



Phoenix

Five years in the making



Phoenix Community Housing
Residents' Annual Report 2012-2013


London's First Community
Gateway Housing Association

Our vision

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

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	<ul style="list-style-type: none">• Freephone from your landline: 0800 0285 700• Standard cost from your mobile: 0844 264 2844• Email: customerservices@phoenixch.org.uk• Web: www.phoenixch.org.uk• Twitter: @phoenixtogether and @greenmanhub• Facebook: www.facebook.com/phoenix.moneymatters• Visit: Wren Court, 15 London Road, BR1 1DE (our registered office at the time of publication)	
	<ul style="list-style-type: none">• FREEPOST RSUY-UKXA-SAJC, Phoenix, Wren Court, 15 London Road, BR1 1DE	
	<ul style="list-style-type: none">• Coming Soon: The Green Man, 355 Bromley Road, SE6 2RP	
	<ul style="list-style-type: none">• Weekly surgeries: Phoenix Residents Resource Centre, Marton Close, Firhill Road, Bellingham, SE6 3SS, every Tuesday 9-11am and Thursday 3-5pm	
	<ul style="list-style-type: none">• Monthly surgeries: as advertised, at a community hall near you (please contact Customer Services for details)	
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What a year!

From the Residents' Communications Group

December 2012 was a special time for us. It marked our 5th birthday as an organisation and we shared a delicious cake with many of the residents, staff and partners who have worked so hard for Phoenix.

We decided to use the idea of a cake, its makers, ingredients and decoration, as the theme for this year's Residents' Annual Report. It's a great way to think about our development as an organisation – after all, the best cakes are made with the finest ingredients, baked with care, and shared with friends and loved ones.

We also wanted better value for money – so we've made the printed report shorter and clearer and produced a short animation too.

At Phoenix, everyone who gets involved adds to the mix – residents, staff and partners. By getting involved, we can all add that extra special 'something' that will make our next birthday cake even better.

As involved residents, we encourage you to contact Phoenix and get involved in whatever way you can. New challenges and friendships await you, as well as a tremendous sense of achievement - perfecting the recipe and moving forward together.

Keep on cooking!

From the Residents' Communications Group, including:

David Cummins, Diana St Claire, Gail Nicholas, Gillian Jeffs, Helen Whiteley, Josephine Ihonor, Joyce Blackman, Margaret Axell, Michael Boniface, Peter Lewis, Sandra B Alexis, Shade Ashaye, Sue Ringshall and Thelma Daniels.

We have all the right ingredients to create the perfect outcome.



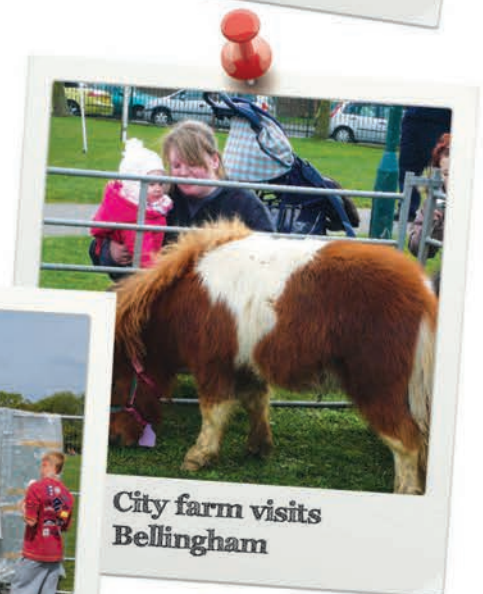
Our first five years

We've been five years in the making – or baking, if you like! See our picture highlights on pages 7,10,12,14 and 18.

Before we were born

In 2005, Pat Fordham and some other passionate residents introduced the Community Gateway recipe. Their vision, determination and enthusiasm were phenomenal, inspiring other people and organisations who could help to make it happen too.

After hard work and a positive ballot of all residents, Phoenix was established on Monday 3 December 2007. That same day we started surveying properties, and the first 50 pilot Decent Homes schemes were set up and on site within days. There was an enormous backlog of repairs and we started work on them straight away!





Our Community Gateway

It's yours, it's mine, it's ours

We're more than just a housing association. As London's first community gateway housing association, we love to cook up new ideas for greater resident participation and improved customer satisfaction.

Get in to the mix

Residents can get involved in supporting, scrutinising and leading the organisation. Involvement can mean anything from reading newsletters and responding to surveys and ballots, to standing and serving as a member of Phoenix's Board. Of Phoenix's 15 Board Members, seven are residents and they set our strategic direction.

- Shareholding Membership is £1 but we do not ask for this fee, and it means you can vote at the AGM and stand as a Board Member. If you go for Gold Club Membership too, you receive rewards for prompt payments and positive action.
- Twelve Local Area Panels and the Phoenix Residents' Group have served Phoenix for five years. A ballot in February 2013 is now leading to the development of three new Community Links areas, with opportunities to bid for funding for projects in your area.
- There is a range of residents' working groups and sub-committees, and a variety of task groups, joint meetings and events where residents can also play a full role. Tenants and leaseholders are encouraged to attend.

Meeting everyone's needs

It's our mix of ingredients that makes us special. We value and celebrate our diversity as people – focusing on our community's needs and abilities. We believe in equal opportunities for all, so if you ever think things aren't fair in Phoenix – let us know.

- The Equality and Diversity Champion Group met last year and developed our standards for providing support to older and vulnerable residents.

- We held a special Diversity Day in October.
- We used the information we collect to check our services are accessible and meet everyone's needs. Last year this included identifying residents who needed extra support during works to homes and blocks, Winter Warmer visits, and advice about benefit changes.

Keeping in touch

Residents and staff have been working hard to make sure that services and staff are available when and where you need them – offering the best service we can for the best possible value.

In the last year, our Performance Monitoring Group looked at how residents access services and made recommendations for improvements. A Customer Services Strategy project group also worked with many residents to create the way ahead for a better customer experience for everyone. Their thorough investigation included surveys, focus groups and 'mystery shopping'. Some early 'wins' include improvements to our phone answering, new display systems for leaflets and posters, and a new approach to collecting residents' satisfaction in our reception area.

On top of this, new IT systems are helping to record our contact with you and to improve the way we provide your services.

Residents and staff have produced the Tenants Handbook, Phoenix Community News, new website and social media, and a variety of leaflets and posters. All were discussed and approved by the Residents Communications Group.

Have you heard about the cherry on top? Our new development at The Green Man means it will be easier for residents to pop in to our offices and community facilities.

Master bakers for this serving



When things go wrong

When we receive a complaint, comment, compliment or any sort of feedback, it really helps us understand everyone's experience of our services – and it means we learn from complaints and can do something about it.

New legislation meant that we needed to review how we deal with complaints. This included plans to reduce complaint stages from three to two, and to support an officially recognised residents' panel to help us resolve complaints locally, scrutinise complaints and make referrals to the Housing Ombudsman.

As a result of mystery shopping we are carrying out more checks on our complaint replies to make them more resident friendly.

As well as a complaints service we have a dispute resolution service for leaseholders. In May 2012 we published the standards you can expect from this service in Leaseholder News and the 'Fair Deal for Leaseholders'.

Checking the oven - How are we doing?



We said we would:

check our services are accessible to all residents by carrying out more 'Equality Impact Assessments', and reviewing our Equality and Diversity strategy

WE'RE DOING IT

We said we would:

develop a local offer (a commitment) for residents who are vulnerable

WE'VE DONE IT

We said we would:

develop our new head office and community facilities in the Phoenix area (The Green Man)

WE'RE DOING IT

We said we would:

develop a Customer Access Strategy – so that all residents can access our services and we resolve more queries first time

WE'VE DONE IT

We said we would:

continue to update and improve residents' handbooks and leaflets

WE'RE DOING IT

We said we would:

consult with leaseholders to agree the Home Ownership Services operating hours (currently 9am-5pm, Monday to Friday)

WE'RE DOING IT

We said we would:

improve how we resolve complaints.

WE'RE DOING IT



How we performed



Performance area	12-13	11-12	Rating
Number of shareholding members	2,468	1,900	😊
Number of staff associate members	92	93	😐
% Involved residents of all residents	5.4	4.6	😊
% of calls answered of those received	90	96	😞
% of calls answered within 30 seconds	59	82	😞



How we compare to some other providers

On % of stage 1 complaints responded to in full on time:

Phoenix came 4th out of 4 in London and the South East and 22nd out of 22 nationally so we really need to improve!

We responded to 96% of complaints on time when you include 'holding' letters that acknowledge the complaint, but did worse in comparison with other organisations who give a full response on time.

The Star Survey - tells us how you feel

Resident satisfaction is one of the most important measures of how Phoenix is performing. In 2012, many of you – 22% of tenants and 16% of leaseholders – responded to our latest survey. This Survey of Tenants and Residents (STAR) was designed by our Performance Monitoring Group. Satisfaction with services has improved over the years, and we have the highest tenant satisfaction rating of the three main landlords in Lewisham.

How you feel

	Tenants			Leaseholders		
% of residents very/fairly satisfied	2012 survey %	Difference since 2009 %		2012 survey %	Difference since 2009 %	
with the services provided by Phoenix	84.5	+13	😊	50.4	+6	😊
with the overall quality of your home	81.3	+19	😊	68	-5	😞
with the neighbourhood as a place to live	78.8	+10	😊	60.9	-3	😞
with the way Phoenix deals with repairs and maintenance	77.3	+18	😊	41.3	+16	😊
that your rent provides value for money	74.4	+9	😊	-	-	
that your service charges provide value for money	67.5	+3	😊	32.3	+10	😊
that Phoenix listens to your views and acts on them	61.9	-5	😞	38.2	+2	😊

The trend since our 2009 survey

Satisfaction has increased in all areas except listening to and acting on your views

Satisfaction has increased in four out of six comparable areas

First Birthday

During our first full year, April 2008 - March 2009

We hit the ground running and did a lot of growing. This year saw improved homes, healthy and tasty plants in our vegetable gardens and allotments, regular newsletters, well-kept estates, many active residents, the new Phoenix Residents Group, and a skilled and talented Board of residents, local councillors and independent members.

The Phoenix family came together in large numbers for the first time when 3,500 of us turned out on 3 May 2008 for our 'launch party' – the first Phoenix festival.





Our Homes

An old ‘recipe for a happy home’ calls for four cups of love and a barrel of laughter, among many other ingredients... well, a properly insulated home in good repair is an excellent start!

Aiming for a great repairs service

We know from what you’ve told us that a good repairs service is crucial, and we needed to make some changes. We’ve started to review the service and have worked with our contractor Willmott Dixon to create a new organisation, Phoenix Agency Services.

We also continue to offer free labour for internal decorations, and our free Handy Person service, for those residents who are not able to decorate or do small jobs about their home themselves.

Staying safe

Gas safety and carbon monoxide checks are now done together, saving money and improving our safety. A new fencing policy was also put in place, and is available on request or on our website. Door entry safety features have been completed too.

Major improvements

Last year we spent £24.2 million on major works and improvement, bringing our total to £111.8 million since transfer. This means that we met the requirements of the offer document within five years of transfer.

The internal improvements programme is nearly complete, with 99.9% of properties at the Decent Homes level. We have been revisiting homes where residents initially refused works, to make sure everyone benefits. We also want to maintain the Decent Homes standard so work will continue as parts of homes need replacing.

Residents got in to the mix by:

- selecting contractors
- monitoring our programmes
- completing satisfaction forms so we could learn from their feedback
- advising us how to communicate better.

Moving home

Last year 25 tenants swapped homes. You can find more information about your moving options on our website.

In 2012-13 residents in the policy working group worked with staff to develop a new allocations policy.

Managing your tenancy

We carried out occupancy checks to tackle housing fraud, ensuring the right people were in the right homes.

We plan to get more staff out and about visiting residents at home.

What you say:

“Sometimes it’s difficult to explain the nature of the problem unless someone comes to see it.”

‘How you feel’ survey 2012

“I was overwhelmed by the brilliant Decent Homes work - They didn’t even leave a mess!”

Tenant, Gail Nicholas

Master bakers for this serving



Helen Whiteley



Thelma Daniels



Gail Nicholas

Checking the oven - How are we doing?



We said we would:
work more efficiently so we spend less on day to day repairs and can invest more in improvements

WE'RE DOING IT

We said we would:
maintain performance in completing gas safety checks

WE'VE DONE IT

We said we would:
provide you with more information on safety checks eg asbestos, fire risk assessments and lift safety checks

WE'VE DONE IT

We said we would:
improve how we plan and co-ordinate our work programmes

WE'RE DOING IT

We said we would:
use your feedback to create a plan for investing in all our homes

WE'RE DOING IT

We said we would:
involve you more in our programmes of work and monitoring them

WE'VE DONE IT

We said we would:
plan and publish work programmes better

WE'VE DONE IT

We said we would:
improve our approach to visiting

WE'VE DONE IT

We said we would:
provide a Handy Person and gardening services

WE'VE DONE IT

How we performed



Performance area	12-13	11-12	Rating
% of homes meeting Decent Homes Standard	99.9	85	😊
% SAP (Standard Assessment Performance which measures how energy efficient a home is)	68	67	😊
Number of homes re-let	270	267	😊
Number of evictions	21	27	😐

How we compare to some other housing providers

In rent collected as a percentage of rent due, Phoenix came 5th out of 10 in London and the South East and 14th out 24 nationally.

Average rents in Lewisham: average basic rent was £92.74 (£87.01 in 2011-12).

Phoenix had the lowest rent in Lewisham for one, three and four bed homes out of more than 16 landlords.

Did you know? We cook in big quantities!

£146,000 spent on communal lighting

721 repairs appointments were made outside usual appointment slots

121 new grab rails fitted

16 households were evicted for not paying rent

£97,000 of backdated or new benefits were claimed by residents after we referred them for advice from the Citizens Advice Bureau

716 tenants were found to be potentially underoccupying their homes

Second Birthday

April 2009 - March 2010

Our Decent Homes Programme was on schedule, and by the end of March 2010 we had improved over 3,600 homes, spending more than £40 million in total. Overall, we had raised 1,945 homes to Phoenix Standards. The Phoenix Festival was confirmed as a hugely popular annual event.



Phoenix in full flight



Our 1000th Decent Home celebration



Apprentices at Marton Close



More fun at our 2nd festival



Green Man stakeholders event

Our Neighbourhoods



The environment we live in has a big impact on the quality of our lives. There's nothing half-baked about wanting a clean, clear and attractive neighbourhood where everyone can live together peacefully and enjoy their own homes without disruption.

Dealing with antisocial behaviour

Antisocial behaviour (ASB) is sometimes very hard to resolve, and can take time - but we know from experience that we can succeed together. Dealing with antisocial behaviour is a priority for residents, so we will continue to improve how we tackle it.

What you say:

“Poor housing maintenance, especially dealing with anti-social behaviour. The staff don't respond on time - you have to chase after them before they can sort out complaints”

How you feel survey, 2012

Environment

This year the Residents' Performance Monitoring Group continued monitoring and scrutinising caretaking. It also looked at fly tipping and abandoned vehicles, and made recommendations for the service manager to consider and report back on.

Checking the oven - How are we doing?



We said we would:
review how we tackle ASB and put an action plan in place

WE'RE DOING IT

We said we would:
Improve satisfaction levels with your neighbourhood as a place to live. Tenants tell us they are happier, but leaseholders are less satisfied

WE'RE DOING IT

How we performed



Performance area	12-13	11-12	Rating
% of residents satisfied with caretaking services	91.2	86	😊
% of cases of offensive graffiti removed within target times	100	100	😊
Number of abandoned vehicles removed	105	11	😊

How we compare with some other housing providers

Number of ASB cases reported in the year: 106 (reduced from 172 in 2011-12).

Phoenix came 1st out of 10 in London and the South East, and 7th out 41 nationally.



Third birthday

April 2010 - March 2011

We moved from four offices to one at Wren Court in Bromley. Residents enjoyed the open and welcoming atmosphere.

On 23 July 2010, after three years of negotiations, we became the proud owners of The Green Man site on Bromley Road. Thank you to Lewisham Council and L&Q Housing Trust for helping us to achieve this. We were described as one of the top five “forward-thinking organisations” in the UK.



Our Community



A real sense of community gives us that extra special Phoenix flavour. From the events where every ingredient is carefully measured and mixed, to the impromptu get-togethers that we all love - when we come together as neighbours, friends and families, we really are 'cooking with gas'! Our community events this year included:

Events and Activities

- The Phoenix Festival in May, more than 6,000 people came!
- Equality and Diversity events in October
- Dulux Let's Colour, mural events at community centres
- Local Area community events
- Activities at the Residents' Resource Centre, Marton Close, 'A space for residents run by residents', including meetings, social events and training.

Working with children and young people

We also delivered a range of activities for young people and families last year. Activities included:

- Summer Fun. Our Summer Fun 2012 programme was a great success, with thousands of young people enjoying activities at 18 events.
- Summer University. Working in partnership with Lewisham Council's Youth Support Service.
- 'Don't be bait' DVD production, a short film and presentation, in partnership with Be Totally You and the nationwide Illegal Money Lending Team, warning of the perils of illegal money lenders, especially timely in the light of the benefit changes.
- Young People's Sounding Board Consultation - gave us young people's views on changes to youth services. The Sounding Board also ran an exchange programme with young people living in Bolton.

Checking the oven - How are we doing?



We said we would:
complete option appraisals for our community centres

WE'RE DOING IT

We said we would:
develop a Young People's Sounding Board

WE'VE DONE IT

Did you know? We cook in big quantities!

2,500 young people took part
in Summer Fun activities

16 apprenticeships
with Phoenix and our contractors

150 families enjoyed the
Christmas panto

Fourth birthday

April 2011 – March 2012

We reached an amazing 4,000 Decent Homes!

Our major works programme continued and we had invested £86.6 million by March 2012

We started some pilot projects to help us plan for external works programmes starting in 2012-2013, with residents' working groups overseeing the plans and making sure we got value for money.



Our Money



Talking cakes, baking, ingredients and quantities is all very well – but how are we paying for everything? Anyone who runs a home knows that you have to shop around for the best value goods and services.

Today's economic conditions mean we need to deliver value for money even more as a business. This year, for the first time, we have had to prepare a special statement for our regulator to demonstrate what we are doing. We have consulted with residents in focus groups to help us to devise a strategy. You can request a copy of the full Value for Money statement, or read it online at www.phoenixch.org.uk

Value for money savings

We are encouraging everyone across Phoenix to identify value for money savings and stop waste. To make sure we value everyone's contribution we have recorded everything we do since 2007, including these:

- We invested £111.8million in improving homes since transfer and received a further £1million grant for insulation. We've brought homes up to modern standards, creating better homes with reduced heating costs, needing less maintenance and fewer repairs – saving everyone money.
- Since 2007, we've had great success with external grants. For example, last year we received £200,000 for play areas – making life better for Phoenix families without 'dipping into the Phoenix pot'.
- We spent £300,000 refurbishing our community centres so they can be let out to community groups – earning income while adding to our community spirit.
- We've learnt from procurement, contract monitoring, complaints and service reviews so we could improve services and save money.
- In 2008, we swapped structurally unsound properties for The Green Man site, so we could build our new office and community facilities in the heart of our area. L&Q have now built 44 new homes on the site we swapped!

What you say:

"Value for money means investing more money in quality work now, to save more money later"

Residents' focus group

How our costs compare

As well as looking at the services you told us we need to improve, we have also looked at those that cost more compared to other landlords. Our customer services improvements will mean that we get the balance right between cost and residents' satisfaction ratings and views on quality.

Benefits changes

We acted early to reduce the impact of the government's benefits changes on both residents and the business. We helped 27 tenants move to smaller homes, benefiting from help with removals and receiving £300 for each bedroom they gave up. In 2013-14 we have put aside £50,000 as a tenant incentive scheme to help 'under occupiers' 'downsize' if they want to, especially where people would need aids and adaptations to stay in their current property.

Paying rents and charges

We have a new approach to rent collection and a new income team – we are ensuring that everyone pays their rents and charges, and that residents are supported when times are tough. This is especially important with the impact of the government's benefits changes.

Phoenix has among the best rents in London. But we know that managing money can still be a challenge at times. We also work with partners such as the Citizens Advice Bureau and Lewisham+ Credit Union to offer debt management support and all the help we can.

We want to encourage all residents to get a bank account and pay their rent by direct debit. It's the easiest way to pay rent, as it means you know the money is going out of your account automatically every month. Gold Members switching to direct debit also receive reward points.

In 2013 the Board agreed to use the flexibility in the government rent framework to add 5% to target rents, and move actual rents to this revised target. It agreed to limit the increase to the government guidance on inflation (Retail Price Index plus 0.5%) plus up to £1 until the target rent is met. We will use this increase in income to provide new services and homes.

Evicting residents is a last resort for us. We are always pleased when we help prevent someone losing their home, but we do take action when people refuse to pay rent. You can see the number of evictions in the Home section of this report.

Home owners

We know that paying service charges and for major works can be a challenge for leaseholders, especially in the current economic climate. To help we provide a range of payment options and plans. If you would like to see these options, please check our website or contact the Home Ownership team.

What you say:

"The rent increase was a tough decision but will help us to work towards a better future for everyone"

**Pat Fordham, tenant and
Chair of the Phoenix Board**

Operational Expenditure

2012-13	in £000	%
Management	4,300	20
Service charge costs	4,216	19
Routine maintenance	5,571	26
Planned maintenance	1,937	9
Major repairs expenditure	1,342	6
Bad debts	317	1
Depreciation of housing properties (net of grant)	2,411	11
Exceptional items these include redundancies and dilapidation costs on our office lease at Wren Court	333	2
Other costs	1,266	6

Operating costs on social housing lettings 21,693



Our sources of income:

- Rents
- Service charges
- Gap funding
- Loan draw-downs for capital works to your home





Checking the oven - How are we doing?



We said we would:
review our services to new residents in the first year
of their tenancy, developing good relationships and
greater satisfaction ratings

WE'RE DOING IT

We said we would:
start to find out how many tenants are
overcrowding or under-occupying their homes to
help us plan our services better

WE'VE DONE IT

We said we would:
provide more support services to help residents
manage their money and get benefits.

WE'RE DOING IT

Plans for 2013-14

We will save some £200,000 through our Customer Access Strategy. Residents are working with staff to bring our Customer Access and Community Empowerment Strategies into action. Some of the savings will be used to establish a 'Community Chest' and fund apprenticeships. Residents and community groups will be able to bid for funding to support community projects.

Our work will include:

- developing new ways of regenerating the Phoenix area, supporting communities and neighbourhoods and helping people into training and employment
- reviewing our approach to improving and maintaining homes, ensuring that housing meets current and future needs
- identifying environmental improvements that can be funded from savings elsewhere
- improving the community benefit from existing contracts and future procurement of works
- looking at the repairs service with residents especially the new repairs and maintenance contract for 2015
- reviewing and developing the Gold Membership scheme
- completing the review of the Community Empowerment Strategy and establishing new scrutiny arrangements.

How we performed



Performance area	12-13	11-12	Rating
Rent collected as a % of rent due	99.5	100.1	
Value of service charges collected (leasehold)	£1.6m	£0.7m	
Rent loss through voids	£127,492	£279,218	

Financial Statement

The Value for Money and Financial statements are available at www.phoenix.org.uk and on request.

Please get in touch using the contact details on page 1.

Fifth birthday

April 2012 – March 2013

Our fifth birthday was such an important milestone for us as London's first Community Gateway housing association – it was the deadline we'd given ourselves to deliver on over 150 promises, and we made it.

We enjoyed watching The Green Man development taking shape as an iconic landmark in the Phoenix area.

A ballot of all residents resulted in a change from 12 area panels to three larger 'Community Links' groups.



Our future



We're improving the recipe, working with even better value, top quality ingredients, and watching the oven closely. Involved residents, the Board, partners and staff are working for a better future for all of us. And everyone helps create that special Phoenix mix - it's not just about bricks and mortar.

Better places to live, work and play

We are working for better, safer and more attractive environments, inside our homes and throughout our neighbourhoods and community venues – through our Decent Homes, major works, repairs and maintenance, and energy saving programmes, our aids and adaptations service for disabled people, and our internal decorations and handy person services for older and disabled residents.

More ways to learn, work and earn

We continue to offer great social value by working with our partners. Together, we offer opportunities for residents of all ages, as we work towards our goals of full inclusion and sustainability.

We are excited to be able to offer chances for empowerment and life skills through:

- resident involvement
- training and education
- volunteering
- internships
- apprenticeships
- supporting business start-ups
- jobs.

The Green Man

It all comes together in The Green Man. Phoenix will be at the centre of a dynamic hub of services, resources and opportunities for residents and our wider community.

Checking the oven - How are we doing?



We are making great progress, as you can see throughout the report. We have some key areas that need attention, but work is underway to improve these.

We are especially proud to offer opportunities to all, improving life chances for people of all ages. As this report goes to press, we have:

More than 200 enquiries about new jobs and apprenticeships at the Green Man.

Sixteen apprentices that have been employed through Phoenix in partnership with our contractors, the Skills Funding Agency, Construction Skills and Lewisham Council.

Three Phoenix office apprenticeships were recruited in September 2012, and we'll be advertising again in the autumn.

Held a jobs fair with our contractor and partner, Lakehouse, resulting in the employment of seven people.

Our vision:

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

Looking forward to our 6th birthday - 3rd December 2013

& the grand opening of The Green Man!

We hope you enjoyed reading about last year's main achievements and challenges for Phoenix, as well as our hopes and plans for the future. Just by reading this report, you are participating in the Gateway by learning more about it. It would be even more help if you could return the feedback form, so we can improve our next publication.

Don't forget, you can get a lot more detail on our website, or by requesting a print of the Board Report and Financial Statements. We would also love to see you at our Annual General Meeting this year on Monday 30 September (look out for details in your September Community News).

In our first annual report, we said "Eventually, our aim is to have a multi-service centre of excellence in the heart of the Phoenix area, accessible to all." Well, later this year, we'll be moving in!

We are so proud of the way that residents created Phoenix, and worked with staff and partners to get everything up and running. Thank you to all residents for sticking with us and supporting our development, despite the challenges we had in the early days.

We now have 6,272 houses and flats, and over 12,000 residents. We are as diverse, interesting, supportive and challenging as people anywhere in the world. What makes us so different as residents is that we have far greater control over the quality of our lives, through our housing, neighbourhood and community development.

Wishing you all the best, and looking forward to hearing from you if you would like to be more involved in your Community Gateway housing association.

The Residents' Communications Group

Thanks also to other members of the group who have helped during the year: Deirdre Kennedy, Denis Costelloe, Hazel Smith, Jane Duffy, Margaret McCarthy and Pat Crawford. Special thanks to the many residents who took part in surveys, focus groups and working groups to bring us all of the facts and figures we needed.

And last, but not least, thank you to the many residents and staff members who have participated in the group, and inspired us, over the years.



Translation and other formats

English	If you have difficulty in understanding any written information, please contact us. We will arrange for a copy to be sent to you in your preferred language.
Albanian	Ju lutem na kontaktoni, nëse e keni të vështirë të kuptoni ndonjë informacion me shkrim. Ne do të organizojmë për një kopje të informacionit t'ju niset në gjuhën tuaj.
Arabic	إذا كان لديك صعوبة في فهم أي معلومات مكتوبة، يرجى الاتصال بنا. سوف نرتب لإرسال نسخة إليك بلغتك المفضلة.
Cantonese	如果在理解任何書面資料時有困難，請與我們聯繫。我們會給您發送一本用您的首選語言書寫的資料。
French	En cas de problème de compréhension de toute information écrite, veuillez nous contacter. Nous ferons le nécessaire pour vous faire parvenir un exemplaire dans la langue de votre choix.
Mandarin	如果在理解任何书面资料时有困难，请与我们联系。我们会给您发送一本用您的首选语言书写的资料。
Portuguese	Se tiver dificuldade em compreender as informações escritas, deverá contactar-nos. Iremos enviar-lhe uma cópia na língua da sua preferência.
Somali	Haddii ay kugu adag tahay in aad fahanto qayb ka mid ah warbixinta qoran, fadlan nala soo xiriir. Waxaan qaban qaabin doonnaa in nuqul laguugu soo diro luqadda aad doorbidayso.
Spanish	Si tiene dificultad para entender cualquier información escrita, por favor, póngase en contacto con nosotros. Haremos trámites para que se le envíe una copia en su idioma de preferencia.
Tamil	எழுதப்பட்டுள்ள ஏதேனும் தகவல்களைப் படிப்பதில் உங்களுக்கு சிரமமிருந்தால், தயவுசெய்து எங்களைத் தொடர்புக் கொள்ளுங்கள். நீங்கள் விரும்பும் மொழியில் உங்களுக்கு பிரதியை அனுப்ப நாங்கள் ஏற்பாடு செய்வோம்.
Turkish	Yazılı ifadeleri anlamakta zorlanıyorsanız lütfen bizimle temas kurun. İsteddiğiniz dilde bir kopyasının gönderilmesini sağlayabiliriz.
Vietnamese	Nếu bạn có khó khăn trong việc hiểu bất kỳ thông tin được viết nào, xin hãy liên hệ với chúng tôi. Chúng tôi sẽ bố trí để gửi bạn một bản phôi tô bằng ngôn ngữ bạn thích.
Other Formats	If you would like a copy of this document in Braille, large print or audio tape, contact Customer Services on freephone 0800 0285 700 or 0844 264 2844 for lower cost on some mobile tariffs.



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