



<b>DATE:</b> 30/07/2020	<b>PHOENIX COMMUNITY HOUSING BOARD MEETING</b>	<b>ITEM NO.</b> 1
<b>Open or Confidential</b>	<b>OPEN</b>	
<b>Report Title</b>	<b>Apologies for Absence &amp; Quorum</b>	
<b>Lead Officer</b>	<b>Kevin Kelly, Governance Manager, 07515605102</b>	
<b>Lead Board Members</b>	<b>Anne McGurk</b>	
<b>This item is for</b>	<b>INFORMATION</b>	

**If you are unable to attend, please ensure you provide your questions, comments and views on the Board Papers to Kevin Kelly by Lunchtime Thursday 30 July 2020.**



<b>DATE:</b> 30/07/2020	<b>PHOENIX COMMUNITY HOUSING BOARD MEETING</b>	<b>ITEM NO.</b> 2
<b>Open or Confidential</b>	<b>OPEN</b>	
<b>Report Title</b>	<b>Introductions and Declarations of Interest</b>	
<b>Lead Officer</b>	<b>Kevin Kelly, Governance Manager, 07515605102</b>	
<b>Lead Board Members</b>	<b>Anne McGurk</b>	
<b>This item is for</b>	<b>INFORMATION</b>	

<b>DATE:</b> 30/07/2020	<b>PHOENIX COMMUNITY HOUSING BOARD MEETING</b>	<b>ITEM NO.</b> 5
<b>Open or Confidential</b>	<b>OPEN</b>	
<b>Report Title</b>	<b>Policies</b>	
<b>Lead Officer</b>	<b>Chantel Lynch, Service Improvement &amp; Scrutiny Manager, 020 3121 0211 / 07515 605 017</b>	
<b>Lead Board Members</b>	<b>Anne McGurk</b>	
<b>This item is for</b>	<b>DECISION</b>	

**1 Recommendations**

**A. The Board approves the following policies:**

**Contractors, Suppliers and Service Providers Charter, Leasehold Hardship Buy-Back, Leasehold Major Works, Leasehold Discretionary Reduction in Major Works Service Charges, Fencing, Group Electrical Safety Policy**

**B. The Board notes the Policy Working Group annual impact assessment for 2019-20.**

**C. The Board notes the approach taken to further expand membership of Policy Working Group alongside any feedback received from the Board Member and Involved Residents Survey.**

**Executive Summary**

The Resident Policy Working Group (RPWG) consists of five members. The group last met in November 2019, subsequent meetings in February and March 2020 were cancelled as the meetings would not have been quorate. The Terms of Reference for the RPWG require a minimum membership of four members and a meeting quorum of three.

A key objective of the group as part of their annual impact assessment has been to increase membership and learn how other associations review policies.

In February 2020, the group agreed to pilot an online consultation as part of the review of the Suppliers, Contractors and Service Providers Charter. Due to the Covid-19 lockdown, the online consultation took place later than anticipated in May 2020 and involved residents were invited to take part. A second pilot online consultation took place in June 2020 and all shareholding members were invited to take part.

In June 2020, the Resident Policy Working Group agreed to hold a telephone meeting to review policies in early July. This meeting was cancelled as it would not have been quorate - two members of the group made the decision to step back from resident involvement

activities due to poor health. A further two members were unwell at the time, leaving one member to review policies.

In both online consultations, residents were asked if they would be interested in helping Phoenix to review policies. 35 residents have indicated that they would be interested in helping to review policies. We have contacted all of the residents that have completed the consultation. Of those we were able to get in touch with, 14 have advised that they would like to complete the online consultations only. 8 have told us that they would like to be involved in checking that the feedback provided in the online consultation has been included within the policy. This, along with the feedback provided from the Board and Involved Residents survey will be used to help shape the structure of the Policy Working Group and review the Terms of Reference.

### **Suppliers, Contractors and Service Providers Charter**

The Charter was scheduled for review as part of good practice. Sixteen involved residents completed the online consultation and their feedback has been reflected within the Charter.

The main changes in the Charter are updates to legislation and indemnity insurance requirements for those wishing to contract with Phoenix.

### **Leasehold Hardship Buy Back Policy**

The policy was scheduled for review as part of good practice. The policy has been updated to reflect new legislation - the Coronavirus Act 2020.

The Homeownership Working Group were consulted on the amendments to the policy.

### **Leasehold Major Works Policy**

The policy was scheduled for review as part of good practice. The main changes to the policy include clarification on emergency works. If emergency works are required that would meet the threshold for Section 20 consultation but consultation is not possible due to the urgent nature of the works. Phoenix will make an application to the First-tier Tribunal for dispensation of the Section 20 requirements and will notify Lessees of the works to be carried out and their estimated costs.

The Homeownership Working Group were consulted on the amendments to the policy.

### **Leasehold Discretionary Reduction in Major Works Service Charges Policy**

The policy was scheduled for review as part of good practice. The policy has been updated to reflect new legislation namely the Coronavirus Act 2020. The Homeownership Working Group were consulted on the amendments to the policy.

### **Fencing Policy**

The policy was reviewed as part of the recommendation from the Fencing Review carried out by the Resident Scrutiny Panel. As part of the review, the procedure and fencing specification have also been updated. 37 residents completed the online consultation.

The scope of the policy has been broadened to:

- take into account different property and garden layouts to ensure Phoenix are able to make judgements on processes to balance cost versus quality.
- meet residents' needs on case by case basis.
- commit to review the fencing specification on an annual basis.

The policy has been updated to include:

- requests to install or repair front garden fencing will be looked at on a case by case basis and may be planned into a future renewal programme if deemed necessary.
- requests for fence renewals that are not urgently required will likely be placed in a planned future fencing renewal programme. Properties included within the programme will be prioritised based on the age and condition of the existing fencing alongside stock condition information and recommendations from Phoenix Repairs Service. Tenants will be informed if their property is included in the fencing renewal programme and will be informed of the timescales. Residents will be consulted on the renewal programmes and their feedback used to shape these programmes.
- repairs to boundary fencing on estates and green/play areas may be planned into a renewal programme rather than addressed on a responsive basis depending on the condition of the existing boundary and the urgency of the repair.

### **Allocations and Lettings Policy**

The policy was scheduled for review as part of good practice. The aim of the policy has been made clearer to reflect that Phoenix allocates and lets properties in line with Lewisham's Allocation Scheme.

'Welfare grounds' has been added as a consideration for urgent rehousing under the Chain Lettings scheme.

The legislation in the policy has also been updated – the Data Protection Act 2018 and Coronavirus Act 2020.

The changes to the policy have not been consulted on as they are minimal and there is limited scope for change.

### **Group electrical Safety policy**

This policy was approved by the board in May 2019 one of the most significant changes to the policy recommended by the Board and included in the policy was changing the frequency of testing for general needs properties from 10 years (using a 9 year programme) to 5 years, in line with good practice and requirements in the private rented sector.

Following a review of the policy and implementation plans it is proposed to explain the implementation in the policy for transparency by adding the following into the policy:

To adopt this policy change for tenanted properties we will adopt and transition our inspection programme in line with best practice guidance from our current 9 year programme to a 5 year one. To achieve this the programme will be phased over two financial years. This means addresses previously inspected will be completed as follows:

- Addresses inspected in 2011, 2012 and 2013 are being completed in 2020-21.
- Addresses inspected in 2014, 2015, 2016 will be programmed for 2021-22.
- Addresses inspected in 2017 will be programmed for 2022-23.

On completion of the above the transition the 5 year programme will be implemented and the cycle will continue for following years.

## 2 Corporate Plan Implications / Strategic Objectives

**Strategic Objective: Sustainability and safety for our business, environment and community**

**2020-21 Corporate Objective: • Deliver priorities for Equality, Diversity and Inclusion getting to know our residents and staff better so we can adapt our services to meet needs and work together to build sustainable communities in our area.**

## 3 Background including appendices

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

Appendix A – Fencing Policy

Appendix B – The Policy Working Group annual impact assessment for 2019-20

The following policies are available on request:

Appendix C - Suppliers, Contractors and Service Providers Charter

Appendix D – Leasehold Hardship Buy Back Policy

Appendix E – Leasehold Major Works Policy

Appendix F – Leasehold Discretionary Reduction in Major Works Service Charges

Appendix G – Allocations & Lettings Policy

Appendix H – Group Electrical Policy

## 4 Communications & Consultation Implications

The attached policies have been developed in consultation with senior and team managers and other key members of staff across the business. The Executive Team



have reviewed and recommended the policies for approval. The Resident Policy Working Group have been sent the policies.

## 5 Other Implications

### Legal

#### Fencing Policy

The repairing of fences is not statutorily the landlord's responsibility under Section 11 of the Landlords and Tenants Act or Defective Premises Act 1972 Sections 1-4.

Whilst Phoenix has no legal responsibility to do so, Phoenix chooses to repair and renew the fencing to the boundaries that Phoenix owns, where possible and affordable.

### Equality & Diversity

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

Equality Impact Assessments (EIA) have been completed for the Leasehold Hardship Buy Back Policy, Leasehold Major Works Policy, Leasehold Discretionary Reduction in Major Works Service Charges Policy and Fencing Policy.

An annual Equality Impact Assessment is completed for all lettings as part of the Allocations and Lettings policy.

The EIA for the Leasehold Hardship Buy Back Policy showed positive impact for the disability category. One of the criteria for the buy-back application to be considered is on the grounds that the leaseholder will face severe financial hardship because of severe illness or disability.

The EIA for the Fencing Policy showed positive impact for the disability, age, maternity and pregnancy categories. Where residents are unable to cut back the vegetation in their garden in preparation for a fencing repair, the Fencing procedure considers for requests for assistance to be treated on a case by case basis and offered to residents who need support.

There were no adverse impacts for the Leasehold Major Works and Discretionary Reduction in Major Works Service Charges policies.

### Value for Money

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

## 6 Risk Implications

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



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

**7 Sustainability Implications - none**

**8 Resource Implications**

**Finance** - none

**Staff** - none

**Property** - none

**IT** - none

**9 Confidentiality - open**

**Approval**

Approved by (Chair)	
Date	<a href="#">Click here to select date</a>

## FENCING POLICY

### Responsible Officer

Director of Property & New Business

### Aim of the Policy

The aim of the policy is to set out how we manage the demand for fencing by having a transparent, consistent and fair approach to service delivery.

### Policy Scope

This policy covers how we will address fencing repairs and renewals to boundaries which we own and manage.

This policy has sufficient scope to adapt to differing resident circumstances and differing property and garden layout types to ensure we are able to make judgements on processes to balance cost versus quality.

Furthermore, the fencing specification will be reviewed annually, and an analysis undertaken of fencing works carried out to assess value for money of materials.

### The Policy

#### Responsibilities

We are responsible for repairing or renewing fencing to the boundaries that we own.

We will repair or renew fencing that has deteriorated and no longer provides a sufficient boundary between properties and, or a public space or has been damaged as a result of extreme weather or other unforeseen circumstances.

In most cases, we are responsible for boundaries (including gates) to the front, right and rear of our properties (when facing the front of the property from the road). However, in some cases, we are responsible for the front, left and rear boundaries.

We are not responsible for repairing or renewing fencing belonging to freeholders or leaseholders.

In instances where the responsible party is not clear, we may ask neighbouring property owners to provide evidence of the boundary responsibilities identified in their property title plan.

If fencing has been damaged as a direct result of neglect, wilful damage, misuse or vandalism by a tenant, family member, visitor of a tenant, or animal owned by a tenant, the cost to repair the fence will be recharged to the tenant. This includes any damage caused by trees or shrubs which have become overgrown through lack of maintenance by the tenant.

We will repair or renew fencing in line with our fencing specification. Tenants can request for a higher specification of fencing to be used (where it is possible) in line with the Enhanced Repairs Policy, if they are willing to pay the cost difference.

We will not leave a fence in an unsafe condition. Any fence that has potential to cause harm will be made safe as an emergency, in line with the Responsive Repairs Policy. This may mean the fence is removed as a temporary measure, and renewed at a later date.

We are likely to prioritise rear garden fencing over front garden fencing in most instances due to security, privacy and resident use.

Where hedges provide a demarcated boundary to a property, it is the responsibility of the tenant to maintain and keep the hedge in order.

We will not usually replace an existing hedge boundary with a fence unless there is a need to resolve serious Anti-Social Behaviour or if it has been assessed as a reasonable adjustment following an assessment under the Equality Act.

Tenants will be asked to clear objects and/or vegetation from their garden prior to a fencing repair/renewal taking place if it is obstructing the boundary line and disrupts us from carrying out the works.

### Responsive Fencing Works

We will repair fencing responsively if the existing fencing is beyond repair, unsafe or does not provide a sufficient barrier between the property and an adjoining property and, or public space.

We will also repair or renew fencing responsively if there is a need to resolve serious Anti-Social Behaviour or if it has been assessed as a reasonable adjustment following an assessment under the Equality Act.

We will repair rear and side gates responsively (if deemed required), to maintain security to the rear of the property.

As standard, we will not install or repair front garden fencing responsively unless there is a need to resolve serious Anti-Social Behaviour or if it has been assessed as a reasonable adjustment following an assessment under the Equality Act.

Requests to install or repair front garden fencing will be looked at on a case by case basis and may be planned into a future renewal programme if deemed necessary.

### Planned Fencing Renewal Programme

Where there are requests for fence renewals that are not urgently required, the property will likely be planned into a future fencing renewal programme. These requests will be reviewed on a case by case basis.

This includes the following:

- Where the existing fencing already provides a sufficient barrier between the property and an adjoining property and/or public space and a renewal would be considered an improvement.
- The existing fencing is still functioning, but is old, deteriorating and would benefit from a renewal in the near future, but does not need addressing urgently.

Properties included in a fencing renewal programme will be prioritised based on the age and condition of the existing fencing. The programme will be driven from stock condition information as well as recommendations from Phoenix Repairs Service.

We will consult residents on our fencing renewal programmes and will use their feedback to shape these programmes.

Tenants will be informed if their property is included in the fencing renewal programme and will be informed of timescales.

### Boundaries to Estates and Green/Play Areas

We will repair fencing to our estates and green/play areas when the existing boundary is beyond repair, unsafe or has deteriorated and does not provide an acceptable barrier around the area.

Fencing to estates and green/areas may be planned into a renewal programme rather than addressed on a responsive basis, depending on the condition of the existing boundary and the urgency of the repair.

### Void Fencing Works

We will assess the condition of fencing at properties when they are void to ensure that it is suitable and sufficient and will renew the fencing if necessary, prior to the property being let.

There may be instances where fencing work cannot be completed during the void stage and therefore the fencing works will be scheduled after the property has been let.

## **Equality and Diversity**

We are committed to ensuring that no person or group of persons will be treated less favourably than another person or group of persons and will delivery our services with due consideration to the following strands of equality: Age, Disability, Gender, Gender reassignment, Race, Sexual Orientation, Religion and/or Belief, Marriage and Civil Partnership, Pregnancy and Maternity as outlined in our Equality and Diversity Charter.

## Legislation

The repairing of fences is not statutorily the landlord's responsibility under Section 11 Landlords and Tenants Act or Defective Premises Act 1972 Sections 1-4.

Whilst Phoenix has no legal responsibility to do so, Phoenix chooses to repair and renew the fencing to the boundaries that Phoenix owns, where possible and affordable.

Other related legislation includes:

- Landlord and Tenant Act (1985)
- Defective Premises Act (1972)
- Control of Pesticides Regulations (1986)
- Consumer Protection Act (1987)
- Children Act (1989)
- Environmental Protection Act (1990)
- Workplace (Health, Safety and Welfare) Regulations (1992)
- Personal Protective Equipment at Work Regulations (1992)
- Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (1995)
- Provision and Use of Work Equipment Regulations (1998)
- The Management of Health & Safety at Work Regulations (1999)
- Control of Substances Hazardous to Health Regulations (2002)
- Equality Act (2010)
- The Anti-Social Behaviour Crime & Policing Act (2014)
- Homes (Fitness for Human Habitation) Act (2018)
- Data Protection Act (2018)
- Coronavirus Act (2020)

## Monitoring and Review

This policy will be reviewed every 3 years or sooner if there are changes to legislation, good practice or other learning.

## Reference to Other Documents and Associated Policies and Procedures

Including:

- |  |  |
|--|--|
| • Phoenix Standards                                    | • Leaseholders Major Works Policy            |
| • Asset Management Strategy                            | • Mutual Exchange Policy                     |
| • Anti-Social Behaviour Strategy                       | • Responsive Repairs Policy                  |
| • Contractors, Suppliers and Service Providers Charter | • Procurement Policy, Strategy and Toolkit   |
| • Complaints, Comments and Compliments Policy          | • Recharge to Residents Policy and Procedure |
| • Enhanced Repairs Policy                              | • Supporting Residents 'At Risk' Policy      |
| • Equality and Diversity Charter                       | • Tenancy and Lease Agreements               |
| • Fencing Procedure and Specification                  | • Tenants' Handbook                          |

- Garden Scheme Policy
- Group Health & Safety Policy
- Translation & Interpretation Policy
- Voids Policy

## Definitions

Term/acronym	Description
Phoenix, We, Us	Phoenix Community Housing
Tenant	A person who occupies land or property rented from a landlord.
Responsively	reacting quickly to a request (for a repair)

Document Type:	Policy
Title:	Fencing Policy
Author:	Asset Data Integrity Officer
Department Owned By:	Property & New Business
Data Protection Impact Assessment:	
Equalities Impact Assessment:	
Approval Date:	
Approved By:	In accordance with delegated authorities
Implementation Date:	01/07/2020
Status:	Draft
Version No:	V3
Last updated:	16/06/2020
Issue Date:	
File Path:	

# Resident Group Annual Impact Assessment



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

Name of Group: Policy Working Group

<b>The number of meetings the group has held in 2019-20</b>
The group held 4 meetings.
<b>The number of new members the group has welcomed in 2019-20</b>
No new members joined the group.
<b>The number of members that have left the group in 2019-20</b>
No members left the group.
<b>What difference has the group made?</b>
<p><b>(Consider the types of recommendations made and changes implemented, benefits to residents, changes in processes/procedures as a result of reviews, cash savings and efficiencies made to services, policies/strategies/approved, or any other potential benefits to the community).</b></p>
<p>The group has reviewed 20 policies in 2019-20, 19 were reviews of existing policies:</p> <ol style="list-style-type: none"> <li>1) Translation &amp; Interpretation Policy</li> <li>2) Group Electrical Safety Policy</li> <li>3) Group Gas Safety Policy</li> <li>4) Group Asbestos Policy</li> <li>5) Group Legionella Management Policy</li> <li>6) Resident Involvement Code of Conduct &amp; Breach of Code of Conduct Procedures</li> <li>7) Pest Control Policy</li> <li>8) Flytipping Policy</li> <li>9) Safeguarding Policy</li> <li>10) Compensation Policy</li> <li>11) Resident Scrutiny and Tenant Panel Recruitment Policy</li> </ol>

# Resident Group Annual Impact Assessment



- 12) Land Policy (new)
- 13) Guidance on Use of CCTV and Images Provided by Residents and Other Individuals
- 14) Tenant Property Improvements and Alterations Policy
- 15) Rent Setting and Service Charges Policy
- 16) Mobility Scooter Policy
- 17) Hazelhurst Court Extra Care Rent Setting and Service Charge Policy
- 18) Hazelhurst Court Extra Care Allocations and Lettings Policy
- 19) Hazelhurst Court Extra Care Mobility Scooter Policy
- 20) Hazelhurst Court Extra Care Pet Policy

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

- Member involvement has been consistent and the group continues to work together as a coherent group while applying learning from past training.
- Members alternate in the role of lead resident each meeting to develop skills in the role of chair.
- The Housing Management Law update session was postponed and will be rescheduled in 2020-21.
- The Tenancy Fraud workshop was postponed and will be rescheduled in 2020-21.

# Resident Group Annual Impact Assessment



<b>What are the group's plans for the next 12 months</b> (Consider the group's annual work programme, challenges you would like to overcome, training you may need to carry out your role and other aspirations)
<ul style="list-style-type: none"><li>• Take part in visits to/from other housing associations.</li><li>• Develop online policy consultation.</li></ul>
<b>Is there anything else you would like to add?</b>
The group feels recruiting new members is a priority.

<b>DATE:</b> 30/07/2020	<b>PHOENIX COMMUNITY HOUSING BOARD MEETING</b>	<b>ITEM NO.</b> 6
<b>Open or Confidential</b>	<b>OPEN</b>	
<b>Report Title</b>	<b>Resident Scrutiny Panel Review – Social Value</b>	
<b>Lead Officer</b>	<b>Chantel Lynch, Service Improvement &amp; Scrutiny Manager, 020 3121 0211 / 07515 605 017</b>	
<b>Lead Board Members</b>	<b>Anne McGurk</b>	
<b>This item is for</b>	<b>DECISION</b>	

## 1 Recommendations

- A. The Board notes the full review report on the findings and agrees the recommendations made by the Resident Scrutiny Panel on how Phoenix assesses its activities for Social Value.
- B. The Board notes the Resident Scrutiny Panel annual impact assessment for the 2019-20.

### Executive Summary

The Resident Scrutiny Panel reviewed how Phoenix assesses its activities for social value because they wanted to find out more about social value and the types of activities that Phoenix provide.

The success factors for the review were to:

- Understand the definition of social value.
- Identify the types of activities Phoenix assesses for social value and understand the additional opportunities that are available.
- Understand how Phoenix measures and monitors social value and identify other options.
- Assess whether Phoenix provides social value and evidence the types of return.
- Evidence how Phoenix publicises its social value.
- Evidence the difference Phoenix makes to the local community through social value.

The Panel found that Phoenix already shows and demonstrates its commitment to social value on every project that is worked on whether it be in-kind or as a financial benefit.

After carrying out an appraisal of the 13 different social value models, the Panel concluded that the way social value is calculated can sometimes be hard to understand but when applying the methods consistently, it seems to work.

The Panel recommended that Phoenix should continue to use the HACT and SROI methodologies that are currently in place to calculate social value but also provide more information and transparency about its social value to residents. This will enable residents to fully understand that when Phoenix spends money it tries to make sure that it is getting something back that will improve the lives and local area for all Phoenix residents.

The Panel made three recommendations:

- Consider adding social value as a subject to the Phoenix Academy 9-week course. This will help residents to understand what social value means.
- Develop a stand-alone social value report to enhance transparency and show residents how we are developing the local community and improving residents' lives and wellbeing.

More information needs to be provided to residents in this area. Many residents do not have internet access or have the time to be able to search the website to find out this type of information. The Resident Communications Group could support Phoenix to look at different ways to advertise and promote the report.

- Consider signing up to the Centre for Excellence in Community Investment Board Charter to support Phoenix to demonstrate an ongoing commitment to staff and the wider community to promote the successes and impact of community investment.

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

The annual impact assessment completed by the Panel shows the reviews carried out over the year, how the recommendations have benefitted residents and the additional work and training completed by the members.

## 2 Corporate Plan Implications / Strategic Objectives

**Strategic Objective: Resident Leadership and effective governance**

**2020-21 Corporate Objective: • Deliver service improvements and efficiencies in response to satisfaction surveys, insight and scrutiny as well as changes to our legal and regulatory framework.**

## 3 Background including appendices

The Resident Scrutiny Panel has been established to provide a specific resident forum to scrutinise Phoenix's service performance and improve services for all residents in line with arrangements set out by the Social Housing Regulator in the Regulatory Code.

The full report provides details on the methodology, findings and recommendations of the review.

Appendix A – Resident Scrutiny Panel Full Review Report: How Phoenix assesses its activities for social value.

Appendix B – The Centre for Excellence in Community Investment Board Charter.

Appendix C – *(Available on request)* The Centre for Excellence in Community Investment Board Charter self-certification checklist.

Appendix D – Resident Scrutiny Panel Annual Impact Assessment 2019-20.

#### **4 Communications & Consultation Implications**

The Resident Scrutiny Panel consulted with the Community Engagement, Performance and Quality, Planned Maintenance and Executive Teams on their report. Members of the panel have also used social media to share their review with residents.

#### **5 Other Implications**

##### **Legal**

At the core of every scrutiny review, the panel look to improve services for all residents in line with the Phoenix Standards and regulatory code set out by the Regulator of Social Housing.

The Community Engagement Team keeps the promises made under Phoenix standard 1 (Tenant Involvement & Empowerment).

The Performance & Quality Team keeps the promises made under Phoenix standard 6 (Value for Money) and standard 7 (Governance & Financial Viability).

##### **Equality & Diversity**

Equality and Diversity impact assessments are completed on an annual basis for resident involvement and engagement.

##### **Value for Money**

An appraisal of social value models has been carried out as part of the review process to ensure that value for money is being achieved. A summary of social value and the appraisal of the models will be reported to the Audit Committee in November 2020 as part of the Community Chest report.

The Centre for Excellence in Community Investment Board Charter will support Phoenix to:

- Increase and focus awareness of its community investment work;



- Raise the profile of the organisation and demonstrate ongoing commitment to community investment;
- Commit to investing in staff as well as communities; and
- Position the organisation as a thought leader on community investment;

The Charter is intended as a recognition of work Phoenix already carries out in this area, an ongoing commitment to improve that work in the future, and a conversation starter between organisations who are committed to this work.

## 6 Risk Implications

The recommendations made fit in with the risk appetite agreed by the Board:

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

## 7 Sustainability Implications - none

## 8 Resource Implications

**Finance** – A budget would need to be sourced to support the marketing and publication of a stand-alone Social Value report; anticipated costs are likely to be £2000.

There are no costs for signing up to the Centre for Excellence in Community Investment Board Charter. The ongoing compliance with the Charter can be met from existing budgets.

The British Standards Institution Guide to enhancing social value (BS 8950) is still in development stage and has not yet been published. A budget may be required if Phoenix intended to comply with the standards.

**Staff** – The existing staff in the Communications and Performance & Quality Teams are able to support the production of a stand-alone Social Value report.

**Property** - none

**IT** - none

## 9 Confidentiality - open

### Approval

Approved by (Chair)	
Date	<a href="#">Click here to select date</a>

# Resident Scrutiny Panel

## Review Report – Social Value



### Executive Summary

The Resident Scrutiny Panel reviewed how Phoenix assesses its activities for social value.

*Definition: Social value can be described as the wider non-financial impacts of programmes, organisations and projects, especially on the wellbeing of individuals and communities and of the environment.*

### Introduction & Background

The Panel selected this topic as they wanted to find out more about social value and the types of activities that Phoenix provide.

The success factors for the review were to:

- Understand the definition of social value.
- Identify the types of activities Phoenix assesses for social value and understand the additional opportunities that are available.
- Understand how Phoenix measures and monitors social value and identify other options.
- Assess whether Phoenix provides social value and evidence the types of return.
- Evidence how Phoenix publicises its social value.
- Evidence the difference Phoenix makes to the local community through social value.

### Methodology

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

- Definitions of social value and social return on investment.
- Activities that are measured for social value and those that could be measured but are not.
- Methods used to measure social value and those used by Phoenix.
- Information on how Phoenix publicises its social value.

# Resident Scrutiny Panel

## Review Report – Social Value



- Information / data on the difference Phoenix makes to the local community through social value.
- Benchmarking with similar sized organisations.
- Community Empowerment & Engagement Strategy.
- Phoenix Standards.

To support their understanding of the review, the Panel also interviewed the:

- Service Improvement & Scrutiny Manager
- Community Links Project Manager
- Procurement & Contracts Manager
- Head of Community Engagement

## Findings & Conclusions

### Overview

Since 2012, there has been a requirement on public bodies including housing associations to provide social value. The non-cash impact of these benefits look to improve the wellbeing of Phoenix residents, the local community and environment.

Phoenix works with its partners, contractors and service providers to deliver social value. By its very nature, Phoenix also acts as an 'Anchor Institution.' Anchor Institutions are tied to a particular place by their mission, histories, physical assets and local relationships.

In Phoenix's case, this can be seen through: The Fellowship & Star, Training Kitchen, Community Café, Credit Union, Employment Training & Digital Drop-Ins, Local Labour and Recruitment, Local Area Environmental Improvements, The Green Man Hub, Community Centres and its connection to Bellingham, Whitefoot and Downham as a local employer.

Phoenix embeds social value when it buys goods and services. Managers are aware that social value should be written into every tender brief. There is also a template contract terms/conditions and a schedule so that managers can use to hold contractors to account to deliver social value. Tender returns are also evaluated to assess whether a minimum of 1% has been achieved in social value, this can include seeking to put a cash value on some non-cash social value activities e.g. a workshop for residents or work experience.

There are several models which can be used to calculate social value, we reviewed them as part of our research.

# Resident Scrutiny Panel

## Review Report – Social Value



Social return on investment (SROI) is a methodology which aims to assign monetary values to change being created by the activities of an organisation. These could be environmental, social or other changes.

The methodology uses a framework to demonstrate an understanding of the impact (changes) that happen, the amount of change that has occurred because of Phoenix's activity that would not have occurred otherwise.

The framework sets out how much Phoenix "gets back," how much value has been created, in return for what Phoenix put into making that change happen.

The Social Return on Investment (SROI) Phoenix achieves through its activities is reported to residents in the annual report and value for money statements. Value for money statements are also reported to the Social Housing Regulator. In addition, SROI is reported the Audit Committee and Board.

### Findings

- Phoenix provides its contractors with a social value menu of options. The options provide contractors with ideas and examples of how they can provide Phoenix with social value as part of their contract. The options give estimated cost and time values for different contributions.
  
- Phoenix receives social value as part of its procurement processes and contract management in the following ways:
  - Event sponsorship – Community Links, Festival and pop-up engagement
  - In-house and external training
  - Award ceremony attendance
  - Contractor attendance at Job Fairs, School/College Career Days
  - Raffle Prize Donations
  - Apprenticeships & Traineeships
  - Fixed Term Work Placements
  - Work Experience Placements
  - CV Writing & Mock Interview Workshops
  - Braille Photo ID cards
  - Painting community centres

# Resident Scrutiny Panel

## Review Report – Social Value



- Phoenix uses lots of tools to measure social value. Below are examples of how the models have been used to measure the social value of activities and events:
  - Housemark - Sector Scorecard
  - Goldsmiths University – Fellowship Projects
  - Social Value UK – Events and Community Chest
  - Housing Associations Charitable Trust (HACT) – Job Club, Apprenticeships, Phoenix Academy, Resident Involvement & Volunteering
  - Theory of Change – Lewisham Training Kitchen.
  
- Some of these tools are more difficult to use than others and some are only suitable for certain types of activities or events. For example:
  - some of the questionnaires used in the HACT model would not be appropriate for Phoenix to use for some of its activities.
  - the impact assessment used for the Fellowship completed by Goldsmiths University was very long and not resident friendly.
  
- Phoenix's Internal Auditors (Mazars) and Social Housing carried out a sector survey on social value. Research within the sector shows that there is a lack of consistency in using the same models to monitor and measure social value. The results showed that most associations used their own methods to measure social value followed by the HACT Wellbeing Valuation approach or similar. The least used method was the Cabinet Office Social Return on Investment.
  
- The benchmarking we carried out shows the approach taken by the following housing associations:
  - Gentoo – HACT
  - Greater Manchester Housing Partnership – HACT & TOMs
  - PA Housing – HACT & SROI
  - Poplar Harca – HACT, Impact Statement & Case Studies
  - Sovereign Housing – HACT & Case Studies
  - Shepherds Bush Housing – Cost Benefit Analysis (CBA)
  - Sanctuary Housing – Case Studies
  
- We reviewed other tools that can be used to measure social value. This included: The New Economics Foundation, Happy City, Warwick and

# Resident Scrutiny Panel

## Review Report – Social Value



Edinburgh Mental Health Wellbeing Scale, Social Value Portal and the Office for National Statistics.

- There are lots of variables that can influence the social return on investment during calculations:
  - The number of participants in the activity
  - The type of activity
  - The type of outcome and the evidence to support that the outcome has been achieved
  - The financial costs attached to the outcome
  - Whether other partners or organisations have supported the delivery of the outcome or activity
  - What the participants would have been doing if they hadn't taken part in the activity or event.
- Phoenix staff also make contributions and donations to various charities. For example, St Christopher's Hospice, Breast Cancer Awareness, Whitefoot & Downham Community Food Project and The Royal British Legion.

Since 2017-18, £3, 868.34 has been raised through: donations, cake sales, christmas jumper day, jeans day, coffee mornings and auctions.

- The Phoenix Community Chest is a £100K fund set up in 2013 following a ballot of Phoenix residents and launched in line with the Community Links as part of the Community Empowerment Strategy.

The funds are available to projects that will make a difference to the Phoenix Community.

- The Phoenix Gateway Committee (PGC) are responsible for overseeing the Community Chest. In a less formal way, the Community Chest Evaluation Panel report to the (PGC) too.
- Each Community Chest project funded must complete an end of project report. The information and data in the report supports Phoenix to assess and calculate the social value for the activities and events provided by each project.
- We viewed the social value for key Phoenix activities like the Job Club, Resident Involvement, Community Links, Chat and Chips, Diversity Day and all

# Resident Scrutiny Panel

## Review Report – Social Value



Community Chest projects. The social return on investment ranged from £0.36p to £43.42, for each £1 invested.

We found that even if the value of a project is at the lower end of the range, it does not mean that the project/event or activity is of a low value to the residents that participate. All of the activities and events that Phoenix support or deliver add value to residents and the wider community.

- We noted that in 2014-15 only a sample of Community Chest projects and Phoenix activities were assessed for social value. During the staff interviews, staff advised that more robust recording systems have been implemented to ensure that activities are recorded.
- All Community Chest projects have to complete a final report and a template has been developed to support the projects and Phoenix get the information they need.

The Community Links Project Manager also visits each project and speaks to the participants. The feedback about their experience of taking part is priceless because you cannot always put a price on some of the changes that take place for the individual participating.

- Recording systems could be developed further to enable Phoenix to capture even more social value for its activities and events.
- We also looked at how other organisations report social value to residents and other stakeholders. We looked at reports from: North Star Housing, Community Gateway, Wythenshawe and Greenfields.

We particularly liked the format Wythenshawe use. It was very easy to read and navigate with case studies, clear pictorial and infographic information. We felt that a similar format could be developed to report the social value of Phoenix's activities and events.

We found that it is really important to illustrate the story, monetary value and demonstrate the difference made so that residents are able to see and get a sense of the changes.

- HACT in connection with the Centre for Excellence in Community Investment have developed a Board Charter to support organisations to demonstrate an ongoing commitment to staff and the wider community the successes and

# Resident Scrutiny Panel

## Review Report – Social Value



impact of community investment. We reviewed the Charter and felt Phoenix would benefit from signing up to the Charter. Phoenix are already complying with most of the commitments and the accreditation would only improve Phoenix's reputation in this area by highlighting areas where there are any gaps.

### Conclusion

We have found that Phoenix already shows and demonstrates their commitment to social value on every project that is worked on whether it be in-kind or as a financial benefit. The way that social value is calculated can sometimes be hard to understand but when applying the methods consistently, it seems to work. Phoenix should continue to use the methodologies that are currently in place.

Phoenix should provide more information and transparency about its social value to residents so that they fully understand that when Phoenix spends money it tries to make sure that it is getting something back that will improve the lives and local area for all Phoenix residents.

### Recommendations

- Consider adding social value as a subject to the Phoenix Academy 9-week course. This will help residents to understand what social value means.
- Develop a stand-alone social value report to enhance transparency and show residents how we are developing the local community and improving residents' lives and wellbeing.

More information needs to be provided to residents in this area. Many residents do not have internet access or have the time to be able to search the website to find out this type of information. The Resident Communications Group could support Phoenix to look at different ways to advertise and promote the report.

- Consider signing up to the Centre for Excellence in Community Investment Board Charter to support Phoenix to demonstrate an ongoing commitment to staff and the wider community the successes and impact of community investment.

# Resident Scrutiny Panel

## Review Report – Social Value



### Constraints

The COVID-19 lockdown started as we were coming to the end of the review. We were unable to interview the Head of Community Engagement face to face; this alongside our closing meetings and report writing took place virtually by email.

We also wanted to look into continuous improvement in social value but were not able to take part in the British Standards Institution consultation on a new quality standard guide for understanding and enhancing social value.

### Next Steps

We need to discuss together what our next review topic will be, we have a list that we are working through. We also need to consider how we will carry out reviews in the new environment.

Newer members would like to attend the Level 1 Phoenix Academy when it starts again. We will review other training opportunities as they come up.

### Lessons Learnt

We have learned how much Phoenix do! Why it attributes a social value cost to every project that it possibly can and how the amount is worked out per pound spent. We have seen the evidence of how this benefits the local community through training, community events, raffle prizes and apprenticeships. These benefits may not have been possible or even affordable to fund if it wasn't for the partnership and willingness of contractors.

We also learned that it is difficult to calculate the social value cost and without the models and methods used it would be near impossible to keep track of as you would need a member of staff monitoring this full time.

We found it difficult to understand why this calculation task is the remit of the Service Improvement and Scrutiny Manager when it can be a very big job to keep the spreadsheets updated with project information and data.

We were surprised to find that the number of residents attending large-scale Community Chest activities and events were calculated using clickers rather than an electronic recording system.

# Resident Scrutiny Panel

## Review Report – Social Value



### Assumptions

We assumed that Phoenix funded every little thing and paid for the apprenticeships that they have provided. We took it for granted that Phoenix purchased all the raffle prizes for all events including the Phoenix Festival but have been happily surprised this is not the case. We also assumed Phoenix had standardised all its internal forms, reports and other communications.

### Did you find out anything new?

We didn't realise the number of activities and support Phoenix provides for residents and the relationship Phoenix has with the local community.



## Centre for Excellence in Community Investment

### The Board Charter

#### **What is the Board Charter and why is it important?**

The Centre for Excellence in Community Investment exists to celebrate and champion the impact of community investment across the UK.

The Centre is launching the Board Charter to demonstrate – at the most senior levels – our ongoing commitment to our staff and communities, and to recognise the success and impact of community investment.

Community investment is the work social landlords do with people and communities to enable them to thrive.

Social landlords are more than just housebuilders. We have been, and will continue to be, anchor institutions with long-term commitments to our residents and neighbourhoods.

Many housing providers are already driving forward the community investment agenda, but there is now a significant opportunity for us to speak more effectively, publicly and collectively, formalising our long-term commitment and ensuring our social purpose is embedded across our businesses.

This is a vital time for social housing. There is the possibility of a new regulatory landscape, with a stronger focus on our residents and the social value we create. How we invest in and work alongside our residents and communities to create places that thrive has never been more important.

A commitment to the Board Charter is your pledge that you are at the forefront, driving forward community investment, always striving for better outcomes and better places to live. Together, we can drive forward an agenda which recognises and develops the essential role social landlords play in their communities.

#### **The benefits of signing up**

By signing up to the Board Charter, you:

- Increase and sharpen awareness of the community investment work you are already doing;
- Communicate your organisation's ongoing commitment to community investment;
- Commit to investing in your staff as well as your communities; and
- Position your organisation as a thought leader on community investment;



### **What is The Centre for Excellence in Community Investment?**

The Centre for Excellence in Community Investment believes that community investment is a core part of social housing. We're working with community investment professionals around the UK on a variety of goals:

- We are promoting the importance of community investment both inside and outside the social housing sector.
- We are building a network for community investment professionals to share and develop their practice.
- We are ensuring that community investment underpins housing providers as they evolve their services and relationships with their residents and communities.

### **The Centre's achievements so far**

Since launching in September 2018, the Centre for Excellence in Community Investment has grown a network of community investment professionals across the UK.

We held the first ever UK-wide conference dedicated to community investment in housing earlier this year. The event was a sell-out, with over 200 delegates, and we are now planning the next conference in May 2020.

We held the first Research Symposium on Community Investment in July 2019. This brought together 70 academics and social housing professionals to discuss future research collaborations and identify how they want to work together to grow and evidence impact.

Working alongside its partners, the Centre is creating multiple firsts in the housing sector. We are creating the infrastructure to have powerful conversations about community investment, now and in the future.

A key part of our programme is to launch this Board Charter, which creates a powerful way for social landlords to demonstrate their commitment to their residents, communities and staff.

### **How can you adopt the Board Charter?**

We are asking social landlords to sign-up to the nine key pledges that comprise the Board Charter. The pledges show the commitment of each organisation to not only invest in their communities, but to do so in a strategic and impactful way.

The pledges are straightforward and need to be owned and driven from the top of our organisations.

This Board Charter evidences your commitment to making a difference.



## **The Board Charter**

### **The Communities Pledge:**

Community investment is core to our role as a housing association and central to our social purpose.

We commit to owning, investing in, and celebrating our community investment work and its impact.

We will work with the Centre for Excellence in Community Investment to help maximise and measure the impact of our work, as well as invest in our people who deliver it.

### **How we're going to deliver it:**

Our Community Investment Strategy will be underpinned by an action plan and the appropriate resources, people and skills we need to deliver on our objectives.

We will ensure residents are at the heart of community investment, co-creating service design and involved in scrutiny and review.

We will be part of our communities, with Board members regularly leaving the boardroom to see community investment delivery first-hand.

### **How we'll demonstrate impact:**

We commit to a methodologically robust and rigorous measurement mechanism to evidence the impact of community investment activity.

We will publish key measures of success in our annual report to facilitate transparency and accountability.

We will be leaders and advocates for community investment, both in and outside the housing sector.

More information about the Charter can be found here:

<https://www.ceci.org.uk/the-board-charter/the-board-charter-faqs/>

# Resident Group Annual Impact Assessment



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

Name of Group: Resident Scrutiny Panel

<b>The number of meetings the group has held in 2019-20</b>
The group held 16 meetings.
<b>The number of new members the group has welcomed in 2019-20</b>
Two new members joined the panel. Three residents expressed an interest in joining the panel and observed a meeting.
<b>The number of members that have left the group in 2019-20</b>
One member left the group and joined the Board.
<b>What difference has the group made?</b>
<p>(Consider the types of recommendations made and changes implemented, benefits to residents, changes in processes/procedures as a result of reviews, cash savings and efficiencies made to services, policies/strategies/approved, or any other potential benefits to the community).</p>
<p>In 2019-20, the panel carried out four service reviews:</p> <ul style="list-style-type: none"> <li>✓ Fencing</li> <li>✓ Role of Housing Officers and Phoenix's Approach to 'At Risk' Residents</li> <li>✓ Void Standard</li> <li>✓ Social Value* (concluded in 2019-20 but reported to Board in 2020-21)</li> </ul> <p>The panel made 23 recommendations following their reviews which included:</p> <ul style="list-style-type: none"> <li>• Reviewing the Fencing policy.</li> <li>• Considering using one type of fencing to avoid people comparing fences as well as communicating to avoid unrealistic expectations.</li> <li>• Increasing the number of Housing Officers and having an additional Tenancy Sustainment Advisor. As Phoenix develops new properties, the number of Housing Officers should be increased to manage workloads.</li> <li>• Developing a communications campaign so that residents know who their Housing Officer is which should include:</li> </ul>

# Resident Group Annual Impact Assessment



- o Requests for repairs to be made directly to the Contact Centre.
- o Introduction to the Housing Officer and their roles and responsibilities.
- Communicating to tenants at sign up that it is their responsibility to decorate and furnish their home and gardens to be kept in good and clear condition
- Developing a Client issued technical void standard for Phoenix to provide to their contractors.
- Adding social value as a subject to the Phoenix Academy 9-week course. This will help residents to understand what social value means.
- Developing a stand-alone social value report to enhance transparency and show residents how we are developing the local community and improving residents' lives and wellbeing.

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

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

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

- 1) HQN Resident Engagement Workshop
- 2) TPAS Scrutiny Workshop - Journey to Excellence.
- 3) TPAS Tenant Panel Training
- 4) TPAS Roundtable – Consumer Standards Steering Group
- 5) TPAS Scrutiny Conference
- 6) Participated in hosting visit from North Star Housing Association.
- 7) Members have continued to write a blogs as part of the panel updates

### What are the group's plans for the next 12 months (Consider the group's annual work programme, challenges you would like to overcome, training you may need to carry out your role and other aspirations)

- 1) The panel are keen to explore further training opportunities.

# Resident Group Annual Impact Assessment



<ul style="list-style-type: none"><li>2) The panel will continue to monitor their action plan to ensure that recommendations have been fully embedded.</li><li>3) The panel would like to visit or welcome a visit from another housing association's scrutiny panel to research best practice and knowledge share.</li><li>4) The panel would like to introduce new options to attract interest and increase panel recruitment.</li><li>5) The panel will receive training on changes to Housing Management legislation (this session was postponed in 2018-19).</li></ul>
<b>Is there anything else you would like to add?</b>

<b>DATE:</b> 30/07/2020	<b>PHOENIX COMMUNITY HOUSING</b>	<b>ITEM NO.</b> 15
<b>Open or Confidential</b>	<b>OPEN</b>	
<b>Report Title</b>	<b>Asset Management Position Statement 2020</b>	
<b>Lead Officer</b>	<b>Sophie Tookey, Strategic Asset Manager</b>	
<b>Lead Board Members</b>	<b>Kerry Heath</b>	
<b>This item is for</b>	<b>INFORMATION</b>	

## 1 Recommendations

### A. Note the Asset Management Position Statement 2020.

#### **Executive Summary**

The Asset Management Strategy is due for renewal, but the full review is to be delayed until 2021-2022 due to the impact of the pandemic on the organisation.

The Asset Management Strategy 2018-2020 focused on an improvement of our asset data, transparency and involvement with our residents. Whilst we expect these themes to be retained, the focus of the sector has shifted to quality, health and safety, and sustainability where we are anticipating further regulation and guidance.

The attached document, Asset Management Position Statement 2020, sets out the current Phoenix asset management approach that will continue to apply until a revised strategy is finalised and approved in 2021. This document outlines Phoenix's overarching principles in undertaking asset management activities and is set within the context of the Corporate Plan 2020-2025 supporting the vision, and strategic and corporate objectives of Phoenix Community Housing.

The Asset Management Position Statement 2020 is not a formal revised strategy but provides a framework for our asset management investment decision-making and approach over the next year.

## 2 Corporate Plan Implications / Strategic Objectives

**Strategic Objective**      **Sustainability and safety for our business, environment and community**

**2020-21 Corporate Objective:** • Plan and deliver our major works, fencing and environmental programmes so our homes continue to meet our decent homes standard, the new home and safety standards and we reduce carbon emissions.

### **3 Background including appendices**

Appendix A – Asset Management Position Statement 2020

### **4 Communications & Consultation Implications**

This document has been reviewed by the Executive Team.

This report does not document any changes to our approach but details how we are currently working and our priorities for the next year. The decisions and approaches documented are based on the approved Asset Management Strategy 2018-20, approved policies since, and consultation with the Resident Scrutiny Panel, Gateway Committee and at resident-facing events.

### **5 Other Implications**

#### **Legal**

The Asset Management Position Statement 2020 will ensure we meet all statutory and regulatory requirements.

#### **Equality & Diversity**

An Equality Impact Assessment will be carried out on the revised Asset Management Strategy 2020-2025.

#### **Value for Money**

We have competing priorities and finite resources and our asset management approach is one of the key ways in which we can demonstrate value for money.

### **6 Risk Implications**

The Asset Management Position Statement 2020 outlines how we intend to invest in our homes and places over the next year and the projects required to ensure we are doing this in line with best practice. Without this as a guide we may not be able to demonstrate Value for Money and may not spend in the right places at the right time. The Position Statement will inform staff and residents about our approach and our priorities. It will also provide us with a formalised document to demonstrate to the Regulator that we are following approved processes internally when planning and delivering investment.

The proposed themes and workstreams of the Asset Management Position Statement 2020 sit within the risk appetite value drivers agreed by Board and align with the agreed Corporate Plan priorities.



## 7 Sustainability Implications

The Asset Management Position Statement does not detail our Sustainability approach in-depth. This document will sit alongside the Sustainability Strategy which is due for review this financial year 2020/21.

## 8 Resource Implications

### Finance

Investment plans and priorities in the Position Statement will align with the Business Plan. Potential financial implications around proposed investment changes such as increased Health & Safety works and working toward Carbon Net Zero will be scenario tested and the impact on budget assessed.

### Staff

None

### Property

The Position Statement details how we use our current resources to invest in our assets.

### IT

Asset Management will work with ICT on the Asset Management Strategy going forward and will ensure a joint approach when reviewing data systems and other data implications

## 9 Confidentiality

*Open*

### Approval

Approved by (Chair)	
Date	<a href="#">Click here to select date</a>

## Asset Management Position Statement

### Responsible Officer

Director of Property and New Business

### Statement of intent

This document sets out the current Phoenix asset management approach until the revised Asset Management Strategy is finalised and approved in 2021. It outlines Phoenix's overarching principles in undertaking asset management activities and is endorsed by the Executive Team and the Board. This Position Statement is set within the context of The Corporate Plan 2020-2025 and supports the vision, and strategic and corporate objectives of Phoenix Community Housing.

### Background and Context

The Asset Management Strategy 2018-2020 focussed upon an improvement of our asset data and upon transparency and involvement with our residents. Whilst we expect these themes to be retained, the focus of the sector has now shifted to quality, Health and Safety and sustainability where we are anticipating further regulation and guidance.

The revised Asset Management Strategy due to go to Board in 2021 will detail our response to the fast changing environment and the current uncertain political and regulatory context. It will consider competing priorities and finite resources including:

- Financial implications of CPI + 1% rent increase, impact of welfare reform, and the ongoing coronavirus pandemic
- Homes (Fitness for Human Habitation) Act 2018 providing tenants the ability to report and take action if their Landlord is not meeting existing responsibilities relating to health and safety issues and hazards within their properties
- UK target for net-zero greenhouse gases by 2050 and Lewisham's strategic climate emergency action plan and commitment to being carbon neutral by 2030. This will impact how we manage and maintain existing stock and consider retrofitting. We also need to consider using new technologies for existing homes as well as new builds to improve energy efficiency and reduce carbon emissions.
- The final Housing Strategy for Lewisham which is currently in draft. This includes a strategic aim on Improving the quality, standard and safety of housing.
- Impact of the Grenfell Tower incident, the outcome of Phase 1 and 2 of the Public Inquiry and the requirement to comply with recommendations made around fire safety to buildings and high-rise blocks. Stricter building safety regulations, enhanced resident consultation and improved building data.
- Possibility of a new Decent Homes Standard following the Hackitt review and 2018 green paper
- Brexit delivered on 31<sup>st</sup> January 2020 and further uncertainty of the impact on the housing sector and inflation.
- General Data Protection Regulation (GDPR) and the ongoing impact on our data processing activities.
- Continuing focus on the resident voice and the demand for improved and increased technologies to enhance services to customers.
- Future Homes Standard review and changes made to the Building Regulations for new dwellings which will impact how we construct new builds.
- Impact on stock of the Right to Buy and Right to Acquire schemes and potential right to shared ownership.

- Local factors including high demand for new homes and the government's new London Plan, an increased demand for housing in and around Lewisham (12.9% of residents overcrowding), high levels of deprivation, high crime rates and an ageing population across Lewisham
- Stock transfer opportunities

Our strategy strapline remains the same 'Investing in our Homes and Places'.

This position statement provides a summary of where we are now, our asset management approach and a framework for decision-making. It also highlights our journey towards a revised Asset Management Strategy to be presented to Board in 2021.

### **Our Asset Management Approach**

Over the course of the last strategy we have developed a proactive approach to strategic asset management based on intelligent data, forward planning and collaborative working.

For Phoenix, achieving effective asset management means:

- Data driven approach based on reliable, well maintained and managed property data
- Taking a long-term, proactive, agile approach to investment with well-documented, justified and transparent investment decisions
- Assessing property performance, in terms of their economic and social return in detail
- Providing compliant homes that meet the Decent Homes Standard
- Getting to know our residents; understanding residents' changing expectations and considering these when making decisions
- Optimising returns on assets to ensure more resources are available for reinvestment in services to residents and developing new homes
- Enhancing our approach to resident safety
- Efficient procurement and delivery of works and services

### **Current Operational Delivery and Achievements**

#### Asset Data

Our asset management database is well-maintained with high quality, validated data. We have carried out full stock condition surveys in the last 5 years to 67% of our blocks and 66% of our homes (March 2020). Further to this we have minimum data sets for all residential buildings based on historic survey and actual works data, and we do not use any extrapolation or cloning across the stock data. The database calculates future investment costs based on the NHF Planned Maintenance and Property Reinvestment Works Schedule of Rates providing Phoenix with greater consistency and accuracy in our forecasting and financial planning, and this is fed directly into the Business Plan.

#### Stock Condition Survey Approach

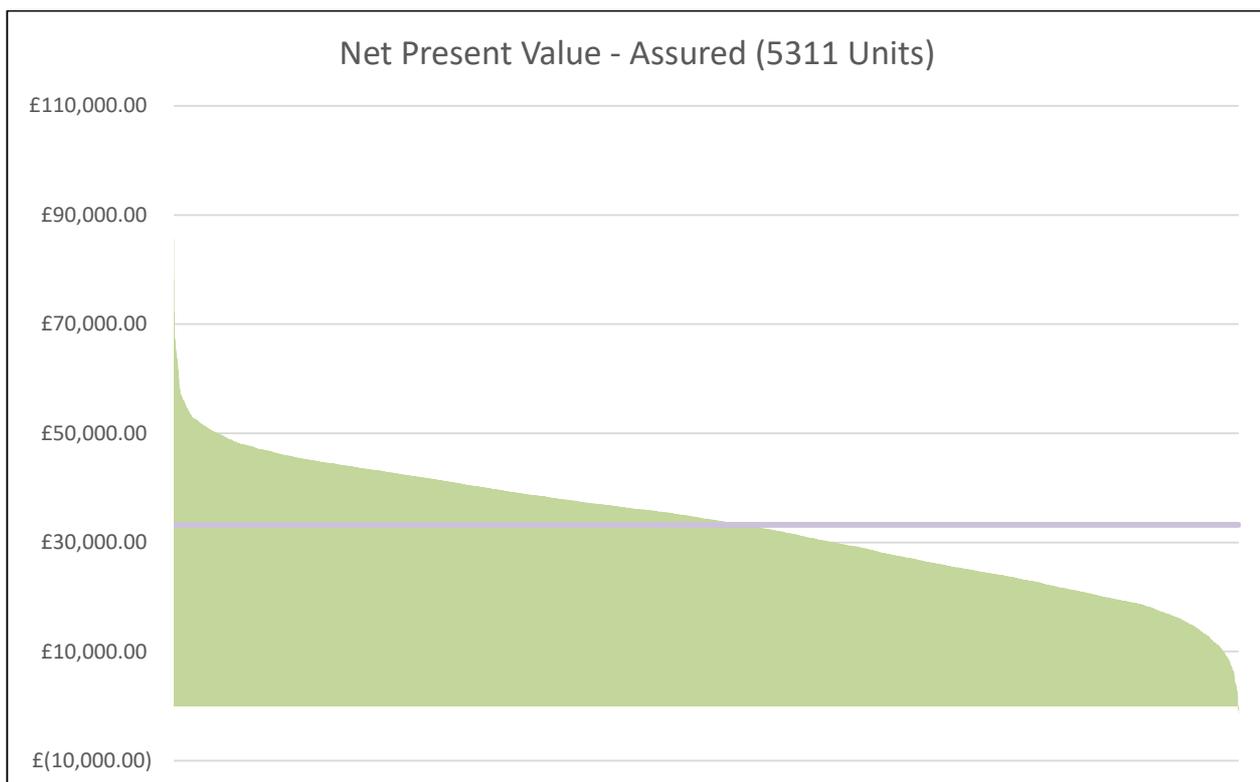
Phoenix is a resident-lead Housing Association and we acknowledge that our asset management services must reflect that. In 2017 we moved away from the traditional stock condition surveying approach and hired a 'Home Surveyor' internally. This enabled us to provide a more catered service to residents and an ability to discuss assistance beyond stock condition whilst visiting our residents. Our no-access rates for surveys has decreased dramatically since bringing the role in-house reducing from 25% in 2016/17 (through external consultants) to 6% in the 2018/19 survey programme.

We have also undertaken an additional ‘drive-by’ surveying exercise to ensure consistency in renewal years (where appropriate) for external components in streets and areas to produce a more geographical approach when planning works. This presents potential value for money opportunities and a more planned, logical approach to our residents.

We are still aiming to be 100% surveyed or attempted on both blocks and dwellings by March 2021 although there may be some slippage to Summer 2021 due to the coronavirus pandemic. This will provide additional confidence in the quality of our data and allow us to review the stock condition survey approach going forward.

### Asset Viability and Performance

Phoenix has maintained V1 G1 (viability and governance) regulatory judgements and our asset management approach is a key element in ensuring this continues. We assess all assets through Stock Profiler software which uses future major works, maintenance and management forecasts alongside rent projections to calculate income versus expenditure over a 30 year period. Using inflation rates and discount factors this data produces a net present value (NPV) per property, which demonstrates financial viability. The high investment in Phoenix homes since transfer has positively impacted our overall stock NPV and we have very few properties exhibiting issues in terms of financial performance or negative NPV (as demonstrated in the graph below).



However it is likely that the requirement to decarbonise existing stock to net carbon zero will see a big increase in properties that are negative or marginal NPV and this may then impact on invest, regenerate or disposal strategies for the organisation.

All high cost investment, including void and repair costs over £5,000 and structural works are assessed through options appraisals to understand the NPV implications and return on investment for proposed works. Following quarterly reviews of our NPV data, the lowest 1%, i.e. the poorest performing financially will also be investigated and options appraisals carried out where necessary.

### Prioritising Investment

As a social housing provider, we are regulated by the Regulator of Social Housing (RSH) and must comply with our statutory obligations. We will continue to report Decency statistics from our asset management database to our regulator at the end of each financial year and are committed to keeping this to 100% through these planned programmes.

Phoenix undertakes an annual budget planning process reviewing the Business Plan allowances, asset management database figures, and other competing Phoenix requirements allowing us to acknowledge local demands, emerging sector changes and short-term investment priorities in addition to the agreed longer term Corporate Plan priorities.

Our main asset management focus and investment priorities for 2020/21 include:

- Health, safety and compliance including fire safety works and FRAs
- Delivering Planned Maintenance programme (internal and external Decent Homes component replacements), structural works, new planned fencing renewal programme
- Assessing and implementing potential stock transfers
- Reducing disrepair cases
- Planning Environmental and Cyclical Maintenance programme going forward

### Planned Maintenance Programmes

In the last 2 years we have spent over £3.3 million carrying out internal and external works to 570 homes to maintain the Decent Homes Standard across the stock at 100%. Planned Maintenance works including internal and external component replacements are programmed directly based on surveyed stock condition data (component replacement due years and the Decent Homes Standard) from our asset management database. Planned Maintenance works are further scoped by internal surveyors in advance of procurement to improve value for money.

The Internal and External Planned Maintenance programmes have been uploaded to our Customer Relationship Management system for better visibility across the business and transparency in communication with residents.

### Repairs and voids

Clienting of PRS has moved internally into the Property and New Business department streamlining processes, providing greater transparency over planned and responsive spend, improved operational analysis and enabling work toward increasing planned works and reducing responsive. External assurance is provided through a Repairs and Maintenance Oversight Consultant to advise on best practice and carry out periodic review and sample checking.

## Health, Safety and Compliance

In the last two years we have continued to improve our approach to fire risk assessment quality, management, and reporting, and have completed all short-term fire risk assessment actions where leaseholder restrictions do not apply (such as front entrance doors). We have assessed our assets and are investing in improving fire safety within our buildings to ensure our residents' safety.

## Sustainability

The energy efficiency data we hold on our homes has improved through investment in the energy module for our asset management database allowing us to store and report on energy data more effectively. Energy Performance Certificates have been brought in-house reducing our external surveying costs and demonstrating value for money whilst also enabling greater control over our energy data.. We are currently looking at developing a roadmap to carbon neutral and our revised Sustainability Strategy. We set up a grant funded energy advice café with the Energy Advisor role undertaken by a Phoenix leaseholder. Since 2017/18 our energy champion has engaged over 650 customers (residents and local people) delivering savings, grants and benefits of approximately £58,000 . We have committed to achieving 100% of re-let homes have a SAP (energy efficiency rating) of 60 or above. The average SAP rating for all let properties in 2019 was 70.06 We do not currently have a planned investment programme for sustainability as we need to investigate, pilot and model options.

## Transparency to residents and resident Involvement

Planned internal and external component replacement programmes have been uploaded to our Customer Relationship Management system enabling all staff to have visibility and share this with residents directly during enquiries. The Asset Management Strategy 2018-20 (available to all through our website) detailed our approach to works programming and prioritising for transparency.

The Property and New Business Directorate attend all our resident consultation events and meetings to share information, introduce the teams to our residents, understand resident priorities and to gather ideas from residents. We have used the information gathered from residents about their homes and local area to assist in shaping our environmental programme as well as other future work programmes and priorities. Our Resident Scrutiny Panel extensively reviewed our fencing and voids approaches and the outcomes and recommendations have been incorporated into revised policies and specifications, and our asset management priority activities over the next year. We have also improved our approach to resident alterations through a revised formal policy and procedure. We will continue to work closely with our residents to shape our future plans.

## Action Plan

Our asset management direction of travel for the revised strategy focuses on quality, value for money, sustainability and growth. This section of the position statement details the core outputs of financial year 2020/21 required to advance the Asset Management approach and develop the revised Strategy:

- Resident, Board and staff consultation on the Asset Management Strategy going forward
- Review of Phoenix Repairs Service as a wholly owned subsidiary

- Development of a Building Maintenance Policy including a repairs technical specification, Voids Standard review and written voids technical specification
- Revising our Sustainability Strategy including stress-testing potential solutions through our Business Plan
- Resident consultation for new environmental improvement programmes
- Revising our Development Strategy
- Developing Asset Management Data Strategy in line with the ICT Strategy and commitment to improve data integrity across the business.
- Continue work towards a 5-year investment plan and place-based approach
- Review of historic repairs data to analyse for trends, developing proactive approaches for solution

### Monitoring and scrutiny

Our approach to strategic asset management and investment is well developed, tailored to Phoenix's operating model, supported by our strong asset data and funded within the business plan.

We are aware that asset management carries significant risk and we have a well-established risk management and governance framework in place which includes active engagement with the various groups and committees to manage and mitigate these risks. We operate in accordance with the risk management appetite of the organisation and our decisions are subject to scrutiny as part of our reporting and internal audits including internal assurance through monthly and quarterly Key Performance Indicators and regular review and improvement plans. We regularly have sample stock condition surveys carried out by external agencies to validate our business plans and financial stability which we cross-check against the data in our asset management database. We have also undertaken benchmarking through Housemark and joined various external sharing groups including the NatFed Quality of Existing Homes Group and the MHCLG Building Safety Engagement Best Practice Group.

Resident feedback and input into our Asset Management approach is achieved through ongoing consultation including Gateway Committee, Resident Scrutiny Panel, community events and the STAR survey measuring resident satisfaction and quality of services.

<b>Document Type:</b>	Position Statement
<b>Title:</b>	Asset Management Strategy Position Statement 2020
<b>Author</b>	Strategic Asset Manager
<b>Department Owned By</b>	Property and New Business
<b>Equalities Impact Assessment:</b>	No
<b>Approval Date:</b>	<a href="#">Click here to enter a date.</a>
<b>Approved By:</b>	In accordance with delegated authorities
<b>Implementation Date :</b>	Date implementation planned
<b>Status:</b>	Draft
<b>Version No:</b>	V2
<b>Last updated:</b>	01/07/2020
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<b>File Path:</b>	T:\Asset Management\Asset Management Strategy\Asset Management Strategy 2020-2025



<b>DATE:</b> 30/07/2020	<b>PHOENIX COMMUNITY HOUSING BOARD MEETING</b>	<b>ITEM NO.</b> 16
<b>Open or Confidential</b>	<b>OPEN</b>	
<b>Report Title</b>	<b>Communications Performance Report, 2019-2020</b>	
<b>Lead Officer</b>	<b>Sarah Thomas, Communications Manager 07515 605032</b>	
<b>Lead Board Members</b>	<b>Anne McGurk</b>	
<b>This item is for</b>	<b>DISCUSSION</b>	

## 1 Recommendations

- A. That the Board discuss and note this report setting out Communications Performance in 2019-20, along with some of the activity undertaken during the coronavirus lockdown period.**

### **Executive Summary**

This report provides a narrative to the communications performance report set out in Appendix 1 and outlines key communications activity in 2019-20.

#### **In summary:**

Media coverage – Continued strong performance in relation to positive / negative media coverage, with increased coverage in trade press.

Awards – We won four national awards in the period and were shortlisted in 12 of the 13 award categories we entered.

Digital marketing – 52 external email campaigns were sent to resident and stakeholder groups. This was a significant increase on the previous year, with a strong open rate of 44%. A programme of internal email campaigns to staff were introduced in Q3 and developed further as lockdown began in late March.

Social media – Twitter followers stand at 3,300 – an increase of 13% on the previous year - with a monthly potential reach of more than 90,000. We saw significant growth on LinkedIn – with 1,247 followers at year end - an increase of 64%.

Resident Communications Group – The group met 12 times in the period and reviewed 39 items. We saw growth in the number of virtual members and digital engagement with the group and have developed proposals to further extend the impact and membership of the group. We plan to deliver on this in 2020-21, subject to the practical limitations of lockdown activity.

Key achievements – we supported teams across the organisation on a diverse range of materials and campaigns. This included development of a marketing plan, scheme identity and suite of marketing collateral to support the sale of shared ownership

homes at Springbank Court (including dedicated microsite, site hoardings, print brochure). We also delivered a new style and format for rent notices and estimated service charge notices, working closely with the Resident Communications Group.

## 2 Corporate Plan Implications / Strategic Objectives

**Strategic Objective: Sustainability and safety for our business, environment and community**

**2020-21 Corporate Objective: • Deliver our Communication Strategy to communicate clearly and transparently with our residents, celebrate our successes and raise our profile so people want to join us or adopt our ways of working.**

## 3 Background including appendices

### Overview

Our communications are designed to provide timely information to a broad range of stakeholders, from Phoenix residents without internet access to external housing professionals most likely to engage with us on social media.

This requires us to deliver integrated and complementary campaigns that make use of multiple communications channels. We seek to strike an appropriate balance between publishing more traditional print materials and taking best advantage of fast evolving digital communications. Increasing use of digital tools enables us to respond to the developing preferences of our residents and stakeholders and to improve value for money – this also supports the roll-out of the Digital Together programme.

Resident communications are designed to be compelling and persuasive, making use of resident voices and case studies wherever possible, to support greater engagement and involvement with Phoenix. Communications and marketing campaigns are developed for a diverse range of teams and service areas, to encourage positive action and behaviour change that supports Phoenix's strategic objectives

Our overarching objectives are to provide an excellent communications service to residents and to internal stakeholders, and to raise Phoenix's profile and reputation among wider groups, with a particular focus on promoting the benefits of our resident-led model.

We saw strong performance across all areas in 2019-20, including:

**Media relations** – 53 pieces of coverage were achieved of which all but one was positive (98.11%). Coverage in trade press increased – representing 55% of our media activity - this included regular columns from Anne McGurk and others championing resident leadership in Inside Housing.

**Awards** – We won four awards in 2019-20 (for the Phoenix Academy, Fellowship Inn project and Hazelhurst Court), with the outcome of two of further shortlisted awards



delayed until later in 2020-21 due to the coronavirus. We were shortlisted in 11 of the 12 awards categories that were entered.

**Social media** – We have seen sustained growth in engagement and reach across our social media channels – in particular on LinkedIn and Instagram – where our followers have increased by 64% (to 1,247 followers) and 78% (to 770 followers) respectively. At the end of the period 3,300 accounts followed us on Twitter and we saw a monthly potential reach of between 60-94,000.

Growth is in part organic, but must also be attributed to strong content planning, which includes quality film and photography, infographics, blogs and case studies. Content is designed to be repurposed across multiple channels and audiences to maximise impact and ensure value for money.

Our corporate accounts are well supported by a growing number of resident and staff profiles. This adds authenticity to our own content, increases our reach and sees colleagues and residents contributing to online conversations about our model and work, demonstrating the impact and reality of a resident-led association.

The Chief Executive has more than 25,000 followers on LinkedIn, and content and posts about Phoenix published in the account attract high levels of engagement.

**Internal communications** – The communications team also takes the lead on internal communications, including our social intranet Phoogle. Data analytics on the platform are unreliable, and underrepresent staff engagement with the intranet.

In Q2 we launched 'Together', a monthly staff email campaign, which saw high engagement and open rates of up to 48%. This was complemented by an additional bi-monthly campaign for Phoenix Repairs Service (PRS) staff, 'The Operative' which contained service specific updates and important health and safety information.

In Q4 we invested further in internal communications as part of a broader response to the coronavirus crisis. This included 'The Tea Point' - a daily email update to all staff - which delivers practical updates and tips to support colleagues working from home while also replicating the social, community and collaborative aspects of working at Phoenix – featuring video interviews, snapshots and updates highlighting and celebrating the work of teams and colleagues throughout the pandemic.

'The Tea Point' is complemented by a weekly campaign to PRS staff and regular updates from the Incident Management Team. These email campaigns and the associated content that has been developed for email and for Phoogle have been well received by colleagues.

A staff survey completed by 138 staff in early May 2020 saw a score of 8.8 (based on a maximum of 10) on the question 'I have received regular and helpful communication from Phoenix regarding the pandemic'.

These enhanced internal communications activities will continue throughout 2020-21 as we support the Business Renewal Group and eventual return to The Green Man.



Our focus in 2020-21 will be to support the Business Renewal Group's three strategic priorities of compliance, income recovery and the reopening of The Green Man, while continuing to deliver a high quality communications service to our residents.

**Resident involvement** - The Resident Communications Group remains central to our activity. At the end of March membership of the group was 21 (17 of whom attended a meeting or contributed in Q4), including five members who contribute virtually. The group met on 11 occasions in 2019-20 and oversaw delivery of the Annual Report. We consult the group on all correspondence going to more than 50 households, and they advised on 39 materials. While a scheduled meeting in March was cancelled due to the coronavirus, we have gone on to host a series of virtual meetings and remain engaged with many of the members while in lockdown.

In Q4, we developed proposals to broaden and diversify membership of the group and to improve the quality and impact of resident involvement with communications. These will be delivered in 2020-21, though elements will have to be adapted to reflect the current circumstances.

Appendix A – Communications Performance review 2019-20.

#### **4 Communications & Consultation Implications**

The Resident Communications Group is consulted on all key-resident facing communications and correspondence sent to more than 50 households.

#### **5 Other Implications**

##### **Legal**

None

##### **Equality & Diversity**

We are committed to ensuring all of our communications are representative of our resident profile. We produce large print version of the Phoenix Flyer, rent statement, annual report and other key publications for residents with a recorded visual impairment. We include subtitles on all video content for residents with hearing impairments. Our website meets AAA accessibility compliance.

We have outlined proposals to broaden the diversity and profile of residents involved with our resident communications group and will continue to deliver on this in 2020-21. We recognise that some elements will be restricted given ongoing challenges posed by the coronavirus crisis.

The Communications Team also delivers and supports internal and external communications on equality and diversity themes.

##### **Value for Money**

We continue to make efforts to reduce organisational spending on non-essential marketing items (giveaways etc) and work with teams to deliver best value in planning campaigns and promotions. With growing frequency, this has been achieved by using



digital platforms where possible and being considerate of efficiencies in print and postage (for example use of postcards rather than letters in some circumstances).

## 6 Risk Implications

The Resident Communications Group supports the Board's risk adverse appetite for Resident leadership:

- Chair and Vice Chair are residents.
- Residents are the largest group on the Board.
- Strong resident Consultative Committee and Resident Scrutiny Panel reporting to the Board.

It also supports the risk appetite for people capabilities and control as the group checks all documents sent to more than 50 residents.

## 7 Sustainability Implications

All of our printed materials are printed to FSC and World Land Trust certified stock and recyclable. From 2019-20 Q4 we will include this accreditation on all printed resident materials (including newsletters, annual reports and postcards) to highlight the environmental credentials of these materials to residents and stakeholders.

We have also reviewed and agreed with the Resident Communications Group that from Q1 of 2020-21 our resident newsletter the Phoenix Flyer will no longer be delivered in plastic shrink wrap but an eco-friendly, compostable wrap.

## 8 Resource Implications

### Finance

The overall Communications budget, excluding staff costs, has reduced from £154,000 in 2015-16 when a centralised communications budget was introduced across the business, to £101,284 in 2019-20. We saw an overspend of £945 at year end, though an underspend of £22,831 was recorded against staff costs.

### Staff

Communications activity is delivered through a structure approved by the HR and Remuneration Committee in March 2018. This comprises a Head of People Services and Communications, Communications and Marketing Manager, Communications Officer and Communications Coordinator.

### Property

None

### IT

There is a close working relationship with the ICT and Facilities team, particularly in relation to website development and other digital channels.



## 9 Confidentiality

Open.

### Approval

Approved by (Chair)	
Date	<a href="#">Click here to select date</a>

## APPENDIX 1 COMMUNICATIONS PERFORMANCE 2019-20

### Introduction

This report is a summary of Communications Performance, over 2018-19 and 2019-20. It shows an increase in external media coverage and reach resulting in new opportunities to promote our model. Work is ongoing to increase the number of residents steering and influencing our approach.

### Press and media

Overall our press and media coverage peaked in 2018-19. Positive stories in the media for 2019-20 was 52 out of 53.

Indicator	2015-16	2016-17	2017-18	2018-19	2019-20	Trend
Number of press releases issued in period	25	22	9	22	30	▲
Stories from press releases in media	25	19	7	40	34	▼
Stories from press releases in local media	22	8	5	25	22	▼
No of stories in trade press	17	10	15	31	29	▼
Positive stories in the media	92.3%	92.9%	100%	98.36	98.11%	▲

### Awards

Awards won have significantly increased over the last 2 years, along with the percentage of awards shortlisted of those applied for.

Indicator	2015-16	2016-17	2017-18	2018-19	2019-20	Trend
Number of awards applied for in period	6	11	6	11	12	▲
Number of awards short-listed for in period	9	6	2	8	11	▲
Number of awards won in period	2	2	4	5	4	▼
% of awards shortlisted of those applied for	150%	55%	33%	72.7%	91.7%	▲

Staff and involved residents across the business have been involved with presenting, attending and running workshops at events and conferences. Hazelhurst Court and the Fellowship projects both increased the number of awards applied for and won from 2018-2020.

## Website

Figures show a fall in overall website activity since 2018, though issues with Google analytics tracking have substantially affected the data. The analytics were correctly restored in mid April 2020. Previous years included security and phishing tests run by ICT therefore increasing the number of visits.

Indicator	2015-16	2016-17	2017-18	2018-19	2019-20	Trend
Number of website visitors in period	69,283	44,980	69,180	33,182	15,836	▼
Number of new website visitor hits in period	41,384	25,634	49,239	26,069	12,294	▼
Number of returning website hits in period	27,899	19,346	20,651	7,113	3,542	▼
Number of unique website visitors in period	49,381	30,530	55,345	29,902	14,605	▼

## Social Media

Twitter followers and LinkedIn connections have continued to increase but the number of YouTube views continues to fall. This is explained in part as video content is increasingly embedded directly within social channels

Indicator	2015-16	2016-17	2017-18	2018-19	2019-20	Trend
Number of twitter followers at end of period	1,621	2,013	2,522	2,917	3,300	▲
Number of LinkedIn connections at the end of period	339	446	581	761	1,247	▲
Number of views on YouTube in Period	N/A	4,453	4,828	3089	2207	▼
Number of Instagram followers at the end of period	X	X	X	X	770	N/A

## Phoogle

After peaking in 2016-17, Phoogle page views have declined. Again, there is some unreliability of analytics information recorded through our intranet platform. This is evident in the recording of views in 2018-19. We continue to review future options for our intranet platform.

Indicator	2015-16	2016-17	2017-18	2018-19	2019-20	Trend
Number of Phoogle page views in period	217,234	223,796	170,958	43,070	144,177	▲

## Emails

The % of emails opened decreased in 2019-20, though a decline is to be expected based on much higher email volumes and the overall open rate continues to represent high levels of engagement.

Indicator	2017-18	2018-19	2019-20	Trend
Number of email mail outs sent in period	23	6	52	▲
% of emails opened YTD	36.06%	49.41%	43.54%	▼

## Achievements 2019-20

In 2019-20 Hazelhurst Court continued to win awards, with The Fellowship another development project also winning awards in the year:

- 24housing Awards. Best Training Scheme. (Phoenix Academy).
- Federation of Awarding Bodies (FAB) Awards. Outstanding Contribution. Winners (Marie Porter - Phoenix Academy).
- Build London Planning Awards. Heritage and Culture Awards. Winner (Fellowship Inn project).
- Selwyn Goldsmith Award - Universal Design. Winner (Hazelhurst Court).

## Resident Communications Group

The group consisted of 21 active members at the end of March 2020, including five members who contribute virtually. Not all members attend or contribute regularly, but 17 of the 21 attended a meeting or contributed in the last quarter of the year (2019-20).

Key achievements between over the last two years 2018-20 for the Communications Team and the Residents Communication Group were:

- The delivery of two annual reports (2017-18 & 2018-19)
- The review and delivery of updated tenant handbook (2018-19)
- Involvement in tender for new email marketing platform and development of new email campaigns (2018-19)
- Redesign and relaunch of new format resident newsletter, The Phoenix Flyer (2018-19)
- Redesign of new rent statement format and messaging (2018-19)
- Review and involvement in development of more than 70 communication materials (2018-19)
- Development of new style and format of rent notices and estimated service charge notices (2019-20)
- Ongoing development of email marketing to residents (including campaigns to promote AGM, board vacancies, events and financial inclusion services) (2019-20)
- Growth in virtual members of group and digital engagement (2019-20)
- Support of more integrated email and print comms, including PGC vacancy promotions (2019-20)

- Development of new style and format of rent notices and estimated service charge notices (2019-20)
- Supported and advised diverse broad range of teams from across organisation on diverse materials and campaigns (2019-20)

Future plans for the group include:

- To expand and diversify the membership of the group.
- To develop new ways of involving residents in our communications and digital content – including the introduction of an editorial and design panel and broader consultative networks for larger projects.
- For residents to be more involved in our digital content planning and creation and to act more as co-creators.
- To better amplify and enable resident voices at the forefront of our communications.

These projects and other communications-related activities are set out in more detail in the main report.



<b>DATE:</b> 30/07/2020	<b>PHOENIX COMMUNITY HOUSING BOARD MEETING</b>	<b>ITEM NO.</b> 18
<b>Open or Confidential</b>	<b>OPEN</b>	
<b>Report Title</b>	<b>Any Other Business</b>	
<b>Lead Officer</b>	<b>Kevin Kelly, Governance Manager, 07515605102</b>	
<b>Lead Board Members</b>	<b>Anne McGurk</b>	
<b>This item is for</b>	<b>INFORMATION</b>	