

<b>DATE:</b> 21/05/2020	<b>PHOENIX COMMUNITY HOUSING BOARD MEETING</b>	<b>ITEM NO.</b> 17
<b>Open or Confidential</b>	<b>OPEN</b>	
<b>Report Title</b>	<b>Management Accounts to March 2020</b>	
<b>Lead Officer</b>	<b>Chris Starke, Director of Finance, 02031210121 Chris.starke@phoenixch.org.uk</b>	
<b>Lead Board Members</b>	<b>Mark Gayfer</b>	
<b>This item is for</b>	<b>INFORMATION</b>	

## 1 Recommendations

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

#### **Executive Summary**

The purpose of this report is to provide the Board with information on the financial performance for the year to end March 2020 and compare this to the budget for the same year.

The March management accounts show a £8.2 million operating surplus compared to a budget operating surplus of £8.5 million for the year, an adverse variance of £0.3 million. The main elements of the variance are:

- Voids and bad debts £160,000 (favourable)
- Major works recharged to leaseholders £203,000 (adverse)
- Responsive and void repairs £442,000 (adverse)
- Phasing of planned and major works £530,000 (favourable)
- Staff costs £522,000 (adverse)
- Other operating costs £210,000 (favourable).

The overall surplus of £7.0 million compares to a budget surplus of £7.9 million for the year, an adverse variance of £0.9 million. There is an adverse variance on Right to Buy sales due to fewer sales than budget.

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

## 2 Corporate Plan Implications / Strategic Objectives

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

**2020-21 Corporate Objective: • Deliver our Value for Money and efficiency plans, so we can deliver our ambitions and 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 There are some areas where figures are still to be finalised for the audited financial statements. Any variance between these estimates and the final costs will be reported when the statutory accounts are completed. These areas include:

- Review of bad debt provision for tenant and leaseholder arrears.
- Pensions costs – adjustments arising from the application of the Financial Reporting Standard 102 (international style accounting standard) for the Lewisham Local Government Pension Scheme and for the Social Housing Pension Scheme (CARE defined benefit section).
- Finalisation of depreciation for housing property.
- Assessment of impairment of any assets
- Valuation of the Fellowship Inn
- Treatment of the Heritage Lottery grant for the Fellowship Inn.

**Appendix 1: Variances to Budget for March 2020 with commentary**

**Appendix 2: PCH March 2020 management accounts summary (including statement of financial position and cash flow statement)**

**Appendix 3: PAS March 2020 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 year 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 2.5) and net debt per unit below £30,000 (£12,425 at March 2020). The financial covenant target for the Private Placement investor is EBITDA must be greater than 1.1 times interest payable (the ratio is 3.6).

### Staff

None.

### Property

None.

### IT

None.

## 9 Confidentiality

9.1 The report is open.

### Approval

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

### Appendix 1: Details of variances between budget and actual for the year: April 2019 to March 2020

Area of income or expenditure	Actual YTD Mar 20 £'000	Budget YTD Mar 20 £'000	Variance Fav/(adv) £'000	Explanation of difference	Report section
<b>Total income</b>	<b>33,744</b>	<b>33,814</b>	<b>(70)</b>	Phasing of income on new development schemes and major works recharges to leaseholders, partly offset by lower bad debts. First tranche of shared ownership sales now due to complete in 2020/21	1
Housing Management and Service costs	3,098	3,056	(42)	Water rates and bulk refuse collection higher than budget	2.1 - 2.3
Responsive and void repairs	6,049	5,606	(443)	SLA review with Phoenix Repairs services. Increase back dated to start of year	2.4
Planned & cyclical maintenance	921	1,249	328	Phasing of specialist fire safety works; electrical condition surveys and remedial works	2.5
Major works revenue	327	525	198	Less works attributable to leaseholders and scoping programme for environmental works	2.6
Staff costs	7,623	7,100	(523)	Facilities management services brought in house offset by savings in other operating costs	2.7
Office, IT & other operating expenses	3,497	3,695	198	Under spend on legal fees, court costs, community chest projects and facilities management services	2.8
Depreciation	4,061	4,070	8		2.9
<b>Total expenditure</b>	<b>25,576</b>	<b>25,302</b>	<b>(276)</b>		
<b>Net Operating Surplus</b>	<b>8,168</b>	<b>8,512</b>	<b>(344)</b>		
Net interest payable	(2,912)	(3,020)	108	higher interest receivable and capitalised interest than budgeted	3.1
Sale of assets	1,780	2,464	(684)	1 RTA sale and 9 RTB sales (budget assumed 12 RTB)	3.2
<b>Overall Surplus</b>	<b>7,036</b>	<b>7,956</b>	<b>(920)</b>		

## 1 Income

### 1.1 Gross Rents and Service charges receivable

Overall gross rental and service charge income is £46,772 lower than budget. The letting of the Forster House scheme was budgeted to commence from July 2019. Handover is now expected in 2020/21. There is also reduced income from Purchase & Repair properties, as not all the properties purchased in 2018/19 were let in April.

### 1.2 Voids loss and bad debts

Void loss is £91,383 lower than budget and bad debts are £115,912 lower than budget, reflecting Hazlehurst Court being fully let and better rent collection performance than target.

### 1.3 Revenue grant income

Revenue grant income is £56,218 higher than budget. This includes grant claimed in March 2020 for the Fellowship Inn legacy activities; £10,000 grant from the Arts council deferred from 2018/19; and £16,000 additional grant received for Community Regeneration.

### 1.4 Other income

Total other income is £229,566 lower than budget. The main variances are:

<b>Under budget:</b>	<b>Variance</b>
Major works recharged to leaseholders	£203,000
Court costs recovered (lower costs incurred)	£60,000
<b>Over budget:</b>	
Green man café sales (no budgeted income)	£34,000
Corporate sponsorship for festival	£13,000

The reduction in Leaseholders recharges reflects the lower spend on major works. The programme for the Leaseholder blocks had a delayed start. The completed works to recharged Leaseholders was estimated at £129,000 prior to the Government lockdown in March with £150,000 of works in the programme to be completed and recharged next financial year

### 2.1 Service Costs

Service costs are £52,885 higher than budget. The main variances are:

<b>Under budget:</b>	<b>Variance</b>
Electricity	£21,000
<b>Over budget:</b>	
Water rates	£30,000
Vehicle hire	£10,000
Extra care catering	£8,000

## Appendix 1: Details of variances between budget and actual for the year: April 2019 to March 2020

### 2.2 Estate & Environment costs

Estate and environment costs are £27,557 higher than budget, which mainly relates to fly tipping and bulk rubbish collection costs

### 2.3 Other Housing Management

Housing management costs are £38,764 lower than budget. The main variances to budget are:

<b>Under budget:</b>	<b>Variance</b>
Financial Inclusion	£30,000
ASB & Nuisance Strategy	£11,000

Financial inclusion is under budget as a result of less use of the Citizen's Advice service than expected for the year. This is likely a result of the delayed migration of benefit claimants to Universal Credit.

The ASB budget included the purchase of mobile CCTV equipment in place of hiring but the procurement was delayed.

### 2.4 Repairs and Voids

Responsive repair costs are £298,466 higher than budget. Void costs are £144,410 higher than budget. The main variances to budget are:

<b>Under budget:</b>	<b>Variance</b>
Routine repairs	£237,000
Drainage	£60,000
<b>Over budget:</b>	
Responsive repairs	£305,000
Gas servicing and repairs	£304,000
Fencing	£65,000

The Service Level Agreement (SLA) with Phoenix Agency Services (PAS) was reviewed after the restructure. The schedule of rates for the repairs was increased by 5% and backdated to April.

### 2.5 Planned and cyclical maintenance

Planned and cyclical maintenance expenditure is £328,786 lower than budget. The main variances to budget are:

<b>Under budget:</b>	<b>Variance</b>
Fire safety works	£383,000
Electrical condition surveys and remedial works	£90,000
<b>Over budget:</b>	
Water services	£137,000

The programme for fire safety works delivered by PAS was completed. Other more specialised fire safety works have been recently procured by the contract delivery team for a programme of works to start in next year

## Appendix 1: Details of variances between budget and actual for the year: April 2019 to March 2020

Electrical works are below budget due to a delay in the 2019-20 programme. The planned and preventative works will roll over into next year.

All the high/medium risk water services 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.

### 2.6 Major works revenue

Major works revenue costs are £198,300 lower than budget. The costs relate to major works that are not capitalised, including asbestos remedial works, minor structural works to address damp and subsidence, and major works rechargeable to leaseholders. The main variances to budget are:

<b>Under budget:</b>	<b>Variance</b>
Leaseholder major works (offset by income above)	£129,000
Environmental improvements	£52,000

### 2.7 Salaries and other staff costs

Total staff costs (including agency) are £522,850 higher than budget. The budget was prepared based on the December 2018 staff establishment, net of assumed savings from the restructure and implementation of the Digital Together project. 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 SLA with PAS has been updated to reflect the results of the restructure and allow PAS to charge PCH for their additional staff costs. A recharge of £331,414 is included as part of staff costs for March.

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

Staff costs also include £240,000 of additional costs relating to facilities management staff (security, cafe and cleaning) following the decision to bring the facilities management services at the Green Man in house, and is offset by savings in other operating expenses below.

### 2.8 Office, IT and other operating expenses

Office costs are £30,211 higher than budget; IT costs are £17,468 lower than budget; and Other operating expenses are £210,567 lower than budget. The main variances on expenditure are:

<b>Under budget:</b>	<b>Variance</b>
Security (offset by staff costs)	£104,000
Court fees (offset by income above)	£51,000
Legal fees	£44,000

## Appendix 1: Details of variances between budget and actual for the year: April 2019 to March 2020

### Over budget:

Consultancy (partly offset by grant income)	£49,000
Allpay rent collection fees	£25,000

### 2.9 Depreciation

Depreciation is £8,745 lower than budget. This is a non-cash item.

### 2.10 Net Operating Surplus

PCH has a net operating surplus of £8,168,587 at the end of March 2020. This is £342,793 less than budget for the year.

## 3 Interest and Sales of Assets

### 3.1 Interest

Net interest is £107,620 lower than budget for the year due to higher interest receivable on cash deposits, and higher capitalised interest related to the 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).

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 9 RTB and 1 RTA sales completed in the year. This is a lower volume than sales assumed in the budget (12 RTB).

## 4 Statement of Financial Position

### 4.1 Acquisitions/development of property

Housing properties net book value was £215.2 million at the end of March 2020.

Development expenditure during the year is £12.3 million, primarily in respect of the Forster House, Woodbank Road, Riverpark Garden and Rushey Green schemes, and £3.0 million on Purchase and Repair properties.

Included in creditors is the unamortised grant of £9.8 million for the current development schemes and Hazlehurst Court.

### 4.2 Purchase and repair

## Appendix 1: Details of variances between budget and actual for the year: April 2019 to March 2020

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 10 properties (including one for the HMO Project) for £3.0 million has been completed in the year.

### 4.3 Fellowship Inn and Other Fixed Assets

There has been £320,000 of capital expenditure on the Fellowship in the year. Grant claimed to date (£4 million) is included in creditors pending completion of the project when it will be released to income.

Additions to other fixed assets of £0.7 million include expenditure on the Digital Together project.

### 4.4 Capitalised major works

Capital major works expenditure is £3.6 million for the year, which is lower than budget by £0.8 million. This is due to the programmes for the external works to blocks starting later than planned. There were also a high number of access refusals for the Internal works programme being delivered by PAS.

### 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.

### 4.6 Debtors

Debtors have increased compared to the previous year end due to accrued grant income for the Fellowship Inn project. The Heritage Lottery Fund paid £892,000 of the grant receivable in May.

### 4.7 Creditors

Creditors due within one year have increased compared to the previous year end due to grant received on the current development schemes and Fellowship Inn, an increase of £3.4 million to £8.9 million.

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

### 4.8 Loans

Debt at the end of March 2020 increased to £89.5 million net of transaction costs, with £10 million drawn on the 27<sup>th</sup> March 2020.

### 4.9 Restricted reserve

The net surplus from RTB sales has been transferred to a restricted reserve. There are 10 purchases of properties under the purchase and repair programme in the year (see section 4.2 Purchase and repair).

The reserve is £0.6 million as at the end of March 2020.

## **5 Cash Flow Statement**

- 5.1 Net operating cash flow was £13.4 million for the year, including sales of property through the RTB and RTA (£2.1 million). Investing activities comprised expenditure on development and capitalised major works (£17.4 million) and other fixed assets including the Fellowship Inn (£1.2 million). Grant of £3.4 million, including £0.9 million towards the Fellowship Inn project, was received in the year.
- 5.2 There was £10 million debt drawn on the 27<sup>th</sup> March 2020 as planned.

## APPENDIX 2 - PCH MANAGEMENT ACCOUNTS SUMMARY

From 1st April 2019 to 31st March 2020

	Year to date		
	Actual £	Budget £	Variance £
<b>OPERATING INCOME:</b>			
<b>Rents &amp; Service Charges:</b>			
Rent Receivable	28,485,493	28,732,634	(247,141)
Other Rents Receivable - Garage & misc	109,198	85,696	23,502
Service Charge Receivable	2,073,588	1,940,260	133,328
Service Charge Receivable - Leaseholders	231,022	228,309	2,713
Water rates, tenants' contents insurance	2,006,349	1,965,523	40,826
<b>Subtotal: gross rent</b>	<b>32,905,650</b>	<b>32,952,422</b>	<b>(46,772)</b>
Less: Void Loss	(181,357)	(272,739)	91,383
Bad debts	(198,984)	(314,896)	115,912
<b>Total: net rent</b>	<b>32,525,309</b>	<b>32,364,787</b>	<b>160,523</b>
<b>Other Income:</b>			
Revenue grant (including amortisation)	158,734	102,516	56,218
Other income	803,312	900,891	(97,580)
Commission (Water Rates)	161,827	150,000	11,827
Major works recharged to Leaseholders	76,058	279,329	(203,271)
VAT reclaimed on Overhead Costs	19,240	16,000	3,240
<b>Total Other Income</b>	<b>1,219,171</b>	<b>1,448,736</b>	<b>(229,566)</b>
<b>TOTAL OPERATING INCOME</b>	<b>33,744,480</b>	<b>33,813,523</b>	<b>(69,043)</b>
<b>OPERATING EXPENDITURE:</b>			
<b>Housing Management and Services:</b>			
Service costs	2,694,259	2,641,373	(52,885)
Estate & Environment costs	254,427	226,870	(27,557)
Other Housing Management costs	148,872	187,636	38,764
<b>Total Housing Management and Services</b>	<b>3,097,558</b>	<b>3,055,879</b>	<b>(41,679)</b>
<b>Maintenance and Improvements:</b>			
Responsive Repairs	4,544,963	4,246,497	(298,466)
Void works	1,504,349	1,359,939	(144,410)
Planned Maintenance	447,448	841,342	5,228,551
Cyclical maintenance	473,200	408,092	(65,108)
Major works revenue	326,863	525,163	198,300
<b>Total Maintenance and Improvements</b>	<b>7,296,823</b>	<b>7,381,033</b>	<b>4,918,867</b>
<b>Staff Costs</b>			
Salaries	5,898,326	5,697,920	(200,406)
NI Employer's	550,265	630,801	80,536
Pension costs	432,552	472,161	39,609
Agency staff costs	438,868	0	(438,868)
Other staff costs	302,978	299,256	(3,722)
<b>Total Staff Costs</b>	<b>7,622,989</b>	<b>7,100,138</b>	<b>(522,851)</b>
<b>Other costs:</b>			
Office costs	156,930	126,718	(30,211)
Other operating expenses	2,451,446	2,662,012	210,567
IT costs	888,532	906,001	17,468
Depreciation	4,061,615	4,070,360	8,745
<b>Total other costs</b>	<b>7,558,523</b>	<b>7,765,091</b>	<b>206,568</b>
<b>TOTAL OPERATING EXPENDITURE</b>	<b>25,575,893</b>	<b>25,302,143</b>	<b>(273,750)</b>
<b>TOTAL OPERATING SURPLUS / (DEFICIT)</b>	<b>8,168,587</b>	<b>8,511,380</b>	<b>(342,793)</b>

## APPENDIX 2 - PCH MANAGEMENT ACCOUNTS SUMMARY

From 1st April 2019 to 31st March 2020

	Year to date		
	Actual z	Budget z	Variance z
<b>Financing activities:</b>			
Interest Receivable	94,057	33,458.00	60,599
Less: Interest Payable and charges	(3,006,317)	(3,053,338)	47,021
<b>Net interest received/ (paid)</b>	<b>(2,912,260)</b>	<b>(3,019,880)</b>	<b>107,620</b>
<b>Sale of Assets:</b>			
Housing Property sales	2,131,600	2,976,000	(844,400)
Less: Repayable to LB Lewisham	0	0	0
Less: Cost of sales	(351,961)	(511,680)	159,719
<b>Total sales of assets</b>	<b>1,779,639</b>	<b>2,464,320</b>	<b>(684,681)</b>
<b>TOTAL SURPLUS / (DEFICIT)</b>	<b>7,035,965</b>	<b>7,955,820</b>	<b>(919,855)</b>

### Operating margin:

	Actual	Budget
Total Income	33,744,480	33,813,523
Total Expenditure	25,575,893	25,302,143
<b>Operating surplus</b>	<b>8,168,587</b>	<b>8,511,380</b>
<b>Margin %</b>	<b>24.2%</b>	<b>25.2%</b>

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

	Actual	Budget
Operating surplus	8,168,587	8,511,380
<b>Add:</b>		
Amortised Grant	(47,002)	(71,636)
Depreciation	4,061,615	4,070,360
Interest received	94,057	33,458
Total	4,108,670	4,032,182
<b>EBITDA</b>	<b>12,277,257</b>	<b>12,543,562</b>

### Including major works expenditure (EBITDA MRI)

	Actual	Budget
<b>EBITDA</b>	<b>12,277,257</b>	<b>12,543,562</b>
Capitalised major works	(3,631,673)	(4,449,914)
<b>EBITDA MRI</b>	<b>8,645,584</b>	<b>8,093,648</b>

Interest payable	2,959,416	3,021,043
Capitalised Interest	489,013	422,000
<b>Total Interest</b>	<b>3,448,429</b>	<b>3,443,043</b>
EBITDA vs interest	3.6	3.6
EBITDA MRI vs interest	2.5	2.4

## Appendix 2b

## PCH Balance sheet

	2019/20 £000s	2018/19 £000s
<b>Fixed Assets</b>		
Housing properties	215,207	200,346
Investment properties	185	185
Investment in subsidiaries	640	625
Intangible fixed assets	1,464	1,341
Other Fixed Assets	10,252	10,093
	<u>227,748</u>	<u>212,590</u>
<b>Current Assets</b>		
Stock and wip	0	0
Properties for sale	1,171	588
Debtors & accruals - within one year	6,027	5,402
- after one year	212	212
Cash	23,860	19,008
	<u>31,270</u>	<u>25,210</u>
Creditors less than 1 year	(16,591)	(12,386)
<b>NET CURRENT ASSETS/(LIABILITIES)</b>	<u>14,679</u>	<u>12,824</u>
<b>TOTAL CURRENT ASSETS LESS CURRENT LIABILITIES</b>	<u>242,427</u>	<u>225,414</u>
Creditors over 1 year	94,426	84,445
Pension Liability	1,394	1,394
	<u>95,820</u>	<u>85,839</u>
<b>CAPITAL AND RESERVES</b>		
Called up share capital	4	4
Revenue reserves	96,761	88,794
Revaluation reserve	49,243	49,243
Restricted reserve	599	1,534
	<u>242,427</u>	<u>225,414</u>

CASHFLOW STATEMENT for the period ended 31 March 2020

<b>NET CASH INFLOW /(OUTFLOW) FROM OPERATING ACTIVITIES</b>	13,447	
Interest received	94	
<b>NET CASH INFLOW /(OUTFLOW) FROM OPERATING ACTIVITIES</b>	<u>13,541</u>	
<b>Cash flows from investing activities</b>		
Additions to property, plant and equipment	(17,402)	
Additions to investment property	0	
Investment in subsidiaries	(15)	
Purchase of other fixed assets	(1,178)	
Capital grants received	3,372	includes Fellowship Inn
<b>Net cash flows from investing activities</b>	<u>(15,223)</u>	
<b>FINANCING</b>		
Interest paid	(3,466)	
Loans received	10,000	
Loans repaid	<u>0</u>	
<b>Net cash flows from financing activities</b>	<u>6,534</u>	
<b>Net increase/(decrease) in cash and cash equivalents</b>	<u><u>4,852</u></u>	

## APPENDIX 3 - PAS MANAGEMENT ACCOUNTS SUMMARY

### PHOENIX REPAIRS SERVICE

From 1st April 2019 to 31st March 2020

	Year to date		
	Actual	Budget	Variance
	£	£	£
PCH Partnership Contract			
Responsive repairs	4,158,204	3,274,828	883,377
Routine repairs	328,233	670,249	(339,756)
Voids	1,542,728	1,322,075	220,653
	<b>6,031,425</b>	<b>5,267,152</b>	<b>764,273</b>
Other Income			
PCH additional works	1,070,039	1,222,000	(151,961)
Leaseholder & Homemaker service	5,132	5,000	132
Purchase and Repair	199,631	100,000	99,631
Non Partnership Works	64,539	0	64,539
Development	80,813	0	80,813
Other Income	343,178	22,208	320,970
	<b>1,763,332</b>	<b>1,349,208</b>	<b>414,124</b>
<b>TOTAL INCOME</b>	<b>7,794,757</b>	<b>6,616,360</b>	<b>1,178,397</b>
<b>EXPENDITURE:</b>			
Direct service costs	5,285,303	4,390,656	(894,647)
Branch services costs	1,855,716	1,460,763	(394,953)
Other operating expenses	542,803	564,714	21,911
<b>TOTAL EXPENDITURE</b>	<b>7,683,822</b>	<b>6,416,133</b>	<b>(1,267,689)</b>
<b>NET PROFIT / (LOSS)</b>	<b>110,934</b>	<b>200,226</b>	<b>(89,292)</b>

<b>DATE:</b> 21/05/2020	<b>PHOENIX COMMUNITY HOUSING BOARD MEETING</b>	<b>ITEM NO.</b> 18
<b>Open or Confidential</b>	<b>OPEN</b>	
<b>Report Title</b>	<b>Safeguarding Panel Report 2019-20</b>	
<b>Lead Officer</b>	<b>David Westworth, Director of Customer Services &amp; Designated Officer, 07525 906 608</b>	
<b>Lead Board Members</b>	<b>Anne McGurk</b>	
<b>This item is for</b>	<b>INFORMATION</b>	

## 1 Recommendations

### A. The Board notes the key outcomes from the Safeguarding Panel.

#### **Executive Summary**

The Phoenix Safeguarding Panel promotes and supports Phoenix's responsibilities towards Safeguarding to ensure that everyone we work with is kept safe and protected from harm, neglect, abuse and injury.

The Panel is chaired by the Director of Customer Services who is also the Designated Officer and ultimately responsible for ensuring that Phoenix maintains compliance with its Safeguarding Policy, relevant law and good practice.

The Panel meets at least once quarterly, has an approved Terms of Reference and standing agenda items.

#### Key outcomes achieved by the Panel in 2019-20 include:

- Fully implemented the new safeguarding structure across Phoenix - which consists of a main panel and three subgroups- children, adults and staff.
- Reviewed the Disclosure & Barring Service Checks and Criminal Convictions Policy.
- Reviewed and updated the Safeguarding Policy, Procedure and Guidance as part of good practice to ensure that there is clear definition and separation of Adult and Children needs.
- Reviewed and made recommendations on the risk assessment for the #BEin group and other new community groups.
- Reviewed the Terms of Reference for our Staff & Partners Safeguarding Sub-Panel.
- Developed and implemented the Managing Safeguarding Policy and Procedure.
- Maintained partnership working with Lewisham Safeguarding Adults Board and Lewisham Safeguarding Children Board to promote good practice and other learning. This included sitting on the LSCB and acting as Vice Chair of the Safeguarding Adults Housing Forum.
- Implemented guidance for staff on Professional Boundaries.

- Developed guidance for our teams when they offer work experience or volunteering for people under 18.
- Started to review our approach to safer recruitment and audit our contractors.
- 100% compliance with Safeguarding e-learning Training at year-end.
- 71% compliance with Safer Recruitment e-learning training at year-end
- Increased mental health awareness through mental health first aiders and mental health awareness training.
- Continued to review all cases presented to the Panel as well as the activities of the sub panels for children, adults and staff.

The performance of the panel is summarised in Appendix 1.

#### Plans for 2020- 21

- Continue to review our approach to safer recruitment and audit our contractors.
- Continue our work supporting residents who hoard, working closely with partner agencies such the London Fire Brigade and social services.
- Develop a 'listening circle' to listen and learn from front line staff experience to ensure that our overall approach to Safeguarding is shaped by frontline experience. (carried forward)
- Improve compliance with Safer Recruitment e-learning and implement a new training programme, which ensures training at levels across the business both at introductory and practitioner levels.
- Review our approach and safeguarding response to the COVID-19 pandemic.
- Consider our approach to managing cases as the number of safeguarding and 'at risk' referrals are likely to increase post lockdown.
- Support the business to prepare for the Domestic Abuse Housing Alliance accreditation.

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

**Strategic Objective: Excellent Services delivered with empathy and openness**

**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**

The Phoenix Safeguarding Panel promotes and supports Phoenix's responsibilities towards Safeguarding to ensure that everyone we work with is kept safe and protected from harm, neglect, abuse and injury.



The Panel is chaired by the Director of Customer Services who is also the Designated Officer (DO) and ultimately responsible for ensuring that Phoenix maintains compliance with its Safeguarding Policy. The DO also reports to the Executive Team.

The Panel reports to the Board quarterly through Key Performance Indicators (KPIs) and through an annual performance report. In addition, the Panel reports to the Local Authority Adult and Children Safeguarding Boards through audit returns set by the Local Authority.

The Phoenix Safeguarding Policy was approved by Board in November 2019.

Appendix 1 – Safeguarding Annual Performance Report

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

Updates and briefings from the Safeguarding Panel are shared with all staff on Phoogle and at the Manager meetings.

All new policies were consulted on with staff and residents and risk assessments discussed with groups.

#### **5 Other Implications**

##### **Legal**

The Safeguarding Policy and Procedure were reviewed in 2019-20 as part of good practice. The Terms of reference support Phoenix to meet good safeguarding practice.

##### **Equality & Diversity**

The total number of safeguarding referrals make it difficult to complete a full Equality Impact Assessment.

##### **Value for Money**

Supporting residents who are hoarding saves time in missed appointments, repair costs, minimises the risk of fire and improves residents' well-being.

#### **6 Risk Implications**

The recommendations within this report fit in with the risk appetite agreed by the Board:

- Risk adverse for resident leadership and guidance
- Cautious approach for achieving budget and legal
- Balanced approach for resident satisfaction, people capability and controls, technological and reputation.



**7 Sustainability Implications**

The recommendations within this report support Phoenix to ensure that everyone we work with is kept safe and protected from harm, abuse, neglect and injury.

**8 Resource Implications** - the ongoing work of the Safeguarding Panel can be resourced from existing budgets.

**Finance** - none

**Staff** - staff receive training to support them in their role on the Safeguarding Panel.

**Property** - none

**IT** - Safeguarding referrals are saved on the shared drive, access to the folder containing the files is restricted to key members of staff.

Safeguarding processes are included within the Customer Relationship Management (CRM) project; where access is controlled.

**9 Confidentiality** - this is an open report.

**Approval**

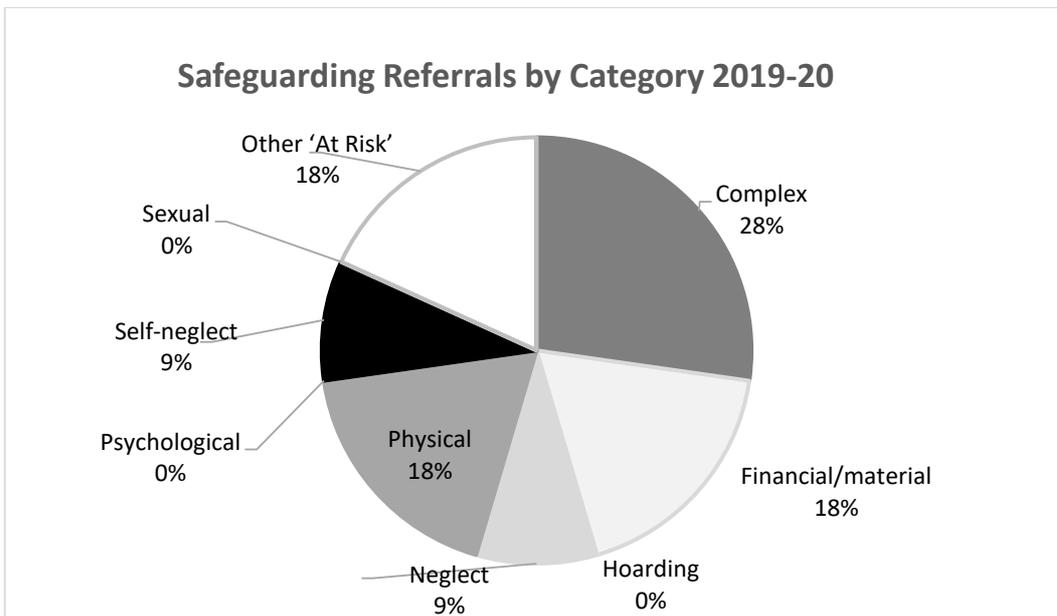
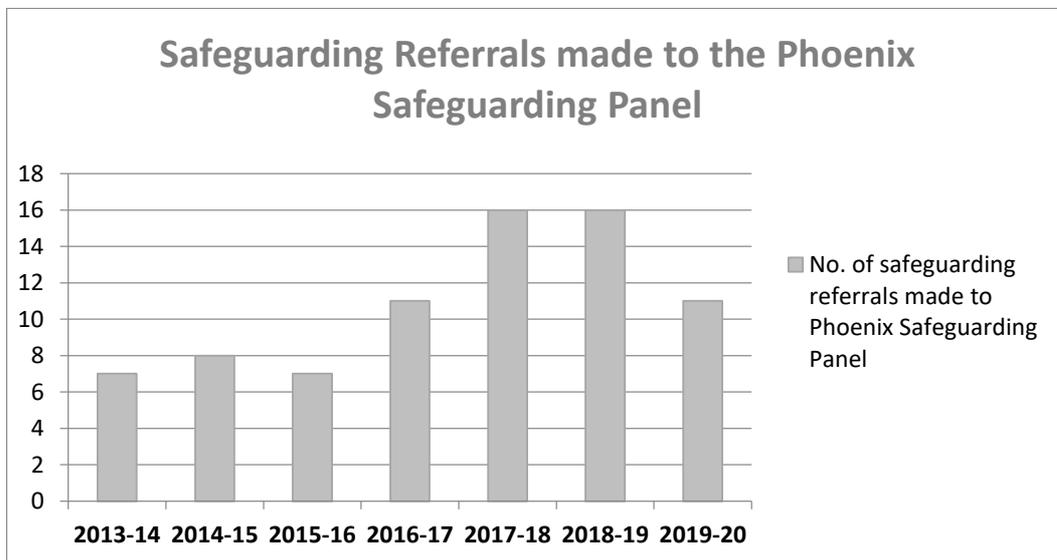
Approved by (Chair)	
Date	<b>28-05-2020</b>

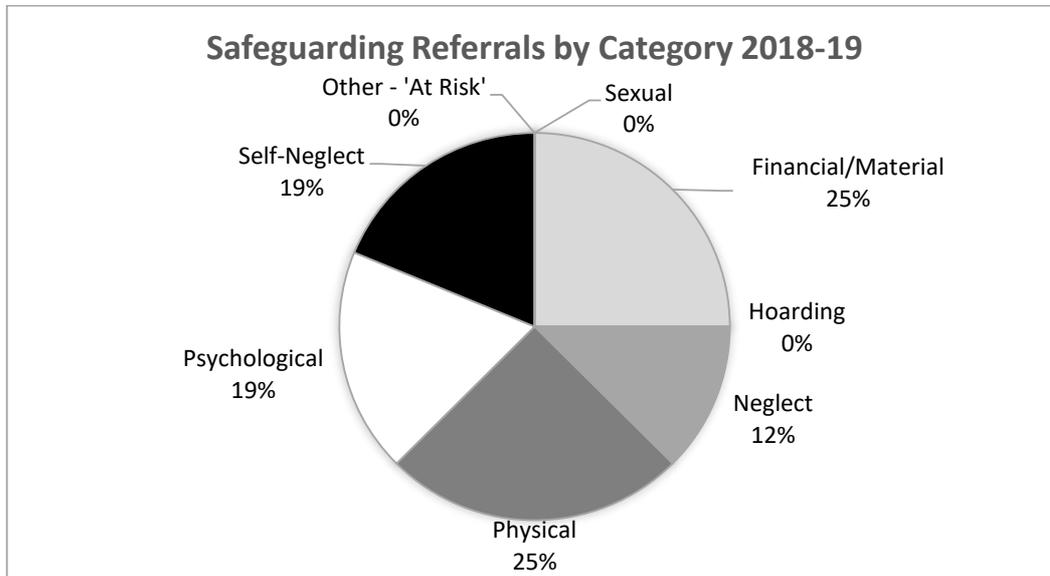
## Safeguarding Performance

### Key Performance Indicators 2019-20

#### Safeguarding Referrals

There have been 11 Safeguarding referrals made to the panel in 2019-20 of which 2 were related to the care at Hazelhurst Court Extra Care Scheme, provided by Notting Hill Genesis or external providers commissioned by the Council. During this period, 13 referrals were also made to the Head of Housing Management, these were considered as 'at risk' cases and added to the 'At Risk' monitoring log. There were 26 ongoing 'at risk' cases at the end of March.





Safeguarding referrals by category are also monitored. The Other 'At Risk' category includes:

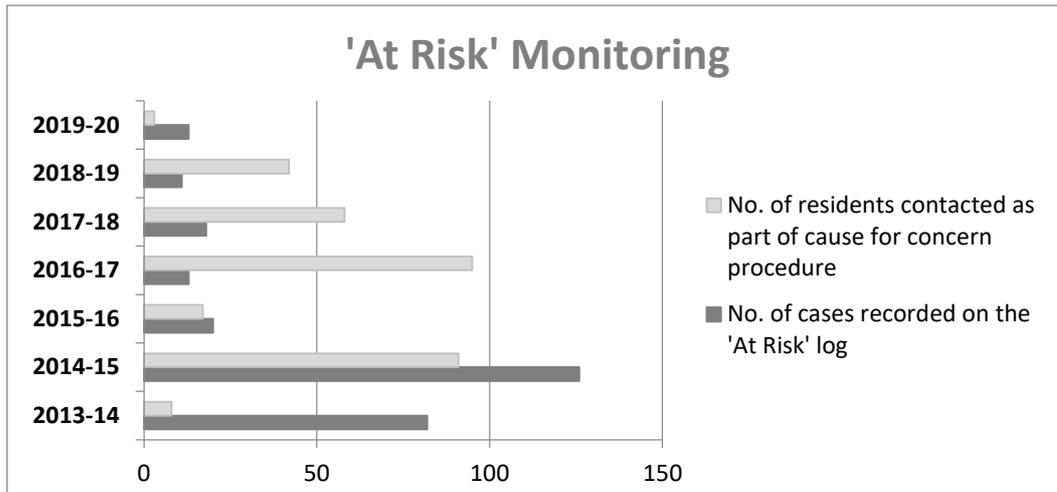
- Survivors of domestic abuse
- Anyone known to have a social worker, Community Psychiatric Nurse or other mental health support worker, drug or alcohol worker.
- People who are frail due to old age
- People leaving hospital, prison or care
- People whose physical or sensory impairment makes them vulnerable.

### At Risk Monitoring

The Cause for Concern Procedure identifies tenants that:

- Have not had any contact with Phoenix in the last 6 months
- Have not had any repairs in the last 6 months
- Are in arrears of less than £400
- Are from households made up of two persons or less

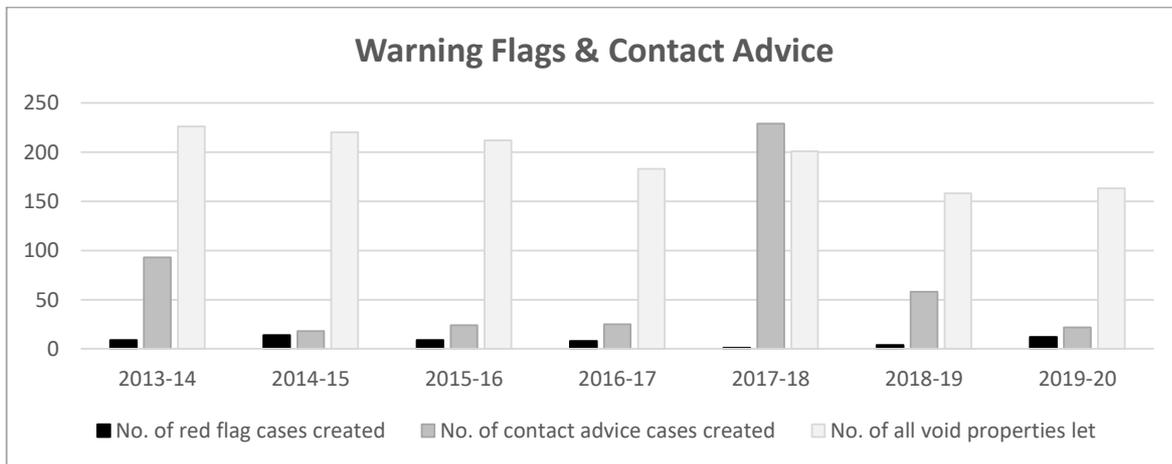
On a bi-weekly basis, Housing Officers telephone and residents 'flagged' on a Cause for Concern report to check that they are ok.



Warning Flags & Contact Advice

Contact Advice cases are created on the Housing Management database Orchard. The advice tells us important information relating to residents' contact needs such as knock loudly, be patient at the door and reminder call required; which reduce the number of no access visits by staff and contractors.

A summary of cases created over time is summarised below



2019-20 Section 11 & 'At Risk' Action Plan Progress

The table below highlights action plan progress:

Total No. of Actions	Red Actions (overdue)	Amber Actions (in progress)	Green Actions (complete)	Not Started Actions
19	1	12	5	1

## Appendix 1



The overdue (red) action relates to setting up an in-depth training programme for the Safeguarding Panel. Whilst panel members attend external training sessions as part of changes to legislation and good practice, this has been on an adhoc basis rather than part of an established programme. The development of the programme will be overseen by the Staff and Partners Safeguarding Sub-Panel.

### **Case Study 1 - Safeguarding**

Tenant A contacted Phoenix to report allegations of anti-social behaviour from the neighbour next door. This matter was already under investigation and the situation was being monitored on a regular basis. However, direct intervention was required when Tenant A reported feeling suicidal.

Tenant A was contacted further and advised to urgently contact their GP and that given the circumstances a referral should be made to Social Services. Tenant A did not consent for a referral to be made to Social Services. Phoenix were concerned that the risk to Tenant A had not been addressed.

The details of the case and the latest reports were discussed and considered by the Housing Management Team and it was decided to refer the case to Lewisham Council to request approval to identify appropriate alternative accommodation within Phoenix stock.

Lewisham Council granted this request.

Tenant A was informed of this development and thanked the Housing Management Team for their efforts

Tenant A has now been placed in appropriate alternative accommodation and there have been no further concerns reported by Tenant A regarding their well-being.

### **Case Study 2 – Safeguarding**

Tenant B is a 70 year old woman who lives alone in a bedsit. She has been working with the Tenancy Support Advisor (TSA) due to some low level issues around the condition of the property. A clear of the property had been arranged in the past and the TSA would visit every couple of months to check on the tenant as it seemed that she was not in regular contact with family.

The Financial Inclusion Team had also been working with tenant to get assistance around welfare benefits and winter fuel allowance. In January 2020 the TSA was contacted by the granddaughter of the tenant to say they had concerns about how the tenant was living and that they had been helping her tidy up.

Tenant B was admitted to hospital in February 2020 and the TSA visited her. Tenant B was with her two daughters who advised they had been unaware of their mother's living conditions, were shocked about how she was living and her loss of weight over the course of a year.

## Appendix 1



A few weeks later one of Tenant B's daughters contacted the TSA to advise that her sister and her daughter had been stealing from the tenant. Tenant B asked for her locks to be changed and this was arranged. They had stolen over £2000 from the tenant and this was reported to the police.

A care package was put in place and upon release from hospital Tenant B is now receiving care three times per day.

A re-housing application has been completed, the TSA and Housing Officer will assist Tenant B with finding a property in older persons accommodation.

<b>DATE:</b> 21/05/2020	<b>PHOENIX COMMUNITY HOUSING BOARD MEETING</b>	<b>ITEM NO.</b> 19
<b>Open or Confidential</b>	<b>OPEN</b>	
<b>Report Title</b>	<b>Corporate Plan progress on milestones and targets for 2019-20</b>	
<b>Lead Officer</b>	<b>Say Leddington Head of Performance, Risk and Monitoring 0203 121 0193 Say.leddington@phoenixch.org.uk</b>	
<b>Lead Board Members</b>	<b>Anne McGurk</b>	
<b>This item is for</b>	<b>INFORMATION</b>	

## 1 Recommendations

- A. The Board notes progress on the milestones, key projects and key performance indicators achieved during 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 2019-2020.

The last few weeks of March 2020 were taken over by responding to CoVid19 and providing support across the business, to our residents, partners and contractors to enable us all to follow the government guidelines and stay safe and well. Despite this unprecedented end to the year, which did impact on our performance, this report shows progress has been made delivering all of the priorities in the Corporate Plan. It highlights where we completed projects and where there were delays and deferrals which will be carried forward into our next plan, (2020-25) and reprioritisation of our plans in response to CoVid19.

### Overall

Key outputs and outcomes to highlight in the delivery of the plan 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 £624k of income in benefits or grants. The Income Team also achieved substantial assurance in their income audit in Quarter 2.
- Operational performance was less strong at year end than was expected due to structural changes still being embedded from the restructure in June 2019 impacting on service standards, a drop-in rent collection in Quarter 4; as well as CoVid19 impacting quickly on some performance areas, such as gas safety. Performance was

stronger than 2018-19 in some other areas such as overall void turnaround and maintained in others such as caretaking and environmental services and decency.

- 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 winning 4 awards.
- Implemented the restructure approved by the Board in March 2019.
- Implementing Phase 1 of our Digital Together Project and learning from that project to strengthen Phase 2 and deliver against the Phase 2 plan agreed by the Board in November 2019.
- 5 new homes were completed and offered to tenants and 4 have moved in.
- 11 new homes that were purchased and repaired were let in the year.
- 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. (When combined with telephone satisfaction surveys our consultation activities reached 52% of all households), last year.
- Supporting people with learning disabilities to experience work through a partnership with Project Search which enabled us welcome 6 interns to Phoenix to experience work.
- Directly supporting 47 people into work, including 18 Phoenix residents and enabling other job, work experience and training opportunities to be supported through our partners and contractors, including the Fellowship and Building Hope.
- A speedy and efficient response to CoVid19 reflected in positive feedback from staff and residents.

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

- The roll out of universal credit (UC) which has resulted in 681 tenants claiming UC at year end.
- Some delays in delivery of the Fellowship milestones and subsequent closure in response to CoVid19
- Opportunities for stock transfers.
- Opportunities to promote our model.
- Slippage in meeting year end purchase and repair targets and completing handover of 22 new build homes, all of these have been reforecast and will not at the time of writing impact on grant levels.

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 priorities the Board agreed 7 key projects. Progress is summarised below:

✓	Completed	1
✓ ▲	Completed for the year	3
◀ ▶	Some delays	3

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. (Some external build works remain, and the final grant needs to be drawn down)	◀ ▶
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 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 were:

- A stock acquisition and a stock transfer  
**Completed for the year**
- Responding to and learning from the Grenfell fire and improving landlord compliance-  
**Completed for the year**
- Mandatory training which has been ongoing over the last 3 years  
**Completed for the year**
- Completing proposals for environmental works for board consideration  
**Completed**
- Office move  
**This will now need to be reconsidered in full using learning from CoVid19**

Structures below ET to support the greater delegation from the board, following the review of standing orders and delegated authority in May 2018 continue to operate these include:

- The Programme Board steering all the strands relating to our Digital Together Project, with terms of reference, (reviewed in Quarter 3 2019-2020).
- 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	22
✓ ▲	Completed for the year	61
◀ ▶	Some delays	30
x	Deferred	13
	<b>TOTAL</b>	<b>126</b>

The above table shows 66% were completed in full or as planned for the year and 24% had some delays.

**Risks linked to project slippages include:**

- Delays to our development programme and completing our purchase and repair homes at year end we had completed 5 new homes. The remaining 32 at Forster House (24) and Riverpark Gardens (8) were delayed due to CoVid 19. One property was purchased as part of the HMO (House of Multiple Occupation) Prevention initiative, 2 further properties were in the process of being purchased post lockdown and 2 properties were still to be identified. 10 of the 12 Purchase and Repair Homes had been purchased by year end. There are no risks to grants at this stage and regular liaison with both the GLA (Greater London Authority) and the Council.
- Not meeting year end property targets for Home Makers that started trading at the end of November. An exit strategy and triggers have been approved by Board- which require the project to be reviewed again in full in July 2020.
- Although the Fellowship did open (now closed as a result of Covid19); there remains some works required by planning to be completed and a final drawn down of grant. If works are not completed there is a risk, we may lose some grant; we are currently awaiting confirmation of a revised date to draw down the final tranche.
- 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 project plans are in place).
- Some delays to delivering the people services operational plan impacting on outstanding internal audit actions and leading to delays in strengthening recommended enhancements to internal controls faster.

Other key projects where there have been delays are:

- The project to promote and increase Gold Membership and ensure it delivers VFM
- Project to refresh the channels for customer access at the Green Man revise and implement a Customer Access Strategy to improve resident's experience of using services. (Including redesign of the Green Man Hub)- was considered by the Board in November and January 2020.
- IT Strategy- was considered by the Board in January 2020.

The others were more operational projects or smaller projects to support larger ones.

**Projects deferred-**

13 projects were deferred in the year, 9 of these were reported to the Board in November. The 4 additional ones were:

- Review of the recruitment processes from start to finish (work has started on this).
- Signage on estates- this will now be delivered as part of the environmental programme.
- Set up of Board Portal for papers- this was deferred till 2020-21
- 2019-20 Mystery Shopping Programme (work did start preparing to this to assess the complaints process)

KPIs

	Met	50
	Nearly met	11
	Not met	30
	Out of tolerance (and not met) * included	8
	<b>TOTAL</b>	<b>91</b>

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. The Scrutiny Panel last considered the full set of standards and KPIs in August 2019 but have considered individual standards as part of specific reviews.

The 7 of the 8 KPIs out of tolerance were safety related. 6 of the 7 safety ones are landlord safety measures most of which relate to non-access to do checks or works. These measures are now monitored by the IMT (Incident Management Team) weekly as there are risks that compliance will decrease further. Prior to CoVid19 the position in most areas, particularly fire was stronger than last year. In addition, progress had 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).

External independent quality checks are carried out across all compliance areas.

Policies and Strategies:

✓	Completed	21
◀ ▶	Some delays	4
x	Deferred or off track	16
	<b>TOTAL</b>	<b>41</b>

The number of policies due for review in 2019-20 was high, reflecting a 3-year cycle in policy reviews.

The deferred strategies and policies not referred to previously are the People Services Strategy and Communications Strategy which were deferred from previous years in Quarter 2, the Information Strategy which needs to be completed after the ICT Strategy, a garage policy, lettable standards, 2 property services policies and the Asset Management Strategy and 5 people services policies.

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 in 2019-2020 to provide assurance to the Board that the plan is being met. So, the objectives the report relates most closely to is:

**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 celebrated diversity with our community at our annual diversity event. In addition, the community engagement team has focused on engaging with groups who had been

underrepresented in our previous involvement projects, improving representation of our residents.

During the year Equality Impact Assessments have been carried out on service areas as well as key policies, including:

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

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

A separate performance report on equality and diversity was considered by the Board in January 2020 and the existing Equality and Diversity Charter reapproved.

### **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 printing costs by printing externally as well as installing PC's and screen in meeting rooms.
- Saved money by procuring as per our policies and strengthening our contract management (getting quotes etc).
- Joint working with partners saving £1000 on event costs for a job fair
- Saved time by doing things differently.
- Saved £624K for residents by supporting them to claim benefits and grants.
- Delivered 335 energy efficiency advice sessions
- 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.

During the year we progressed a development scheme which we hope to build to Passivhaus Standards\*, appraised fully retrofitting a void property as well as continued to support staff to assess and reduce their environmental impact through annual environmental pledges and seminars.

(\*Passivhaus is the leading international low energy, design standard)

### 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	<a href="#">Click here to select date</a>

<b>DATE:</b> 21/05/2020	<b>PHOENIX COMMUNITY HOUSING BOARD MEETING</b>	<b>ITEM NO.</b> 20
<b>Open or Confidential</b>	<b>OPEN</b>	
<b>Report Title</b>	<b>Chief Executive's Update Report</b>	
<b>Lead Officer</b>	<b>Jim Ripley, Chief Executive, 07515605100</b>	
<b>Lead Board Members</b>	<b>Chair</b>	
<b>This item is for</b>	<b>Decision</b>	

## 1 Recommendations

The Board are asked to:

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

### Executive Summary

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

## 2 Corporate Plan Implications / Strategic Objectives

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

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

## 3 Background including appendices

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

Appendix A – Board Updates.  
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	<a href="#">Click here to select date</a>



## APPENDIX A – BOARD UPDATES

None.

## APPENDIX B – BOARD ACTION TRACKER

Board Meeting	Item	Action	Officer	Deadline	Status	Commentary
January 2020	5. Resident Scrutiny Panel Review Report – The role of Housing Officers & Phoenix’s Approach to ‘At Risk’ Residents	<b>The Board noted the full review report on the findings and agreed to review the responses to the recommendations made by the Resident Scrutiny Panel on the role of Housing Officers and Phoenix’s Approach to ‘At Risk’ Residents review and report back to the May 2020 Board meeting.</b>	DW	End of December 2020		The Housing Team did start a time and motion study to look at Housing Officer patches, however the review is currently on hold due to the Covid-19 pandemic.
January 2020	6. Resident Scrutiny Panel Review Report – Void Standard	<b>The Board noted the full review report on the findings and agreed to review the responses to the recommendations made by the Resident Scrutiny Panel on the Void Standard Review and report back to a future Board meeting.</b>	DW	End of December 2020		The review of the void standard is currently on hold due to the Covid-19 pandemic.