



# Our Phoenix Standards

Updated March 2016

# Introduction

All housing associations in Britain are regulated by the Regulator of Social Housing (RSH).

The RSH sets standards that all housing associations must follow. These include standards on governance, how we manage our finances and consumer standards – which include expectations for how we involve residents, respond to complaints, maintain quality accommodation and much more.

Our Phoenix Standards are an explanation of what our residents can expect from Phoenix and go beyond the consumer standards set by our regulator. They were updated following resident consultation in 2016.

If we don't meet the Phoenix Standards in any way, please tell us so we can investigate and put things right. Your feedback helps us to provide better services.

**Please read these standards together with your tenant handbook, so you know what to expect from Phoenix.**

## How are the standards agreed?

We used resident feedback to draft our Phoenix standards in 2010 and agree the local offer. They were agreed with residents before they were approved by our Board.

In 2015 we consulted tenants on the standards again and reviewed them against our plans and the revised standards set by the regulator in April 2015.

Our standards will be reviewed again in the future.

## How can you check we are meeting the standards?

There are different ways you can check we are meeting the standards.

You said we should:

- Provide all residents with information on how we are doing at least once every year in the annual report.
- Provide some performance information in each addition of Community News.
- Provide reports to the Phoenix Resident Involvement Groups
- Show you how we are doing across Phoenix and break this down by areas.
- Compare ourselves to other landlords-national and local ones.
- Agree standards to scrutinise, in more detail, in an annual programme-through our scrutiny panel.

Most tenants told us the measures we suggested were the right ones

The different ways you can check are:

- Annual Report and accounts.
- Performance reports in your newsletter – Community News.
- Performance Reports to Community Links-including posters showing performance in your area and progress meeting area action plans.
- Information on our website, every quarter.
- Giving your views on our services. You can do this through surveys, focus groups, working groups, mystery shopping and your Link meetings.

# What are the standards?

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Phoenix has also set an additional standard called a local offer. This was based on resident feedback in 2010 when we first created the standards. This standard is called: How we support older and at risk tenants residents.

# Standard 1

## Tenant involvement and empowerment

### 1.1. How to get in touch and customer services

Response times in these standards also apply to email and web contact.

**We promise to:**

- Provide different ways for you to contact us.
- Always treat you with courtesy and respect.
- Train all our staff to provide an excellent level of customer service.
- Always carry identification or wear a name badge.
- Always give you our name when dealing with your query.
- Tell you how we are going to deal with your enquiry and how long it will take.
- Talk to you in plain English and give you accurate advice and information.
- Let you know what’s happening in the Phoenix Area.
- Make your experience an enjoyable one.

**What can you expect if you contact us?**

**We promise to:**

- Provide you with a free phone number to contact us.
- Aim to answer the phone within six rings.
- Aim to answer your enquiry without passing you onto someone else.
- Call you back to deal with your enquiry, if we cannot find the answer straight away.
- Ask you how satisfied you were with how we dealt with your query.

**What can you expect if you write to us?**

**We promise to:**

- Reply to your letter within 7 working days.
- If we cannot respond fully to your letter within 7 working days, we will let you know who is dealing with your letter and give you a date by when they will reply in full.

**What can you expect if you visit The Green Man?**

**We promise to:**

- See you within five minutes of a prearranged office appointment and inform you of any delays.
- See you within 15 minutes if you come into the office without an appointment.
- Tell you how long you will have to wait to discuss your query.
- Offer you a private interview and keep all your details confidential (we may not be able to offer you a private appointment immediately).
- Make sure our reception area is clean and comfortable and provide extra facilities such as toys for children.
- Provide clear, accurate and easy to understand information about the services we provide.
- Display up-to date, useful leaflets and posters in our office.
- Provide information in the format you’d prefer, for example large print, Braille, audio or translated.
- Make sure all the forms and leaflets you need are available. If we run out, we will post or email them to you within 24 hours.
- Provide a phone in our office to help you contact council departments.
- Ask you about your experience and use your comments to improve our services.

**Plans for improvement**

- Implement our Customer Access Strategy – this is a plan to make sure all residents can use our services and we resolve your queries at the first point of contact.
- Improve our Green Man reception area.
- Develop self-service options.

**How can you measure these?**

- Contacts by phone, email and in person responded to on time.
- Satisfaction with contact.
- Number of call answered compared to the number we receive.
- Number of calls dealt with without being transferred.
- Mystery shopping reports.

### 1.2. Dealing with complaints

**We promise to:**

- Apologise for and learn from our mistakes so we can improve services.
- In the first instance seek to resolve all your complaints informally.
- Provide different ways for you or someone acting on your behalf to complain to Phoenix:
  - In writing
  - By email
  - By a form on the website
  - Calling Customer Services
  - Face to face – we will help you fill in a complaints form.
- Log your complaint and send you an acknowledgement within 2 working days.
- Respond to, and where possible aim to resolve your complaint within 20 working days.
- Update you if we cannot resolve your complaint straight away.

- Respond to, and where possible aim to resolve your Stage 2 complaint within 20 working days.
- If after Stage 2, your complaint is still not resolved to your satisfaction, we can provide local contacts so your complaint can be considered by a designated person or a recognised tenant panel.
- Be a member of the Housing Ombudsman who you can contact at anytime. The Housing Ombudsman can also consider your complaint after it has completed stages 1-2 of our procedure if you are not satisfied that it has been satisfactorily been resolved.
- Resolve complaints about these standards using our complaints procedure.

**Plans for improvement**

- Improve how we resolve complaints.
- Let you know how we are learning from complaints in individual replies and in newsletters.

**How can you measure these?**

- Complaints replied to and acknowledged on time.
- Number of complaints at each stage of our complaints procedure.
- Examples of how we’ve learnt from complaints
- Satisfaction survey results.
- Findings from quality checks
- Mystery shopping reports.

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### 1.3. Tenant involvement and leadership

#### We promise to:

- Invite you to become a shareholding member and enrol you in our Gold Member Scheme.
- Provide you with different ways in which you can get involved and influence what we do so that meet your needs and interests are met.
- Promote the different involvement opportunities to all our residents.
- Support and respond constructively to suggestions to new activities.
- Provide training to help you get more involved.
- Update our Community Link Action Plans annually with your priorities and our progress meeting them.
- Measure how satisfied you are with services on an annual basis to check what differences we have made and report the findings back to you.
- Consult with you on changes to services and then tell you what we've done as a result of your feedback.
- Where possible, only introduce new services if the majority of residents agree.
- Listen to your recommendations on how we can improve services and act on them.
- Tell you how much we spend on involvement and work with you to assess and record what difference it has made.
- Provide quarterly newsletters and information on how we are performing compared to other landlords and other information so you can scrutinise our services.
- Monitor and review these standards with you providing different ways for you to be involved.
- Set new standards or offers with you when needed or things change.

#### Plans for improvement

- Review the Community Links Action Plans
- Review the Community Empowerment Strategy Delivery Plan every 3 years.
- Establish a Young Agency to enable young people to engage with Phoenix.
- Ensure we undertake impact assessments of our activities and measure the social return on our investment.
- Increase face to face involvement contact with our residents.
- Extend and improve our Gold membership scheme.
- Improve our approach to asking how satisfied you are with our services.
- Develop more opportunities for you to scrutinise our services.

#### How can you measure these?

- Annual report.
- Performance Reports in our newsletter.
- Community Link Action Plans.
- Looking at our Impact Assessments.
- Mystery shopping reports.
- Scrutiny Panel and other involvement group reports.
- Checking our leaflets, newsletters and website.
- Community News, posters and information in community centres.
- Results of consultations and surveys in newsletters and annual report
- Information on the cost of different ways of getting involved and how this compares to other landlords.
- Results of external checks on how we meet the standards.

### 1.4. Meeting everyone's needs

#### We promise to:

- Keep your personal information up-to-date and use it to provide services that meet your individual needs.
- Only share your personal information with others (unless they are providing a service on our behalf) if we tell you about this first unless there is a risk to you or to others if we do not share it.
- Provide leaflets and information in different ways, for example - large print, Braille, in audio and translated.
- Provide a tenants and leaseholders handbook.
- Provide an interpretation service if needed.
- Advise you where you can get some extra help to manage your tenancy or move if you need it.
- Make sure all our leaflets are checked by our Residents Communication Group before sending them out.

#### Plans for improvement

- Deliver our priorities and actions to support our Equality & Diversity Charter.

#### At Phoenix Equality and Diversity-

- Is driven from the top.
- Informs our plans.
- Shapes our culture (the way we do things around here).
- Is supported through training, development and engagement.

#### At Phoenix-

- We know who our residents are.
- We involve residents in shaping and scrutinising our services.
- We represent and support the communities which we serve.



#### Equality Impact Assessment



**An Equality Impact Assessment is a tool to make sure our services and policies serve all of our residents, and do not discriminate in favour of any particular group. It identifies what differences our policies, services and**

**plans have on residents, staff and other people we work with and makes sure we identify any possible discriminatory impact on individuals or groups and then act to reduce or remove this impact.**

## 1.5. How we support older and at risk residents

### We promise to:

- Signpost residents to appropriate support services.
- Make relevant safeguarding referrals to both Adult and Children's Social Care.
- Ensure that our website provides details of support agencies and how to contact them.
- Contact residents in the way most suitable for their needs, such as large print or Braille.
- Employ Phoenix Resident Liaison Advisors to work closely with vulnerable residents for all repairs and maintenance matters. This includes major works, adaptation works and one off works associated with structural or incidental damage (e.g. fire or flood).
- Aim to visit all residents before major works begin to identify any vulnerability issues.
- Provide respite areas for refreshment and relaxation, where needed, during major works.
- Provide assistance with moving and packing furniture, where needed, during major works.
- Pay compensation if your hot water or heating fails for more than 48 hours, if you ask us to.
- Carry out internal decorations for one room every 6-10 years for tenants who are older or vulnerable subject to our budgets and residents meeting set criteria.
- Provide a handy person service to help with small jobs around the home, free of charge, to those who are older or vulnerable.
- Run a gardening scheme which, for a small charge, assists residents to manage their garden.
- Identify elderly tenants whose properties may be thermally inefficient and advise them on fuel efficiency.
- Ensure tenants who are affected by the welfare reforms are given the information that enables them to make informed choices.

- Work with agencies who provide financial advice like the CAB and Credit Union.
- Manage blocks for residents who are over 55 where extra support is provided by a 24hr support link run by Linkline
- Run an annual "Winter Warmer" contact programme to contact all residents aged over 75 during the winter.
- Provide a set of standards for how we provide Aids and Adaptations.

### Plans for improvement

- Hold focus groups involving residents who use our services so that we can provide a better service.
- Investigate the possibility of Service Level Agreements with the support agencies, we use the most, such as Lewisham Reach
- Deliver an improvement plan
- Set up more opportunities for residents to monitor our improvement plans.

### How can you measure these?

- Number of referrals made to support agencies.
- Number of decorations, handy person jobs and CAB appointments made and kept.
- Case studies.
- Via the overall satisfaction survey that includes satisfaction with advice and support for vulnerable tenants
- Amount of money saved by tenants through energy efficiency advice.

## Standard 2 Home

### 2.1. Day to day repairs

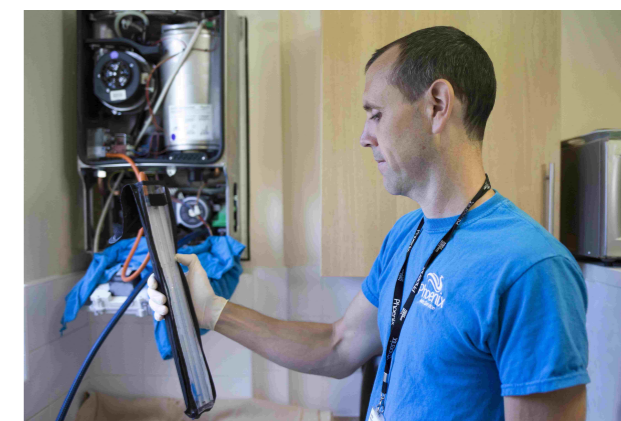
### We promise to:

- Offer early morning and evening repair appointments and Saturday appointments in special circumstances.
- Send you several text reminders when you have a repair appointment.
- Carry out repairs on time:
  - Out of Hours Emergency within 2 hours. (Weekends, public holidays, 5pm-8am weekdays)
  - Emergency same day (Weekdays 8am-5pm)
  - Gas Urgent within 7 calendar days
  - Everyday Repair within 28 calendar days.
- Aim to complete repairs "right first time" and if we cannot fix your repair at the first visit, let you know when we can.
- Provide an annual budget for Aids and Adaptations.
- Make sure we keep records of all of our adapted properties.
- Provide temporary heating when heating cannot be repaired during the first visit.
- Make sure our in house team and contractors keep to the Code of Conduct we have agreed with them.
- Operate a Handyperson Service to help our more vulnerable residents.
- Provide you with a Repairs Handbook covering clear guidance on maintaining your home.
- Tell you how much our repairs cost and how much we spend compared to other landlords in our annual report.
- Tell you about your right to repair.

### Emergency repair



**An emergency repair is one that puts the health, safety or security of you or someone else at risk.**



### Plans for improvement

- Work more efficiently so we spend less on every day repairs.
- Continue to develop our ICT system to enhance repairs scheduling and planning.
- Improve supply chains- namely vehicles and materials to make us more efficient.

### How can you measure these?

- Satisfaction survey results.
- Repairs appointments kept.
- Repairs completed on first visit.
- Repairs completed on time.
- Spot checks on what happened during emergency repairs
- Checks on how our in house team and contractors meet our Code of Conduct.
- Number of Aids and Adaptation requests.
- Average time to complete Aids and Adaptations.
- Mystery shopping reports.



## 2.2. Safety in your home and neighbourhood

### We promise to:

- Carry out a Gas Safety Check on all gas appliances in your home every 12 months and provide you with a certificate.
- Install Smoke, Heat and Carbon Monoxide alarms in your home, where appropriate, as well as clean and test the alarms every 12 months, (if they are wired in).
- Carry out a safety check of each Passenger Lift every month.
- Ensure we hold a current Fire Risk Assessment for all blocks that have a shared common area.
- Ensure we hold a current Water Risk Assessment on all blocks with a shared water supply system.
- Test all Emergency Lighting systems every 12 months.
- Periodically check the condition of any materials that contain asbestos and monitor or remove the materials as necessary.
- Hold an asbestos register so we know where there are asbestos containing materials across the Phoenix area. Landlords in our annual report.

### Plans for improvement

- Increase the percentage of homes fitted with Carbon Monoxide, Smoke, and Heat Alarms.
- Reduce the number of tenant owned gas fires in our homes, for your safety.
- Publicise and increase the access to the results of our safety activity.

### How can you measure these?

- Number of homes with a current Landlords Gas Safety Certificate.
- Number of blocks with a current Fire Risk Assessment.
- Number of blocks with a current Water Risk Assessment.
- Number of current asbestos surveys.

## 2.3. Major works in your home and community

### We promise to:

- Continue to improve homes to bring them all up to the Phoenix Decent Homes Standard. Then maintain this standard. (This means making sure your home is warm, weatherproof, has modern facilities and meets Health and Safety requirements).
- Where identified carry out external and communal works programmes.
- Complete all works based on a set of criteria we agree with you and is within the affordability of our business plan.
- Carry out minor and major disabled adaptations to homes where practical.
- Do different works at the same time wherever possible to minimise disruptions and offer Value for Money.
- Select and monitor contractors with you.
- Make sure our contractors : - Keep to the Code of Conduct we have agreed – This includes giving back to the community, for example by providing sponsorship of events or training initiatives and having a local recruitment policy.

### Before works

### We promise to:

- Give you as much notice as possible when we will be doing work in and around your home.
- Carry out surveys with you before the works start.
- Let you know about start and finish dates of works.
- Where possible offer a choice of locally sourced fixtures and fittings and use sustainable products where they demonstrate value for money.

### During works

### We promise to:

- Where needed provide accessible areas for cooking and relaxing during works.
- Provide assistance with moving and packing furniture, where needed.
- Have Phoenix Project Officers and Resident Liaison Advisors to work closely with you.

### After works

### We promise to:

- Sign off the works with you to confirm that the finished works and standard of those completed match what was agreed with you at the start of the Programme.
- Carry out Satisfaction Surveys with you.

### Plans for improvement:

- Using your feedback improve our plans for investing in all our homes.
- Involve you more in our programmes of work and in monitoring them.
- Plan and publish our work programmes better.
- Improving our procurement processes (how we choose our contractors).
- Share our learning from tenant's feedback.

### How can you measure these?

- Number of homes that are decent.
- Progress on work programmes.
- Information on new contractor selection and monitoring by residents.
- Satisfaction with works.
- Records of what we have learnt.

## Standard 3

### Tenancy

#### 3.1. Letting properties and moving home

##### We promise to:

- Have a local lettings policy and offer a choice based lettings.
- Make sure when you move into your home it meets our letting standards.
- Tell you as soon as possible when you can move in.
- Aim to minimise the length of time our homes are empty.
- Give you a tenant's handbook and other relevant information during sign up.
- Offer incentives to people to move who are under-occupying.
- Offer a mutual exchange register and promote other ways you can move.
- Work with other landlords and the council to maximise mobility opportunities for you.
- Consider applications for succession from a spouse, civil partner, partner or a family member if they have lived with you for more than 12 months.
- Consider appeals against our lettings decision through our complaints policy.

##### Plans for improvement

- Review our visits to new residents in the first year of their tenancy.
- Increase the number of chain lettings we do.
- Develop an extra care housing scheme at Hazelhurst Court.

##### How can you measure these?

- Annual Report.
- Homes re-let, number of mutual exchanges, numbers of successions, numbers of empty homes.
- Posters at link events.

#### 3.2. Managing your tenancy

##### We promise to:

- Carry out home visits, targeting residents who are older or at risk.
- Investigate anyone living in a property we own who appears not to be the lawful tenant.
- Provide a home visit within three working days of your request if you are elderly or disabled
- Tackle unauthorised occupancy – through occupancy checks.
- Help tenants sustain their tenancies by explaining the terms and conditions it contains and letting tenants know about support services and agencies that can provide financial inclusion or legal advice if requested.
- Give tenants the opportunity to get involved with making changes to Phoenix tenancies or policies whenever they are reviewed.
- Have a policy on tenure.
- In most cases grant introductory tenancies to new tenants and assured tenancies after 1 year as long as the terms and conditions of the tenancy have been met.
- Consider appeals against any of our tenancy decisions through our complaints policy.
- Provide a home visit within five working days of your request if you are unable to visit the office.
- Visit new tenants in their homes at 6 weeks, and at least twice during the first year of their tenancy.

##### Plans for improvement

- Review the terms of Phoenix assured tenancies to incorporate best practise standards.
- Standardise our approach to investigating tenancy fraud by working collaboratively with key stakeholders, partners and residents.
- Review our visits to new residents in the first year of their tenancy.

##### How can you measure these?

- Annual Report.
- Tenancies granted, tenancies on a fixed term over one year.
- Posters at link events.



## Standard 4

### Rent

#### 4.1. Rent setting and service charges

##### Paying your rent

##### We promise to:

- Provide a range of payment options, including:
  - Direct Debit
  - Standing order
  - Phone
  - In person (at the post office or using a pay point outlet)
  - Online by logging on to [www.allpayments.net](http://www.allpayments.net)
  - Text by registering on [www.allpayments.net/textpay](http://www.allpayments.net/textpay)
  - Post (by cheque)
- Collect your rent over 52 weeks.
- Send you an up-to-date rent statement if you ask us to.
- Answer any questions you have about your rent, in writing, within 10 working days.

##### Setting your rent and service charges

##### We promise to:

- Set rents and service charges within government guidelines.
- Give you at least four weeks' notice of any changes to your rent (excluding any charges collected by Phoenix on behalf of other agencies, for example, water rates).
- Consult with you before introducing any new service charges.

### Collecting your rents and service charges

#### We promise to:

- Have a firm but fair policy for rent arrears.
- Collect water and communal heating charges on behalf of the water and heating provider if you want us to.
- Contact you if there is an issue with your rent payments.
- Make reasonable and realistic arrangements with you to repay your rent if you have fallen behind with your payments.

### Money matters

#### We promise to:

- Offer you advice on benefits and budgeting.
- Put you in touch with specialist organisations who may be able to help if you are having financial difficulties; for example the Citizens Advice Bureau.
- Refund a proportion of your rent if your hot water or heating fails for more than 48 hours, if you ask us to.
- Set targets to reduce energy consumption in homes by applying for grants to improve the insulation in our properties.
- Offer energy efficiency advice.
- Offer you access to an affordable contents insurance scheme.

### When you sign up for a new tenancy

#### We promise to:

- Give you a breakdown, showing how much rent and service charges you need to pay.
- Give you a rent payment card.
- Offer you a range of different payment methods.
- Advise you about how to claim housing benefit and any other benefits you may be entitled to.
- Give you a named contact person who will help you with any rent payment questions.

#### Plans for improvement

- Minimising the impact of the Welfare Reforms and helping residents access Universal Credit (when it is introduced).

#### How can you measure these?

- Leaflets and information on payment methods and ways of getting advice.
- Number of cases referred for financial inclusion advice.
- Rent and Service charges compared to other landlords.
- Rent arrears and numbers of evictions.
- SAP (Standard Assessment Procedure) ratings (to measure energy efficiency for homes) and details of cost savings that can be achieved.



## Standard 5

### Neighbourhood and community

#### 5.1. Dealing with antisocial behaviour (ASB)

#### We promise to:

- Work with our partners in the police, local authority and legal representatives to take action when ASB is reported.
- Use a variety of actions to prevent, reduce and tackle ASB such as community patrols and mediation.
- Consider the causes of ASB and work with our community to provide support and engagement to tackle them.
- Anyone reporting ASB will be contacted within 1 working day for emergency cases (Grade 1). (This includes any hate crimes) and 5 working days for other cases to arrange an interview.
- Put in place an action plan outlining what actions will be taken to deal with a case and keep complainants updated.
- Treat all complaints confidentially and carry out a risk assessment with all residents who report ASB.
- Work with residents to consider their actions and the actions of their household or family members on others including the local community.
- Support victims and witnesses of ASB.
- Regularly consult with residents on how to improve our service and feedback on how we are doing.



#### Plans for improvement

We will work towards the seven core principles of the Respect ASB Charter for Housing:

- Demonstrating leadership and strategic commitment
- Providing an accessible and accountable service
- Taking swift action to protect communities
- Adopting a supportive approach to working with victims and witnesses
- Encouraging individual and community responsibility
- Having a clear focus on prevention and early intervention
- Ensuring value for money approach is embedded in the service

Our plans are set out in Community Link Action Plans; as well as an overall ASB action plan.

## 5.2. Caretaking and estate services

### Caretaking

**We promise to:**

- Tell you when your caretaking service will be provided and what it includes through cleaning schedules in your block.
- Provide an innovative and proactive caretaking service to our residents seven days a week.
- An annual deep cleaning programme for all blocks including cleaning of internal and external windows.
- Use cleaning standards to inspect all blocks every 3 months for all blocks or more frequently where complaints have been received.
- Use an external quality inspection for caretaking standards
- On a daily basis check and clean lifts in blocks.

**Plans for improvement**

- Review cleaning standards

### Estate Services

**We promise to:**

- Cut grassed areas and remove the cuttings at least twice a month in the growing season to the contract standard.
- Quality inspects 40% of green areas every month.
- Complete tree works as set out in an agreed tree programme.
- Urgently assess any dangerous trees and make safe within 24 hours.
- Provide a gardening scheme to residents for a small charge to clear their private gardens.

- Issue pest control works which we are responsible for within 48 hours, or signpost you to alternative services if we are not responsible.
- Remove reported fly tipping within 24 hours.
- Inspect play areas monthly and carry out an annual safety check.
- Arrange for abandoned vehicles to be removed within 14 days.

**Plans for improvement**

- Improve play facilities in the area
- Develop initiatives to reduce fly tipping in the Phoenix area
- Promote recycling opportunities in the Phoenix area
- Put in place a new grounds maintenance contract
- Review our approach to Estate Inspections
- Set a strategy on how we maintain and improve your community.

## 5.3. Working in your community

**We promise to:**

- Help residents to access jobs and training.
- Develop our Apprenticeship Scheme.
- Provide Community Chest funding for organisations to bid for to deliver projects that can make a difference to the lives of Phoenix residents.
- Work with the Council to encourage economic development in the area.
- Support residents to use the internet.
- Establish Resident Green Champions to assess how we can make better use of open spaces.
- Deliver or commission activities that promote community spirit.

- Secure funding to deliver projects that will make a difference to residents’ lives.
- Deliver the regeneration of the Fellowship Pub.

**Plans for improvement**

- Set a local recruitment policy
- Continue to work with agencies to develop projects to promote community spirit and reduce Anti Social Behaviour.
- Manage, maintain and use non-housing assets for the benefit of the community including our Community Centres.
- Carry out Environmental Option Studies to assess how we can make better use of open spaces in the Phoenix area and

**How can you measure these?**

- Annual report
- Looking at information on our website
- Looking at our Impact Assessments
- Number of local people employed by Phoenix and our contractors
- Number of residents attending training
- Number of apprenticeships created
- Number of referrals to support agencies
- The amount of grant funding obtained
- Numbers of hours the community centres have been hired out for.
- Employment surveys
- Number of improved open spaces.

## 5.4. Working with children and young people

**We promise to:**

- Help children and young people to feel a part of Phoenix.
- Increase opportunities for children and young people to influence decision making.
- Share information with other agencies to ensure vulnerable children and their family’s needs are addressed.
- Work with other agencies to increase resources for 5-12 year olds.
- Support a programme of summer activities for children each year.
- Use the Green Man and community centres for young people’s activities.
- Work with local faith and voluntary sector groups and the youth service team to develop effective ways to engage young people.
- Deliver an annual plan which sets out how we will work with children and young people.
- Submit bids to secure funding to deliver activities for children and young people.

**Plans for improvement**

- Review the Children & Young People’s Plan

**How can you measure these?**

- Annual report
- Looking at information on our website
- Impact assessment of projects and events held for young people
- Progress on delivering our Children & Young People’s Plan
- Amount of funding secured to deliver the activities and projects.

# Standard 6

## Value for Money

**Value for money means** achieving the balance between low costs and high quality in everything we do so that we deliver more social value and put savings into our services and new homes for Phoenix Community.

**We promise to:**

- Actively involve you in decisions about your home and neighbourhood to achieve VFM.
- Manage our resources efficiently and in a cost effective way to meet our overall aim “to build a better future for our Phoenix Community”.
- Compare our costs to other organisations and use this to set improvement plans.
- Assess what difference what we spend makes on our homes, services and community.
- Set targets for efficiencies (ways of saving money) every year.
- Include Value for Money assessments of new initiatives and options when we consult you about them

**Plans for improvement**

- Deliver our annual plans for improving value for money across Phoenix.

**How can you measure these?**

- Reports of Value for Money in a simple format (e.g. symbols in the annual report).
- Value for Money impact assessment of options when changes to services are proposed.
- Summary of accounts in the Annual Report.
- Value for Money Self-Assessment.

# Standard 7

## Governance and financial viability

**Governance-** The way Phoenix is run to make sure we are working within our rules and regulations. As we are a Community Gateway at Phoenix this is the way that we are accountable to our shareholders through the Links, Gateway Committee and other resident involvement groups and the Board.

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

**We promise to:**

- There will be 6 places for residents on the Board.
- To encourage applications from Board members who represent groups that are under represented on the Board.
- All tenant and leaseholder Board Members will be elected by Phoenix shareholders.
- All tenants and leaseholders can become members.
- To support our key resident involvement groups, Gateway Committee and Scrutiny Panel in their specific roles to monitor performance, recommend improvements to service delivery, be sounding boards for service improvements and recommend resident facing policies for approval by the Board.

- Listen to and respond to recommendations for improvement from key resident involvement groups, the Gateway Committee and Scrutiny Panel.
- To meet the rules of the Association.
- To work to an agreed Code of Governance.
- To assess risks and manage these to meet our overall vision to “build a better future for our Phoenix Community”.
- To agree a long term business plan with funders and make sure we meet all the terms of our loan agreements and borrowing.
- Comply with all relevant law.

**Plans for improvement**

- Promote the work of the key resident involvement groups in checking we do what we say we do and providing assurance to all residents.
- Ensure that impact assessments are carried out annually for agreed activities.

**How can you measure these?**

- Election results are published in the Annual Report.
- Annual statement from the Board on how it meets the Code of Governance is included in the Annual Report.
- Impact Assessments.
- Scrutiny Panel Reports and reports from other involvement groups.
- Summary of accounts in Annual Report and confirmation that all funding conditions have been met.
- Statement of how we meet all our standards in our Financial Statements.
- Reports on how we meet the Governance and Financial Viability Standard by our regulator on their website.

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## Get in touch

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