



**AGAMEMNON**  
**Housing Association**

**Quality Living for Veterans**



# Annual Report 2017



The Co-operative and Community Benefit Societies Act 2014 - Registration Number 21084R

# Foreword by the Chair

Rod Edwards  
Chairman



Welcome to this Annual Report of the Agamemnon Housing Association, outlining our key highlights for 2017. The year was mostly one of relative stability after the last few years of significant change. This year the focus was on quality delivery and incremental improvement of our offerings and services rather than any major upheaval.

We continue to improve our well-being offering and I was delighted to be able to open a dedicated new well-being facility in Victory Court. If this facility works well it would be our ambition to roll-out other similar well-being rooms in our other courts over the years ahead. We continue to re-invest in our existing stock, replacing and refurbishing, with a detailed long term capital plan, in order to at least maintain if not enhance the facilities for our tenants.

The front-line staff continue to focus on giving our tenants the very best quality of life, providing a friendly, caring environment with superior accommodation for all. I always enjoy my time in the courts talking to tenants, and I am hugely impressed by the patience, consideration, thoughtfulness and care provided by our wardens to their tenants, and I take this opportunity to thank them most sincerely for always going the extra mile. The wardens are supported by a professional team of property service engineers who keep our courts safe, well-maintained and operational; by our small office staff in Cosham who are vital to keeping the show on the road - and all under the day-to-day direction of the Chief Executive. I, and the rest of the Board of Trustees, thank them all.

The salaried staff work well with the Board of Trustees, all volunteers who give their time freely to support the charitable aims of the Association. Last year Liz Fairhurst had to step down from the Board through pressure of her other commitments and we thank her for her time and support over the past few years. Getting the right mix of relevant skills is a vital part of good governance, and I was delighted to welcome two new trustees this year, both of whom started their careers in the Royal Marines: Paul Watkins has considerable construction, building and property development experience (particularly in the retirement sector) and Carl Dixon has a wealth of knowledge and experience in care and extra care, a qualified dementia champion. Welcome both. Diversity is also key to a strong Board and I very much look forward to welcoming another serving female naval officer onto our Board soon. We very much value our focus in providing quality living for Armed Forces veterans, so over the year we joined COBSEO (The Confederation of Service Charities) and are now registered with the COBSEO Housing Cluster. We also aim to maintain and improve links between our veterans and those currently serving, through visits and liaisons.

Financially we are in a good place and despite the Government imposed -1% rent reduction regime, our strong cost management and efficient financial controls allowed us to make a surplus of £ 289,580 in 2017. As a not-for-profit organisation this will allow us to continue enhancing and expanding our facilities, in line with our strategy, for the benefit of our tenants. Overall, a good year, a year of solid operational delivery with incremental improvements. A year in which our tenants continued to benefit from high quality, safe, cost effective homes supported by friendly, caring and considerate staff. So, again, on behalf of the Board of Trustees, a massive thank you to the Chief Executive and his entire team for making this happen. Quality Living for Veterans.

# Report by the Chief Executive Officer

Firstly, may I reiterate the Chairman's praise of our friendly, caring and considerate staff. They have worked tirelessly to sustain and continuously improve the quality of life for our tenants - I am very grateful to them all. My appreciation also extends to the Chairman and his Board of Trustees who have transformed the structure of the Board over the last 2 years to be even more agile and competent to meet the challenges that lie ahead of the Association. Unsurprisingly, the Board did very well when measured against the National Housing Federation's (NHF) Excellence in Governance self-assessment model in October.

Following the Grenfell Tower tragedy, the Association has been closely monitoring the Hackett Review of building regulations and fire safety. This independent review is a pivotal moment for the future of building development and management. We have examined a summary of the interim Report's key findings and recommendations. I am happy to report that there are currently no measures on the horizon that will affect the Association. However, we will continue to work with the NHF and be prepared to implement any necessary changes in fire or building regulations. We have kept our tenants informed and reassured as the lessons learned from this tragedy unfold.

In terms of other major news, strategically, the Association has been pursuing its aspiration to develop a 7th sheltered housing Court by agreeing our latest specifications and searching for suitable sites. Operationally, we have been busy remodelling the way that we conduct our business. For example, we have changed our USP of full-time, live-in wardens to full-time, live-out wardens which has been driven by the European Working Hours Directive, lifestyle choices of our staff and difficulties in recruiting and retaining live-in staff. Occupancy is high across the Association and we have further reduced our losses due to voids to below 0.76% of possible revenue in 2017 (5% in 2014). We have continued this downward trend through smarter working practices and improved collaboration between wardens, maintenance staff, letting staff and contractors.

The development of our Wellbeing service goes from strength to strength. As well as our wardens and Wellbeing Assistant, the Association is currently trialling a Wellbeing room at Victory Court that facilitates fitness training and complementary treatments such as hairdressing, massage and chiropody. All of which promotes health and quality of life. We are also proud of our affiliation with Rowans Hospice as part of the Veterans Support Project.

Once again, the Association has maintained an excellent level of service for our tenants, while executing a challenging in-year plan that included introducing a Wellbeing Room to Victory Court, replacing 41 kitchens across Neptune, Cornwell and Sirius courts, replacing the door entry system at Neptune court and replacing our trusty Company Van after 15 years' service to the Association. The CEO continues to Chair the Housing for Older People Forum in the South East. This and our recent acceptance into Cobseo and its housing cluster provides valuable benchmarking and networking opportunities, which inevitably assists in identifying potential or emerging risks and improving performance.

The impact of the annual 1% rent cuts is becoming more noticeable as CPI in September 2017 reached 3% and operational costs have increased as a consequence. Moreover, the 'Universal Credits' scheme will eventually involve our tenants as will the emerging 'Sheltered Rent' policy. These Government led policies present a serious financial risk to the Association in terms of loss revenue. A risk that we are currently mitigating by reducing capital expenditure and delaying further development. Staff development remains a high priority, the Association continues to work with various local agencies to develop and deliver meaningful training for all staff, which this year included understanding grief and depression. The Association conducted a much needed comprehensive Salary and Incentive Review earlier in the year and the recommendations were implemented in May. In terms of the future, our key objectives for 2018 and beyond can be found later in this Report. In pursuance of those objectives and taking the Association forward, we will continue to maximise the opportunities for tenants to be involved in our decision-making processes, while we continue to take the Association forward. We continue our journey of seeking continuous improvement and greater agility in 2018 in order to provide even better Quality Living for Veterans.



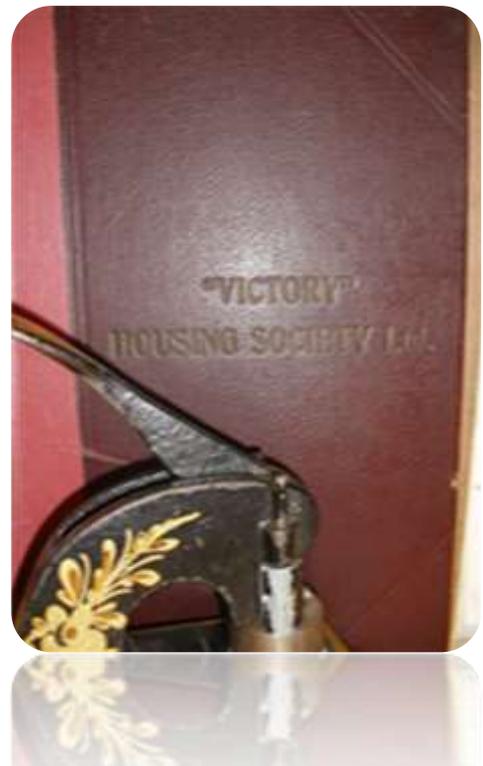
---

## Our Roots

The Association was founded in 1974 and is well established in the Portsmouth and Gosport area. The Association's forerunner, Victory Housing Society Ltd, was started in Portsmouth (Tipner) in 1933 and further developed in Bridgemaury in 1946/7 with 278 houses for rent by Naval Ratings and Marine Other Ranks. Direct competition from married quarters led to a gradual decline in demand and in 1985 a programme of sales to sitting tenants was embarked upon, and by 1990 all but 24 houses had been sold. In 1974 the Agamemnon Housing Association was formed, and with the aid of a Housing Association Grant, Neptune Court in Stocker Place, Bridgemaury was built. It provides 36 units of Sheltered Accommodation with preference being given to those who have served in the RN/RM, QARNNS or former WRNS.

When all the properties belonging to Victory Housing Society had been sold it was decided that the proceeds be used for further development of Sheltered Housing. Additional Courts were built in Haslemere Road, Southsea (40 flats), Beauchamp Avenue, Bridgemaury (37 flats), Stakes Hill Road, Waterlooville (25 flats), and finally, another in Sackville Street, Southsea (37 flats). A further 16 flats were added to the Haslemere Road building in 2012 and Eliza Mackenzie Court (46 flats), Cosham was completed in 2014 along with our new Head Office in Agamemnon House. Our six splendid courts, 236 flats in total, are set in attractive gardens which capture some of the vision, belief and care our predecessors had for the value and quality they wished to deliver to our deserving tenants.

---



# Your Board of Trustees



**Rod Edwards**  
Chairman

**Risk Management, Strategy and Organisational Development, Charity Governance.**

Joined 6<sup>th</sup> April 2011



**Mark Perry**  
Vice Chairman

*Trustee rep for Sirius Court*  
Member of Finance Committee, internal auditor,  
and IT specialist  
**Information Technology.**

Joined 6<sup>th</sup> April 2011



**Glenn Musson**  
Chair of Finance and Audit Committee

**Finance, Strategy and Organisational Development.**

Joined 2<sup>nd</sup> January 2016



**Liz Fairhurst**

**Community Care.**

Joined 21<sup>st</sup> November 2012



**Stephen Downham**

**Property Acquisition and Management, Finance.**

Joined 22<sup>nd</sup> June 2011



**Tony Lyddon**  
*Trustee rep for Somerville Court*

**Strategy and Organisational Development.**

Joined 30<sup>th</sup> November 2011



**Nigel Langhorn**

**Strategy and Organisational Development, Risk Management.**

Joined 28<sup>th</sup> April 2016



**Alex Burn**

*Trustee rep for Cornwell Court*

**Community Care, Strategy and Organisational Development.**

Joined 28<sup>th</sup> November 2014



**Roger Harrison**  
Member of Finance and Audit Committee

**Human Resources, Strategy and Organisational Development, Charity Governance.**

Joined 24<sup>th</sup> February 2015



**Kim Mehta**

*Trustee rep for Neptune & Victory Court*

**Kim is currently serving in the RN.**

Joined 21<sup>st</sup> July 2016



**Paul Watkins**

**Strategy and Organisational Development, Risk Management.**

Joined 05<sup>th</sup> April 2017

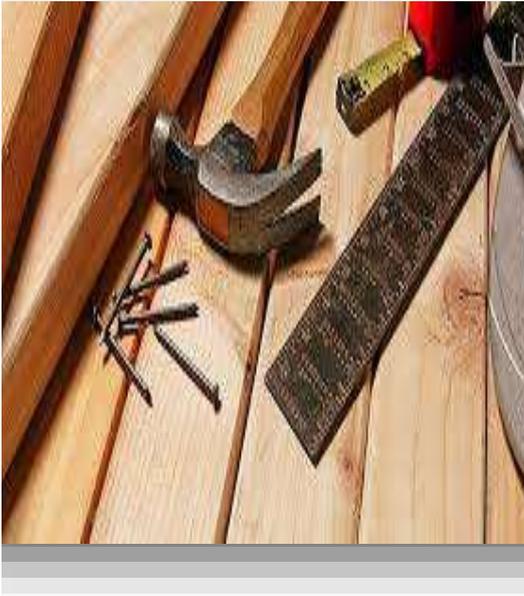


**Carl Dixon**

**Strategy and Organisational Development, Community Care.**

Joined 05<sup>th</sup> April 2017

## PROPERTY MAINTENANCE MANAGEMENT



The Association welcomed our new Property Service Engineer (Southsea), Jamie Hill in September. All our property maintenance staff are fully engaged, ensuring the Association stays compliant with the raft of regulations that are designed to ensure that our tenants and staff live and work in the safest possible environment. The main focus of his maintenance team continues to be planned or scheduled maintenance. Experience has shown us that this pro-active approach leads to greater reliability of equipment and systems so fewer emergency call outs are needed. Thereby, keeping service charge costs down. We are delighted to report that 96% of our tenants surveyed this year are happy with the standard of repairs and 95% are happy with the time take to conduct repairs.

The Association has worked with Trinity-Rose LLP in carrying out stock surveys of 3 our courts this year and the other 3 will be completed in 2018.

KPIs	Scheduled Maintenance	Responsive repairs
National Target	>60%	<40%
Agamemnon HA Performance	66% 😊	34% 😊

Through diligent asset management, the Association is looking forward to engaging with tenants regarding our planned major works in 2018, which can be seen in the Association’s Plan Summary (Page 11). Numerous maintenance projects were completed in consultation with our tenants in 2017, some of the more outstanding projects were:

### Neptune Court, Gosport (37 units)

- Replace Door entry system - £19,866
- Replace 13 kitchens - £50,717
- Corridor water points - £5,080
- Decorating communal areas - £8,963
- Fencing - £393
- Signage - £45
- Digital Information Screen - £802



### Cornwell Court, Southsea (56 units)

- Replace 9 kitchens – £31,022
- Convert reception area - £2,400.
- Signage - £743
- Digital Information Screen - £802



**Victory Court, Gosport (37 units)**

- Wellbeing Room - £17,108
- Replace Communal kitchen - £5,387
- Guestroom - £1,062
- Windows - £2,571
- Fire doors - £5,530
- Communal shower - £1,773
- Digital Information Screen - £802



**Somerville Court, Waterlooville (24 units)**

- Windows - £1,873
- Redecoration corridors - £540.
- Additional grounds work - £270
- Signage - £89
- Digital Information Screen - £802



**Sirius Court, Southsea (37units)**

- Replace 18 kitchens – £64,939
- Heating System - £2,965
- Shed Roof - £875
- Digital Information Screen - £802
- Additional grounds work - £900



**Eliza Mackenzie Court, Cosham (47 units)**

- Heating System - £1,132
- Signage - £53
- Car Park fencing - £5,060
- Digital Information Screen - £802



## Tenants' Satisfaction and Consultation

**Extract from Tenants' Satisfaction Survey 2017** (100% of tenants surveyed of which 72% replied)

	😊	☹️
<b>Rent about right?</b>	<b>153</b>	<b>12</b>
<b>Value for money from rent</b>	<b>166</b>	<b>4</b>
<b>Service Charge about right?</b>	<b>158</b>	<b>11</b>
<b>Standard of repairs?</b>	<b>109</b>	<b>2</b>
<b>Time taken for repairs?</b>	<b>107</b>	<b>4</b>
<b>Standard of cleaning</b>	<b>159</b>	<b>10</b>
<b>Are the Newsletters helpful?</b>	<b>158</b>	<b>1</b>
<b>Action from consultation</b>	<b>142</b>	<b>12</b>

**Tenants' Participation Meetings** Tenants' participation meetings were chaired by Board members in each Court in May and November 2017. All meetings were recorded and problems raised were dealt with in priority order or remain awaiting action. We are happy to report that these meetings are becoming more focussed on the future rather than minor maintenance issues.

**Satisfaction Survey Prize Draw Winner** We are pleased to announce that the winner of the £25 gift Voucher in the 100% Tenants Satisfaction Survey was awarded the Voucher in November by Trustee, Mrs Alex Burn. Thank you to all tenants who completed and returned their survey. A return rate of 72% is fantastic.



## ADMINISTRATION, TENANCY AND FINANCES

**Administration** We continue to review and adapt our policies and procedures to ensure that we maintain an increasingly efficient and cost effective service; many processes are now electronic and much quicker and responsive to change. Our archive was also reviewed and we were able to remove a number of redundant files, which were disposed of securely. This task will assist us in preparing for the changes to the Data Protection Act. The General Data Protection Regulation (GDPR) comes into effect on 25<sup>th</sup> May 2018. As well as ensuring that we are prepared and compliant, we are liaising with our suppliers to determine how they are going to maintain their compliance. Finally, to improve communication, recently all our courts were fitted with electronic information screens so that there is no time delay in providing notices, news or developments to our tenants.

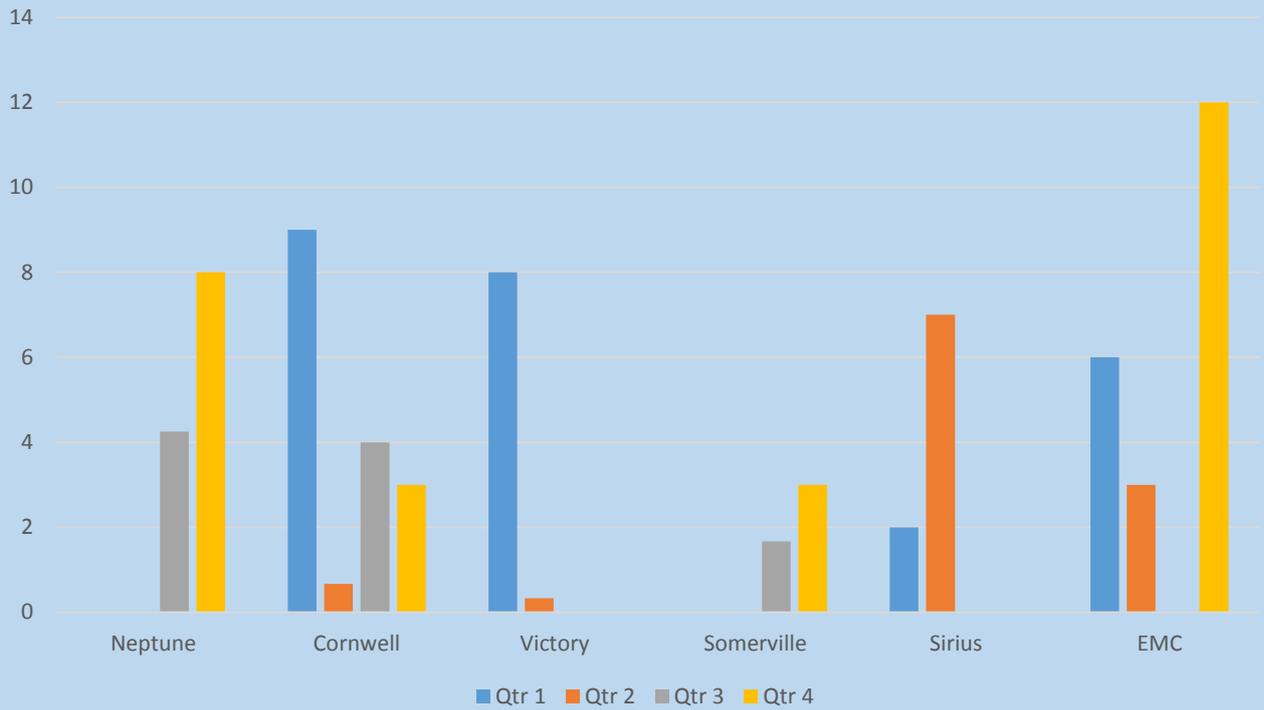
**Tenancy** The Association banned smoking within the flats as well as all communal areas for all new tenancies earlier this year. This has been seen as a positive measure by the majority of existing tenants and it has had no undue effect on the quantity of new applicants so far.

**Rent, Service Charges and Debt** Rents and service charges have remained steady in line with Government policy, and there has been only 1 significant debtor for approximately £1200 of arrears this year. The Association is currently claiming this back through the County Court.

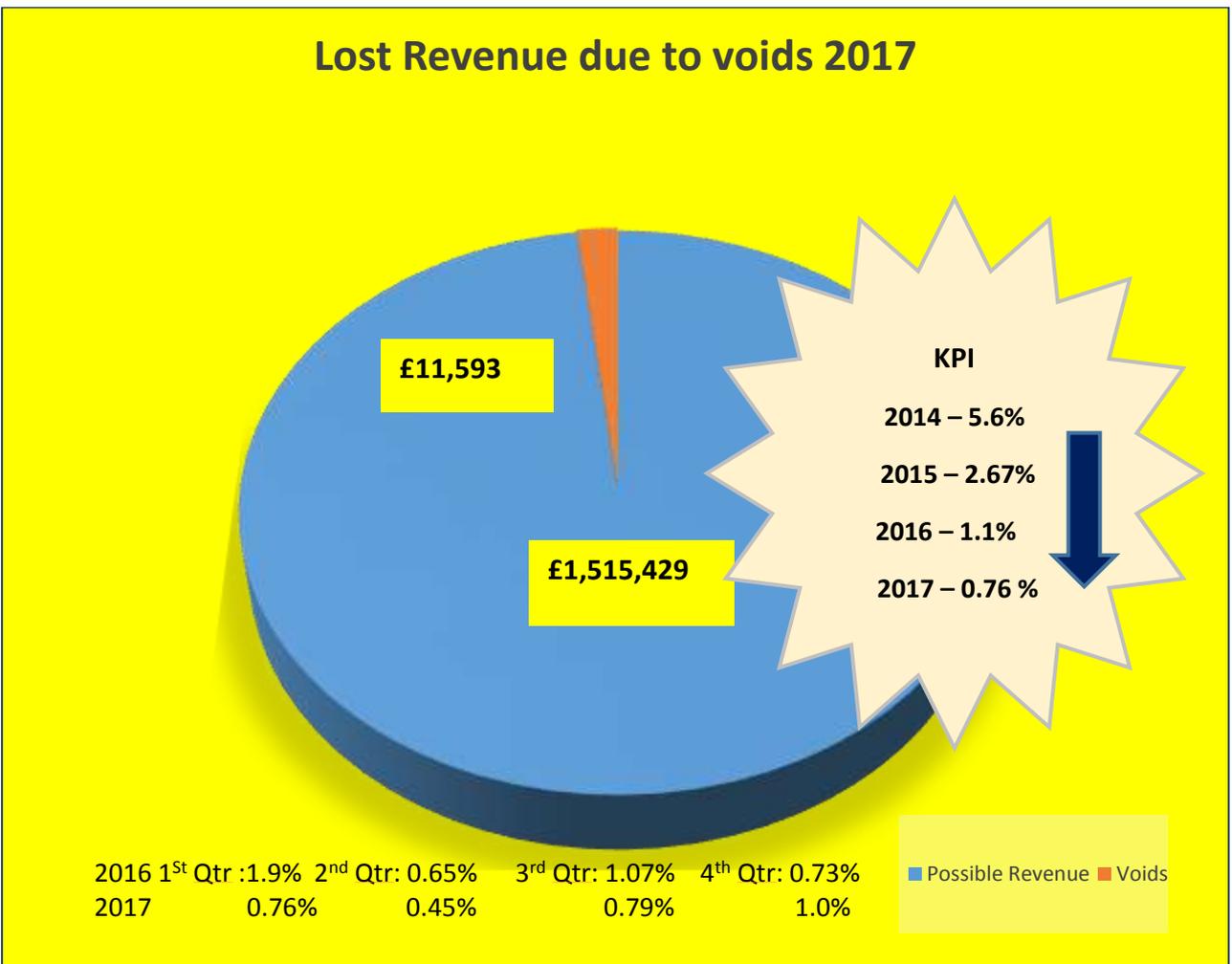


**Lettings and Finance Officer - Nichola Miles**

## Total Void Weeks 2017



## Lost Revenue due to voids 2017



**Finances - Accounts Overview** Jones Avens LLP carried out an external audit of the Association's accounts in January 2018, the full audit report and accounts can be seen on our website: [www.agamemnonha.org](http://www.agamemnonha.org).

	2017	2016	2015
<b>Total Assets Less Liabilities</b>	£14,879,455	£14,606,923	£13,414,236
<b>Turnover</b>	£1,526,436	£1,512,768	£1,433,833
<b>Lost revenue voids</b>	£11,593	£16,763	£38,326
<b>Operating Costs</b>	£1,236,945	£1,101,840	£1,068,140
<b>Surplus for the year</b>	£289,491	£402,025	£365,693

## PERFORMANCE REVIEW

The table below provides a review of the Key objectives for 2017 that were agreed by the Board of Management at the 2017 Annual General Meeting.

Key Objectives (within 12 months):	Outcome	Performance
Identify development opportunities whilst being mindful of the Government's annual 1 % rent cut for the next 3 years.	Latest technical specifications agreed and liaising with local councils and land agents to identify suitable sites before cost benefit analysis is conducted.	
Establish a part-time Wellbeing Assistant to deliver extra support and identify external funding for the service.	Wellbeing assistant contracted spring 2017 and operating successfully. Service is partly funded through services users.	
Trial a bespoke wellbeing facility in Victory Court.	Wellbeing room completed and opened October 2017. Trial running until April 2018.	
Replace the door entry system in Neptune Court.	Door system completed in November 2017.	
Replace selected up to 42 kitchens Neptune, Cornwell and Sirius courts	41 kitchens successfully replaced	
Redecorate and carpet remaining floors in Neptune Court.	Fully completed along with new signage that successfully transformed the aesthetics of Neptune Court.	
Scope replacement of boiler room Cornwell Court main building.	Boiler Room reliability is being maintained through scheduled maintenance, no replacement required.	
Replace the company van.	New Citroen Billingo Van purchased December	

## Agamemnon Housing Association - Strategic Plan Summary 2018 - 2023

- Mission** To provide affordable and sensitively managed sheltered housing for people over 60 years of age, giving priority to those who have served in the Armed Forces and their surviving partners or relatives.
- Vision:** To continue to grow whilst aspiring to be the best sheltered housing provider in the Country.
- Core Values:** Person centred, open communication, commitment and quality.

### Our Tenants expect:

- To live in a safe and secure environment with a satisfactory quality of life.
- Fairly priced, clean and habitable accommodation services.
- To be consulted before change takes place.
- Repairs conducted within the priority target time.
- To receive regular updates of Association's performance and plans.



### Homes and Community Agency expects:

- Good Governance.
- Value for money.
- Health and Safety.
- Risk Management.
- Equality and Diversity.
- Environmental awareness.
- Consultation.

### Key Objectives (within 12 months):

- Identify development opportunities whilst being mindful of the Government's annual 1 % rent cut for the next 2 years.
- Continue to develop the Wellbeing service and facilities.
- Refurbish Cornwell Court communal lounge.
- Replace 23 kitchens in Neptune and Sirius courts.
- Replace individual hot water systems Victory Court.
- Replace handrails and refurbish stairway fixed furniture Cornwell Court.
- Demolish and replace Workshop Neptune Court.
- Be prepared to renew Boiler Room systems as required.
- Introduce General Data Protection Regulations with minimum disruption to business.

### Strategic Aims (within 5 years):

- Increase capacity by 20% whilst continuing to upgrade existing stock.
- Engage with third parties to integrate Social Care to enable our tenants to live in their homes longer.
- Maximise the opportunities for tenants to be involved in our decision-making processes.
- Contribute to the development of our wider communities.
- Continue to demonstrate high standards of Governance through the scrutiny and due diligence by the Board of Management.



## Agamemnon Family 2017

### Tenants

- 3 Chairman's lunches, 12 Tenants Participation Meetings.
- Numerous Warden led daytime activities and Social Committee led evening functions.

### Board

- Significant reorganisation of Board.
- Excellence in Governance compliant.
- Published Association's written history.

### Staff

- Salary and Incentive Scheme Review
- Numerous training courses.
- Staff Training Day in the Maritime Club covering: H&S, Customer service, understanding grief and depression.
- Teambuilding evening – Memory walk Southsea and Staff Christmas lunch.

