



**YOU ARE INVITED TO ATTEND A MEETING OF
THE BOARD OF PHOENIX COMMUNITY HOUSING
VENUE: THE GREEN MAN
355 Bromley Road, London SE6 2RP
TIME: 6.30PM – 9.00PM
DATE: 25 JULY 2019**

OUR VISION

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

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

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

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

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

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

Strategic Priorities in corporate Plan



WHAT WILL WE AIM TO ACHIEVE BY 2020

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

1. Resident leadership and membership

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

2. Excellent services, efficiently delivered with empathy and fun

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

3. Growth in new homes and opportunities

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

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

4. Sustainability-for our business and our community

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

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

Corporate Priorities 2019-20

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

1. Resident leadership and membership

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

2. Excellent services, efficiently delivered with empathy and fun

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

3. Growth in new homes and opportunities

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

4. Sustainability-for our business and our community

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

Key projects to support the priorities

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

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

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

AGENDA				
Item	Page	Report		
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2	10	Introductions and Declarations of Interest		Chair
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Board Decisions				
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Please inform Anne McGurk, if you would like the Board to spend more time discussing a Board Report.



DATE: 25/07/2019	PHOENIX COMMUNITY HOUSING BOARD MEETING	ITEM NO. 1
Open or Confidential	OPEN	
Report Title	Apologies for Absence & Quorum	
Lead Officer	Kevin Kelly, Governance Manager, 07515605102	
Lead Board Members	Anne McGurk	
This item is for	INFORMATION	

If you are unable to attend, please ensure you provide your questions, comments and views on the Board Papers to Kevin Kelly by Lunchtime Thursday 25 July 2019.



DATE: 25/07/2019	PHOENIX COMMUNITY HOUSING BOARD MEETING	ITEM NO. 2
Open or Confidential	OPEN	
Report Title	Introductions and Declarations of Interest	
Lead Officer	Kevin Kelly, Governance Manager, 07515605102	
Lead Board Members	Anne McGurk	
This item is for	INFORMATION	

DATE: 25/07/2019	PHOENIX COMMUNITY HOUSING BOARD MEETING	ITEM NO. 3
Open or Confidential	OPEN	
Report Title	Minutes of the meeting 30 May 2019	
Lead Officer	Kevin Kelly, Governance Manager, 07515605102	
Lead Board Members	Chair	
This item is for	DECISION	

Present

Anne McGurk (AMcG)	Chair
Carmen Simpson (CS)	Vice Chair
Michael Boniface (MB)	Board Member
Peace Ayiku-Nartey (PAN)	Board Member
Kerry Heath (KH)	Board Member
Lucy Ferman (LF)	Board Member
Mark Gayfer (MG)	Board Member
Cllr Olurotimi Ogunbadewa (OO)	Board Member
Michael Tisdell (MT)	Board Member

Officers and Advisors

Jim Ripley (JR)	Chief Executive
Chris Starke (CS)	Director of Finance
Nick Edwards (NE)	Assistant Director of ICT & Facilities
Say Leddington (SL)	Head of Performance & Quality
Leon Yohai (LY)	Head of Housing Management
Jonathan Lawn (JL)	Head of People Services & Communications
Kevin Kelly (KK)	Governance Manager – Minutes

Apologies:

Jamie Carswell (JC)	Board Member
Cllr Sue Hordijkeno (SH)	Board Member
Lesley Johnson (LJ)	Director of Property and New Business
David Westworth (DW)	Director of Customer Services

1	Apologies for Absence & Quorum	
1.1	Apologies as noted above.	
2	Introductions and Declarations of Interest	
2.1	Anne McGurk, Chair, welcomed everyone. She informed the	

	meeting that Gail Nicholas had resigned from the Board. Kevin Kelly suggested adding an additional tenant vacancy to the resident Board Member elections. The Board agreed.	KK
2.2	Anne McGurk reminded all in attendance to use the microphones when speaking.	
2.3	Carmen Simpson, Vice Chair, declared an interest as Chair of the PAS Board. Chris Starke declared an interest as a PAS Board Member.	
3	Minutes of last meeting	
3.1	Proposed: Michael Boniface Seconded: Peace Ayiku-Nartey The Board agreed the minutes.	KK
4	Matters Arising	
4.1	None.	
5	Policies	
5.1	Say Leddington presented the report. She clarified that the Conversion of Green Spaces to Parking Policy was aimed at reducing the conversion of green spaces to parking.	
5.2	Michael Boniface noted that under Internal Decoration Scheme Policy it mentioned the conversion of green spaces and asked if should refer to internal decorations. Say Leddington replied that it should be internal decorations and apologised for the typing error.	
5.3	Mark Gayfer informed the Board that the Audit Committee had considered issues of electrical safety. He asked the decision of the ET in recommending the policy for approval could be deferred until an expert opinion could be gained on the risk assessment considered by the ET of not moving to a 5-year programme of all properties. Say Leddington confirmed this advice was being followed up and would be provided after the external expert had completed a 10% quality assessment survey on electrical testing completed.	
5.4	Kerry Heath asked if the intention of the Group Anti-Money Laundering Policy was for a Home Makers Board Member to take on that role. Chris Starke replied that it was part of the regulations that we have to have that role for Home Makers Board but not PCH Board.	
5.5	The Board: A. Approved the policies listed in the Executive Summary: <ul style="list-style-type: none"> • Mutual Exchange Policy. • Conversion of Green Spaces to Parking Policy. • Internal Decoration Scheme Policy. 	SL

	<ul style="list-style-type: none"> • Translation and Interpretation Policy. • Group Electrical Safety Policy subject to a further report from the Executive Team once independent advice confirmed regarding 10-year cycle. • Group Gas Safety Policy. • Group Asbestos Policy. • Group Anti-Money Laundering Policy. 	
6	Safeguarding Panel	
6.1	Say Leddington presented the report. She noted a pre-Board briefing, immediately before the main Board meeting, on hoarding where safeguarding issues are often identified.	
6.2	Anne McGurk noted the 87.65% staff compliance with safeguarding training at year-end and asked what PCH was doing to get to 100% compliance. Jonathan Lawn replied that regular reminders were issued to staff and the HR Committee were looking at mandatory training being a pre-requisite for staff to receive the annual bonus in 2020. Jim Ripley noted that the issue had been discussed at the Audit Committee and he had reported that if staff had not completed their mandatory training by 1 July 2019 they would receive a disciplinary letter.	
6.3	Lucy Ferman stated that the report seemed very focussed on processes and the appendices on outcomes and she would like future reports to be more focussed on outcomes.	
6.4	Anne McGurk referred to safeguarding referrals by category and that hoarding was 0% and she asked if this was correct. Say Leddington replied that it was the way cases were categorised as many people who hoard may be referred to Social Services due to self-neglect or psychological reasons.	
6.5	<p>The Board:</p> <ul style="list-style-type: none"> A. Noted the key outcomes from the Safeguarding Panel. B. Approved the update report for the Lewisham Safeguarding Children’s Board (LSCB). 	SL
7	Corporate Plan progress on milestones and targets for 2018-19	
7.1	Say Leddington presented the report.	
7.2	<p>The Board:</p> <ul style="list-style-type: none"> A. Noted progress on the milestones, key projects and key performance indicators achieved 2018-19 to support the Corporate Plan. B. Noted that assurance on how we are delivering the priorities is available on request. 	SL

8	Management Accounts	
8.1	Chris Starke presented the report. He noted that the financial statements will include the impact of FRS102 accounting for pensions, including a £1.2m charge to income for the SHPS scheme as a result of it being accounted for as a defined benefit scheme.	
8.2	Mark Gayfer noted the £8.6 million operating surplus. He added that there were areas that may require expenditure such as fencing and suggested that the ET consider purchasing houses as well as flats as part of the purchase and repair programme.	
8.3	Anne McGurk stated that she would like to see a downward trend on agency staff costs. Jonathan Lawn replied that recent costs were linked to the restructures.	
8.4	The Board noted the report.	CS
9	Chief Executive's Update Report	
9.1	Anne McGurk, congratulated Jim Ripley on him being inducted as a Fellow of the Royal Society of the encouragement of Arts.	
9.2	Jim Ripley presented the report.	
9.3	The Board noted the: A. Board Updates. B. Action Tracker.	JR
10	Any Other Business	
10.1	None.	

Approval

Approved by (Chair)	
Date	



DATE: 25/07/2019	PHOENIX COMMUNITY HOUSING BOARD MEETING	ITEM NO. 4
Open or Confidential	OPEN	
Report Title	Matters Arising of Minutes of last meeting	
Lead Officer	Kevin Kelly, Governance Manager, 07515605102	
Lead Board Members	Anne McGurk	
This item is for	INFORMATION	

DATE: 25/07/2019	PHOENIX COMMUNITY HOUSING BOARD MEETING	ITEM NO. 5
Open or Confidential	OPEN	
Report Title	Resident Scrutiny Panel Review Report - Fencing	
Lead Officer	Chantel Lynch, Service Improvement & Scrutiny Manager, 020 3121 0211	
Lead Board Members	Anne McGurk	
This item is for	DECISION	

1 Recommendations

- A. The Board notes the full review report on the findings and agrees the recommendations made by the Resident Scrutiny Panel on the Fencing review. (Appendix 1).**
- B. The Board notes the Resident Scrutiny Panel annual impact assessment (Appendix 2).**

Executive Summary

For their ninth review, the Resident Scrutiny Panel investigated Phoenix's approach to fencing and how it achieves value for money.

The Panel found that although Phoenix does not currently have a fencing programme or method of continuously repairing or installing fences, it did achieve value for money by:

- Ensuring that the wood used for fencing panels is from certified sustainable sources.
- Having a sustainable fencing specification which uses concrete posts and gravel boards. Although initially this approach is more expensive, it lasts longer than other specifications and is quicker to repair or replace if needed.

The Panel made nine recommendations to improve Phoenix's approach to fencing:

- 1) Proceed with the new fencing specification (installing concrete posts and gravel boards) which promotes good value for money.
- 2) Review the Fencing policy.
- 3) Ensure that there is full resident consultation on any fencing programme so that feedback is representative of all residents' views.
- 4) Consider having a steering group to oversee and support the consultation process made up of tenants, leaseholders and freeholders.

- 5) Phase in any fencing programme to ensure that value for money is achieved.
- 6) Consider using picket fencing for front gardens to identify property boundaries.
- 7) Ensure that accurate timescales and the type of priority for fencing repairs and renewals are provided to residents when they report fencing repairs.
- 8) Fencing preparation (measuring and assessing condition) could be included alongside inspections.
- 9) Consider using one type of fencing to avoid people comparing fences as well as communicating to avoid unrealistic expectations.

The Executive Team and key service managers have considered the recommendations and agreed them.

2 Corporate Plan Implications / Strategic Objectives

Strategic Objective: 1. Resident leadership and membership.

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

3 Background including appendices

The Resident Scrutiny Panel has been established to provide a specific resident forum to scrutinise Phoenix's service performance and improve services for all residents in line with arrangements set out by the Social Housing Regulator in the Regulatory Code. The full report provides details on the methodology, findings and recommendations of the review.

Appendix 1 – Resident Scrutiny Panel – Fencing Review Full Report

Appendix 2 – Resident Scrutiny Panel Annual Impact Assessment 2018-19

Available upon request:

Appendix 3 – Resident Scrutiny Panel Recommendations Action Plan Tracker

4 Communications & Consultation Implications

The Resident Scrutiny Panel consulted with the service area and Executive Team on their report. Members of the Panel have also used blogs, social media and the Phoenix Flyer to share their review with residents. The Panel are also drafting a summary report.

5 Other Implications

Legal



As part of the transfer agreement from Lewisham Council to Phoenix, promises were made to residents that fencing would be repaired within 5 years of transfer; which Phoenix met. The Phoenix Standards replaced the Transfer Promises document.

Housing Associations do not have a legal duty to provide fencing for their residents, however, Phoenix has chosen to provide fencing for residents.

Legal costs may be incurred where there are disputes between Phoenix and neighbouring freeholders on property boundaries.

Equality & Diversity

By providing a programme with one specification will ensure that residents receive a fair service and consistent approach to fencing by Phoenix.

Value for Money

The new fencing specification provides greater value for money as it lasts longer than other specifications and is quicker to repair or replace if needed.

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

The wood used for the fencing panels is from certified sustainable sources.

8 Resource Implications

Finance – A budget would need to be sourced for a phased fencing programme and full consultation exercise with residents.

Staff - The Phoenix Repairs Service can install the new fencing specification.

Property – Access would be required to residents’ gardens to measure and assess preparation conditions. Gardens would need be in a clear state before works.

IT – IT systems would need to be able to record garden sizes.

9 Confidentiality – open

Approval

Approved by (Chair)	
Date	Click here to select date

Resident Scrutiny Panel

Fencing Review Report



1) Executive Summary

The Resident Scrutiny Panel reviewed Phoenix's approach to fencing with the aim of investigating how it achieves value for money.

The Panel agreed that although Phoenix did not currently have a fencing programme or method of continuously repairing or installing fences, it did achieve value for money (VFM) by:

- Ensuring that the wood used for fencing panels is from certified sustainable sources.
- Having a sustainable fencing specification which uses concrete posts and gravel boards. Although initially this approach is more expensive, it lasts longer than other specifications and is quicker to repair or replace if needed.

2) Introduction & Background

The Panel selected this topic due to the increasing amount of complaints from residents that they wanted new fencing and disliked the chestnut fencing. The scope of the policy covered:

- Resident satisfaction with fencing repairs and renewals.
- Time frames and priorities for fencing repairs and renewals.
- Identifying the types of fencing options available to Phoenix and the sustainability and value for money of any fencing programme.
- Feedback and complaints from residents about fencing.

3) Methodology

The Panel began the review by carrying out an initial desktop exercise and requesting key documents. The following documents were requested:

- Repairs Policy
- Phoenix Standards (transfer promises)
- Resident Satisfaction with fencing repairs
- Complaints received regarding fencing

Resident Scrutiny Panel

Fencing Review Report



- Performance data on fencing repairs
- Fencing programmes through Environmental/Major Work Schemes.
- Benchmarking data.
- Costs of different types of fencing, fencing budget and spend

To support their understanding of fencing repairs and major works, the Panel also interviewed:

- Director of Property and New Business – Lesley Johnson
- Head of Contract Delivery – John Ball
- Partnership Manager – Jim Humm
- Phoenix Repairs Service Operative (Fencing Repairs) - Ricky Mepstead

4) Findings & Conclusions

Overview

Many housing associations do not provide fencing for their residents as they do not have a legal duty to. As part of the transfer agreement from Lewisham Council to Phoenix, promises were made to residents that fencing would be repaired within 5 years of transfer; which Phoenix met. The Phoenix Standards replaced the Transfer Promises document.

Phoenix has chosen to provide fencing for its residents. There have been various approaches to fencing in Phoenix's history. This has ranged from pilot programmes, payable fencing services and major works improvements which included some new fencing for estates.

The majority of fencing repairs and renewals are carried out in-house by the Phoenix Repairs Service. However, on occasion, some fencing repairs and renewals are outsourced to an external contractor for completion.

Findings

- Over the last six years, £647K has been spent of fencing.
- In 2015-16 the £170K budget was not spent (actual spend £55K) due to a bad storm that year. Costs were claimed through Phoenix's insurance, but in recent years the budget is under spent.

Resident Scrutiny Panel

Fencing Review Report



- In 2018-19, 711 fencing repairs were carried out, 73 residents were surveyed on their experience following a responsive repair fencing job. 71% said they were satisfied overall with the repair.
- The current fencing specification is to install two 6ft privacy fencing panels with the rest in chestnut fencing.
- Chestnut fencing appears to be costing Phoenix more money as there is a continued need for repairs.
- There is a back log of fencing requests (pending file) that needs to be completed.
- In 2018-19 there were 84 general enquiries recorded which related to fencing including some follow ups from the same household. There were also seven complaints related to fencing.

The general themes from resident feedback and complaints with fencing are around:

- The type/height of fencing
- Delay in fencing work
- Ownership/boundaries
- Loss of privacy
- Resident feedback suggest that fencing repairs were also:
 - to make safe (remove fencing) rather than repair.
 - to carry out inspections rather than repair.
 - in some cases, logged incorrectly. For example, staff may log a make safe repair as complete and closed off, but in a resident's view it has not been completed.
- 'Make safe' is when a fence is either repaired or replaced. If it is in an unsafe condition it will be taken down immediately.
- There is very poor communication with residents. There can be lots of visits by different staff (repairs, inspectors, surveyors) which wastes residents' time which is costly to Phoenix. Residents expect the repair to be completed on the first visit which is often not viable as pictures may only be taken on a first visit. There also needs to be better communication between the departments.

Resident Scrutiny Panel

Fencing Review Report



- If fences are installed and looked after properly, they should last 15 years. Tenants should be encouraged to use creosote on fences to give them a longer life.
- Tenants are usually responsible for the fence on the right-hand side of their garden.
- Overgrown gardens are also an issue that can delay fencing repairs and renewals.
- Phoenix does not have a fencing programme in place. Fencing is fixed when it is damaged or reported to Phoenix.
- Fencing for front gardens is not undertaken unless it is to restore a driveway to a front garden when the property is void (empty).
- A new fencing specification is being trialled. Two 6ft privacy waney panel fences with the rest in 3ft waney panels, concrete posts and gravel boards. If damage does occur the process and costs will be cheaper in the long run and less time consuming as Phoenix would only have to remove the damaged panel and slide in a new one. There will also be no need for ground preparation work (post renewals, ground preparation and checking for underground pipes).
- The cost of the new specification being trialled is:
 - £75 for 6ft privacy panels per metre.
 - £61.61 for 3ft fencing
- The Phoenix Repairs Service is able to install the new fencing specification.
- Phoenix has reviewed other types of long term fencing solutions such as PVC but it was very costly.
- All timber fencing products used by Phoenix are from UK based sustainable forestry sources.

Recommendations

- Proceed with the new fencing specification (installing concrete posts and gravel boards) which promotes good value for money.
- Review the Fencing policy.

Resident Scrutiny Panel

Fencing Review Report



- Ensure that there is full resident consultation on any fencing programme so that feedback is representative of all residents' views.
- Consider having a steering group to oversee and support the consultation process made up of tenants, leaseholders and freeholders.
- Phase in any fencing programme to ensure that value for money is achieved.
- Consider using picket fencing for front gardens to identify property boundaries.
- Ensure that accurate timescales and the type of priority for fencing repairs and renewals are provided to residents when they report fencing repairs.
- Fencing preparation (measuring and assessing condition) could be included alongside inspections.
- Consider using one type of fencing to avoid people comparing fences as well as communicating to avoid unrealistic expectations.

5) Constraints

- Changes in 'ownership' of fencing and responsibility within Phoenix had changed recently, so we were looking at information relating the existing rather than the current scheme.
- Clarity around decisions made on fencing and communication of this more widely to manage expectations.
- The Fencing Policy is due for review shortly, and given the above mentioned 'ownership', a lot of work towards improvements was already being worked upon.
- The time of year had no effect on the review. We had already considered problems with bad weather and plans for a uniform type of fencing to be used.

6) Next Steps

- The panel are scheduled to receive Designated Tenant Panel training delivered by TPAS in September 2019.
- The next review topic will be on the role of Housing Officers and Phoenix's approach to supporting 'at risk' residents.

Resident Scrutiny Panel

Fencing Review Report



7) Lessons Learnt

We were surprised by the many different policies used across the social housing sector with regard to fencing and the amount of different types of fencing used by Phoenix.

We assumed that fencing was inspected on a regular basis and boundaries were monitored. We were also surprised by the length of time it takes to inspect, repair or replace existing fencing.

Resident Group Annual Impact Assessment



Please consider the questions below to help write the annual impact assessment for:

Name of Group: Resident Scrutiny Panel

The number of meetings the group has held in 2018-19
The group held 11 meetings.
The number of new members the group has welcomed in 2018-19
No new members joined the panel. One resident expressed an interest in the panel via the website.
The number of members that have left the group in 2018-19
One member left the group.
What difference has the group made?
<p>(Consider the types of recommendations made and changes implemented, benefits to residents, changes in processes/procedures as a result of reviews, cash savings and efficiencies made to services, policies/strategies/approved, or any other potential benefits to the community).</p>
<p>In 2018-19, the panel carried out two service reviews:</p> <ul style="list-style-type: none"> ✓ Caretaking Standards ✓ Garden Scheme <p>The panel made 10 recommendations following their caretaking standards which included Phoenix meeting its duty of care to staff by providing an effective system to ensure the health and safety of lone workers.</p> <p>They made seven recommendations following their garden scheme review with several focused on reducing the financial loss to the business:</p> <ol style="list-style-type: none"> 1. Review and adjust the scheme to improve financial viability. 2. Ensure garden size and condition and time allocated are reflected in the cost to residents when joining the scheme. 3. Consider limiting eligibility to individuals over 60 or with a disability and no rent arrears. 4. Implement a one-off clearance charge for overgrown gardens before they can join the scheme. 5. Set a payment deadline at the end of February to allow for efficient scheduling of the work.

Resident Group Annual Impact Assessment



To help them monitor the implementation of their recommendations, the panel use an action plan tracker which staff update. When the panel are satisfied that the recommendations have been fully implemented, they then 'sign off' the action.

The panel continues to review evidence to ensure that Phoenix meets and delivers the Phoenix Standards.

List attendance: at conferences, visits to other associations / hosting visits for other associations, training sessions and the difference these have made to your role as a member to the group

- 1) One member has passed the CIH Level 2 Certificate in Housing Practice.
- 2) Members have continued to write a blogs as part of the Phoenix Voices campaign, Resident Involvement and the Gardening Scheme.

What are the group's plans for the next 12 months

(Consider the group's annual work programme, challenges you would like to overcome, training you may need to carry out your role and other aspirations)

- 1) The panel are keen to explore further training opportunities.
- 2) The panel will continue to monitor their action plan to ensure that recommendations have been fully embedded.
- 3) The panel would like to visit or welcome a visit from another housing association's scrutiny panel to research best practice and knowledge share.
- 4) The panel would like to introduce new options to attract interest and increase panel recruitment.
- 5) The panel will receive training on their new role as a 'Designated Tenant Panel' for complaints as the policy is now finalised.
- 6) The panel will receive training on changes to Housing Management legislation (this session was postponed in 2018-19).

Is there anything else you would like to add?

DATE: 25/07/2019	PHOENIX COMMUNITY HOUSING BOARD MEETING	ITEM NO. 6
Open or Confidential	OPEN	
Report Title	Policies	
Lead Officer	Chantel Lynch, Service Improvement & Scrutiny Manager, 020 3121 0211	
Lead Board Members	Anne McGurk	
This item is for	DECISION	

1 Recommendations

A. The Board approves the policies listed in the Executive Summary.

Executive Summary

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

All other policies have been reviewed as part of good practice. The key changes are:

- **Resident Involvement Code of Conduct and Breach of Code of Conduct Procedures**

Code of Conduct

Amended the term that residents are required to sign the code of conduct from every three years to annually.

Added the Policy Working Group and Communications Group to the list of resident involvement activity groups.

Made it clearer that residents need to comply with Phoenix's policies and procedures in relation to Equality and Diversity.

Added the use of making derogatory comments on social networking sites such as Facebook, Twitter, YouTube and personal blogs as examples of behaviours that could reasonably be regarded as bringing Phoenix into disrepute.

Made it clearer that if there are conflicts of interest residents would not be able to take part in resident involvement activities.

Updated our Data Protection obligations in the privacy statement.

Breach of Conduct Procedures

No amendments were made to the procedures.

The Policy Working Group unanimously agreed to recommend to Board that the Resident Code of Conduct and Breach of Code of Conduct Procedures are approved.

- **Pest Control Policy**

Clarified our aim and scope of the policy. Made our responsibilities clearer when we will provide treatment for pigeons or squirrels in lofts of tenanted houses. Explained pest control treatments that tenants are responsible for and where they can get low cost or free services from the local authority.

Outlined the number of treatments we will provide for the pests that we are responsible for.

Added the Key Performance Indicators that will be used to monitor performance relating to pest control cases.

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

- **Flytipping Policy**

Expanded our aim of the policy to set out how we will encourage residents to dispose of their waste responsibly and added that we will issue Fixed Penalty Notices (FPN) or liaise with the local authority to prosecute people who flytip on our land.

Outlined residents' responsibilities to dispose of their waste in either the appropriate bins, arrange collection using the local authority bulky waste collection service or a private collection service.

Made it clear that residents need to be mindful that if using a private collection service, they need to take reasonable precautions to ensure that whoever they use disposes of the waste legally otherwise the resident will be responsible for this if they do not.

Emphasised that the 'lumber point' system, where bulky waste could be left at a point on an estate for collection by Phoenix is no longer in operation.

Provided examples of when we would have sufficient evidence to issue a FPN.

Explained how residents can discharge themselves of the liability for the offence of littering by paying the FPN within 14 days. If payment is made within 10 days, then the lesser amount of £90 can be paid to discharge their liability. Failure to pay within 14 days or further offences of littering may result in legal proceedings being taken against them by the local authority. The maximum penalty upon conviction for this offence is a fine of £2,500.

Made it clear that we have installed many cameras on our estates with the express purpose of the prevention and detection of crime. We will also completed Data Protection Impact Assessments for each camera location.

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

- **Group Legionella Management Policy**

The Group Legionella Management policy has been updated to a 'group' policy to cover Phoenix, our subsidiaries and stock we own, manage and lease to others. The policy was due for review and has also been checked by external advisers.

Amended our arrangements for the management of legionella to ensure that we conduct suitable and sufficient risk assessments to our tenanted, void (empty), extra care schemes and commercial properties. Risk assessments will also be carried out every 12 months of shared cold water storage systems.

Added that risk assessments will identify and assess the risk of exposure to legionella bacteria from work activities, water systems on premises and any precautionary measures needed. Risk assessments will be reviewed for all property types when there is reason to believe they may no longer be valid. This includes:

- changes to the water system or its use
- changes to use of the building in which the water system is installed
- the availability of new information about risks or control measures
- the results of checks indicating that control measures are no longer effective
- changes to key personnel
- a case of legionnaires' disease/legionellosis associated with the system

Added timescales following each risk assessment where actions have been identified, the timescales for completing recommended actions range from 3 -18 months depending on the risk level for remedial actions.

Added that as a last resort, we will use the Tenancy agreement or Environmental Protection Act 1990 to force entry into properties where access is not provided and that we will look to recover the legal fees incurred when following the forced entry procedure.

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

2 Corporate Plan Implications / Strategic Objectives

Strategic Objective: 1. Resident leadership and membership.

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

3 Background including appendices

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

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

The following are appended as they have significant changes:

Appendix 1 – Resident Code of Conduct and Breach of Conduct Procedures

Appendix 2 – Flytipping Policy

Appendix 3 - Group Legionella Management Policy

The following policies are available upon request:

Appendix 4 – Pest Control Policy

4 Communications & Consultation Implications

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

5 Other Implications

Legal

The Group Legionella Management policy has adopted a building safety compliance approach and has been updated to 'group policy' to cover Phoenix, our subsidiaries and stock we own, manage and lease to others. The policy has also been checked by external advisers as part of the review.

As part of the Flytipping Policy, Data Protection Impact Assessments are completed for each camera location on our estates. Phoenix only installs cameras with the express purpose of the prevention and detection of crime.

Equality & Diversity

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

Equality Impact Assessments have been completed for the Pest Control and Flytipping Policies. The policies do not negatively impact on any protected group.

Value for Money

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

6 Risk Implications

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

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

7 Sustainability Implications

The Pest Control Policy supports the protection of bees. Bees are not regarded as pests and cannot be killed. In exceptional circumstances, if they present a major risk, bees can be removed by a registered Bee Handler.

The Flytipping Policy supports the protection of our land and green spaces on our estates by:

- Supporting residents to use kerbside collections or an authorised rubbish dump to dispose of their waste responsibly.
- Carrying out environmental improvements to prevent flytipping where feasible.

8 Resource Implications

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

Staff - London Borough of Lewisham trained the key members of staff from the Estate Services team to issue Fixed Penalty Notices.

Property – The Group Legionella Management Policy allows Phoenix as a last resort to use the Environmental Protection Act 1990 to force entry into properties where residents are not providing access. We will look to recover legal fees from residents incurred following the forced entry procedure.

IT – none

9 Confidentiality – open

Approval

Approved by (Chair)	
Date	Click here to select date

RESIDENT INVOLVEMENT CODE OF CONDUCT

Phoenix Community Housing recognises the valuable contribution that resident volunteers can make to the organisation and we actively encourage residents to become involved. Phoenix Community Housing encourages healthy, open and constructive discussions at all its Resident Involvement meetings.

This Resident Involvement Code of Conduct replaces all previous Resident Involvement Codes of Conduct. Involved residents will be asked to sign the code **before joining a Resident Involvement Activity and thereafter annually** as part of their commitment to resident involvement activities.

Resident Involvement Activity includes:

- Working parties.
- Working groups.
- Special interest groups.
- Neighbourhood panels.
- Tenants (Complaint) panel.
- Scrutiny Panel.
- Gateway Committee.
- Policies Working Group.
- Residents Communications Group.
- Community Chest Evaluation Panel
- Friends of Phoenix

The above list is not exhaustive.

1 Introduction

1.1 Phoenix Community Housing (PCH) recognises the valuable contribution that involved residents can make to the organisation.

1.2 This Code of Conduct sets out the standards of behaviour that you must follow when participating in resident involvement activities at PCH. It is not intended to be exhaustive, or to cover everything, but sets out basic requirements to enable resident involvement activities to function smoothly and successfully for everyone involved

2 General responsibilities

2.1 I will ensure I carry out my role responsibly, acting at all times in good faith and in the best interests of PCH, its residents and other service users.

2.2 I will follow other Phoenix policies where they are relevant to the resident involvement activity.

2.3 My own experience should inform my contribution but any individual repairs or other service matters should be raised through the appropriate Phoenix process for reporting repairs, complaints and other service matters.

2.4 I will not try to tell a member of staff or PCH contractor what to do. I will be courteous to other residents, staff and PCH contractors.

2.5 I will take all reasonable steps to ensure that no undeclared conflicts of interest arise between my resident involvement activity and my personal interests. This means for example you should not be involved in any discussions in which you or one of your relatives could financially benefit from. If you are unsure please contact the lead officer for advice and guidance.

2.6 I will not behave in a manner which could reasonably be regarded as bringing PCH into disrepute. This includes the use of, or entries on, social networking sites (such as Facebook, Twitter, YouTube and others). This means for example you should not talk to the press about a Phoenix matter in your capacity as a Phoenix Involved Resident.

This includes making derogatory comments about the association, its residents or other service users, partners or services, either in person or in writing or via any web-based media such as a personal blog or other site. This also applies if you do not name the association but where its identity can reasonably be inferred, or where you use a pseudonym but your identity can reasonably be inferred.

If I have a genuine concern about possible wrongdoing, I will report it to the appropriate senior person within the organisation

3 Meetings

3.1 If I attend a meeting or event I will be polite, courteous and respectful at all times to others present and not insult, abuse or use offensive language or behaviour.

3.2 I will follow the guidance of the Chair or lead officer in the conduct of the meetings and or any ground rules or other guidance the group agrees.

3.3 I will not attend a meeting or event if I am under the influence of alcohol or illegal substances.

4 Confidentiality

4.1 I will comply with the provisions of the Data Protection Act 2018 which governs the protection of personal data. All personal data held about residents and other service users, employees and others, whether on paper or electronically is subject to the provisions of the Act. The association's policies, procedures and privacy statement provide further guidance.

4.2 Members must respect all individual residents' confidentiality, whether present or not. Specific cases which may cause embarrassment or identification of an individual should not be mentioned.

4.3 I will not disclose without authority any confidential business information. This duty continues to apply after even if I no longer take part in any resident involvement activity.

5 Equality

5.1 I will have and show respect for the people I deal with, and take their circumstances and personal differences into account.

5.2 I will comply with the law and with the association's policies and procedures relating to equality and diversity. Equality laws prohibit discrimination on grounds including age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex and sexual orientation and impose positive duties to eliminate unlawful discrimination and promote equality. The association's policies give further guidance.

5.3 I will not harass, bully or attempt to intimidate any person. The association's policies give further guidance.

6 Breaching the Code of Conduct

6.1 I understand that if I breach this Code of Conduct, I may be subject to action under the PCH Resident Involvement Dealing with Breaches of the Code of Conduct Procedure, which may result in exclusion from any resident involvement activity.

7 Not allowed to take part in Resident Involvement

7.1 I understand that I cannot take part in PCH resident involvement activity if I:

- Wilfully withhold rent or service charge payments.
- Have any anti social behaviour actions outstanding against me.
- Have been removed as a Board Member.
- Have an outstanding Ombudsman case pending determination or investigation by the Ombudsman.
- Am excluded as a result of a breach of the code of conduct.
- I have a conflict of interest in the activity- for example I cannot be on the recruitment panel for staff if I am related to a candidate; I cannot assist in procurement interviews if I have a conflict of interest with a supplier or I cannot be a member of a Tenants Panel for complaints if the complainant lives near me or I have prior knowledge of the complaint.

8 Conflicts of interest

8.1 I understand I must declare any conflicts of interest as soon as they come up.

I agree to follow this Code of Conduct

Signed..... Date.....

Print Name.....

We will process the personal information on this form to enable us to provide resident involvement activities. Your personal information will be deleted if you no longer wish to be an involved resident or your tenancy or lease ends with us. The information you provide will be stored and retained securely and treated in accordance with our Data Protection Policy, the General Data Protection Regulation and any succeeding acts. Our data protection policy and privacy statement is available on our website and on request by calling 0800 0285 700.

RESIDENT INVOLVEMENT BREACH OF CODE OF CONDUCT PROCEDURES



INTRODUCTION

The following procedure applies to breaches of the Resident Involvement Code of Conduct.

You are encouraged, where possible to seek to resolve breaches of the Code of Conduct informally. It is hoped that by adopting this approach, the majority of issues can be dealt with at the informal resolution stage.

Breach of Code of Conduct Procedure

Allegations or complaints should be brought to the attention of the lead member of staff involved in the working, group, specialist interest group etc. The handling of the complaint will depend on the nature and severity of the issue, as well as the conduct of the involved member.

Informal resolution

In some circumstances it may be possible to resolve the complaint informally without considering whether it is necessary to proceed to investigation. If the complainant and the member concerned agree to this and it appears to the lead member of staff involved in the working group, specialist interest group etc that informal resolution is appropriate, s/he will seek to achieve an informal resolution at that stage. It may be for example, in less serious allegations that an apology or a meeting between the parties may resolve the issue. However, informal resolution is unlikely to be appropriate if the allegation is serious or the parties do not agree.

Initial assessment

If informal resolution is not appropriate or possible, the lead member of staff involved in the working group, specialist interest group etc will make initial enquiries so that s/he may reach a decision about whether the matter should be investigated in detail.

Investigation

If the lead member of staff involved in the working, group, specialist interest group etc decides that an investigation is appropriate; s/he will investigate the complaint or appoint another person(s) to do so on their behalf.

The investigation will consider:

- If the alleged breach / complaint is supported by evidence.
- The severity of the allegations / complaint.

The lead member of staff involved in the working, group, specialist interest group etc may decide at this stage:

- That there is insufficient evidence and the matter is closed.
- That there is sufficient evidence and the matter should be put before a formal hearing.
- That the matter is so severe that the member under investigation is suspended from attending further meetings until the matter is heard by a Panel.

Formal Hearing

FN Procedure Involved Resident Breach of Code of Conduct Procedures DRAFT V1 June 2019 to ET RPWG & Board

If a formal hearing is deemed necessary, the following procedures will apply:

1. The involved resident will be invited, a minimum of five working days notice beforehand, to a formal hearing to discuss the allegation, complaint/complaints. The invite will outline the nature of the allegation or complaint.
2. The Panel will be made up of two Involved Residents and a Senior Manager (Senior Management Team member). The panel will be serviced and supported by the Governance Manager. No Panel member will have been involved in the issue under investigation or from the same Community Link area.
3. The Panel will meet to consider the report of the lead member of staff involved in the working group, specialist interest group etc and any written representations made by the member concerned. The Panel will not normally take oral evidence at the meeting (but may decide to do so in appropriate cases). However it may require the resident concerned, the lead member of staff involved in the working group, specialist interest group etc (and/or person appointed on her/his behalf to investigate) and/or any other person to attend to answer their questions.
4. After the hearing the Panel will formally write to the resident within 5 working days outlining their decision.

Remedies

Where the Panel finds that the case is not proven, there will be no further action.

Where the Panel finds that a case is proven, the panel will decide the appropriate remedy to apply:

i. Verbal Warning

This is applicable for relatively minor issues. A verbal warning will be issued by the Panel and a record will be kept for 6 months. The warning should outline the nature of the misconduct and provide guidance on how conduct should be improved / maintained in future, where applicable.

ii. Written Warning

This applies for a minor issue, where a verbal warning has already been issued (whether or not for the same type of issue) or for more serious issues. A record will be kept for 12 months. The written warning should outline the nature of the misconduct and provide guidance on how conduct should be improved/maintained in future, where applicable.

iii. Expulsion

This applies for serious issues. The resident will be excluded from involvement activities with immediate effect. The outcome will be confirmed to the member in writing within five working days of the hearing.

The proceedings and findings of the Panel will be recorded and kept by the Governance Manager. All documents relating to the Panel will remain confidential and kept by the Governance Manager.

Right of Appeal

If there is a finding of a breach, the resident concerned may appeal in writing to the Company Secretary within 21 calendar days from the date of notification in writing. The decision of the Company Secretary will be final.

FLYTIPPING POLICY

Responsible Officer

Director of Customer Services

Aim of the Policy

Flytipping is illegal dumping of materials on land; instead of using kerbside collections or using an authorised rubbish dump.

Phoenix is committed to working together with residents and other agencies to ensure our community is free from flytipping and has a zero tolerance policy on flytipping.

We will do this by:

- Encouraging people to dispose of their waste responsibly through signage, letters or other means.
- Issuing Fixed Penalty Notices to people who flytip on our land or liaising with the local authority to prosecute them.
- Carrying out environmental improvements to prevent flytipping where this is feasible.

This policy links to Phoenix's overall objectives in the following ways:

- Our vision: *'to work together to build a better future for our Phoenix Community.'*
- Our strategic objective: *'Excellent services delivered with fun and empathy'.*

The Policy

1 Responsibility of residents

1.1 To dispose of their waste either in the appropriate bins or where it is bulky waste to arrange collection using the Lewisham Council bulky waste collection service, using a private waste collection service or taking it to a waste disposal site.

1.2 Residents need to be mindful that if using a private waste collection service, they need to take reasonable precautions to ensure that whoever they use disposes of the waste legally as they will be responsible for this if they do not.

1.3 It should be emphasised that the "lumber point" system, where bulky waste could be left at a point on an estate for collection by Phoenix, is no longer in operation.

2 Responsibility of Phoenix

- 2.1 Phoenix will patrol our estates and street greens daily to collect flytipping and take it to a tip.
- 2.2 Phoenix will assess flytips before removal to ascertain any Health & Safety risks. If any flytips contain asbestos containing materials, Phoenix will refer to a specialist contractor for removal and disposal. Confirmation from the contractor is sent to our Asbestos Specialist for our records.
- 2.3 Where there is evidence who has done the flytipping, members of the estates services management team are now trained and authorised to issue a Fixed Penalty Notice (FPN). Sufficient evidence is:
- where a member of staff has found correspondence within the rubbish indicating where the rubbish has come from,
 - where a member of staff has seen someone bringing the rubbish out from a property,
 - where there is imagery from a camera.
 - where a member of the public has seen the rubbish being dumped or has photographed it and is prepared to provide a statement to that effect.
- 2.4 The FPN gives the flytipper the opportunity to discharge themselves of the liability for the offence of littering. They are given 14 days in which to pay the FPN. If they pay the penalty within 10 days they can pay the lesser amount of £90 to discharge their liability.
- 2.5 Failure to pay within 14 days or further offences of littering may result in legal proceedings being taken against them by the local authority. The maximum penalty upon conviction for this offence is a fine of £2,500.
- 2.6 In addition to the Fixed Penalty Notice Phoenix will also seek to re-charge costs of collection.
- 2.7 Where flytipping is commercial, on a large scale or persistent Phoenix will work with the local authority to prosecute.
- 2.8 Phoenix has installed many cameras on our estates with the express purpose of prevention and detection of crime. We will complete Data Protection Impact Assessments for each camera location.

3 Legislation

- The Health and Safety at Work Act 1974
- Environmental Protection Act 1990, Section 87(1)
- Workplace (Health, Safety and Welfare) Regulations 1992
- Provisions and Use of Work Equipment Regulations 1992
- Manual Handling 1992

- Management of Health & Safety at Work Regulations 1999
- Control of Substances Hazardous to Health Regulations 2002
- Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013
- Data Protection Act 2018
- CCTV Guidance

4 Key Performance Indicators

Phoenix monitors performance related to flytipping cases including:

- The number of flytipping cases reported.
- The total tonnage of collected flytipping cases.
- The average cost of flytipping collections.
- Phoenix will also report performance information to residents.

5 Policy Review

Phoenix will review this policy and supporting procedures once every 3 years, or sooner if required by legislation or related changes.

Reference to other documents and associated policies and procedures

- Phoenix Standards
- Health & Safety Statement of Intent
- Group Asbestos Management Policy
- Data Protection Policy and Toolkit
- Tenants Handbook

Definitions

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

Document Type:	Policy
Title:	Flytipping Policy
Author	Estates Services Manager
Department Owned By	Customer Services
Data Protection Impact Assessment	Yes
Equalities Impact Assessment:	Yes
Approval Date:	

Approved By:	Board
Implementation Date :	
Status:	Draft
Version No:	V4
Last updated:	2019-06-21
Issue Date:	
File Path:	

GROUP LEGIONELLA MANAGEMENT POLICY

Responsible Officer

Director of Property and New Business

Aim of the Policy

This policy outlines our group approach to managing legionella and ensures we:

- Comply with our statutory duties and Approved Codes of Practice
- Control and minimise the risk of harm to residents, employees, contractors, and others affected by our work activities, from legionella bacteria.

This policy links to Phoenix's overall vision 'to work together to build a better future for our Phoenix Community.'

Policy Scope

This policy covers how the Phoenix Group will manage, assess, control and monitor the risks of legionella within water systems in tenants' homes, housing blocks, community facilities and commercial properties.

This policy does not cover water systems:

- located within lessees' properties
- located in Home Makers properties, unless we own the property
- in blocks that have been collectively enfranchised and we do not own any flats. Where we own flats in a collectively enfranchised block, we will require assurance that reasonable steps have been taken to manage water systems in accordance with current HSG 274 and approved codes of practice.

Policy Statement

Legionella management is an important obligation for all Landlords. Phoenix fulfils its obligations by being committed to taking all reasonable steps to manage water systems in accordance with HSG 274 and approved codes of practices.

We will effectively manage water systems to mitigate the risks posed by legionella to ensure the health and safety of residents, staff, contractors and the public.

We are committed to engaging with residents and stakeholders and will use a range of communication methods to consult with, listen to, respond and promote awareness of water systems management to ensure they are safe, and feel safe, in their homes.

The Policy

1.0 Responsibilities

We recognise the importance of clearly defined responsibilities with commitment at all levels of our organisation including Board, Executive Team, Senior Managers, Team Members and Contractors we work with.

We will ensure these responsibilities are documented, embedded and demonstrated by means of a golden thread of leadership and commitment from senior management to employees through to engagement with **our** residents and contractors.

All members of staff are expected to follow this policy and associated procedures in relation to water systems management.

Levels of accountability

- The Board will provide safety leadership and ensure Board decisions reflect the intentions outlined in the Group Legionella Management Policy.
- The Board and the Chief Executive delegate responsibility for achieving its legionella management objectives to the Director of Property and New Business.
- The Director of Property and New Business is accountable for ensuring that Phoenix fulfils its legal obligations regarding the implementation of the Group Legionella Policy and ensuring that adequate resources and support are made available to deliver the arrangements for the management of water systems.
- The operational lead for the Group Legionella Management Policy is the Health, Safety and Compliance Manager.
- The Executive Team will assist the Board and Chief Executive in fulfilling their responsibilities and have extensive safety responsibilities of their own within their directorates.
- Heads of Service and Senior Managers have the responsibility for driving and delivering compliance with the Group Legionella Management Policy and supporting procedures within their service area.
- Every employee must ensure they are aware of and follow the Group Legionella Management Policy and supporting procedures. They will inform their managers of any concerns and contribute to the development of a positive safety and compliance culture throughout Phoenix.
- Residents and stakeholders also have a vital role to play in making sure the buildings they live in or use are safe. Through positive engagement residents and stakeholders will be encouraged to take an active interest in safety and compliance at Phoenix.
- Contractors, **and** subcontractors **and third party auditors** must comply with the arrangements of this policy and demonstrate competency in the management of their work activities, in relation to water systems and legionella.

2.0 Arrangements for the management of legionella

We will:

- Conduct suitable and sufficient risk assessments to our tenanted, void (empty), extra care schemes, and commercial properties. Any shared cold water storage systems will have risk assessments carried out every 12 months.
- Ensure that all new developments and refurbishment projects have a Water Risk Assessment on completion which will be provided to the responsible person.
- Keep a record of the risk assessments undertaken as well as information relating to the maintenance, testing and any remedial works carried out for a minimum of five years.
- Ensure risk assessments identify and assess the risk of exposure to Legionella bacteria from work activities and water systems on the premises and any precautionary measures needed. All key elements identified in ACoP L8, HSG274 Parts 2 & 3 and BS8580:1 – 2019 will be considered.
- Review risk assessments for all property types when there is reason to believe they may no longer be valid. This will include
 - Changes to the water system or its use;
 - Changes to the use of the building in which the water system is installed;
 - The availability of new information about risks or control measures;
 - The results of checks indicating that control measures are no longer effective;
 - Changes to key personnel;
 - A case of legionnaires' disease / legionellosis associated with the system.
- Share the above information as required with contractors and enforcement bodies.
- Where reasonably practicable, remove the potential source of future contamination including the removal of cold water storage tanks.
- Where reasonably practicable, implement planned improvement programmes to gradually replace storage tank systems with combination boilers wherever possible.
- Conduct samples where water tanks and pipes have been modified or downsized to ensure effective control measures are in place.
- Ensure that new tenants are made aware of the risk of legionella when they move into a property and provide them with relevant information such as flushing through the system and making sure shower heads are clean as part of the sign-up process.
- Review the management of legionella every six months and update if circumstances change or because of any significant procedural or legislative changes.

2.1 Assess, monitor and recording- Programme management

We will:

- Maintain a database for all properties which require water risk assessments including an asset register related to the risk of Legionella.
- Ensure specific controls for at risk properties are recorded along with details of when measures were last carried out and are next due.

- Put controls in place to prevent or limit the growth of legionella within water systems such as:
 - Carrying out maintenance or remedial works
 - Disinfection of the system
 - Keeping water cisterns covered, insulated, clean and free from debris
 - Ensuring water cannot stagnate anywhere in the system e.g. removing redundant pipe work, running taps / showers in unoccupied rooms
 - Insulating pipework
 - Maintaining the correct temperature at the hot water cylinder
 - Advising staff and contractors working on water systems about the risks and how to minimise them
 - Advising residents about the risks, the control measures and precautions that can be taken to minimise them

2.2 Remedial actions

Following each risk assessment where actions have been identified, the timescales for completing the recommended actions will be as set out in the table below:

High Risk	Short term	3 Months
Medium Risk	Medium Term	9 months
Low Risk	Long Term	18 months

2.3 Emergency Action Plan

In cases where a legionella outbreak occurs in a dwelling or in a communal area, we will:

- Have an emergency plan in place to deal with immediate and significant risk of harm, notifying the Health and Safety Executive (HSE) as appropriate.

2.4 Procurement of Competent Contractors

We will:

- Comply with the BSI PAS 91 scheme when procuring competent contractors.
- Only appoint contractors that are members of a recognised body such as the Legionella Control Association.
- Only appoint contractors with the relevant training, skill, experience and knowledge to carry out work on the water systems that we are responsible for. This will include a City & Guilds qualification, being part of a water management society and have at least 3 years onsite experience.

- Review the arrangements for our contractors during our next procurement. This is to prevent any conflict of interest in relation to the management of risk assessments and recommended remedial work programmes.
- Openly share the information from our risk assessment database with our contractors or anyone authorised to carry out work on our behalf.

2.5 Access

We will:

- Monitor the Inspection Programme to ensure that attempts to gain access for re-inspection occur in a timely manner.
- Take reasonable steps to gain access so we can carry out our legal duties as they relate to Legionella Management.
- Make reasonable attempts to access our properties.
- Take reasonable steps to communicate appointments with residents.
- Take into account the needs of residents that are 'at risk' when attempting to gain access.

2.6 Forced Entry

As a last resort, we will use the Tenancy agreement or Environmental Protection Act 1990, to force entry into properties where access is not provided.

2.7 Cost Recovery

We will look to recover the legal fees incurred when following the forced entry procedure.

3.0 Training

We will identify and provide legionella management training to all staff that have specific or general responsibilities relating to this policy or procedure as identified in the Training Matrix and ensure that we have an available source of expert legionella advice.

4.0 Communication and information

We are committed to engaging with residents and stakeholders and will use a range of communication methods to consult with, listen to and promote awareness of legionella management. We will:

- Develop a Health and Safety communications plan to help ensure all residents are fully aware of the risk surrounding Legionella by providing legionella awareness leaflets in their tenancy pack. The leaflet will be made available to existing residents through the Phoenix website and legionella advice will also be communicated through others forums such as the resident's newsletter.
- Make residents aware of their responsibility to help reduce the risk.
- Provide residents copies of the risk assessment we hold on their home upon request.

- Ensure that when planning legionella related works, the needs of residents and members of the public are considered.

5.0 Legislation

We recognise our duties and responsibilities under current legislation, related codes of practice and guidance concerning the management of legionella, including:

- The Defective Premises Act 1972 in England and Wales
- The Health and Safety at Work Act 1974
- Landlord and Tenant Act 1985
- Housing Act 1988
- Environmental Protection Act 1990
- Workplace (Health, Safety and Welfare) Regulations 1992
- Provisions and Use of Work Equipment Regulations 1998
- The Management of Health & Safety at Work Regulations 1999
- Control of Substances Hazardous to Health Regulations (COSHH) 2002
- Housing Health and Safety Rating System – Housing Act 2004
- Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 2013
- The Construction Design and Management Regulation 2015
- Homes (Fitness for Human Habitation) Act 2018
- Data Protection Act 2018
- ACoP L8, Legionnaires' disease; The control of Legionella bacteria in water systems, Approved Code of Practice and guidance.
- Legionnaires' disease: Technical guidance; HSG274 Part 2: The control of legionella bacteria in hot and cold water systems.
- Legionnaires' disease: Technical guidance; HSG274 Part 3: The control of legionella bacteria in other systems

Monitoring and Review

We will:

- Undertake monthly active monitoring of our policy arrangements and procedural operations at a team level.
- Report and monitored monthly performance related to legionella management through key performance indicators as determined by the Board. Incidents of non-compliance will be reported or escalated to the Executive Team and Board as appropriate.
- Report key performance indicators quarterly to the Health and Safety Committee.
- Undertake periodic third party audits and report to the Audit Committee.

Policy Review

We will review this policy every 3 years, or sooner if there are changes to legislation, **good/best** practice or other learning.

Reference to other documents and associated policies and procedures

Including:

- Phoenix Standards
- Health & Safety Policy
- Responsive Repairs Policy
- Communal Clearance
- Group Asbestos Management Policy
- Group Gas Safety Policy
- Group Fire Safety Policy
- Group Electrical Safety Policy
- Tenancy and Lease Agreements
- Mutual Exchange Policy
- Translation and Interpretation Policy
- Recharges to Residents Policy
- Building a Safer Future- An Implementation Plan
- Audit Reports
- Procurement Policy, Strategy and Toolkit
- Voids Policy
- Contractors, Suppliers and Service Providers Charter
- Asset Management Strategy
- Tenants Handbook
- Supporting Residents 'At Risk' Policy

Definitions

Term/acronym	Description
Resident	Includes tenants and lessees.
Phoenix	Phoenix Community Housing.
We/us/our	Refers to Phoenix Community Housing.
You/your	Refers to Phoenix tenants and lessees.
The Health and Safety at Work Act 1974	As a landlord, Phoenix has a duty to ensure the health and safety of residents and members of the public by keeping homes and commercial properties safe and free from health hazards including legionella.
The Control of Substances Hazardous to Health Regulations 2002 (COSHH)	Legionella pneumophila is classed as a biological agent by the Health and Safety Executive (HSE) and is listed as a Class 2 hazard under COSHH Regulations 2002. Under these regulations, Phoenix has a statutory duty to: <ul style="list-style-type: none"> • Identify and assess sources of risk

	<ul style="list-style-type: none"> • If appropriate, prepare a written scheme for preventing or controlling the risk • Implement, manage and monitor precautions • Keep a record of precautions • Appoint a competent person with sufficient authority and knowledge of the installation to help take the measures needed to comply with the law
<p>HSE Approved Code of Practice (ACoP) L8 and HSG 247 'The Control of Legionella Bacteria in Water Systems'</p>	<p>The HSE ACoP is not an Act or Regulation but does have legal status. If there were to be an outbreak of legionella at a property, it would be essential for us to show that we have followed the relevant provisions set out in the HSE ACoP or that we have complied with the law in some other way. The ACoP is intended to offer practical advice on how to comply with the law. The guidance is not compulsory but illustrates good practice and HSE inspectors seeking to secure compliance with the law may use this guidance as a point of reference.</p>

Document Type:	Policy
Title:	Group Legionella Management Policy
Author:	Compliance Manager
Department Owned By:	Property and New Business
Data Protection Impact Assessment:	No
Equalities Impact Assessment:	No
Approval Date:	
Approved By:	
Implementation Date:	
Status:	DRAFT
Version No:	V6
Last updated:	
Issue Date:	
File Path:	

DATE: 25/07/2019	PHOENIX COMMUNITY HOUSING BOARD MEETING	ITEM NO. 7
Open or Confidential	OPEN	
Report Title	Management Accounts to June 2019	
Lead Officer	Chris Starke, Director of Finance, 02031210121 Chris.starke@phoenixch.org.uk	
Lead Board Members	Mark Gayfer	
This item is for	INFORMATION	

1 Recommendations

A. That the Board notes the report.

Executive Summary

The purpose of this report is to provide the Board with information on the financial performance for the period to 30 June 2019 and compare this to the budget for the same period.

The June management accounts show a £2.7 million operating surplus compared to a budget operating surplus of £2.2 million for the period, a favourable variance of £0.5 million. The main elements of the variance are:

- Phasing of planned and major works £250,000;
- Phasing of other operating costs £98,000.

The overall surplus of £2.4 million compares to a budget surplus of £2.1 million for the period, a favourable variance of £0.3 million. There is an adverse variance on Right to Buy sales due to fewer sales than budget.

The reforecast shows an overall favourable variance against the full year revenue budget of £0.2 million due to additional income from a property sold under the Right to Acquire and savings expected from bringing facilities services in house.

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

2 Corporate Plan Implications / Strategic Objectives

Strategic Objective: 4. Sustainability-for our business and our community.
2019-20 Corporate Objective: • Deliver our Value for Money and efficiency plans, so we confidently maintain our financial viability in the long term.

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

3 Background including appendices

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

Appendix 1: Variances to Budget for June 2019 with commentary
Appendix 2: PCH June 2019 management accounts summary (including statement of financial position and cash flow statement)
Appendix 3: PAS June 2019 management accounts summary

4 Communications & Consultation Implications

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

5 Other Implications

Legal

None.

Equality & Diversity

None.

Value for Money

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

6 Risk Implications

- 6.1 The actual financial performance for the period shows a favourable variance compared to budget. This is consistent with the 'cautious' risk appetite agreed by the Board:

Risk appetite: *"Some actions considered that could lead to budget overspend; exposure is limited and opportunity or reward exceeds threat".*

7 Sustainability Implications

None.

8 Resource Implications

Finance



The results demonstrate compliance with the new financial covenant targets under the restated loan arrangements with Barclays: EBITDA MRI must be greater than 1.1 times interest payable (the ratio is 3.7) and net debt per unit below £30,000 (£11,473 at 30 June 2019). The financial covenant target for the Private Placement investor is EBITDA must be greater than 1.1 times interest payable (the ratio is 4.4).

Staff

None.

Property

None.

IT

None.

9 Confidentiality

9.1 The report is open.

Approval

Approved by (Chair)	
Date	Click here to select date

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

Area of income or expenditure	Actual YTD Jun 19 £'000	Budget YTD Jun 19 £'000	Variance Fav/(adv) £'000	Explanation of difference	Report section
Total income	8,848	8,923	(74)	Phasing of income on new development schemes and major works recharges to leaseholders	1
Housing Management and Service costs	727	767	40	Under spend on play area H&S works, tree maintenance programme and communal cleaning	2.1 - 2.3
Responsive and void repairs	1,326	1,402	76	Lower spend on routine repairs (SWOs), adaptations and disrepair; offset by higher voids work costs.	2.4
Planned & cyclical maintenance	177	308	131	Procuring contractor for the range of specialist fire safety works	2.5
Major works revenue	3	131	128	Scoping programme for structural and environmental works	2.6
Staff costs	1,796	1,866	70	Transfer of repair planners from PCH to subsidiary PAS	2.7
Office, IT & other operating expenses	1,082	1,195	113	Under spend on professional fees, legal fees, court costs and community chest projects	2.8
Depreciation	1,018	1,018	0	Non-cash item	2.9
Total expenditure	6,129	6,688	559		
Net Operating Surplus	2,719	2,235	484		
Net interest payable	(742)	(755)	13	Includes interest receivable	3.1
Sale of assets	430	616	(186)	1 RTA sale and 1 RTB sale compared to 3 RTB sales assumed in budget for period.	3.2
Overall Surplus	2,407	2,096	311		

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

1 Income

1.1 Gross Rents and Service charges receivable

Overall gross rental and service charge income (including garages) is £100,873 lower than budget. The income variance relates to the assumption of rental income from the three developments currently on site. This additional income is phased evenly over the year. The budget will be re-phased in line with the practical completion dates of each development.

1.2 Voids loss and bad debts

Void loss is £11,011 lower than budget. This is due to the same budget phasing as above. Bad debts are £39,730 lower than budget.

1.3 Revenue grant income

Revenue grant income for the Fellowship Inn project is £5,496 higher than budget. There is £10,000 grant from the Arts council deferred from 2018/19 as some of the grant related activities are being delivered in the first half of 2019/20.

1.4 Other income

Other income overall is £29,756 lower than budget. The main variances are:

Under budget:	Variance
Court costs recovered (lower costs incurred)	£17,500
Major works recharged to leaseholders (offset by lower costs)	£69,000
Over budget:	
Fees & Charges (Leasehold)	£12,000
Commercial property leases	£10,000
Miscellaneous income	£10,000
Corporate sponsorship	£9,000

The increase in commercial property income is due to an agreement on prior period rent on a commercial property.

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

2 Expenditure

2.1 Service Costs

Service costs are £20,088 lower than budget. The main variances are:

Under budget:	Variance
Play area maintenance	£7,000
Tree maintenance	£6,000
Communal heating	£5,000

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

Over budget:

Communal electricity	£12,000
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The lower spend for play areas is expected to increase over the winter period. There is lower spend on tree maintenance than anticipated.

2.2 Estate & Environment costs

Estate and environment costs are £3,637 lower than budget.

2.3 Other Housing Management

Housing management costs are £16,911 lower than budget. The main variances to budget are:

Under budget:	Variance
Resident training & digital inclusion	£7,500
Financial Inclusion	£6,000

Resident training is due to phasing of expenditure. Financial inclusion is a result of reduced use of the Citizen's Advice service than expected for the first quarter. This is likely a result of the delayed migration of universal credit. The forecast expenditure is in line with budget for the year.

2.4 Repairs and Voids

Repair costs are £120,378 lower than budget. Void costs are £44,553 higher than budget due to an increase in both the numbers and average costs for voids. The main variances to budget are:

Under budget:	Variance
Routine maintenance (SWO's)	£91,000
Aids & adaptations	£33,000
Disrepair	£26,000
Drainage	£10,000

Over budget:

Fencing	£24,000
Responsive repairs	£20,000
Gas servicing and repairs	£18,000

The net variance of the repairs and voids total costs is £75,824 lower than budget.

Phoenix Agency Services (PAS) June 2019 management accounts are included in appendix 3.

2.5 Planned and cyclical maintenance

Planned and cyclical maintenance expenditure is £130,357 lower than budget. The main variances to budget are:

Under budget:	Variance
Fire safety works	£106,000
Electrical condition surveys and remedial works	£60,000

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

Over budget:

Water services	£61,000
Window & door replacements	£31,000

The programme for fire safety works delivered by PAS has started. Other more specialised fire safety works are currently being procured by the contract delivery team.

Electrical works are currently below budget due to a lower level of remedial works arising from the inspection surveys.

Water services costs are higher than budget as the cyclical legionella inspection survey work is ahead of the expected phasing and includes additional works identified following surveys.

2.6 Major works revenue

Major works revenue costs are £128,537 lower than budget. The costs relate to major works that are not capitalised, including asbestos surveys and remedial works, minor structural works to address damp and subsidence, and major works rechargeable to leaseholders. The main variances to budget are:

Under budget:	Variance
Leaseholder major works (offset by income above)	£43,000
Asbestos surveys and remedial works	£67,000

2.7 Salaries and other staff costs

Total staff costs (including agency) are £69,886 lower than budget. The budget was prepared based on the December 2018 staff establishment, net of assumed savings from the restructure. There have been seven posts (repair planning team and property surveyors) transferred to the subsidiary, PAS, in June as a consequence of the final restructure.

The forecast reflects the decision to bring the facilities management services at the Green Man in house.

The PCH and PAS service level agreement and related budgets are to be reviewed to reflect the results of the restructure. This is likely to result in some potential budget adjustments to be proposed for Board approval in September 2019.

2.8 Office, IT and other operating expenses

Office costs are £4,529 higher than budget; IT costs are £19,442 lower than budget; and Other operating expenses are £90,415 lower than budget. The main variances on expenditure are:

Under budget:	Variance
Legal fees	£20,500
Court fees (offset by income above)	£19,000
Community Chest	£13,000

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

Over budget:

Legal fees – disrepair	£12,500
Allpay rent collection fees	£9,500
Professional fees	£7,000

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

2.9 Depreciation

Depreciation is in line with budget for the year This is a non-cash item.

2.10 Net Operating Surplus

PCH has a net operating surplus of £2,719,000 as at the end of June 2019. This is £484,000 higher than budget for the period.

3 Interest and Sales of Assets

3.1 Interest

Net interest is £13,000 lower than budget for the period, mainly due to higher interest receivable on cash deposits.

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 has been 1 RTB and 1 RTA sale completed in the period. This is a lower volume than sales assumed in the budget (3 RTB).

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

4 Statement of Financial Position

4.1 Acquisitions/development of property

Housing properties net book value was £202 million at the end of June 2019, with depreciation partly offsetting development expenditure.

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

Development expenditure during the period is £1.7 million, primarily in respect of the Forster House scheme, Woodbank Road and Riverpark Garden schemes.

Included in creditors is the unamortised grant of £6.7 million for the current development schemes and Hazlehurst Court.

4.2 Purchase and repair

The budget includes £4,000,000 for the purchase and repair of properties available within the Phoenix area, funded from the retained RTB & RTA receipts (see sections 3.2 Sale of housing properties, and 4.9 Restricted reserve).

The purchase of 3 properties for £0.9 million has been completed in the period.

4.3 Fellowship Inn and Other Fixed Assets

There has been £144,489 of capital expenditure on the Fellowship in the period. Grant claimed to date (£3,2 million) is included in creditors pending completion of the project when it will be released to income.

Additions to other fixed assets of £0.3 million principally relate to expenditure on the Digital Together project.

4.4 Capitalised major works

Capital major works expenditure is £0.5 million for the period, which is lower than budget by £0.5 million due to a later start than anticipated to the 2019/20 programmes.

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 reduced compared to the previous year end due to lower level of prepayments.

4.7 Creditors due within one year

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

4.8 Loans

Debt at 30 June 2019 remained at £79.5 million net of transaction costs, with no debt drawn in the period.

4.9 Restricted reserve

The net surplus from RTB sales has been transferred to a restricted reserve. There are 3 purchases of properties under the purchase and repair programme in the year (see section 4.2 Purchase and repair).

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

The reserve is £0.8 million as at the end of June 2019.

5 Cash Flow Statement

- 5.1 Net operating cash flow was £3.9 million for the period, including sales of property through the RTB and RTA (£0.5 million), over four times interest payable. Investing activities comprised expenditure on development and capitalised major works (£3.1 million) and other fixed assets including the Fellowship Inn (£1.0 million). No grant was received in the period.

There was no draw down of debt in the period.

APPENDIX 2 - PCH MANAGEMENT ACCOUNTS SUMMARY

From 1st April 2019 to 30th June 2019

	Year to date			Full year			Appendix 1 commentary reference
	Actual £	Budget £	Variance £	Forecast £	Budget £	Variance £	
OPERATING INCOME:							
Rents & Service Charges:							
Rent Receivable	7,076,746	7,163,871	(87,125)	28,732,634	28,732,634	0	1.1
Other Rents Receivable - Garage & misc	17,878	26,451	(8,573)	86,393	85,696	697	1.1
Service Charge Receivable	750,916	754,482	(3,566)	1,944,326	1,940,260	4,066	1.1
Service Charge Receivable - Leaseholders	213,796	228,309	(14,513)	222,796	228,309	(5,513)	1.1
Water rates, tenants' contents insurance	561,293	548,389	12,904	1,964,188	1,965,523	(1,335)	1.1
Subtotal: gross rent	8,620,629	8,721,502	(100,873)	32,950,337	32,952,422	(2,085)	
Less: Void Loss	(56,991)	(68,002)	11,011	(264,539)	(272,739)	8,200	1.2
Bad debts	(38,993)	(78,724)	39,731	(314,896)	(314,896)	0	1.2
Total: net rent	8,524,645	8,574,776	(50,131)	32,370,902	32,364,787	6,115	
Other Income:							
Revenue grant (including amortisation)	23,406	17,909	5,497	107,516	102,516	5,000	1.3
Other income	237,701	218,723	18,978	948,861	900,891	47,970	1.4
Commission (Water Rates)	40,457	37,500	2,957	150,000	150,000	0	1.4
Major works recharged to Leaseholders	0	69,832	(69,832)	279,329	279,329	0	1.4
VAT reclaimed on Overhead Costs	22,141	4,000	18,141	26,000	16,000	10,000	1.4
Total Other Income	323,705	347,964	(24,259)	1,511,706	1,448,736	62,970	
TOTAL OPERATING INCOME	8,848,350	8,922,740	(74,390)	33,882,608	33,813,523	69,085	
OPERATING EXPENDITURE:							
Housing Management and Services:							
Service costs	645,005	665,093	20,088	2,668,954	2,660,373	(8,581)	2.1
Estate & Environment costs	50,080	53,718	3,638	221,199	214,870	(6,329)	2.2
Other Housing Management costs	31,747	48,659	16,911	187,636	187,636	0	2.3
Total Housing Management and Services	726,832	767,470	40,638	3,077,789	3,062,879	(14,910)	
Maintenance and Improvements:							
Responsive Repairs	941,246	1,061,624	120,378	4,246,497	4,246,497	0	2.4
Void works	384,539	339,985	(44,554)	1,359,939	1,359,939	0	2.4
Planned Maintenance	57,490	210,335	152,845	841,342	841,342	0	2.5
Cyclical maintenance	119,760	97,273	(22,487)	389,092	389,092	0	2.5
Major works revenue	2,753	131,291	128,538	525,163	525,163	0	2.6
Total Maintenance and Improvements	1,505,788	1,840,508	334,720	7,362,033	7,362,033	0	

APPENDIX 2 - PCH MANAGEMENT ACCOUNTS SUMMARY

From 1st April 2019 to 30th June 2019

	Year to date			Full year			Appendix 1 commentary reference
	Actual £	Budget £	Variance £	Forecast £	Budget £	Variance £	
OPERATING EXPENDITURE CONTINUED:							
Staff Costs							
Salaries	1,396,457	1,509,368	112,911	5,656,110	5,697,920	41,810	2.7
NI Employer's	140,006	161,675	21,669	604,238	630,801	26,563	2.7
Pension costs	113,679	120,134	6,455	463,183	472,161	8,978	2.7
Agency staff costs	99,994	0	(99,994)	165,028	0	(165,028)	2.7
Other staff costs	45,959	74,805	28,846	303,789	299,256	(4,533)	2.7
Total Staff Costs	1,796,095	1,865,982	69,887	7,192,348	7,100,138	(92,210)	
Other costs:							
Office costs	36,209	31,680	(4,530)	125,349	126,718	1,369	2.8
Other operating expenses	578,960	677,576	98,616	2,572,049	2,679,812	107,763	2.8
IT costs	467,988	487,431	19,443	906,001	906,001	0	2.8
Depreciation	1,017,590	1,017,590	0	4,070,360	4,070,360	0	2.9
Total other costs	2,100,747	2,214,277	113,530	7,673,759	7,782,891	109,132	
TOTAL OPERATING EXPENDITURE	6,129,463	6,688,236	558,773	25,305,929	25,307,943	2,014	
TOTAL OPERATING SURPLUS / (DEFICIT)	2,718,887	2,234,505	484,382	8,576,679	8,505,580	71,099	
Financing activities:							
Interest Receivable	23,972	8,364.51	15,608	73,458.00	33,458.00	40,000	3.1
Less: Interest Payable and charges	(765,887)	(763,335)	(2,552)	(3,053,338)	(3,053,338)	0	3.1
Net interest received/ (paid)	(741,915)	(754,970)	13,056	(2,979,880)	(3,019,880)	40,000	
Sale of Assets:							
Housing Property sales	507,000	744,000	(237,000)	3,070,000	2,976,000	94,000	3.2
Less: Repayable to LB Lewisham	0	0	0	0	0	0	3.2
Less: Cost of sales	(77,026)	(127,920)	50,894	(513,480)	(511,680)	(1,800)	3.2
Total sales of assets	429,974	616,080	(186,106)	2,556,520	2,464,320	92,200	
TOTAL SURPLUS / (DEFICIT)	2,406,947	2,095,615	311,332	8,153,318	7,950,020	203,298	

APPENDIX 2 - PCH MANAGEMENT ACCOUNTS SUMMARY

From 1st April 2019 to 30th June 2019

Year to date		
Actual	Budget	Variance
£	£	£

Full year		
Forecast	Budget	Variance
£	£	£

Appendix 1
commentary
reference

Operating margin:

Operating surplus

Actual	Budget
2,718,887	2,234,505

Forecast	Budget
8,576,679	8,505,580

Margin %

31%	25%
-----	-----

25%	25%
-----	-----

Earnings before interest, tax, depreciation and amortisation including major works :

EBITDA

Actual	Budget
3,742,540	4,092,301

Forecast	Budget
12,648,861	12,577,762

Capitalised major works

(556,994)	(1,112,478)
-----------	-------------

(4,449,914)	(4,449,914)
-------------	-------------

EBITDA MRI

3,185,546	2,979,823
-----------	-----------

8,198,947	8,127,848
-----------	-----------

EBITDA MRI vs interest

4.2	3.9
-----	-----

2.7	2.7
-----	-----

EBITDA vs interest

4.9	5.4
-----	-----

4.1	4.1
-----	-----

PCH Balance sheet

	30 June 2019	31 March 2019
	£000s	£000s
Fixed Assets		
Housing properties	202,461	200,346
Investment properties	185	185
Investment in subsidiaries	625	625
Intangible fixed assets	1,528	1,341
Other Fixed Assets	<u>10,153</u>	<u>10,093</u>
	<u>214,952</u>	<u>212,590</u>
Current Assets		
Stock and wip	588	588
Debtors - due within one year	5,589	5,402
- after one year	212	212
Cash	<u>17,815</u>	<u>19,008</u>
	24,204	25,210
Creditors due in less than one year	<u>(11,428)</u>	<u>(12,365)</u>
NET CURRENT ASSETS/(LIABILITIES)	<u>12,776</u>	<u>12,845</u>
TOTAL CURRENT ASSETS LESS CURRENT LIABILITIES	<u>227,728</u>	<u>225,435</u>
Creditors due over one year	84,445	84,445
Pension Liability	<u>1,394</u>	<u>1,394</u>
	85,839	85,839
CAPITAL AND RESERVES		
Called up share capital	4	4
Revenue reserves	91,578	88,815
Revaluation reserve	49,243	49,243
Restricted reserve	<u>1,064</u>	<u>1,534</u>
	<u>227,728</u>	<u>225,435</u>

PCH CASHFLOW STATEMENT for the period ended 30 June 2019

£'000

**NET CASH INFLOW /(OUTFLOW) FROM
OPERATING ACTIVITIES**

3,768

Interest received

24

**NET CASH INFLOW /(OUTFLOW) FROM
OPERATING ACTIVITIES**3,792**Cash flows from investing activities**

Additions to property, plant and equipment

(3,086)

Additions to investment property

0

Purchase of other fixed assets

(1,064)

Capital grants received

17

Net cash flows from investing activities(4,133)**FINANCING**

Interest paid

(851)

Loans received

0

Loans repaid

0**Net cash flows from financing activities**(851)**Net increase/(decrease) in cash and cash equivalents**(1,193)

includes Fellowship Inn

APPENDIX 3 - PAS MANAGEMENT ACCOUNTS SUMMARY

PHOENIX REPAIRS SERVICE

From 1st April 2019 to 30th June 2019

	Year to date			Total 2018/19		
	Actual £	Budget £	Variance £	Forecast £	Budget £	Variance £
INCOME:						
PCH Partnership Contract						
Responsive Repairs	936,280	786,474	149,805	3,274,828	3,274,828	0
Routine Repairs	48,827	136,338	(87,511)	567,704	567,704	0
Voids	381,132	317,506	63,625	1,322,075	1,322,075	0
Total	1,367,991	1,264,946	103,045	5,267,152	5,267,152	0
Other Income						
PCH additional works	79,633	142,487	(62,854)	987,000	987,000	0
Leaseholder & Homemaker service	4,309	0	4,309	0	0	0
Purchase and Repair	65,664	24,016	41,648	100,000	100,000	0
Non Partnership Works	36,643	4,038	32,605	22,208	22,208	0
Total	269,427	228,178	41,249	1,349,208	1,349,208	0
TOTAL INCOME	1,637,418	1,493,124	144,294	6,616,360	6,616,360	0
EXPENDITURE:						
Direct service costs	1,231,078	1,067,516	(163,562)	4,390,656	4,390,656	0
Branch services costs	352,816	347,474	(5,342)	1,460,763	1,460,763	0
Other operating expenses	127,840	139,829	11,989	564,714	564,714	0
TOTAL EXPENDITURE	1,711,733	1,554,819	(156,914)	6,416,133	6,416,133	0
NET PROFIT / (LOSS)	(74,315)	(61,695)	(12,620)	200,226	200,226	0

DATE: 25/07/2019	PHOENIX COMMUNITY HOUSING BOARD MEETING	ITEM NO.
Open or Confidential	OPEN	
Report Title	Chief Executive's Update Report	
Lead Officer	Jim Ripley, Chief Executive, 07515605100	
Lead Board Members	Chair	
This item is for	Decision	

1 Recommendations

The Board are asked to:

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

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: 1. Resident leadership and membership.

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

3 Background including appendices

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

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

4 Communications & Consultation Implications

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

5 Other Implications

Legal

Equality & Diversity

Value for Money

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

6 Risk Implications

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

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

7 Sustainability Implications

Any sustainability implications are covered in the Board Updates.

8 Resource Implications

Finance

Staff

Property

IT

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

9 Confidentiality

Open.

Approval

Approved by (Chair)	
Date	Click here to select date



APPENDIX A – BOARD UPDATES

VFM Metrics

The Social Housing Regulator published guidance on calculating VFM metrics in June 2019. We have used these to calculate our metrics in our statutory accounts. A copy of the guidance is here <https://www.gov.uk/government/publications/value-for-money-metrics-technical-note>

APPENDIX B – BOARD ACTION TRACKER

Board Meeting	Item	Action	Officer	Deadline	Status	Commentary
November 2018	Headline results of the Star Survey	Mark Gayfer noted the positive results in satisfaction with accessing Phoenix and the improvement in leaseholder satisfaction and he stated he wanted to understand more the satisfaction levels for repairs and maintenance. Jim Ripley replied that satisfaction with the last repair was good. He noted that sometimes PCH will tell a resident they can't do a repair, such as fencing, and said he wanted to look more at this issue.	JR	November 2019		<p>Most dissatisfaction with last repair is linked to Special Works Orders we are reviewing our processes related to these to improve them.</p> <p>We are also consulting and developing an environmental programme which should address the fencing issues referred to.</p> <p>The scrutiny panel are looking at Fencing and will be reporting back to this meeting.</p>
Board Meeting	Item	Action	Officer	Deadline	Status	Commentary
January 2019	Management Accounts	Anne McGurk asked that a training session for Board Members on	KK	November 2019		Added to Board Training Plan. Date and format to be decided in

		Management Accounts be added to the Board Training Plan. The Board agreed.				consultation with the Chair and Vice-Chair.
January 2019	Policies	David Rowson replied that one of the lessons of Grenfell was how a “Stay Put” policy should be properly advised to residents together with information on how this should be interpreted. He added that PCH stock is different from Grenfell Tower and in the event of a fire, the fire compartmentalisation for each flat in a block should contain it. He further added that “Stay Put” advice applies only if it was safe to do so. David Rowson stated that residents would not be compelled to stay if they could move and it was safe to leave.	JR	September 2019		We are looking at how we can communicate this with residents.



DATE: 25/07/2019	PHOENIX COMMUNITY HOUSING BOARD MEETING	ITEM NO. 9
Open or Confidential	OPEN	
Report Title	Any Other Business	
Lead Officer	Kevin Kelly, Governance Manager, 07515605102	
Lead Board Members	Anne McGurk	
This item is for	INFORMATION	