

Our Corporate Plan 2023-2028



A summary

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Our
Corporate
Plan
2023-2028



Our plans for the future

Welcome to our corporate plan for 2023-28. Shaped together with our residents and Board, our corporate plan looks ahead to the next five years and outlines our goals and objectives for the future, in line with our vision and values.

Founded by residents, for residents, Phoenix is one of the few Community Gateway housing associations in the UK. We're proud to be resident-led and this plan outlines our commitment to stay that way. With an increased focus on flexibility and accessibility, we're working to remove barriers to taking part and expand involvement opportunities to all our residents.

We are operating in uncertain times and as we look to the future, we must ensure that we continue to get the basics right. We will focus on improving the quality of our existing homes, supporting residents through the cost-of-living crisis and providing the homes and services our residents need.

While there are challenges ahead, we are ambitious and will work with our residents, Board, staff, and partners to remain resilient and deliver for our residents and community.

If you would like to get involved in shaping our future, we'd love to hear from you.



Carmen Simpson
Chair



Denise Fowler
Chief Executive



Phoenix in Bloom
judging - August 2022.

Introduction and context

About us

Phoenix Community Housing is a Community Gateway Housing Association with over 7,600 homes, mainly in south Lewisham, which house around 17,800 people.

We are resident-led, with six resident Board members, four independent members and two Councillors. Our Chair and Vice Chair are tenants. Our Board and committees are also advised by a tenant consultative group, the Phoenix Gateway.

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

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

We have a head office and a community hub in the heart of our area - The Green Man.

Phoenix International
Women's Day - March 2022.

Our vision

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



Our objectives

We have set four strategic objectives so we can make sure everything we do aligns to our overall vision:

**Resident leadership
and effective governance**

[Learn more on page 22](#)



**Homes and services that
meet our residents' needs**

[Learn more on page 26](#)



**Sustainability for Phoenix,
our homes, neighbourhoods
and community**

[Learn more on page 30](#)



**Growth in new homes
and opportunities**

[Learn more on page 34](#)



This plan sets out our ambitions under each of these objectives and how we will achieve them.

Our values

At Phoenix, how we do things is as important as what we do.



One
Phoenix



Our residents

While most of our residents have been willing to provide information about their profile, only 59.63% of residents have been willing to provide information about disability and only 36% were willing to disclose their sexual orientation.

We need to do more work to understand why residents are less willing to provide information in these areas.

Our homes house around 17,800 people



Phoenix as 100 people can be viewed as:

Age

- 22 under 18
- 19 18-30
- 37 31-59
- 18 60+
- 4 unknown



Ethnicity

- 33 white
- 4 mixed heritage
- 3 Asian
- 26 black
- 2 other
- 31 prefer not to say
- 1 unknown



Gender

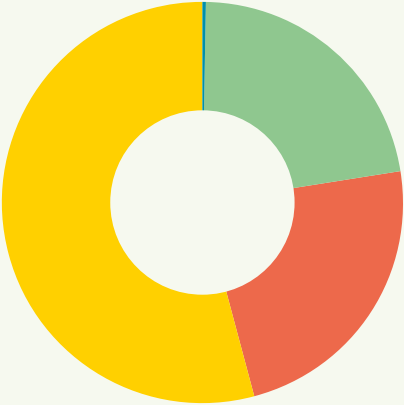
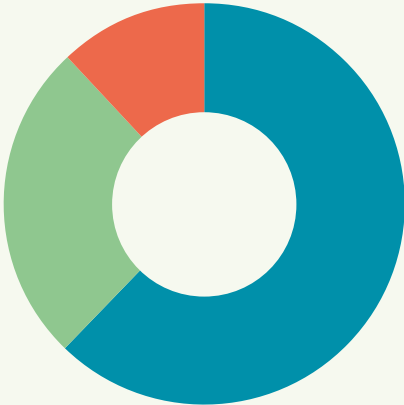
- 56 female
- 44 male

Disability

- 62 unknown
- 26 have no disability
- 12 live with a disability

Sexuality

- 0.1 lesbian
- 0.2 bisexual
- 0.2 gay
- 22 preferred not to say
- 23.4 heterosexual
- 54.1 unknown



Our homes

We own and manage over 7,600 homes, almost all of which are in the Lewisham wards of Bellingham, Hither Green, Downham and Grove Park.

Our homes house around 17,800 people.

6,312 of our homes are let at social rent, 1,185 are leasehold, 170 are let at affordable rents and 31 homes are let on shared ownership leases. Lewisham Council have 100% nomination rights to empty social rented and affordable rented homes.

Our homes are predominantly around 100 years old, comprising interwar properties set in generous garden footprints, and c1960s purpose-built blocks of flats. Our Grove Park homes were acquired in 2021. We also own a number of non-traditional build and commercial properties.

The economic and regulatory context presents significant challenges. Our investment includes developing robust programmes to maintain health and safety compliance, reviewing our approach to damp and mould, improving the energy performance of our homes to achieve SAP C by 2030 and meeting Carbon Net Zero emissions by 2050. Our investment prioritises landlord health and safety and the quality of our homes. We want to ensure that all of our residents have a home that is warm, safe and dry.

We currently have 964 homes below SAP C. Fabric first improvements are planned to meet the SAP C standard and move towards Carbon Net Zero. Costs, funding and options for meeting these standards remain difficult to predict and we have increased the allowance in our financial plan for energy improvement works.

We have a new approach to incidences of damp and mould in residents' homes to ensure we respond quickly and follow a clear monitored process to resolve the issue.

New building safety legislation and guidance requires evidence that all of our higher-risk residential buildings are safe with Building Safety Cases to be prepared for approval by the Building Safety Regulator. Our Building Safety Programme includes actions to ensure that our resident voice is heard, drives cultural change and that relevant data is collected, maintained and shared in support of building safety.

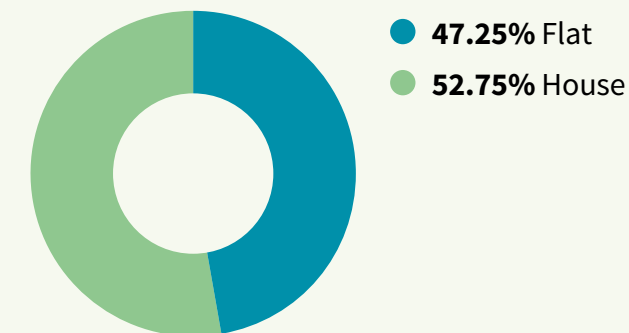
We currently have five blocks which are higher risk due to their height and nine blocks over 11m high and in scope of the fire safety regulations.

We are analysing the performance of all our stock to ensure that we prioritise investment in the right homes to meet our residents' needs.

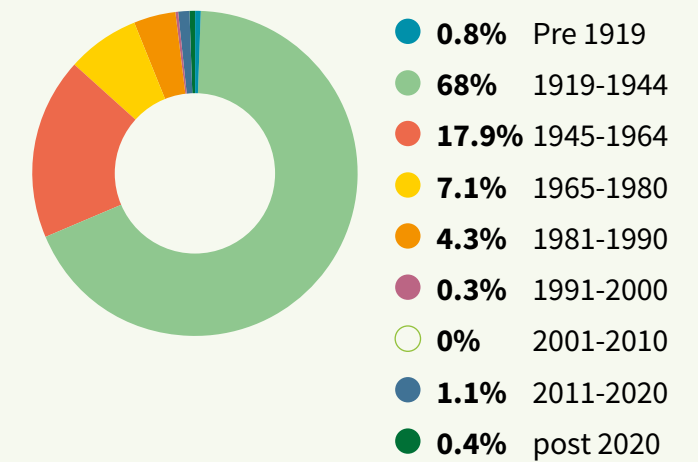


Our homes as a breakdown

Archetype



Age of our homes



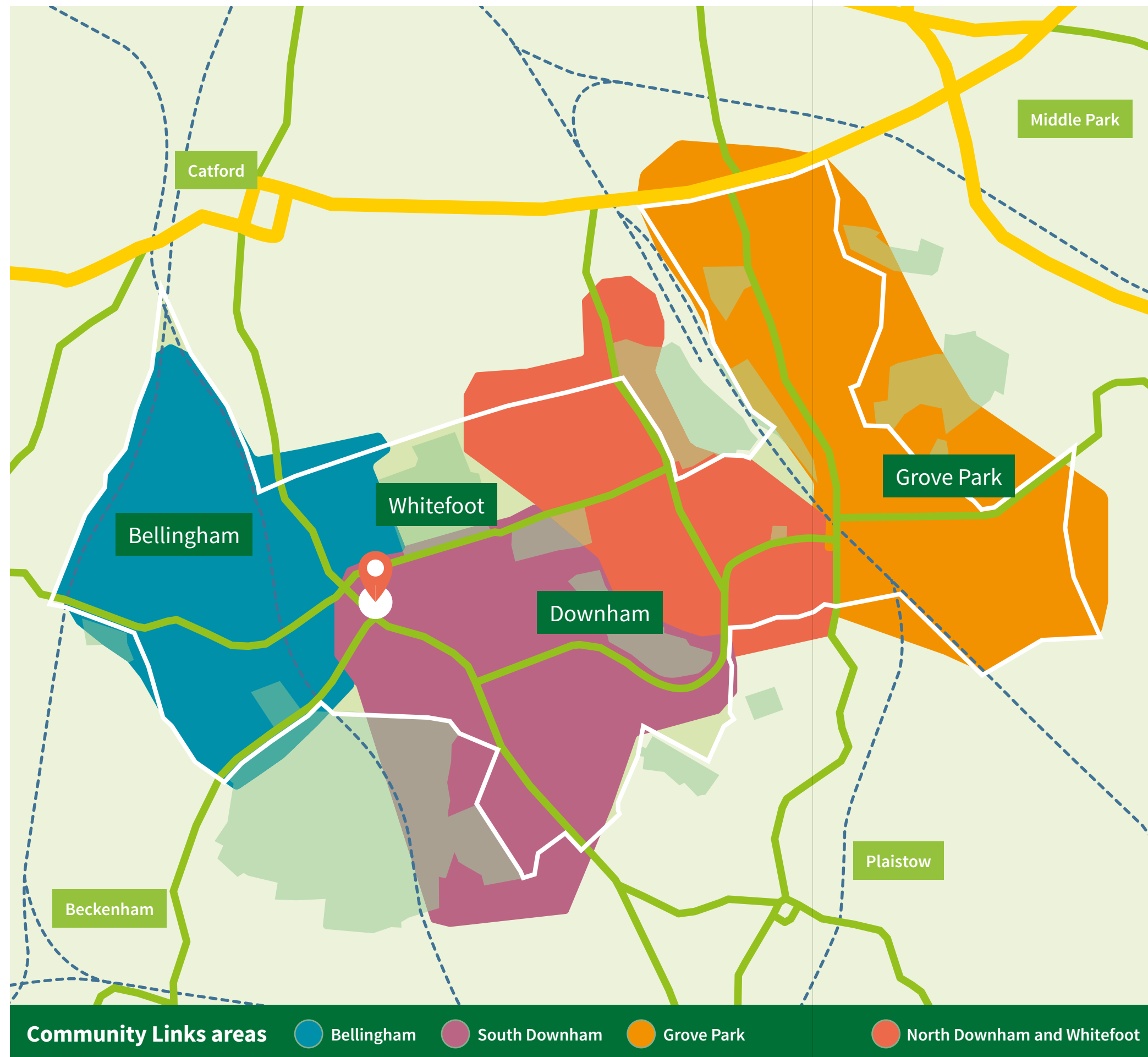
964

964 of our homes are currently below SAP C standards and we have increased the allowance in our financial plan for energy improvement works.

68% - 100yrs

68% of our homes are nearly 100 years old.





Our community

The close geographic location of our homes and our Community Gateway model helps us to work together with our Board, residents, staff and partners to support our community to thrive through the toughest times.

This year we consulted with residents and they said they would like us to work even more locally. We have now established four Community Links areas at neighbourhood level.

300,000

We have a shared impact on a local population of 300,000.*

29.2%

29.2% of homes in Lewisham are socially rented.*

*Figures taken from the Office for National Statistics



Our partners

Phoenix was created through a large scale voluntary transfer from the London Borough of Lewisham. We maintain very close working relationships with the local authority. Two local councillors sit on our Board and we meet with local councillors and MPs regularly to discuss casework or topics of mutual interest.

We work in partnership with teams across Lewisham Council including Adult Social Care, Family Thrive, The Multi-agency Safeguarding Hub, the Lewisham Safeguarding Childrens Partnership, the Community Safety Team and the Environmental Enforcement Team.

We also have strong working relationships with voluntary agencies and charities in our area including Jobcentre Plus National Careers Service, Athena and Lewisham Works.

We work closely with Sevenfields Primary Care Network and local GPs to facilitate health drop-ins and to promote health and wellbeing in our community.

Our Housing Management Team work with the Metropolitan Police Safer Neighbourhood Team to address anti-social behaviour, hate crime and domestic violence.

We actively work in partnership with residential community groups including Downham Matters and Farmstead Community Gardens, and encourage Phoenix residents to get involved and work in partnership with them.

We are now building strong relationships with local schools and Lewisham College to provide information on activities and opportunities for young people. We are also signed up to the Goldsmiths University of London Civic University Agreement which sets out a shared vision and action plan for Lewisham.

We work closely with the Greater London Authority on our development programme.

We have corporate membership of the Chartered Institute of Housing (CIH) and the National Housing Federation (NHF). We regularly speak at CIH and NHF events, and host visits from them and other housing associations who are interested in the Community Gateway model.



Current challenges

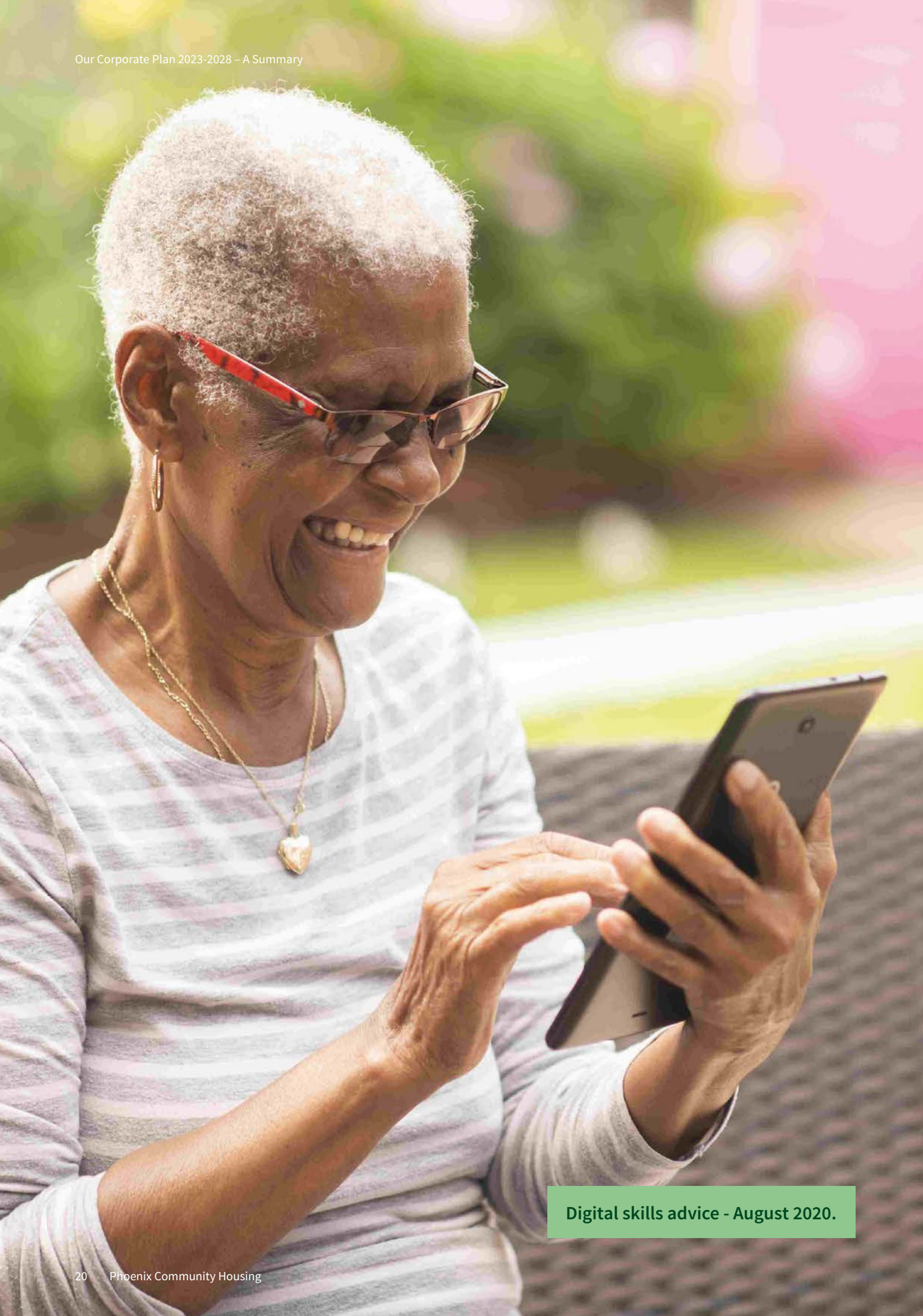
We are operating in uncertain times and like other landlords have challenges ahead. The impact of the pandemic and Brexit on individuals and the economy continues and there is now the ongoing impact of the war in Ukraine. Our costs, particularly construction, repairs and maintenance costs, are running well above inflation.

The cost of living crisis has affected everyone but hits households on the lowest incomes or with additional needs hardest. Many struggle to pay for basic essentials such as food and heating.

The new era of consumer regulation and increased legal obligations rightly focusses on the quality and safety of social housing. At Phoenix we know that a safe, secure, warm dry and comfortable home is the foundation of everyone's lives.

Phoenix still has big ambitions as reflected in our objectives. The demand for our services has increased, whilst our rents have been capped well below the level of inflation. This means that every penny and every minute of staff time has to be spent wisely. Working with residents, we have agreed priorities which reflect an increased focus on the quality of our homes, whilst retaining the wider commitment to our community which makes Phoenix so special.

...we have agreed priorities which reflect an increased focus on the quality of our homes, whilst retaining the wider commitment to our community which makes Phoenix so special



Our strategic objectives

Digital skills advice - August 2020.

2.1 Resident Leadership and Effective Governance

We are committed to sustaining our Community Gateway model. Our Board remains resident-led, and tenants are the largest group on the Board. Residents are involved in decision making at every level and we will develop a range of ways to engage with residents. We will maintain a strong focus on equality, diversity and inclusion to ensure that all residents' voices can be heard and will ensure open, transparent and effective governance which complies with the National Housing Federation (NHF) Code of Governance 2020.

Actions we will take to ensure this will include working with residents to:

- Develop and introduce a new Resident Involvement and Community Empowerment Strategy (RICE) that enables effective resident involvement in decision making and reflects the diversity of our community.
- Review and improve our formal governance structures and activities, including embedding the role of the Phoenix Gateway, in line with the new Resident Involvement Strategy.
- Align our approach with our new Community Links based Customer Services Strategy.
- Carry out regular governance effectiveness reviews.
- Provide support and training for Board and committee members, including targeted support for resident Board members. This will include using our school of social housing, The Phoenix Academy, to support residents to build their knowledge of social housing.
- Review our shareholding and Gold Membership scheme.
- Make changes to organisational design, policy and procedures to support resident leadership and effective governance.



Board meeting - August 2023.



Connected Futures launch - October 2022.

How we will achieve these - Key performance indicator (KPIs)

- % of residents satisfied with the extent Phoenix listens to their views and acts upon them.*
- Attendance at Phoenix Gateway meetings increases, and feedback is positive.
- % of residents satisfied that Phoenix keeps them informed about things that matter to them.*
- The pool of involved residents is diverse and increasingly reflective of our tenant and leaseholder demographic.
- Every year over 40% of our residents are consulted via our quarterly surveys.
- We maintain our G1 status with the Regulator of Social Housing.
- Our Board and committees have strong resident representation in line with their terms of reference. Our Board is resident-led.
- We comply with the NHF Code of Governance 2020.
- We increase our shareholding membership.

*We report on the outcomes for tenants and leaseholders separately.



Phoenix Academy graduation ceremony - August 2023.



Phoenix in Bloom award ceremony - September 2022

Future thinking

We will celebrate our heritage and encourage our community to take pride in their homes and neighbourhoods.

See 2.3 on Page 30

2.2 Homes and Services that meet our residents' needs

We will deliver against clear standards for our homes and services. We will deliver services collaboratively at a local level. Working as One Phoenix and in partnership with other local agencies will improve the services we can offer and also increase staff visibility and accountability to residents. We will be digital by choice, enabling residents who wish to engage with us online to do so as easily as possible. We will increase our support for residents in vulnerable circumstances and will learn from resident feedback to improve our homes and services.

Actions we will take to ensure this will include working with residents to:

- Develop and introduce new homes and services standards, which meet all legal and regulatory requirements.
- Carry out full stock condition surveys of 20% of our homes each year. We will use this information to identify priorities for investment in our homes.
- Increase resources to enable support to residents in vulnerable circumstances, including our financial wellbeing service and an improved approach to domestic abuse.
- Improve the resident self-service portal to enable digital by choice.
- Conduct quarterly resident surveys in line with the Regulator of Social Housing Tenant Satisfaction Measures. We will survey between 10 and 25% of residents each quarter and we will use the feedback from these and other consultation with residents to identify and implement service improvements.
- Use customer journey mapping to explore issues further and identify solutions, including amending our approach to handling complaints.
- Make changes to organisational design, policy and procedures to improve service and drive efficiency.
- Integrate Phoenix Repairs Service into Phoenix Community Housing.
- Ensure a fair balance between the responsibilities of residents and Phoenix as a landlord.
- Improve the quality of our data and information management.

How we will achieve these - our Key performance indicator (KPIs)

- Residents' overall satisfaction with the service from Phoenix.*
- Extent residents agree that "Phoenix treats me fairly and with respect".*
- % of residents that are satisfied that their home is well maintained*
- % of residents satisfied with the overall repairs service from Phoenix over the last 12 months (if they say they have had a repair in the last 12 months).
- % of residents satisfied with the time taken to complete the most recent repair.
- % of residents satisfied that Phoenix keeps communal areas clean and well maintained.*
- % of residents satisfied with Phoenix's approach to handling of anti-social behaviour.*
- % of residents satisfied that their home is safe to live in.*
- % of residents satisfied with Phoenix's approach to complaint handling.*
- We are 100% compliant with all statutory areas of health and safety and building safety and tolerance levels are agreed for non-statutory areas.
- Maintain compliance with consumer standards set by the Regulator of Social Housing.

*We report on the outcomes for tenants and leaseholders separately.



Chat and Skips - November 2021.

Future thinking

We will continue to develop high quality affordable homes to meet the ongoing need.

See 2.4 on Page 34

Our first intergenerational development at Melfield Gardens will provide 30 affordable rent homes for people over 55 and two four-bedroom flats for students.

The homes will be built to highly sustainable 'Passivhaus' standards, meaning residents will notice benefits such as lower energy bills and comfortable living environments.

2.3 Sustainability for Phoenix, our homes, neighbourhoods and the community

We will ensure that we have the people and resources so that Phoenix can continue to deliver our vision. We will continue to work to ensure that our homes are fit for the future and we will work in partnership with others to enable our neighbourhoods and communities to thrive.

The Corporate Plan objectives are reflected in our 40-year financial plan, which is used to demonstrate our long-term financial viability and ability to repay debt in line with loan repayment terms. The Board has set golden rules against which the financial plan is monitored.

Actions we will take to ensure this will include working with residents to:

- Develop and introduce this corporate plan.
- Introduce a new People Strategy.
- Develop our IT and Facilities strategies.
- Regularly review financial plans.
- Benchmark our financial and operational performance against other housing associations.
- Ensure that all rent and service charges are recovered fairly, accurately and efficiently.
- Focus community empowerment and investment activities on those which are best value for money and have the biggest impact for lower cost.
- Develop and implement an Asset Management Strategy to ensure we invest in the right homes at the right time.
- Use our subsidiary Homemakers to let some properties at market or sub market rent and gift aid the profits to invest in social homes.
- Play a full role in Lewisham Strategic Partnership, working with Lewisham Council and other local agencies to deliver for our community.
- Build close working relationships with local agencies including GPs, schools and voluntary agencies to maximise investment in our communities.
- Celebrate our heritage and encourage our community to take pride in their homes and neighbourhoods.



Bellingham Centenary exhibition launch - July 2023.



Focus community empowerment and investment activities on those which are best value for money.

How we will achieve these - our Key performance indicator (KPIs)

- | | |
|---|--|
| ○ Every year we support residents into work. | ○ Maintain our golden rules on financial viability. |
| ○ % of residents satisfied that Phoenix makes a positive contribution to neighbourhoods.* | ○ Regulator of Social Housing financial metrics are at least median compared with peers. |
| ○ Milestones for achieving EPC C in all our stock by 2030 are met. | ○ Maintain our governance and financial viability ratings at the highest levels. |
| ○ We will aim to collect 95% of rent charged. | ○ Meet our target for staff engagement. |
| ○ Our void (empty homes) turnover is at least median compared with peers. | ○ Staff turnover below 11%. |
| ○ Our operating margin is greater than 19%. | |

*We report on the outcomes for tenants and leaseholders separately.



The Phoenix Youth Council for 2022-23.

Future thinking

Develop and introduce a new Resident Involvement and Community Empowerment Strategy (RICE) that enables effective resident involvement in decision making and reflects the diversity of our community.

See 2.1 on Page 22

2.4 Growth in new homes and opportunities

We will continue to develop high quality affordable homes to meet the ongoing need. However, given other demands on our resources, we will reduce reliance on funding for new homes from existing tenants' rents. We will manage the increased costs of construction due to current economic circumstances. We will not actively pursue new stock transfer options but will remain open to new opportunities.

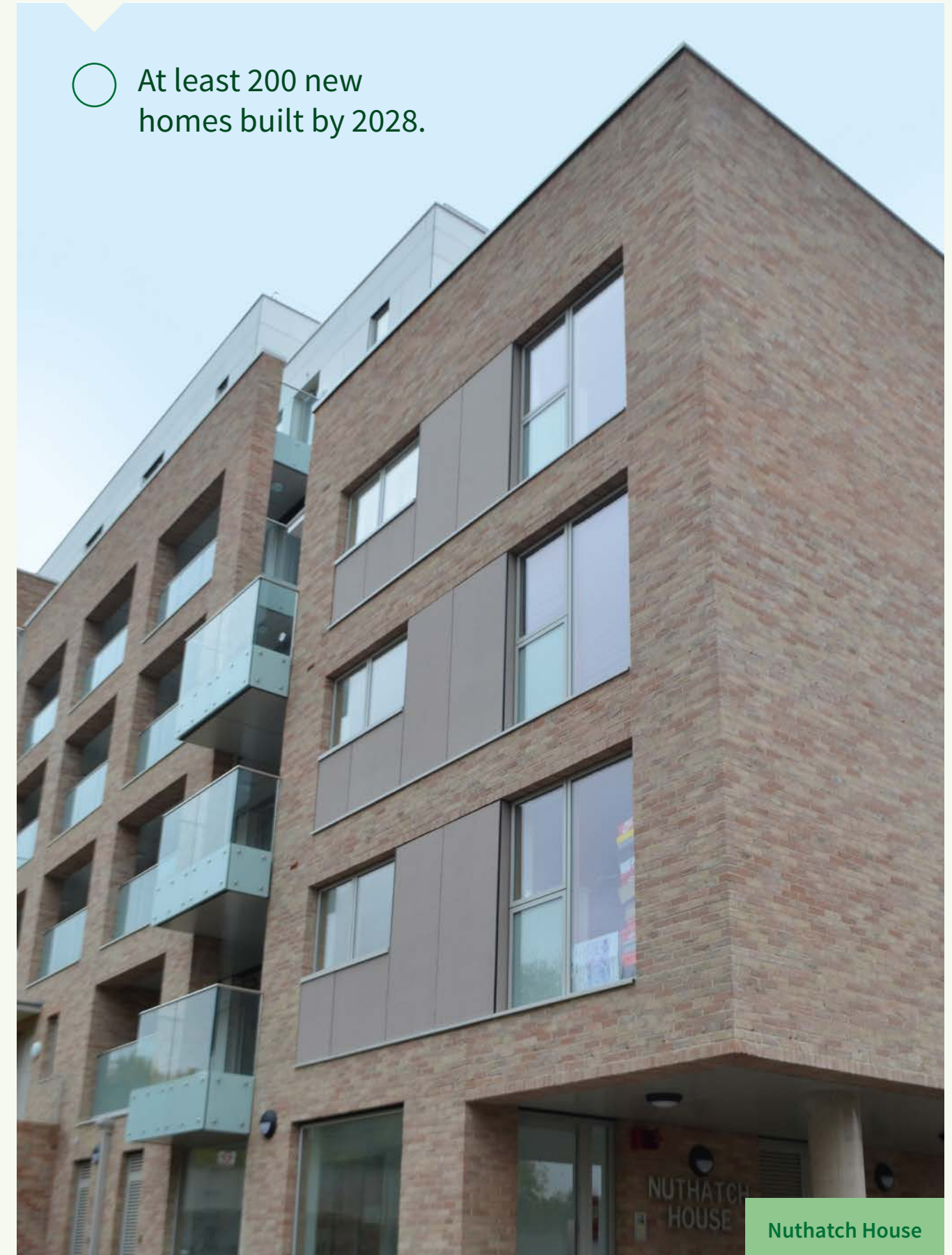
Actions we will take to ensure this will include working with residents to:

- Develop and introduce a new Development Strategy including alternative models for delivery and diversifying the range of tenures we offer to meet a wider range of housing need and improve the viability of development schemes.
- Review build quality to achieve GLA requirements and value for money.
- Delay contracts and start on site dates for new developments not yet in programme while costs are escalating but continue preparatory work.
- Use Catford Police Station as a pilot to explore new tenures including market rent, intermediate rent and shared ownership.
- Change tenure of Purchase and Repair programme to Intermediate Rent.
- Explore any stock transfer options suggested to us by other social landlords.



How we will achieve these - our Key performance indicator (KPIs)

- At least 200 new homes built by 2028.





Phoenix International Women's Day - March 2022.

Future thinking

We will focus community empowerment and investment activities on those which are best value for money.

See 2.3 on Page 30

2.5 How we check we are delivering our vision and ambitions

Our Board receive performance reports each quarter and is supported by committees who go into more detail about performance in different areas. These are the Audit and Risk Committee, the Resident Experience Committee, the Development Committee and the Remunerations, Appointments and HR Committee. Overall performance monitoring is complimented by performance reports for specific service areas and by performance monitoring and scrutiny by residents. Residents also scrutinise our performance through the Phoenix Gateway and in more detail via the Scrutiny Panel. The outcomes from this scrutiny are reported to Board.

Key projects to deliver the Corporate Plan are managed through our Programme Management Office and reported monthly to our Executive Team and then to the Board or relevant committees.

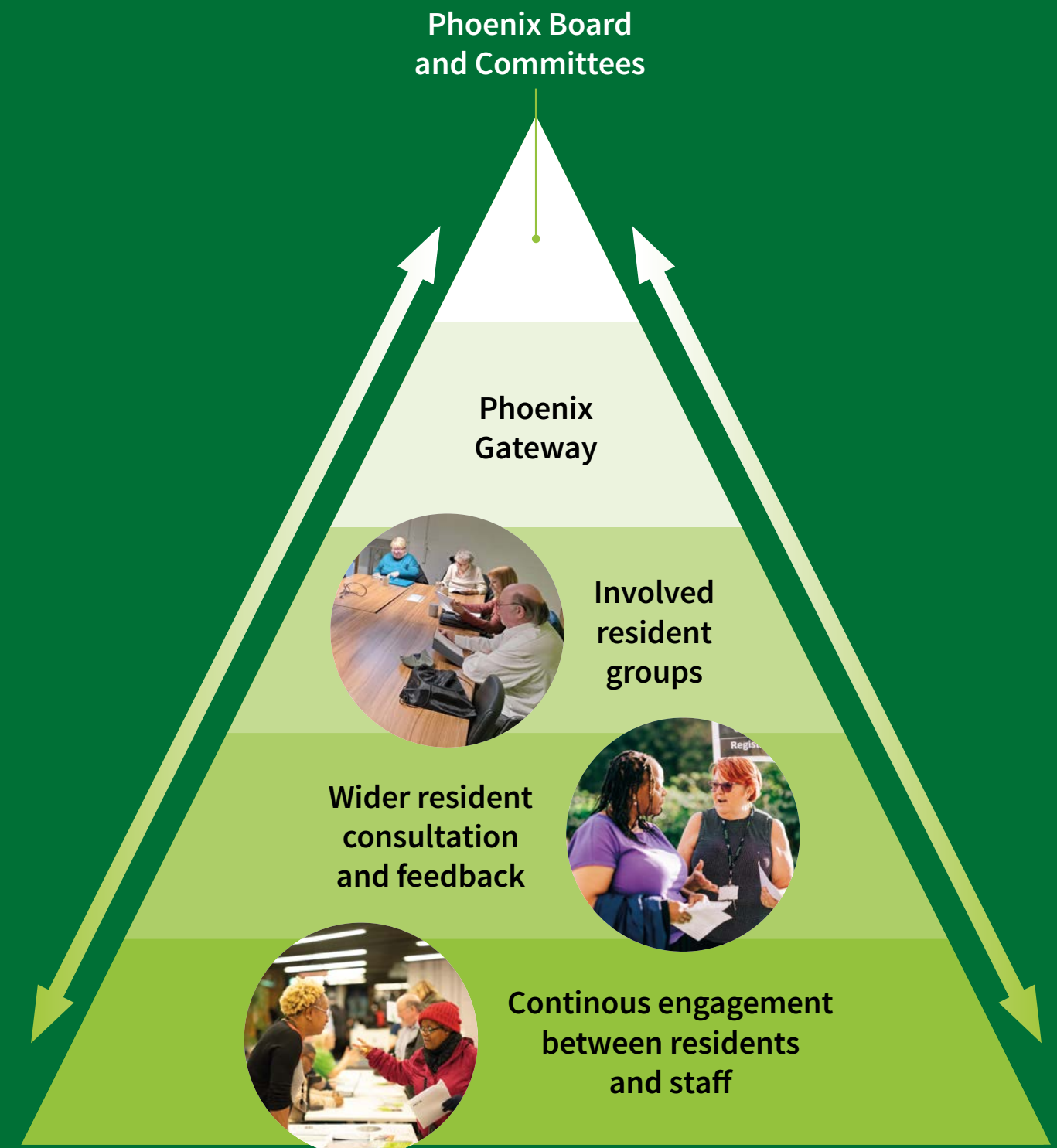
The Board reviews the management accounts at each meeting and regularly reviews the 40-year financial plan, considering the reasons for any variance and the implications for our golden rules.

To deliver our ambitions, we have a robust risk management strategy. Our Board has set a risk appetite using value drivers which it reviews annually. Any activity which could take Phoenix outside the value drivers set by the Board must receive Board approval before proceeding. The Group Risk Strategy set by the Board and reviewed annually also includes a definition of the overall risk Phoenix will manage as an organisation before more actions are taken to reduce risks. This is linked to our corporate risk register which is monitored by the Executive Team, Audit Committee and the Board.



Phoenix Board Meeting - August 2023.

How we're accountable to residents



Get in touch

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