



Annual Report 2010-2011

# Phoenix Community Housing

We are not just about housing;  
we are a community gateway, led by residents,  
for residents.





**Phoenix Community Housing** is London's first Community Gateway and one of only four in England.

In 2005, Pat Fordham, the Chair of our Board, and other residents introduced the Community Gateway model to local residents and Lewisham Council. After hard work and a positive ballot of all residents, Phoenix was established on the 3rd December 2007.

**Registered office:**

Wren Court, 15 London Road, Bromley, BR1 1DE.

Phoenix Community Housing Association (Bellingham and Downham) Limited is a charitable housing association. It is an Industrial and Provident Society (registration number IP30057R) and is registered with the Tenant Services Authority (registration number L4505).



**Bankers and funders**

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**Solicitors**

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**Nexia Smith & Williamson**

**External Auditors**

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Phoenix is a member of the  
**Housing Ombudsman Service**  
81 Aldwych  
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Phoenix is a Diversity Champion of  
**Stonewall**  
Tower Building  
York Road  
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## Welcome from the Chair and Chief Executive

### Welcome to our annual report for 2010-11.

Our report has been written by the Residents Communications Group on behalf of all residents and we thank them wholeheartedly for their dedication and hard work in producing this report.

This report shows we have achieved a lot in the last year and in the three years since we began. However, there is still more to do to deliver all our promises and the planned improvements highlighted in this report.

It is important that we are accountable to all residents and stakeholders and encourage residents to scrutinise our services and give us feedback. Using our Gateway model, we will grow together and improve what we do, which is providing great homes for people in safe and pleasant neighbourhoods.

Pat & Jim



Jim Ripley  
Chief Executive



Pat Fordham MBE  
Chair of the Board

### Key highlights

- In the changing economic climate we remain financially healthy but must continue our focus on **value for money** and supporting residents in these difficult times.
- We continue to deliver our decent homes programme and our promises. We have also improved performance in letting our homes, responding to complaints on time and answering calls.
- HouseMark, the social housing sector's leading provider of performance and improvement services, has reported that we have been in the 'Top 10' of housing associations in the UK for being **100% gas compliant** since September 2010.
- We moved from four community bases to one office and acquired **the Green Man** site to develop a new resource centre and office. 24 Housing, a housing magazine, highlighted Phoenix as one of five "forward-thinking organisations" in the UK, converting former pub sites into social housing projects and involving local residents from the outset.
- Our Chair, Pat Fordham, was recognised in the Queen's New Year Honours list with the **MBE** for 26 years of service to the community in the London Borough of Lewisham. Pat accepted the accolade on behalf of all those who have helped to achieve so much in the local area. Pat also won 'Tenant of the Year' this summer at the TPAS (Tenant Participation Advisory Service) Awards for outstanding commitment to social housing.

# Welcome from the Residents Communications Group

## Who we are

The Residents Communications Group is made up of 15 residents who discuss and approve all communication materials created for Phoenix. This year, we and other residents have been more involved in producing our annual report. Based on feedback, we have produced a long version and a summary. All the people that you meet in our report are real residents who have been involved in shaping Phoenix's services in some way. We hope that you like what you see!

## About this report

Our report will tell you everything that you need to know about what Phoenix has been doing and what we are going to do to make our services better. We have worked with Phoenix staff to make sure that it is open, transparent and easy for you to read.

Our annual Phoenix Festival drew around 6,000 visitors, nearly twice the number of 2010. The Festival was a successful event

in the heart of the Phoenix area, bringing neighbourhoods together. This inspired us to choose a festival theme for our annual report.

## Is Phoenix meeting the National Standards?

The Tenant Services Authority (TSA) regulates social landlords in England and aims to improve the services that we get. After listening to tenants' views across England, the TSA came up with six national standards that all social landlords have to meet.

Our report informs you what the TSA's standards are and how we are meeting them so you know how Phoenix, as your landlord, is doing and how it plans to improve.

## Thank you

We hope that you enjoy our annual report, and will continue to be involved in developing a community where residents choose to live, raise their families and retire.

## Residents Communications Group Members



David



Denis



Diana



Helen



Jane



Josie



Margaret



Margaret



Pat



Peter



Richard



Sandra



Thelma



Walter





# Developing The Phoenix Standards

**The Phoenix Standards** set out what residents can expect from Phoenix. They were set in consultation with residents and agreed by the Phoenix Residents Group and the Board. The Residents Communications Group also checked the final draft.

## STANDARD ONE **Tenant Involvement and Empowerment**

- Tenant involvement and leadership
- How to get in touch and Customer Services
- Meeting everyone's needs
- Dealing with complaints

## STANDARD TWO **Home**

- Day to day repairs
- Safety in your home and neighbourhood
- Major works to your home and neighbourhood

## STANDARD THREE **Tenancy**

- Letting properties and moving home
- Setting rents and charges
- Managing your tenancy

## STANDARD FOUR **Neighbourhood and Community**

- Dealing with anti social behaviour
- Caretaking and Estate Services
- Working in your community
- Working with young people

## STANDARD FIVE **Value for Money**

## STANDARD SIX **Governance and Financial Viability**



### **Why set and monitor standards?**

So residents know what to expect from Phoenix and can tell us if we are not doing what we say we will.

**Residents said:** "Make the Promises Phoenix made when our homes were transferred to you from Lewisham Council into the Phoenix Standards and Local Offer."

If Phoenix and tenants check the standards we can work out what we are doing well and what we need to put right. This helps us provide better services.

**We have:** put all the Promises in the standards and added other measures we agreed with residents since the Promises were made or residents said they wanted more information on, when we consulted.



# Developing The Phoenix Standards



## How we involved residents in setting the standards and offers

### Consultation through:

- Phoenix Residents Group
- Residents Communication Group
- Local Area Panels
- At surgeries and our offices
- Surveys
- Focus groups (targeting residents not previously involved)
- Door knocking
- Events for young people

## 'Fair Deal for Leaseholders'

Residents said we needed a separate set of standards for leaseholders. We have included this deal alongside the tenant standards in this report.

## How we measure the standards

As part of the consultation residents told us what measures we should use to compare how well we are doing against the standards. We have included some of these measures under each standard in the report.

At the Phoenix Festival residents chose faces as the best way of showing how we are performing.



Good



OK



Room for improvement

## Areas for improvement

Residents told us how we need to improve our services and the standards we agreed. Our report highlights where we need to get better and our future plans.



“ High performance does not always mean done - **more monitoring is needed.**”  
(Quote from Local Area Panel member)

## Offers we will develop in 2011-12

Residents told us we needed more standards in some areas:

- For tenants who are older or with support needs.
- For tenants who need Aids and Adaptations to make living at home easier.
- When we replace lifts in blocks.

We will develop these standards into local offers over the next year so we can put these in place in April 2012 or when works start to replace lifts.

## For more information

If you would like a copy of the 'Fair Deal for Leaseholders' or the Phoenix Standards, please contact Customer Services.

## How we are compared to others in this report

We have compared our performance against other medium-sized (5,000-7,500 properties) housing associations in London and the south east and nationally as at the end of 2010-11. This information comes from HouseMark, the trade body we use to compare our performance with other landlords.

The number of landlords we are compared to varies on how many of them provided that information to HouseMark.

Throughout this annual report '**residents**' mean both tenants and homeowners.



This stamp shows that each standard has been approved by residents.



# 1 Tenant Involvement and Empowerment

## Tenant involvement and leadership



In Phoenix involving residents is at the heart of what we do. We know residents want to get involved in different ways and at different times so we have developed a range of opportunities. We hope even more people will 'take a step' and get involved!

### Getting involved

Attending events can be the first step to getting involved. The Phoenix Festival is our main annual event for residents to meet in an informal setting.

We were delighted to welcome nearly 6,000 visitors this year. Residents helped with preparations and on the day; working with other volunteers, staff, partners and community groups.

2008: 3,123 attended

2009: 3,000 attended

2010: 3,800 attended

2011: 6,000 attended





## Tenant Involvement and Empowerment

### Tenant involvement and leadership



“ In 2011 6,000 people from the local community came to the Festival - **it was inspirational.**”  
(Sandra, Resident)

#### Surveys

Resident satisfaction is a key measure of Phoenix's performance and residents have told us they were 'surveyed out'. With the help of the Residents Performance Monitoring Group we are improving our approach to surveys so that we 'ask less and act more'.

“ Communication is the key and there is a strong need for improvement. This will help achieve even more resident engagement and empowerment.”  
**Diana, Residents Communications Group Champion**



#### 2010-11 Mini STATUS performance

% of tenants very or fairly satisfied with the opportunities for participation in management and making decisions.

**61% Up 5% since 2009**

% of tenants very or fairly satisfied that their views are being taken into account by Phoenix.

**62% Down 5% since 2009**

Step 6	Step 7	Step 8	Step 9
<b>Resident Champions</b> <ul style="list-style-type: none"> <li>• 5 days initial training.</li> <li>• 1-2 days work per month.</li> <li>• You will need to be committed to training to be a champion in different aspects of the organisation.</li> </ul>	<b>Residents Communications Group</b> <ul style="list-style-type: none"> <li>• Meet at least once or twice a month for 2 hours.</li> <li>• Regularly proof materials by email and post.</li> </ul>	<b>Phoenix Residents Group</b> <ul style="list-style-type: none"> <li>• 4-6 hours per month, and 2 away days per year.</li> <li>• You will need to read and understand the agendas and reports and make informed decisions.</li> </ul>	<b>Board</b> <ul style="list-style-type: none"> <li>• 6 hours a month minimum.</li> <li>• You will need to have a commitment to the whole community and in how Phoenix runs as a business.</li> </ul>





## Tenant Involvement and Empowerment

### Tenant involvement and leadership



#### Membership

Members are shareholders and have voting rights at the Annual General Meeting. They can stand for election at all levels. Every registered tenant or leaseholder aged 16 or over can become a member.

Associate Membership is open to Phoenix tenant households, freeholders and Phoenix staff.

We have set ambitious targets to increase membership in 2011-12, including our new Phoenix Gold Club Membership Scheme which will be launched in 2011.

#### Local Area Panels

Local Area Panels meet every one to two months enabling residents to discuss issues relevant to the area. Two members of each panel are elected to the Phoenix Residents Group providing feedback to and from local residents. All residents can attend meetings.

Panels each receive a budget of £5,000 to spend in their areas and on community activities.

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“ It's good when you have **people from all sectors of the Community**. That's called empowerment and community involvement.”

(Sandra, Leaseholder, speaks about attendance at LAP meetings)

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#### Phoenix Residents Group

The Phoenix Residents Group and its sub-committees and working groups:

- Monitor performance.
- Recommend improvements to service delivery.
- Act as a sounding board for service improvements.
- Recommend policies for approval by the Board.
- Act as a channel (conduit) between the Local Area Panels and the Board through the Chair and Vice Chair attending Board meetings. As well as reports from the Phoenix Residents Group to the Board and the Board to the Phoenix Residents Group.

In 2010-11 there were eight resident working groups and sub-committees.

These groups are chaired by residents and have shaped new policies, approved publications, monitored performance and helped select new contractors.

#### Support to get involved

In 2010-11 we set up an annual training programme for residents so they can become more involved.

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“ **I loved every minute of it;** it was something very different and new for me. I can't wait for the next session to do it again! ”

(Mystery Shopper from Area 4 comments on training)

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# Tenant Involvement and Empowerment

## Tenant involvement and leadership

“ Residents worked hard to launch the Marton Close Resource Centre. Since we opened in January, 35 trainees have attended the courses that we run with the North Downham Training Project on subjects like computing, food hygiene and community group development.

We’ve created a really friendly place for residents to meet, train and socialise from weekly bingo to an arts and crafts afternoon.

The Lewisham Sing Out Choir practises there in the evenings and reports that the acoustics are ideal for this sort of activity.

**We’re always interested in ideas for new activities and if people want to offer their services.** This is your space and we want to make sure we run the Centre in a way that encourages you to use it.”

(Patrice, Chair, Marton Close Resource Centre Working Group)

### Training provided for residents:

- Aims and Objectives of Phoenix.
- Governance.
- Performance Monitoring.
- Mystery Shopping.
- Benchmarking.
- Internal Audit.
- Monitoring and Supporting Staff.
- Equality and Diversity.
- Committee Skills: Chairing and Minuting Meetings.
- Confidentiality.
- Confidence Building.

### Homeowners

In 2010 we sent a satisfaction survey to leaseholders but the response was low. As a result we will revise the form with leaseholders to make it more relevant to them and distribute again in 2011.

In 2010-11 we held a number of events to consult leaseholders; 122 leaseholders attended. We want to encourage more leaseholders to get involved and will review opportunities offered in 2011.

### Plans for Improvement

- Review our Community Empowerment Strategy, a plan setting out how all residents can get involved.
- Improve our approach to carrying out satisfaction surveys.
- Develop the opportunities for residents to scrutinise our services.
- Extend and improve our membership scheme.







## Tenant Involvement and Empowerment

### How to get in touch and Customer Services

You can get in touch with Phoenix in a variety of ways. Please check the back cover for the full contact list.

The most popular way for residents to contact us is by telephone. We aim to deal with queries in one go, which we call 'done in one'. From January to March 2011, Customer Services dealt with 71% of all calls answered.

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**“ Customer Services deals with everyone, all the teams and residents.**

I didn't know what to expect at first, but am really enjoying it now!”

(Toni Clancy-Collins, a trainee who progressed to be a permanent Customer Services Advisor)

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Phoenix moved from four community based offices to one office at Wren Court in May 2010.

In July 2010 we acquired the Green Man site which we will develop into a new head office and community resource in the heart of the Phoenix area (*see the picture below*).

We hope to get planning permission later this year and be open for business in mid 2013.

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**“ Our new Headquarters will provide both work space and a variety of community facilities** and promises to be a highly sustainable development.”

(Steve Connor, Head of Sustainability)

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#### **Mystery shopping by residents**

Mystery shoppers revealed that, in some cases, Customer Services Advisors dealt with enquiries related to complaints, repairs, resident involvement and tenancy first time. Shoppers also identified areas where further training may be needed.



## Tenant Involvement and Empowerment

### How to get in touch and Customer Services



Last winter we introduced Winter Warmer visits, as we know that home visits and being visible in the Phoenix area is very important to residents. Winter Warmer is a visiting programme that targets older and more vulnerable residents alongside routine visits. Residents appreciated this contact and we have put in place a permanent programme of targeted visits for 2011-12.

“ We’ve never had a visit like this before so it was good to have people checking on us. He was a very nice chap and **it’s good to know that Phoenix cares.**”  
(Sheila, Tenant)

#### 2010-11 Mini STATUS performance

% of tenants very or fairly satisfied with the services provided by Phoenix

74% Up 3% since 2009

% of tenants very or fairly satisfied with the way Phoenix keeps them informed about things that might affect them as a resident

81% No change since 2009

% of tenants very or fairly satisfied that staff keep their promises and get things ‘done in one’

64% Not asked in 2009

#### Plans for Improvement

- *Develop our new head office and community resource centre in the Phoenix area.*
- *Develop a Customer Access Strategy. The aim is that all residents can access our services and we resolve more queries first time.*
- *Continue to update and improve the Tenants’ Handbook, advice leaflets and information to all residents.*





## Tenant Involvement and Empowerment

### Meeting everyone's needs (Equality and Diversity)



#### 60% response rate to 'Getting to know you Survey'

Thanks to input from residents we have increased and improved information relating to the diversity of all our residents. We will use this information to help tailor our services to meet individual's needs and celebrate the lives of all our residents.

At the end of 2010, Henry Floyd joined an elite group of Phoenix residents who have celebrated their 100th birthday.

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**“ The life that all our centenarians have seen over a century is a real privilege and is valuable local history that can be shared with young people in our community. ”**  
(Peter, Tenant)

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#### Equality Impact Assessments

An Equality Impact Assessment identifies what difference our policies, services and plans have on residents, staff and other people we work with. In 2010-11 Equality Impact Assessments were completed for evictions, complaints and residents refusing Decent Homes works.

An Equality and Diversity Champion Group was set up in 2010 to take a strategic lead on equality and diversity. The Group has:

- Established an Independent Living Group which oversees Phoenix's work on disability. All 10 of the resident members have a disability.
- Checked policies from an Equality and Diversity perspective.
- Agreed a refreshed approach to Equality Impact Assessments.
- Improved support to vulnerable residents.
- Supported needs of autistic children and their parents and carers.
- Coordinated the development of a training programme.

#### Plans for Improvement

- *Check our services are accessible to all residents by carrying out more Equality Impact Assessments.*
- *Develop a local offer in consultation with residents who are vulnerable and put this in place by April 2012.*
- *Review our Equality and Diversity Strategy.*





## Tenant Involvement and Empowerment

Meeting everyone's needs  
(Equality and Diversity)



### Resident Profile

#### Gender

64% 36%  
Female Male

#### Disability

1,052

residents have told us  
about their disability

#### Ethnicity

52% 18% 1% 2% 3% 24%  
White Black Asian Mixed Other Unknown



#### Age

4% 14% 22% 18% 11% 9% 8% 5% 9%  
Years: 18-24 25-34 35-44 45-54 55-64 65-74 75-84 85+ Unknown

The average age of a Phoenix resident is **51** years.

This is the profile of all residents, including 5,409 tenants and 827 homeowners.

More work is needed to increase the information we hold on our homeowners.





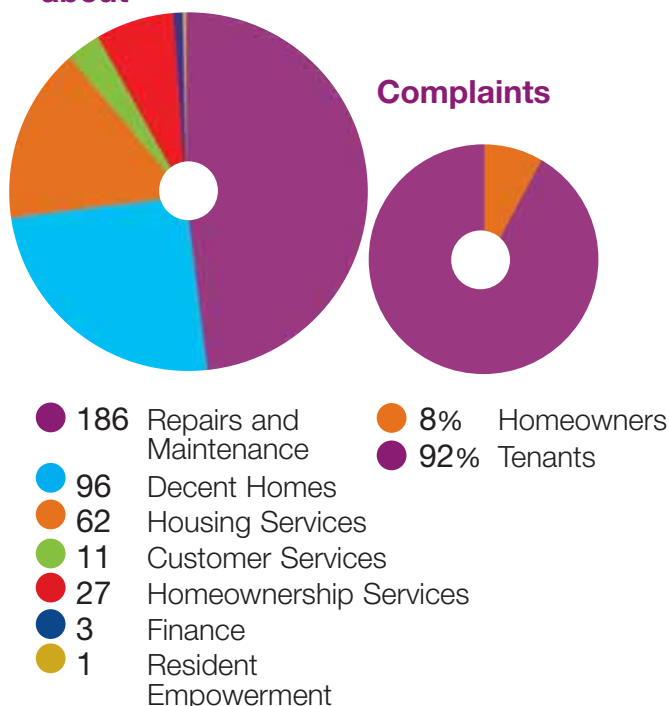
# Tenant Involvement and Empowerment

## Dealing with complaints

**A complaint is an expression of dissatisfaction** with a service that Phoenix provides, whether it is justified or not, providing what you are complaining about was brought to our attention within six months of it happening.

We received more complaints and enquiries in 2010-11 than in 2009-10 but dealt with them more effectively. Between January and March 2011, 92% were responded to on time.

### What our complaints were about



Residents are trained to hear complaints at the final stage of our complaints procedure.

“ I feel proud to be called upon to be at stage 3 complaints hearings because it **gives me an opportunity to see who and what the complaint is about and make sure Phoenix responds fairly.** We don't have the last say – if people feel it's still not fair they can go to the Ombudsman. It's a very good insight. ”  
(Helen, Tenant)

Residents who made a complaint were representative of most of the different groups of Phoenix residents but the proportion of younger people complaining was higher than the overall proportion of Phoenix residents who are younger.

### Improvements made as a result of complaints:

- New sections are included in our complaints leaflet to make it easier to understand.
- To resolve caretaking complaints, more frequent inspections are made and photographs taken to evidence how well cleaning is done.
- Directors reply to stage 2 complaints and check replies to all MP enquiries.
- A 'right first time' inspection diagnosis target of 95% has been set for all technical staff.
- Residents are reimbursed for the running costs of dehumidifiers and air purifiers.
- Standard survey sheets are completed for all cases of reported dampness to help us better diagnose the causes and solutions.

### Plans for Improvement

- *Improve how we resolve complaints.*
- *Tell you how we are learning from complaints through newsletters and individual replies.*

# Tenant Involvement and Empowerment

## How we performed

Key Performance Indicators	2010-11	2009-10	Trend since 2009-10
Number of Shareholding Members	1427	1350	😊
Number of Associate Members	79	73	😊
% of phone calls answered within 30 seconds	77%	75%	😊
% of Stage 1 complaints responded to on time	82%	44%	😊
Number of Stage 1 complaints received	370	221	😞
Number of Stage 2 complaints received	34	14	😞
Number of Stage 3 complaints received	7	0	😞
No of complaints investigated by the Housing Ombudsman	3	4	😊

The Housing Ombudsman investigated 3 complaints in 2010-11. In each of these cases, the decision made by the Stage 3 panel was upheld.

### How we compare to other housing associations

#### % of Stage 1 complaints responded to on time.

Phoenix came 3rd out of 4 in London and the south east and 8th out of 18 nationally.

### Key facts

- Visited 420 tenants over 75 years of age as part of Winter Warmer Programme.
- The Residents Communications Group approved 115 publications and letters.
- The views of nearly 800 residents were used to set the Phoenix standards.
- 260 residents provided feedback to help us with this annual report.







## 2 Home



### Day to day repairs

#### Day to day repairs

Last year the Board agreed to an 'open book accounting' arrangement in the contract with Willmott Dixon, our repairs contractor. The aim is to improve satisfaction with the service and provide better value for money.

#### 2010-11 Mini STATUS performance

% of tenants very or fairly satisfied with the way Phoenix deals with repairs and maintenance

**70%** Up 11% since 2009

% of tenants very or fairly satisfied with the overall quality of their home

**78%** Up 16% since 2009

% of tenants very or fairly satisfied with the general condition of their property

**71%** Up 18% since 2009

Tenants are involved in scrutinising and shaping our repairs service to ensure we deliver a flexible service.

We feed back issues to contractors in 'toolbox talks'. For example, residents told us they would like contractors to knock if they are working at the front of their homes so they know what is happening.



Other subjects include residents' needs, personal protection and environmental management. Some of the talks are given in partnership by Willmott Dixon and Phoenix to their staff so we jointly convey successes and areas for improvement.

#### Aids & Adaptations

We would like residents to live independently and comfortably in their homes for as long as possible. This may mean major aids and adaptations are needed. We define major adaptations as works that are likely to cost more than £1,000.

Residents have established an Independent Living Group. The Group steers our property adaptation service to meet the needs of tenants with disabilities and will shape our local offer in this area.

#### Plans for Improvement

- *Improve access to Aids and Adaptations and develop a local offer in consultation with residents to put in place by April 2012.*
- *Work more efficiently so we spend less on day to day repairs and invest more in improvements.*
- *Develop a handy person service in consultation with residents, including options for leaseholders to buy into the service.*

## Home

# Safety in your home and neighbourhood

### Safety in your home and neighbourhood

Phoenix carries out a number of checks in homes and installs smoke and heat alarms in all homes as part of internal decent homes works.

Last year we carried out fire risk assessments to all blocks and are working through completing all the recommended actions.

The most important check we do annually is a gas safety check. 100% of homes have had a gas safety check within the last 12 months.

Thanks to support from residents to improve communication and hard work from staff, Phoenix was in the 'Top 10' of all housing associations in the UK for gas safety compliance in 2010.

### Passfields Incident and TPAS Award (Tenant Participation Advisory Service)

A burst water main created a major incident for 10 days at Passfields, one of our blocks. It affected water and electricity supplies to some homes and required Phoenix's Business Continuity Plan to be put into place for the first time. The incident helped to identify future support needs in emergencies, for example, one family who needed translations into Mandarin Chinese.

"Phoenix would like their tenants to live independently and be happy in their homes, but could do better in the future with how it deals with repairs."  
**Thelma, Residents Communications Group Champion**



Phoenix and our partner Willmott Dixon won 2nd place for 'Team of the Year' at the TPAS Awards for management of this major incident.

"Despite residents being without running water for over a week and no power for a day, the Phoenix team on site met with little hostility as **residents could read and see what we were doing to help.** One resident, Ivy, even baked a big cake for us which we very much appreciated!"  
(Gary, Caretaker)

### Plans for Improvement

- *Maintain performance in completing gas safety checks.*
- *Provide more information on safety checks, for example, asbestos, fire risk assessments and lift safety checks.*
- *Improve how we plan and co-ordinate our work programmes.*





## Home



# Major works to your home and neighbourhood

### A Decent Home

A home that is warm, weatherproof, has modern facilities and meets health and safety requirements.

### Major works to your homes and neighbourhoods

We aim to complete our 4,000th Decent Home by the end of August 2011.

At March 2011, the Major Works and Improvements Programme was broadly in line with the plan but the Windows and Doors Programme will now be completed in 2011-12 compared to the original target of March 2010. This is due, partly, to delays arising from the necessity to get planning permission for blocks and street facing properties.

The process of letting contracts for the external works to properties has commenced and these works will still be undertaken in the next two years.

Phoenix and Eaga, a national supplier of heating and renewable energy, began the pilot installation of solar panels in five of our homes. The Solar Photovoltaic system converts sunlight into electricity, reducing energy costs for residents.

Five painting and decorating apprentices taken on by Phoenix, Mulalley and Lewisham Council celebrated the successful completion of the first year of their scheme.

#### Plans for Improvement

- Use your feedback to create a plan for investing in all our homes.
- Involve you more in our programmes of work and in monitoring them.
- Improve the planning and publishing of our work programmes.
- Provide specific standards we agree with you if your lift is being replaced.

### “ I’m really enjoying the apprenticeship.

I go to college one day a week and the other days we have been doing things like wallpapering and we painted a community centre. We have been working on occupied properties, so **we are dealing with people now as well as carrying out the practical work.** ”

(Bradley, Apprentice)

### Homeowners

Phoenix is responsible for repairs in communal areas and external parts of blocks where leaseholders live.

We will start to deliver the external major repairs Programme for leaseholders in 2011-12. We know the costs will not be welcome in these difficult economic times and will offer flexible repayment terms with a minimum of a three year interest free term for costs over £2,000.

#### Plans for Improvement

- Review repair statements for leaseholders annually with the Homeownership Working Group to ensure they remain easy to understand.





## Home

### How we performed

Key Performance Indicators	2010-11	2009-10	Trend since 2009-10
% of reactive repairs completed on time	98.2%	94.8%	😊
Average number of repairs done per property	2.9	3	😊
% of homes with up-to-date gas safety certificate	100%	98.97%	😊
% of homes meeting Decent Home Standard	68.2%	35.3%	😊

#### How we compare to other housing associations

##### % of reactive repairs completed on time

Phoenix came 4th out of 8 in London and the south east and 16th out of 26 nationally.

##### % of homes with up-to-date gas safety certificate

Phoenix came 1st out of 12 in London and the south east and 1st out of 31 nationally.

#### Key facts

- Spent £380,000 on Aids and Adaptations.
- Provided 35 grab rails as part of decent homes work to bathrooms.
- Received 352 requests for adaptations.
- Carried out 201 adaptations.
- 609 homes were wheelchair adaptable or meet the general accessible standard.
- Between September 2010 and March 2011, we completed internal decorations on 53 homes for older or vulnerable residents.





# 3 Tenancy

## Letting properties and moving home



### Letting properties and moving home

Phoenix works with Lewisham Council to ensure we re-house people who most need accommodation using a choice-based letting scheme called Homesearch.

New tenants receive a pre-tenancy advice pack to help them understand what bills they will be paying when they move in.

“ I liked your welcome package when I signed up to be a tenant - the Phoenix bag and handbook and now a 2011 calendar. ”

(Phoenix Tenant, Survey 2010)

We support people through the application process in a number of ways such as visiting their home, going with them to viewings and helping them to complete forms.

We need to make sure that any home that becomes empty, or void, should continue to meet the Decent Homes Standard and our 'lettable' standard, agreed with residents, before we let it to another tenant. Phoenix arranged training for seven residents as 'Void Champions' to carry out inspections of empty homes.

“ The voids process was an area that needed looking into because properties left empty for any length of time also mean loss of revenue. We do the inspections along with the Partnership Surveyor and I've personally inspected around 60 homes, averaging about three a week. ”

(Richard, Chair of the Phoenix Residents Group and Void Champion)

### Plans for Improvement

- Review our services to new residents in the first year of their tenancy.
- Start to find out how many tenants are overcrowding or under-occupying their homes to help us better plan our services.



## Tenancy

### Setting rents and charges

“Phoenix seeks to provide properties of Decent Home standard for all tenants at a fair rent. Progress has been made this year to improve customer satisfaction delivering the services for which residents pay.”  
**Jane, Residents Communications Group Champion**



#### Setting rents and charges

Annual rent increases are within Government standards as promised at transfer.

In considering service charge increases for 2011-12 the Board looked at costs and the impact on tenant's household bills. As a result, a £3 cap was agreed for service charge increases.

We send information with rent increase letters to make rent and service charge statements easier to understand and to answer frequently asked questions.

Tenants now have a choice of dates for direct debits. They can pay weekly every Thursday and tenants and leaseholders can pay monthly on either the 1st or 15th of the month.

Phoenix rents and service charges are lower compared to other landlords. Our average weekly rent in Lewisham is £82.04, compared with £87.47 for all Lewisham landlords. These rent figures are based on March 2010 Regulatory and Statistical Return submissions to the Tenants Services Authority.

The current economic climate affects all residents so we launched Money Matters, a campaign which includes working with the Credit Union, Citizens Advice Bureau and other agencies.

During the year the Government announced a new Affordable Rent Programme to enable registered providers, like Phoenix, to build more homes by charging up to 80% of market rents. The Board weighed up the opportunities and risks of this and decided not to bid to take part in this programme.

#### 2010-11 Mini STATUS performance

% of tenants very or fairly satisfied with the value for money of rents and service charges

**74%**

**Up 8% since 2009**

#### Plans for Improvement

- *Provide more support services to help residents manage their money and get benefits.*







## Tenancy

### Setting rents and charges

#### Homeowners

Leaseholders will receive bills in 2011-12 for major works to the blocks in which they live. We will work hard to make sure we consult fully on proposals and promote our phased payment plan.

In the new 'Fair-deal for leaseholders' we have added a special dispute standard so leaseholders know what to do if they are not happy with their service charges.

The Home Ownership Team successfully recovered 100% of the estimated service charge for 2010-11.

In 2010-11 six residents disputed service charges and two went on to the Leasehold Valuation Tribunal. One case was settled at mediation in September 2010 and the case that was heard by tribunal in February 2011 found that our service charges were reasonable. In assessing the management charge the tribunal stated "we considered the methodology used by the applicant to be well conceived and reasonable in the circumstances."



### Managing your tenancy

#### Managing your tenancy

We are improving our approach to visiting residents at home so that we target residents who want or need a visit the most. In 2011-12 we also aim to visit residents to confirm they are aware of welfare benefit reforms and understand any implications for them.

In 2010 a new Housing Support Worker post was agreed. This person will work closely with staff, agencies and residents to support older and more vulnerable residents.

#### Plans for Improvement

- *Employ a Housing Support Worker.*
- *Improve our approach to visiting residents at home.*

“ At Phoenix we have **put in place special measures to improve our collection of rent arrears** and to support tenants to keep out of debt. ”  
(David Westworth, Director of Customer Services)

## Tenancy

### How we performed

Key Performance Indicators	2010-11	2009-10	Trend since 2009-10
Total number of lettings	215	352	😞
Lettings to transfer applicants	24	27	😞
Total number of empty homes at year end	71	65	😞
Average turnaround time short term voids (March)	27 days	45 days	😞
Rent lost through voids	£318,524	£362,355	😞
Rent collected (cash) in the year	£25,063,303	£24,999,477	😞
Rent collected as a % of rent due	99.47%	99.68%	😞
Rent owed (cash) at the end of the year (arrears)	£1,851,971	£1,873,979	😞
Rent arrears as % of rent debit	7.34%	7.47%	😞
Number of evictions	25	37	😞
Value of service charges collected (Leasehold)	£530,661	£518,962	😞
Value of arrears (Leasehold)	£376,15	£541,981	😞
Number of tenants who exercised Right to Buy	4	4	😞

#### How we compare to other housing associations

##### Rent collected as a % of rent due

Phoenix came 7th out of 9 in London and the south east and 14th out of 24 nationally.

#### Key facts

- 50% of lettings were let to tenants from a Black or Minority Ethnic background.
- 21% of voids were inspected by Resident Void Champions.
- There were 190 referrals to Citizens Advice Bureau and Credit Unions; leading to £28,559.50 of back dated benefits to residents.





## 4 Neighbourhood and Community

### Dealing with anti social behaviour



#### Dealing with anti social behaviour (ASB)

In a survey in 2010, 34% of tenants told us how we deal with ASB is the service most in need of improvement.

**“ A lot more could be done about anti social behaviour. ”**  
(Phoenix Tenant, Survey 2010)

Phoenix has caseworkers who specialise in anti social behaviour and who work closely with residents, wardens, Safer Neighbourhood Teams, police, social services and other organisations to support victims of ASB and hate crime.

We use a range of ways to combat ASB and hate crime including:

- Prevention.
- Legal remedies such as injunctions and court orders.
- Enforcing tenancy or lease conditions not to cause ASB.
- Supporting people to resolve issues through mediation.

We provide support to victims of ASB, hate crime and domestic violence, such as additional security or CCTV and ensure they are kept updated about their case.



#### Case study

A mum with a young child had suffered domestic abuse from her ex-partner and left her Phoenix home in fear for their safety. She moved temporarily into a refuge but, after five months, was concerned about progress.

Kay Williams, ASB Caseworker, interviewed the tenant to confirm details and worked with Bromley Council and the refuge to address all outstanding information.

“Sometimes the process of re-housing can get stuck and it's part of my role to facilitate this and, more importantly, to get the best outcome for all”, said Kay.

The former tenant's daughter was settled in a local school so it was a priority to find another home for them in a local borough. The close liaison not just with Phoenix partners but also with the mother meant that the case moved forward.

It was a positive conclusion with the family securing a home with Bromley Council and Phoenix were able to re-let the property to another tenant.

#### Plans for Improvement

- *Review how we tackle ASB and put an action plan in place.*



## Neighbourhood and Community

### Caretaking and Estate Services

"We want to build a community where families choose to live and where future generations feel safe, so we need to continue doing more on anti social behaviour."

**Josie, Residents Communications  
Group Champion**



#### Caretaking

The Residents Performance Monitoring Group looked at caretaking to identify what information should be reported to Local Area Panels and how the service can be improved. Some changes have already been made, such as more regular inspections by managers where standards are lower or complaints have been made.

We worked hard to maintain our services in last winter's snow so residents could continue safely with their daily routines.

"I would like to **thank and commend our cleaners** for keeping the paths to our home free of ice during the bad weather."  
(Phoenix Tenant, Survey 2010)

#### Estates

During the year we began re-tendering our Estate Services. Residents helped to set the selection criteria and are helping to choose the new contractors.

This year we cleared 166 gardens including removing rubbish and cutting back overgrown shrubbery.

Phoenix and Chris Carey's Collections, a local provider of recycling banks, installed textile banks in four estates to make recycling easier

for residents and to develop more sustainable waste management for the Phoenix area. The pilot scheme began in February 2011 and is in place at Randisbourne Gardens, Nayland House, Watermead Estate and Passfields.

#### Phoenix in Bloom

This annual competition is open to all residents, schools and community groups in the Phoenix area. In 2010, judges awarded cash prizes for four categories and residents and staff enjoyed a photograph exhibition of the winning entries in a display at Wren Court.

#### 2010-11 Mini STATUS performance

% of tenants very or fairly satisfied with their neighbourhood as a place to live

**77%**

**Up 8% since 2009**

#### Plans for Improvement

- Put in place a new grounds maintenance contract.
- Report caretaking standards by local area.





## Neighbourhood and Community



# Working with the community and working with children and young people

We work with a range of partners **to ensure we keep our promise to residents** to promote community spirit through projects that encourage mutual support and enhance the community.

### Working with the community

We deliver a range of community activities from our six Community Centres and Residents Resource Centre.

As part of our promises to residents, Phoenix organised work experience for 18 students from 10 local schools.

Phoenix recruited two volunteers to continue its involvement with the 'Reach In' project, run by charity HACT (Housing Action Charitable Trust). The project offers refugees volunteering opportunities.

**" I recently completed my Chartered Institute of Housing Certificate, Level 2, in Housing and Maintenance. I'm looking forward to adding to my housing knowledge and learning as much as possible from Phoenix."**  
(Archie, HACT refugee)

### Plans for Improvement

- *Develop our apprenticeship scheme.*
- *Complete option appraisals for our community centres.*



### Working with children and young people

The Young Peoples Sounding Board created our summer activity programme and helped to set this Standard.

Phoenix, supported by the Well London Programme and Groundwork London, created Farmstead Community Garden in Bellingham. Young people from Bellingham Gateway's 'Brighter Futures' project built compost bins for the garden and pupils from Sedgehill School are planning to build a greenhouse from recycled plastic bottles.

After consultation with local young people, we gained planning permission for and established Forster House Youth Shelter for young people to play sport safely and to enjoy recreation.

Phoenix and Lewisham Council took part in the Future Jobs Fund Programme, a former government initiative that helped young people aged 18 to 24 in long term unemployment with a job, work experience or training. We recruited eight trainees and one of them joined Phoenix in October 2010 on a permanent contract.

Phoenix staff, residents and children from eight local schools helped to clean the River Ravensbourne of debris as part of The Rivers and People Project.

### Plans for Improvement

- *Developing the Young Peoples Sounding Board.*



## Neighbourhood and Community

### How we performed

Key Performance Indicators	2010-11	2009-10	Trend since 2009-10
Number of ASB cases in the year	135	129	😬
% of internal block inspections meeting a high standard. (of all inspections completed)	92%	86%	😬
% of external block inspections meeting a high standard. (of all inspections completed)	78%	87%	😞
% of residents satisfied with estate services	74%	71%	😬
Number of estate inspections attended by tenants	11	84	😞
Number of cases of graffiti reported	55	46	😞
% of cases of graffiti removed within target times	97	41	😬
Number of abandoned vehicles removed	5	2	😬
Use of community halls (hours used)	3,145	2,181	😬
Number of apprenticeships and trainees	27	4	😬
Number of residents employed with Phoenix	12	10	😬

#### How we compare to other housing associations

##### Cases of anti social behaviour

Phoenix had the 2nd fewest cases out of 9 in London and the south east and 4th fewest cases out of 31 nationally.

#### Key facts

- £14,600 was generated from hiring out the Community Centres.
- Planted 30,000 bulbs in the Phoenix area.
- Planted 55 trees in the Phoenix area.







## 5 Value for Money

### How we achieve the balance between low costs and high quality services

Phoenix defines Value for Money (VFM) as high when there is a balance between low costs, high productivity and successful outcomes for residents.

Tenants have told us that improving value for money for rents and service charges is the third most important service to improve (Survey 2010).

In the current economic climate there is an increasing need for us to deliver real value with the money we collect from rents, service charges, grants and loans. We also need to understand the latest challenges and trends affecting the residents and communities we work with across the Phoenix area.

Our Money Matters campaign includes:

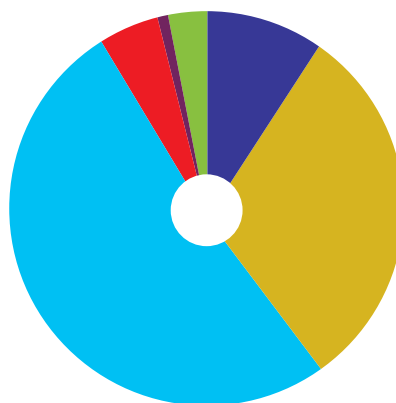
- **Proactive advice** to support financial wellbeing and reduce expensive court action and evictions.
- **Guidance** to reduce household costs through energy efficiency and money management.

#### To guide us on Value for Money as a business we have:

- Developed a value for money action plan which we review every year.
- Set up a value for money register.
- Introduced value for money forms for new spending decisions.
- Appointed two value for money champions, a Resident Board Member and a member of the Phoenix Residents Group.
- Established a new purchase order system to improve financial control of how we pay suppliers.
- Held a procurement and value for money seminar for staff.
- Asked residents what activities they most want to see cost information on.

When we consulted residents about this standard, they told us they wanted to receive feedback on how we spend our money.

#### How we spend our money



10.3%	Staff costs
30.5%	Operating costs including routine repairs
51.6%	Major works and decent homes
4.7%	Share of VAT shelter payable to Council
0.3%	Other fixed assets
2.5%	Interest payable and bank charges

Some residents told us we spend too much on resident communication and should send more information by email or even not produce it. We have consulted more widely on whether we should produce a Phoenix Calendar and are looking at alternative ways to communicate including making more use of email and our website.

## Value for Money

How we achieve the balance between low costs and high quality services

"I believe Phoenix is thinking of its residents in relation to value for money and how to give more back to them."

Helen, Residents Communications Group Champion



### Some Value for Money examples

#### What we did

Acquired the Green Man site by exchanging structurally unsound properties and garages for the site.

Conducted in-house training and away days for residents and staff.

10% reduction of prices per home in mini tender of decent homes works contracts.

Serviceable locks from lock changes re-used.

Caretaking Services exchanged a large sweeper for a smaller more efficient one.

Obtained £891,000 energy efficiency grants.

Obtained £95,000 of grants for community based projects.

#### How the savings benefited residents and the community

- New office and community resource to be built in the heart of the Phoenix Area.

- Reduced spend on consultancy fees.
- Positive feedback on sessions provided.

- 10 more homes were improved in the Decent Homes Programme.

- £4,175 saved on void costs.

- £3,880 saved in 2010-11 which will be passed on to residents through future service charges.

- A range of environmental improvements provided to homes in addition to decent homes works.

- Range of projects and initiatives provided in the community, including:
  - £4,000 for an older person's fitness club.
  - £15,000 for a youth club.
  - £5,000 for the Young Peoples Sounding Board.
  - £20,000 summer activity programme for young people.

### Plans for Improvement

- *Deliver our plans for improving value for money across Phoenix.*
- *Provide more information about our costs, prioritising the areas you have asked about.*
- *Tell residents more about how our costs compared to other landlords.*





# 6 Governance and Financial Viability

## Governance

**Governance** is the way Phoenix is run to make sure we are working within our rules and regulations.

The Phoenix Board is made up of seven residents (six tenants and one leaseholder), three Council Representatives and five Independent Members. Both the Chair and Vice Chair are tenants.

The main Board is supported by three sub-committees:

- Human Resources.
- Audit.
- The Green Man.

Member	Position	Term	Attendance
Pat Fordham MBE	Chair of the Board	Tenant	10/10
David Cummins	Vice Chair of the Board		
	Chair of the Green Man	Tenant	9/10
Margaret McCarthy	Vice Chair of Audit		
	Vice Chair of Green Man	Tenant	10/10
Pat Crawford	Vice Chair of Human Resources	Tenant	10/10
Walter McCann		Tenant	8/10
Peter Lewis		Tenant	9/10
Dennis Costelloe		Leaseholder	Until September 2010
Alan Willis		Leaseholder	Elected September 2010
Kevin Donnelly		Independent	8/10
Phil Newsam	Chair of Audit	Independent	10/10
Andrew Harmer	Chair of Human Resources	Independent	9/10
Paul Bloss		Independent	6/10
John Short		Independent	Until December 2010
Cllr Alan Hall		Councillor	6/10
Cllr Ron Stockbridge		Councillor	Deceased January 2011
Cllr Julia Fletcher		Councillor	From May 2010
Cllr Dan Houghton		Councillor	Until May 2010

Cllr Janet Darby was appointed in April 2011

David Leah was appointed in June 2011

Board Members are not paid by Phoenix but they can claim out of pocket expenses and are provided with training and other resources to help them fulfil their duties.



# Governance and Financial Viability

## Governance

"I believe the Board works best when there's lots of discussion around issues. I also hope the Board will become more representative of the local community through future board elections."  
**Richard, Residents Communications Group Champion**



Prospective Board Members must meet specific criteria to stand for election and be nominated and seconded by Shareholders before the Annual General Meeting. Candidates can be nominated by themselves, by their Local Area Panel or by another Shareholder member.

Independent Board Members are selected to ensure the Board as a whole has a diverse range of expertise and experience. Council representatives are nominated by Lewisham Council.

All Board members went through an appraisal in 2010-11, identifying their strengths and areas for improvement.

The day to day management operations are delegated to the Executive Management Team led by Chief Executive, Jim Ripley.

### Code of Governance

In 2010, the Board assessed how well it meets the National Housing Federation code of governance and found it met all but three recommendations. These are:

#### Size of the Board should be no more than 12

- The Board considers that the current size of Board at 15 is required in order to maintain the level of resident involvement at Board level, together with Local Authority representation, that was set out in the offer document to residents.

#### Board members should be selected

- Residents are elected by open elections.
- The Board considers that a selection process might discourage applications from interested residents.
- Independent Members are selected.

- Lewisham Council nominates three council representatives to the Board in accordance with our Transfer Agreement.

#### The maximum term of office for any Board member is nine years

- This does not yet apply in practice as Phoenix started operating in December 2007.
- The Board has agreed to consider the application of a maximum term of office in the future.

In May 2011 the Board also agreed a number of actions to improve how it works in line with the code.

#### The Board carried out key reviews and set new or revised strategies in the year:

- Key risks and activity to manage or minimise them, including the impact of welfare reforms and the Localism Bill.
- The Corporate Plan.
- Treasury Management Strategy.
- Community Empowerment Strategy.
- Children's and Young People's Plan.
- ICT Strategy.
- Phoenix Standards and Local Offers.
- Review of Key Performance Indicators.
- Policies covering gifts, hospitality and for Board and staff members.
- Equality and Diversity updates.
- Development Strategy.
- Value for Money.
- Business Continuity.
- Major Works and Improvements.
- Fire Safety.



# Governance and Financial Viability

## Governance

### Transfer Promises

When Lewisham Council transferred its' properties to Phoenix we made promises to residents and the Council. The Board regularly reviews progress in meeting these.

#### Promises

• Met 83 • On track or ongoing 60 • Not started 4

#### Promises we have not started are:

• Homes would be kept to the 'Phoenix Standard'.	Once the initial programme is completed, Phoenix will 'refresh' the programme to keep all properties up to the Phoenix Standard.
• Explore offering a leasehold management service.	Phoenix is not currently able to offer this service but it is in the Home Ownership Service Improvement Plan for 2011-12.
• Regular environmental option studies.	We are planning 3 environmental option studies in 2011-12. Areas to be covered include the Passfields Estate. Studies will be used to assist Local Area Panels plan their budgets.
• Options for areas to move towards tenant management.	We will focus on this in 2012-13.

### Internal Audit

To provide assurance to the Board we have internal auditors who carry out an annual programme of audits agreed with the Audit Committee and report their findings directly to the Committee.

#### Internal Audit checks completed in the year

- |  |                          |
|--|--------------------------|
| • Governance – Performance Monitoring.       | • Major Repairs.         |
| • VFM Arrangements.                          | • Anti Social Behaviour. |
| • IT Security – Management Controls.         | • Leasehold Management.  |
| • Health and Safety Management.              | • Resident Involvement.  |
| • Payments.                                  | • Voids Management.      |
| • Governance – Regulatory Framework.         | • Contract Monitoring.   |
| • Risk Management – Mitigation Arrangements. |                          |

Actions were agreed based on the internal auditors recommendations. The auditors also assessed our progress in meeting their recommendations and summarised:

“ Overall, the reviews carried out indicate that the organisation has systems in place that are **designed and operated to provide effective control.** ”  
(TIAA- Internal Auditors' Report)

# Governance and Financial Viability

## Governance

### Inspection and Service Improvement Plan

In February 2010 we had a mock inspection. The inspection set out our current position and where we need to improve.

To help monitor the improvements required, an Improvement Plan was developed and approved by a new Change Review Group which includes the Chairs and Vice Chairs of the Phoenix Residents Group and the Board. The Group receives regular updates on key projects in the Plan.

“ When we first came together as a group it was a bit daunting as there was a lot of information to get through. We took advice where needed, listened to residents, staff, the Phoenix Residents Group and Board and have come out the other side with a solid plan in place. **We're a young organisation so there's still a lot to achieve but we're heading in the right direction.**”

(Pat, Phoenix Chair)

### The Phoenix Residents Group (PRG)

This group acts as a channel (conduit) between the Local Area Panels and the Board. In 2010-11 some of the issues the group looked at were:

- Reports from its' sub-committees and working groups, the Local Area Panels and the Board.
- New Policies and Strategies, including the Community Empowerment Strategy and Children and Young People's Strategy.
- Phoenix Standards and Local Offers.
- Training.
- Community Centres and the Residents Resource Centre.
- Governance of the Group.
- Performance.
- Budgets.

### Plans for Improvement

- *Improve performance and the monitoring framework.*
- *Complete a review of governance and our Code of Governance every year.*
- *Agree how residents can play an even greater role in scrutinising services and the Phoenix Standards.*
- *Set a new Equality and Diversity Strategy.*







# Governance and Financial Viability

## Financial Viability

**Financial Viability** is how we ensure we have the money to do what we say we will now and in the future.

### Financial viability

To make sure we have the money to do what we say we will now and in the future we have a 30 year business plan. This is updated regularly and, together with a Treasury Management Strategy, helps to manage our financial exposures and meet our loan covenants.

The current financial climate is challenging so the Board has analysed the business plan to obtain assurance that Phoenix will be financially viable now and in the future.

After reviewing the budget for 2011-12 and the 30 year financial plan, the Board has a reasonable expectation that the Association has adequate resources to continue to operate for the foreseeable future.

### Our borrowings

Phoenix has undrawn (unused) loan facilities of £40.5m as of 31st of March 2011 to use to fund the Major Works and Improvement Programme. The loan is secured against our properties.

The full set of financial statements were audited by Nexia Smith & Williamson and approved by the Board on the 21st July 2011. The full audited accounts are available on request by contacting Customer Services and will also be published online at [www.phoenixch.org.uk](http://www.phoenixch.org.uk).

### 1: Turnover

The income we receive through rents and service charges from residents, grants and other income.

### 2: Operating Costs

The money we spend managing and maintaining homes, as well as our running costs like staff salaries and the office.

Major works and improvements are not included here. They are deducted from liabilities on our balance sheet.

### 3: Interest Payable

The interest charge on our loan with Barclays to carry out the Major Homes and Improvement Programme works; minus any interest we gain on our bank accounts.

### 4: Surplus

The money we make when we take off all our expenditure (operating costs).

### 5: Housing Assets

The value of our properties.

### 6: Other Fixed Assets

This includes the Green Man site, IT equipment and motor vehicles.

### 7: Current Assets

Money we have in the bank or is owed to us including tenant and leaseholder arrears; insurance and grants we are due to receive.

### 8: Current Liabilities

The money we owe people.

Under liabilities due in more than 1 year is our loan from Barclays Bank and our commitment to deliver the Major Works and Improvement Programme. Spend on major works and improvement this year, is set against this amount.

### 9: Pension Assets and Liabilities

Phoenix's share of the Lewisham Local Government Pension Scheme.

# Governance and Financial Viability

## INCOME AND EXPENDITURE ACCOUNT

For the year end 31st March 2011

	2011 £'000	2010 £'000
Turnover	27,960	26,129
Operating costs	(18,140)	(20,193)
<b>OPERATING SURPLUS</b>	<b>9,820</b>	<b>5,936</b>
Surplus on the sale of fixed assets	38	38
Interest payable and similar charges	(1,218)	(841)
<b>SURPLUS FOR YEAR</b>	<b>8,640</b>	<b>5,133</b>

## BALANCE SHEET

As of 31st March 2011

	2011 £'000	2010 £'000
<b>Fixed Assets</b>		
Housing Assets	112,840	105,971
Other fixed assets	667	799
<b>Total fixed assets</b>	<b>113,507</b>	<b>106,770</b>
Current Assets	27,853	34,974
Current Liabilities	(31,108)	(30,644)
<b>Net Current Assets</b>	<b>(3,255)</b>	<b>4,330</b>
<b>Pension Assets</b>	<b>356</b>	<b>0</b>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>	<b>110,608</b>	<b>111,100</b>
Liabilities falling in more than one year	93,001	101,213
Pension Liabilities	0	4,618
Capital and reserves	17,607	5,269
	<b>110,608</b>	<b>111,100</b>

The figures in red and in brackets are minus figures.



## The Future and Closing Message

### From the Chair of the Residents Communications Group

**We hope you enjoyed reading our annual report.** We very much appreciate the hard work by residents and staff on our annual report and their contribution to our continuing journey. We welcome new people to take part in the enjoyment as well as the work we do to develop our community in the right direction. Please contact Customer Services to get involved. What you tell us will make a difference.

Thank you for already taking part by just reading our annual report and your feedback will help us to improve it for future years. Please take the time to complete the feedback form included with this report.

Thank you.

David, Chair of the Residents Communications Group



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#### Plans for the future

- Continue **to deliver our priorities** and the planned improvements highlighted in this report.
- **Redevelop the Green Man** as a new community resource and office at the heart of the community.
- Set our **Customer Access Strategy** using feedback from residents to build the services residents want and to communicate in the way residents want.
- **Connect more with vulnerable residents** or those we rarely see or hear from and identify where our services can offer added support, for example, with benefits advice or during family bereavement.
- Orchard, our **new core business system**, will streamline services for residents so they can do more online, such as checking their rent accounts or booking repairs. Residents and staff have also told us they would like Phoenix to diversify into social network sites so we are launching our presence on Facebook, Twitter, YouTube, Myspace and Google+.





## Useful Contacts

### How residents can contact and visit Phoenix

	<b>By telephone</b>	0800 0285 700 (freephone) 0844 264 2844 (lower cost on some mobile tariffs)
	<b>By email</b>	customerservices@phoenixch.org.uk
	<b>By bus to Wren Court Office</b>	208 or 320 to Bromley, Bromley Magistrates Court. 126, 261, 314, 336 or 638 to the Hammelton Road bus stop. Walk down Hammelton Road to London Road.
	<b>Face-to-face</b>	Wren Court, 15 London Road, Bromley, BR1 1DE. (The office is open on weekdays from 9am to 5pm)
<hr/>		
	<b>Surgeries</b>	<b>Dates</b> <b>Times</b>
	Bellingham Office	Mondays 9am-11am Thursdays 3pm-5pm
	Downham Leisure Centre	Mondays 3pm-5pm Thursdays 9am-11am
	<b>To register a complaint, comment or compliment</b>	Email <b>complaints@phoenixch.org.uk</b> or send a message via the Complaints, Comments and Compliments page on our website <b>www.phoenixch.org.uk</b>
	<b>Social media</b>	Phoenix is currently launching its presence on Facebook, Twitter, Youtube, MySpace and Google+.

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This is the map from Phoenix Festival, May 2011, which helped us create the theme for our report.