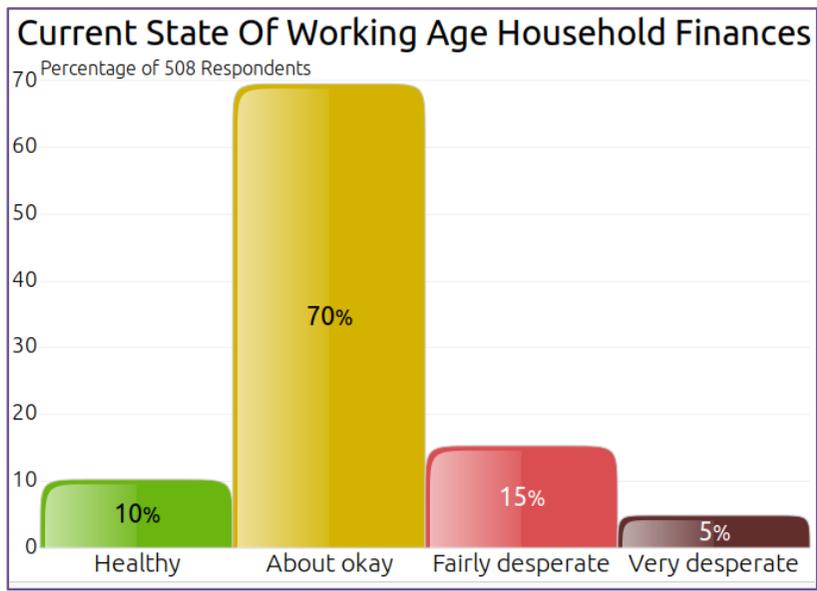


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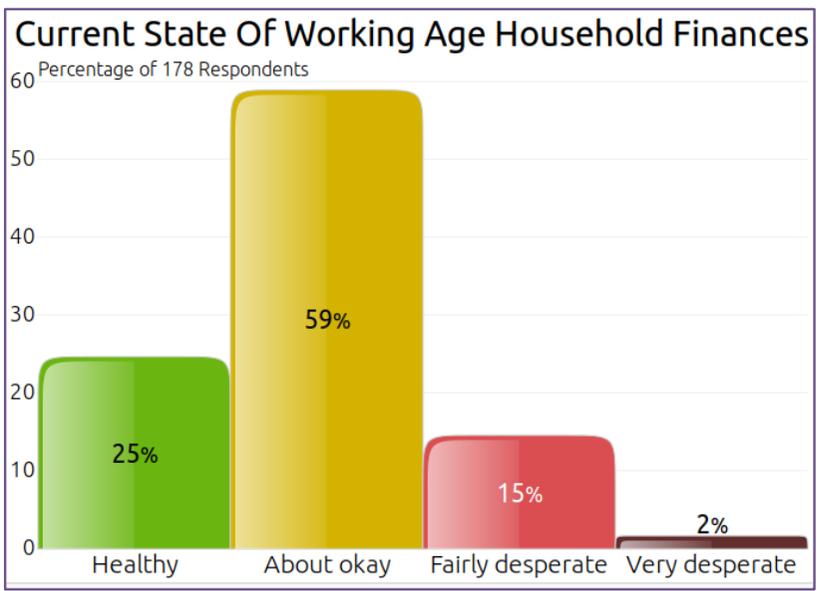


Debt & the Lockdown

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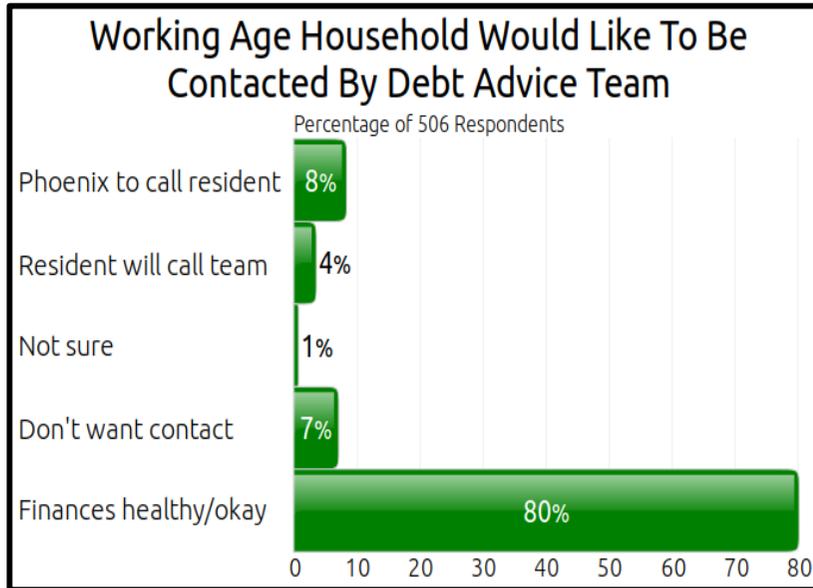


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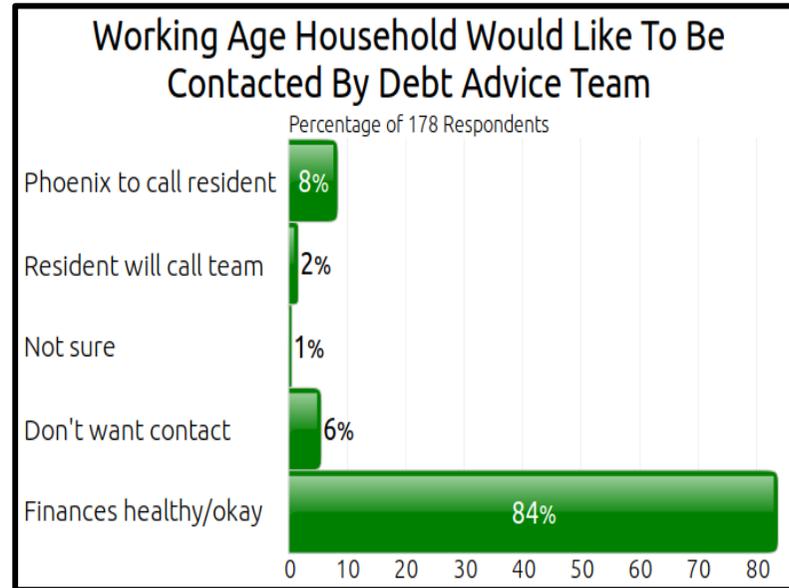


Debt & the Lockdown

TENANTS



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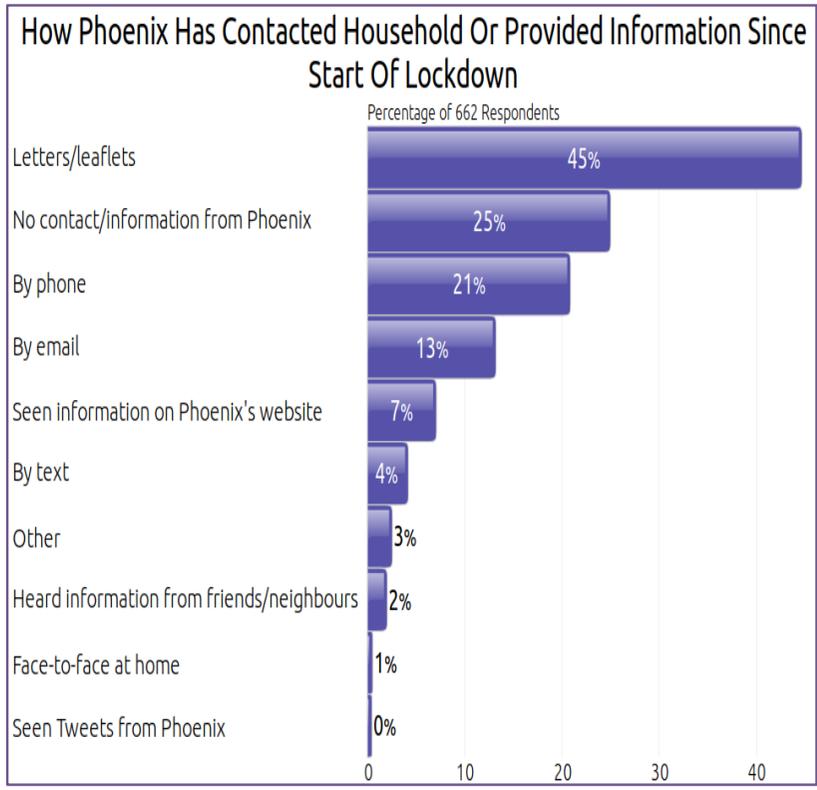


Projected to all households this could mean 609 households could request financial inclusion support (532 tenants and 77 leaseholders)

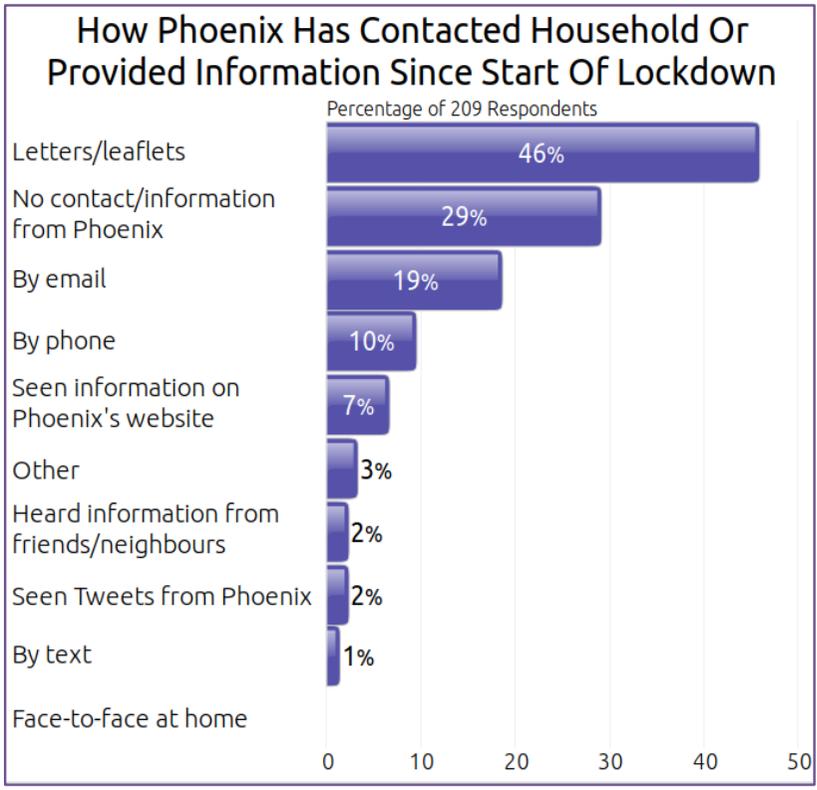
- A significantly higher % of BAME tenants said they may need financial inclusion support

Change, Recovery & Priorities

TENANTS



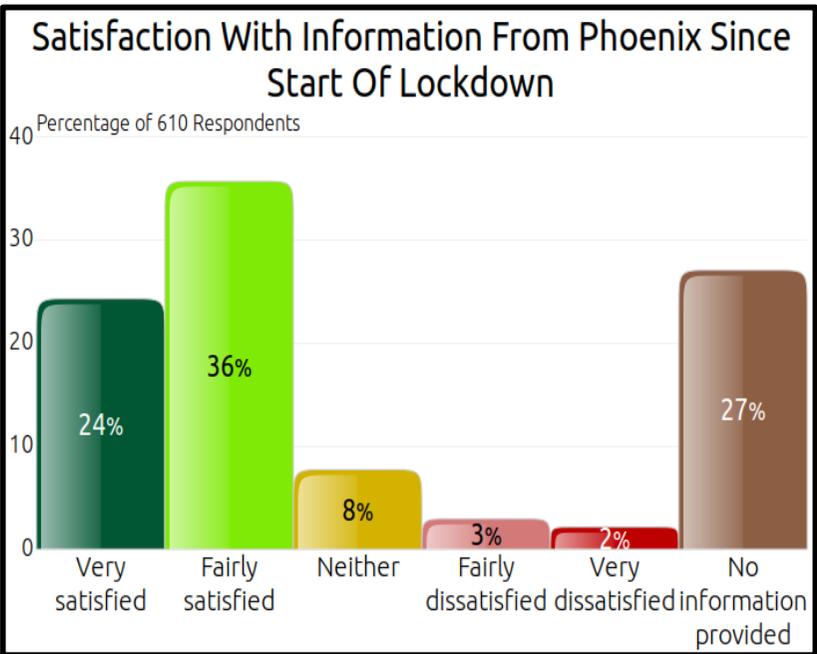
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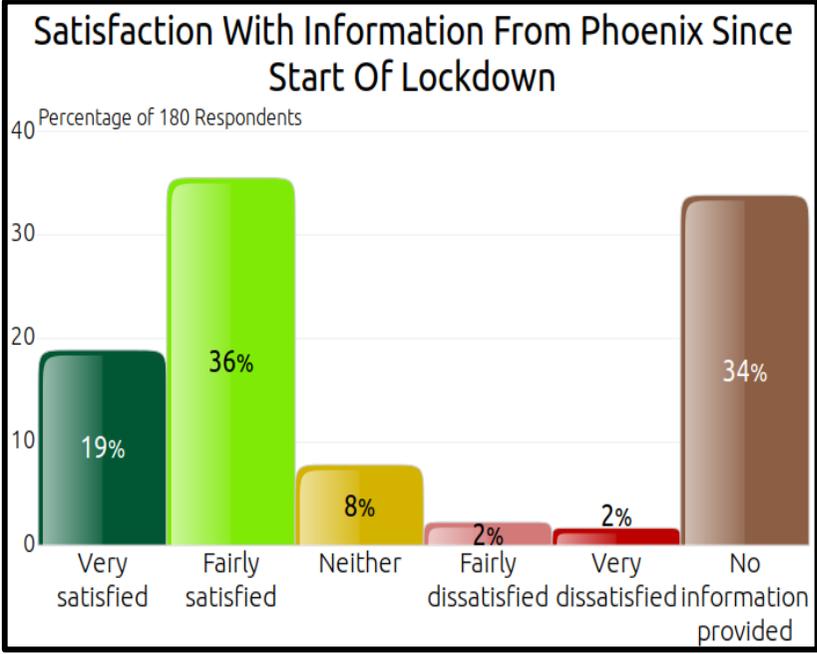
During the lockdown Phoenix has sent out 2 letters and 2 newsletters, provided information on the web and through social media. The survey suggests this has not reached all residents

Change, Recovery & Priorities

TENANTS



LEASEHOLDERS



There are only very small differences between groups of residents in both satisfaction and receipt of the information. Non BAME and multi adult households were slightly less satisfied and slightly higher numbers in these groups said they did not receive the information than other groups.

There were no area-based differences or differences between people living in blocks and houses.

Change, Recovery & Priorities Communication

26 tenants and 6 leaseholders who were dissatisfied provided comments that can help us learn from residents who were dissatisfied.

Comments can be split into two types:

Corporate Communication - the themes of feedback related to detail, frequency, clarity and the support offer to residents

Customer Experience- the themes of the feedback related to not responding to service requests, providing updates and staff knowledge to respond to queries

“I don't think Phoenix has lived up to its original standards

“Keep information more up to date. Be more knowledgeable. Contact more people. Be more open on their website”.

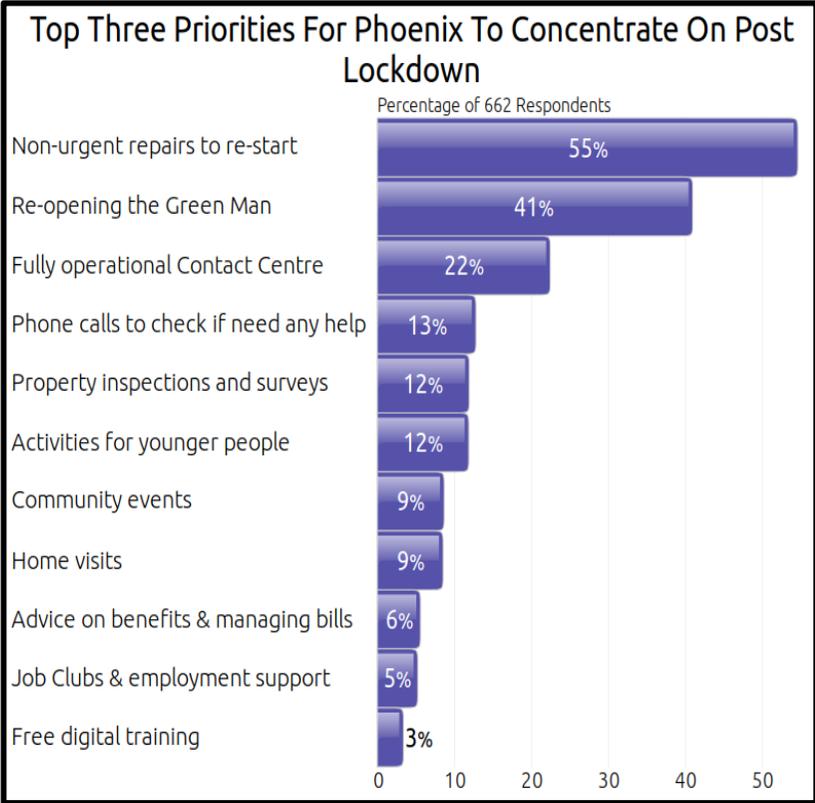
“I only received one letter a number of months ago - there has been a general lack of contact and information from Phoenix”.

“The letter that Phoenix sent out did not cover vital areas such as rent payments etc. I was unable to get a clear answer for this due to the call centre closing down”.

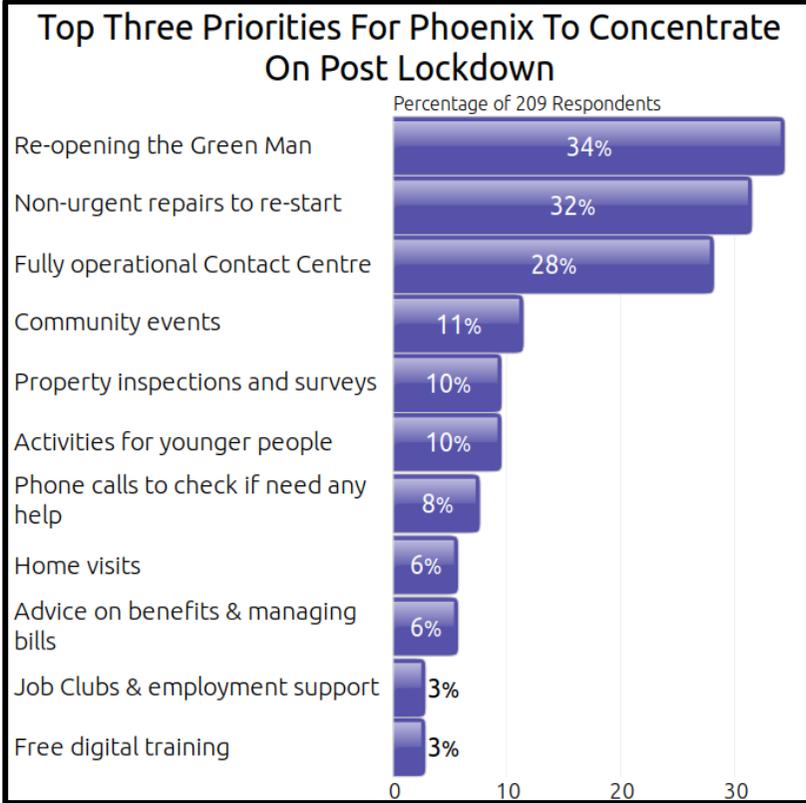
“The staff don't know the answer to questions”.

Change, Recovery & Priorities

TENANTS

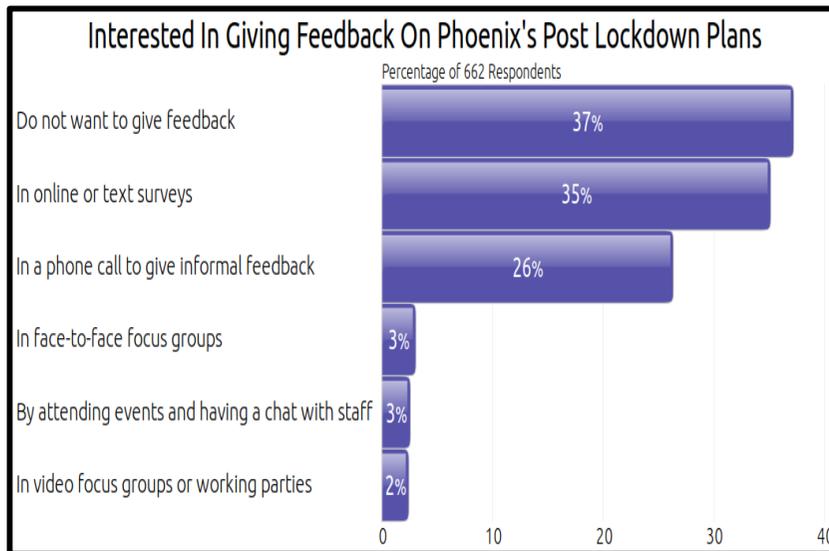


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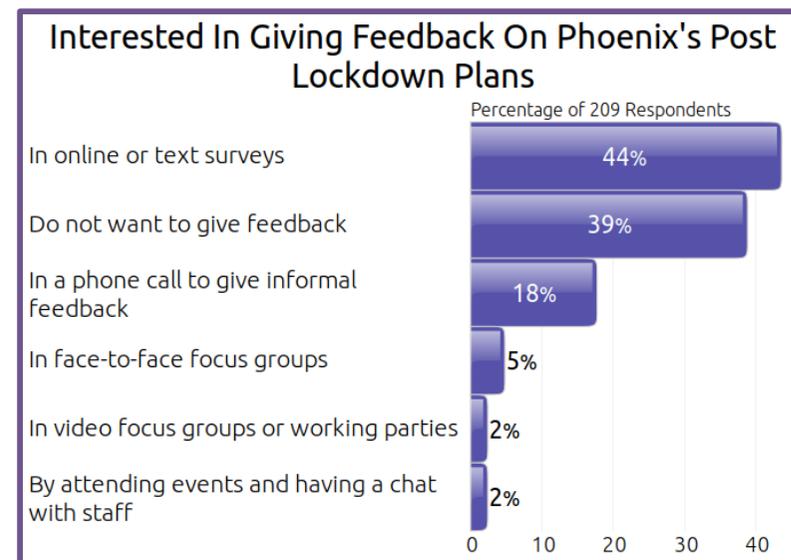
Change, Recovery & Priorities

TENANTS



Note- 47 tenants did not answer this question

LEASEHOLDERS



Change, Recovery & Priorities- Interest in giving feedback



Tenants

- 61% interested in providing more feedback in some way. 89% of working age tenants compared to 54% of non-working age tenants.
- 23% of those not interested in providing feedback were involved last year (there were no groups of residents under or over-represented in this number).
- Most popular ways were by phone or text /on-line survey. (only 6% were not interested in one or both). *We will need to check on email and mobile no.s for these residents*
- Only 10% were interested in face to face contact and no retired tenants were interested in providing feedback in person at (socially distanced) events, a small number of older tenants were interested in focus groups.
- 29% interested in online surveys and texts and 25% interested in feedback by the phone were not involved last year. *Should we target these residents ?*
- 73% of those interested in text and online surveys and 24% interested in feedback by phone were only interested in this way of giving feedback.
- There was low interest in online meetings and no groups of residents under or over-represented in this number.

Change, Recovery & Priorities- Interest in giving feedback

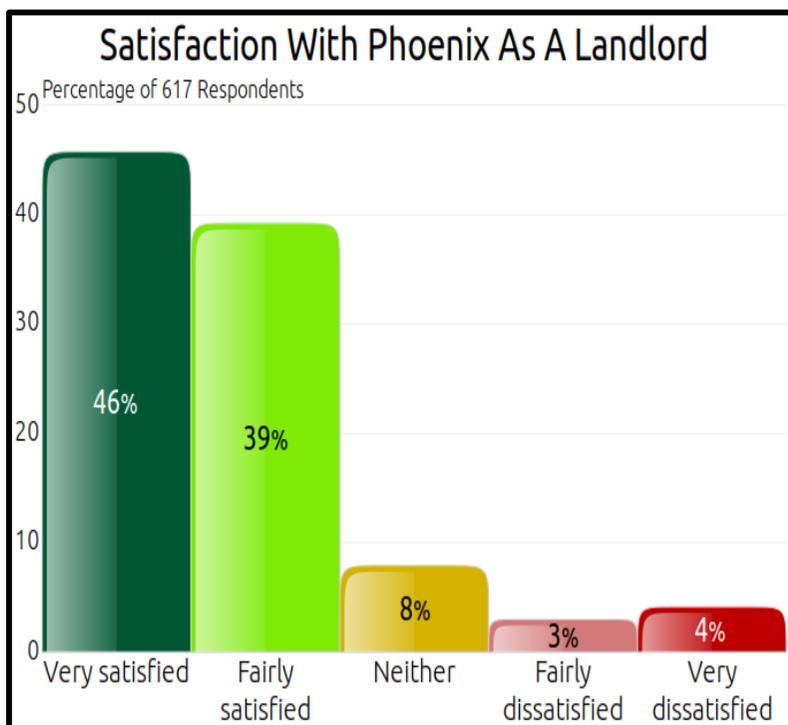


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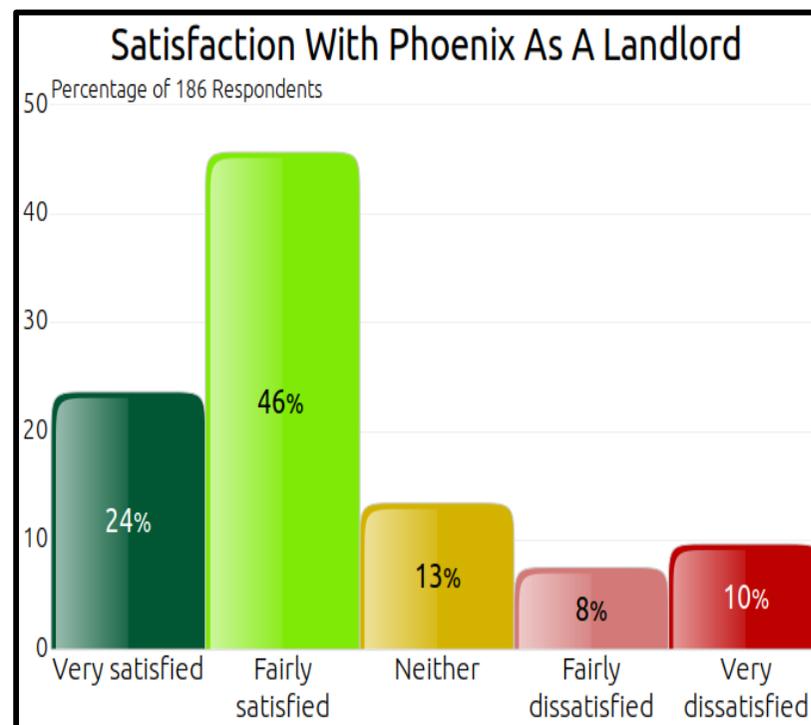
- 59% interested in providing more feedback in some way. 74% of working age leaseholders compared to 10% of non-working age and 16% where the ages of our leaseholders are unknown
- 79% of those interested in providing feedback were not involved last year
- 17% of those NOT interested in providing feedback were involved last year (there were no groups of residents under or over-represented in this number).
- The most popular way was by text /on-line survey, 76% and 2nd most popular by phone 31%. (only 6% were not interested one of these options). *We will need to check on email and mobile no.s for these residents*
- Only 10% were interested in face to face contact and no retired leaseholders were interested in providing feedback in person at (socially distanced) events, a small number of older leaseholders were interested in focus groups and 8% of leaseholders interested in focus groups overall.
- Online meetings, alongside attending events in person were the least popular ways for providing feedback with only 4% of those people interested in providing more feedback choosing these options.

Overall Satisfaction

TENANTS



LEASEHOLDERS



Change, Recovery & Priorities- Interest in giving feedback



RECOMMENDATIONS

1. Complete all requested follow up
2. Continue to prioritise service renewal in line with priorities recommended in the survey
3. Consider more initiatives to support well being and reduce loneliness
4. Continue to build on the value residents place on family and community to support community initiatives.
5. Use projections on requests for digital support, job search support and financial inclusion advice to plan services
6. Use employment figures to help shape income collection plans
7. Working with others assess the further the impact of the lockdown on education for children and promote lifetime learning for adults
8. Explore differences in experience between BAME and Non-BAME residents

Change, Recovery & Priorities- Interest in giving feedback



RECOMMENDATIONS cont.'

9. Follow up email addresses to explore on- line surveys with tenants and leaseholders
10. Explore extending online surveys for consultation building on work on policy consultation
11. Contact all uninvolved residents who are interested in focus groups (video and in person, to assess how we can link into existing options- training or existing groups)
12. Use survey with involved residents alongside these results to shape involvement plans further

DATE: 29/09/2020	PHOENIX COMMUNITY HOUSING BOARD MEETING	ITEM NO. 18
Open or Confidential	OPEN	
Report Title	Voids, Lettings and Tenancy Sustainability Report 2019-20	
Lead Officer	Leon Yohai, Head of Housing Management and Customer Services 020 3121 0153	
Lead Board Members	Carmen Simpson	
This item is for	DISCUSSION	

1. Recommendations

A. The Board notes the performance for Voids, Lettings and Tenancy Sustainability/General Needs for 2019-20

Executive Summary

- This report reviews performance including benchmarking and highlighting service improvement updates for voids, lettings and tenancy sustainability – general needs
- Re-let performance in 2019-20 was maintained at upper quartile despite an increase in average days to re-let our homes.
- 88% of tenants were satisfied overall with the lettings process.
- 11 Purchase and Repair properties were let in 2019-20 with an average of 19.9 days void. 6 were void at the end of the year.
- The number of voids at year end continued to increase from previous years due to progress made in decanting homes to enable us to deliver our development plans.
- The report references the impact of Covid19 on void performance and the measures taken to address this impact.

2. Corporate Plan Implications / Strategic Objectives

Strategic Objective: Resident Leadership and effective governance

2020-21 Corporate Objective:

- **Deliver service improvements and efficiencies in response to satisfaction surveys, insight and scrutiny as well as changes to our legal and regulatory framework.**

3. Background including appendices

Voids

The Void Service Improvement Group monitors performance on voids and lettings and oversees the actions of the ongoing Voids Service Improvement Plan.

2019-20 saw a decrease in turnaround times for all voids from 28.66 days to 23.18 days. Similarly, Phoenix reduced the turnaround times for short term voids from 23.41 days to 22.30 days This figure now includes the Purchase and Repair development stream for 2018-19/ 2019-20

- Phoenix performance on void loss has been maintained for 2019-20 and we achieved upper quartile performance for void loss.
- In the last financial year there was a continued emphasis on the process of pre-void inspections.

Lettings

- In 2019-20 193 properties were let, which represents an increase from 166 in 2018-19.
- The overall satisfaction rate for the lettings process has decreased from 99% to 88%. As the appendix notes this may have been impacted by the sample size of the cohort surveyed being smaller than the previous financial year. However, the feedback will be evaluated by the Housing Management team to ascertain if there are any areas for improvement.

Tenancy Sustainment

- The Tenancy Support Advisor continues to work in a corporate manner with priority cases where hoarding and/or poor living conditions bring risks to the health and safety and wellbeing of both our residents and business. She has also assisted in achieving improvements in relation to compliancy.
- The Housing Management team have a focus on assisting vulnerable tenants to maintain their tenancies and work closely with colleagues in the Financial Inclusion/Income team, as well as other partner agencies. This is reflected in the reduction in evictions by 5 in the previous financial year.

2019/20 saw slight increase in tenancy turnover but it remains relatively low and taken together with the length of tenure indicates a stable community. This highlights the need for a continuing supply of new affordable homes through our development programme.

Our approach to fraud remains robust. The increase in new cases identified reflects effective action in terms of identifying potential fraud. Phoenix will remain vigilant in

terms of all forms of fraudulent and criminal activity in its properties and work with partners to address these matters.

4. Communications & Consultation Implications

The Housing Management Team continue to work in partnership with the Resident Scrutiny panel in relation to the work of the Tenancy Support Advisor, the role of the Housing Officer and the overall lettings/housing management process. Furthermore, the Housing Management Team have been represented at all Chat and Chips events, Community Links and organise Resident Induction meetings. The Scrutiny Panel reviewed Voids in December 2019 and presented to the Board in January 2020. The Scrutiny Panel made 8 key recommendations which are being progressed as part of the Voids Service Improvement Plan. Another 4 key recommendations were made in relation to the role of the Housing Officer in terms of supporting vulnerable residents. 3 have been completed and 1 is awaiting sign off by the Resident Scrutiny Panel. All residents were written to identify who their Housing Officer is and to offer support to residents within the Phoenix area

5. Voids and Lettings during the COVID 19 Pandemic (April – July 2020)

The report has identified how turnaround times had improved in the last financial year and the excellent work carried out by the Voids Service Improvement team and the Resident Scrutiny panel. The impact of COVID19/the Lockdown from March 23rd meant that normal services were severely disrupted across all our critical functions. The same impact applied to all our partner agencies, suppliers and residents. Over a short period, staff were quickly prepared to work from home and the Incident Management Plan was invoked. The Council effectively suspended its normal functions including Choice Based Lettings and focused on meeting its legal duties to the homeless. Lettings were suspended to allow a plan to be developed to safely deliver a letting service. Housing Management staff re-introduced lettings and volunteered to meet residents from 7th April 2020. Although this was done under strict Health and Safety guidance these volunteers from Housing Management acted in an extremely brave and socially minded manner. This enabled a limited service to continue and ensured the most vulnerable members of our community received access to housing. However, turnaround times were impacted upon. On average it took 47.60 days to turnaround standard voids in this period. The month of May 2020 had the highest turnaround time of 56 days. Since then the Council has suspended its lettings plan but have re-introduced Choice Based Lettings. Housing Management now have a team based at the Green Man which allows them to deliver services in a more effective manner.

Throughout this period (April to June 2020) residents and their families were not returning keys or reporting voids in the way they would normally. This impacted on the supply of void properties and led to a pattern where there were only a few voids available from March to the end of May 2020. From early June as the lockdown eased, there was a glut of voids being received over a short period. This had a severe impact in terms of capacity.

PRS as our void contractor had to consider the Health and Safety implications of the pandemic on their staff. This was in line with both advice from NHS England and the Health and Safety Executive. Their risk assessment meant they could not work as they normally would and deploy their resources across the void properties, due to the risk of COVID 19 infection and the danger to both operatives and their families. Normally PRS would have 6 to 7 operatives working in a void, however in line with their risk assessment they were limited to a maximum of 3 operatives at a time work in each void.

As result of COVID19, PRS also experienced shortages with supplies of materials, specifically posts for fencing and ballast for plasterwork being disrupted and are still experiencing some issues with their supply chains.

Recovery Plan

In order to recover the situation Housing Management and PRS are working closely our corporate Policy and Performance team to deliver an improvement in turnaround times. Measures to date include

- Appointing another contractor in September 2020 to support the void work carried out by the PRS Void Team.
- Another contractor is being mobilised in October 2020 to support efforts in reducing the turnaround times.
- PRS have successfully offered overtime to their staff to work on void properties.
- Environment staff will assist in property/ garden clearances if needed.
- Housing Management will ensure that all properties are advertised once hand back dates are known and let within a prompt turnaround time.
- Voids are discussed at the weekly void meeting and PRS prioritise the voids

We anticipate that these measures will start to improve void turnaround times from the end of October 2020. The intention is to recover our performance by the end December 2020. A separate report will be presented to the board in relation to targets for void turnaround during this period.

6. Other Implications

No specific implications.

7. Legal

No specific implications, although all activities are being undertaken in line with current government guidelines.

8. Equality & Diversity

An Equality Impact assessment is carried out in relation to all properties that are re-let on an annual basis. Overall the trend is that the profile of new tenants is that they are



more likely to be younger, single, from a BAME group and either a lone parent or a single person under 65 living alone without a disability.

9. Value for Money

To support long-term void management and value for money, return on investment is now calculated for all proposed long-terms voids and option appraisals are completed before any decision to proceed with works is made.

10. Risk Implications

There are no new risks as this report is for information however, it provides assurance that we are working within our risk appetite in the following areas:

- People, capability and controls (balanced)
- Reputation (balanced)
- Compliance (health and safety) (risk adverse)
- Legal (cautious)

11. Sustainability Implications

No specific implications

12. Resource Implications

Finance: Value for money is considered in the voids service improvement plan

Staff: No resource implications

Property: No resource implications

IT: Voids and lettings processes have been mapped out for CRM implementation

13. Confidentiality: Open

Approval

Approved by (Chair)	
Date	Click here to select date

APPENDIX 1: VOIDS, LETTINGS & TENANCY SUSTAINABILITY- 2019-20



Introduction

This report looks at the performance and management of Voids and Lettings in 2019-20. Performance has been compared against previous years and benchmarked with other landlords, based on 2019-20 Quarter 4 data where possible.

Summary

- Re-let performance in 2019-20 was maintained at upper quartile despite an increase in average days to re-let our homes.
- 88% of tenants were satisfied overall with the lettings process.
- 11 Purchase and Repair properties were let in 2019-20 with an average of 19.9 days void. 6 were void at year end.
- The number of voids at year end continued to increase from previous years due to progress made in decanting homes to enable us to deliver our development plans.

Voids and lets

In 2019-20, 193 properties were let, an increase from 166 in 2018-19. This reflects the increase in Purchase and Repair and new build properties let in 2019-20. *The figures below include the Purchase and Repair development stream for 2018-19 and 2019-20.

Indicator	2016-17	2017-18	2018-19	2019-20	Direction from 2018-19	2019-20 Benchmarking Q4		
						Group Median	Phoenix Quartile	Phoenix Rank
Number of voids in period	189	212	169*	173*	▲			
Number of lets in period.	183	201	166*	193*	▲			
Void turnaround - All Voids	24.75	23.61	28.66*	23.18*	▼	59.82	Upper 1 st Quartile	1 of 9
Void Turnaround – Short term	21.83	22.51	23.41	22.30	▼	27.5	Upper Quartile	3 of 13
% Rent Loss through Voids	0.30%	0.28%	0.29%	0.24%	▼	0.63	Upper Quartile	1 of 10
% Lettings to existing tenants	20%	22%	16%	19%	▲			
% properties accepted on first offer	80%	85%	76%	81%	▲			
% of lets to under occupiers	10%	6%	11%	7%	▼			
% lets to overcrowded	12.02%	13%	13%	19%	▲			
% of tenants evicted for rent arrears	0.30%	0.39%	0.45%	0.3%	▼			
Voids at year end	21	29	42*	51*	▲			

APPENDIX 1: VOIDS, LETTINGS & TENANCY SUSTAINABILITY-2019-20



Voids at year end breakdown

Void Type	Number	
Standard Voids	13	Short turn around works
Long Term voids	30	Properties awaiting demolition, structural and large works
Affordable Rent (Purchase and Repair)	6	Properties purchased for letting at London Affordable rent
New Build	1	Outstanding Aids and Adaptation works
HMO Prevention	1	

Long term voids are broken down to 3 requiring structural works, 26 due for development works (demolition) and 1 with large works required.

Satisfaction

In 2019-20, 89 new tenants were contacted for a phone survey; 88% of respondents said they were very or fairly satisfied with the lettings process, a decrease of 11% since 2018-19. It is worth noting there was a smaller survey sample in 2019-2020 compared to 2018-2019, which may have had an impact on results. The margin of error was also higher in 2019-20 with + or - 6.77% compared to 2018-19 which was + or - 6.29%.

Question	% Very or fairly Satisfied 2018-19	% Very or fairly Satisfied 2019-20	Direction from 2018-19	2019-20 Benchmarking	
				Group Median	Phoenix Quartile
Overall satisfaction with the lettings process	99%	88%	▼	91.15%	Lower
Satisfaction with the arrangements for viewing the property?	97%	90%	▶		
Satisfaction with the information and advice provided about moving in?	92%	87%	▶		
Satisfaction with the overall condition of your home at the time of letting?	76%	74%	▶		
Satisfaction with the way Phoenix dealt with any outstanding repairs when you moved into the property	69%	60%	▼		
Satisfaction with the helpfulness of staff dealing with new tenancy?	95%	90%	▶		

APPENDIX 1: VOIDS, LETTINGS & TENANCY SUSTAINABILITY- 2019-20



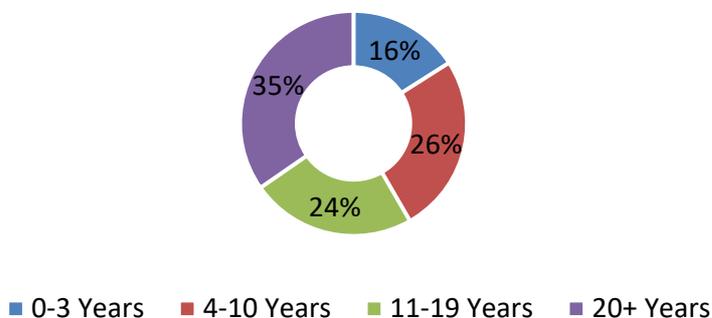
Tenancy management and sustainment

As of 31-03-2020, there were 5341 housing properties, 29 were for London Affordable Rent and 1 low cost temporary social housing unit. There were 9 RTB and 1 RTA sales in 2019-20. 10 properties were purchased as part of the Purchase and Repair development plan and 1 property was purchased as part of the HMO (Housing of Multiple Occupation) prevention scheme.

30 mutual exchanges and 18 successions were completed in 2019-20.

Length of tenure

% of all general needs tenancies 2019-20



Both the length of tenure and our low tenancy turnover are indicative of our stable community.

Indicator	2017-18	2018-19	2019-20	Change from 2018-19	2019-20 Benchmarking		
					Group Median	Phoenix Quartile	Phoenix Rank
Tenancy turnover	3.98%	3.02%	3.44%	▲	3.56	Q1	6 of 17

Fraud

In 2019-20, 45 new cases of potential fraud were identified, 37 cases were closed in the year with 0 of these proven to be tenancy fraud. 1 set of property keys were returned following initiation of investigations.

There were 4 fraud referrals made for RTB/RTA applications in 2019-20.

APPENDIX 1: VOIDS, LETTINGS & TENANCY SUSTAINABILITY-2019-20



Period	Cases of suspected tenancy fraud at end of period	Number of cases closed in period (all cases)	Number of new fraud cases identified in period
2017-18	47	53	50
2018-19	33	49	33
2019-20	40	37	45

Evictions

There were 20 evictions in 2019-20, compared to 25 in 2018-19. Of these 20 evictions:

- 16 were for rent
- 1 for ASB
- 3 for 'other'.



Benchmarking evictions:

% Homes evicted of all Phoenix General Needs Homes		
2019-20 Group Median	2019-20 Phoenix Quartile	2019-20 Phoenix Rank
0.17%	Q3	16 of 20

Cost benchmarking

Indicator	2016-17	2017-18	2018-19	Change from 2017-18	2018-19 Benchmarking		
					Group Median	Phoenix Quartile	Phoenix Rank
Total Lettings Cost per property	£59.54	£63.71	£65.29	▲	£66.60	Med Quartile	20/38

APPENDIX 1: VOIDS, LETTINGS & TENANCY SUSTAINABILITY- 2019-20



The total lettings cost per property continued to increase in 2018-19. Phoenix remains in the Medium Quartile. The lowest benchmarked figure was £22.96 from Lewisham Homes (2018-19).

*the benchmark group are all social housing landlords in London with less than 15,000 tenants unless otherwise stated. This group offered the best sample size and peer group for benchmarking. The inclusion of local authorities is significant as the age of their stock compares more similarly to Phoenix. Some 2019-20 benchmarking results were not yet published at the time of writing this report. Equally some benchmarked areas had minimal or no input from housing providers.

Service Improvement

The Scrutiny Panel reviewed voids and processes in December 2019 and presented their findings to the Board in January 2020. The panel made eight recommendations relating to the voids process which included reviewing the Voids Policy, redesigning and updating the information provided to new tenants and issuing a technical void standard for Phoenix to provide to its contractors. The recommendations are in progress but have not yet been completed. See RAG status below for all recommendations in the voids service improvement plan :

Red	0
Amber	6
Green	17
Not Started	0
Total	23

As part of the role of Housing Officers & Phoenix’s approach to ‘At Risk’ Residents review, four recommendations were made. Three have been completed (pending sign off by the Resident Scrutiny Panel) and one in relation to operating Housing Surgeries will need to be reviewed in light of the ongoing coronavirus pandemic.

New resident inductions have continued to take place; which aim to promote, explain and gain feedback on our services as well as address satisfaction survey feedback, where applicable.

Voids and lettings during the CoVid Pandemic (April – July 2020)

Social Rent - 30 new voids were received between April and July 2020, 29 standard and 1 long term. During the same period 25 properties were let, all standard voids. 18 of the new voids received were due to death, (but not CoVid related).

It has taken some time for next of kins to clear properties and there have been delays in completing void works during this period due to a mixture of reasons, including resourcing, accessing supplies, high numbers of property and garden clearances

APPENDIX 1: VOIDS, LETTINGS & TENANCY SUSTAINABILITY- 2019-20



required and the need to ensure social distancing when completing works. At the end of August there were 33 voids available for letting after short-term works.

The majority of letting services were suspended until 12/05/2020 which has also impacted on the void turnaround time, year to date. On average it took 47.60 days to turn around standard voids during this period. May had the highest turnaround time of 56 days.

4 out of 25 lets were Direct lets with the remaining 21 via direct matches from HomeSearch rather than choice based lettings as the Council suspended this service until the end of June. 75% of lets were to BAME households.

Affordable Rent – 5 Affordable rent properties were let between April and July 2020, with an average of 93.6 days turnaround. 1 property had a long void period of 247 days whilst a complaint was resolved.