



AGAMEMNON
Housing Association

Quality Living for Veterans



Annual Report 2018



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

Foreword by the Chair

I am delighted, once again, to report another successful year where the Agamemnon Housing Association has continued to deliver high quality, safe and cost-effective homes for its tenants.

During the year the Board of Trustees held an externally-facilitated strategic review that confirmed and reinforced our primary mission, 'to provide Quality Living to Veterans over 60 and their families'. The key outcomes were that the Board determined to:

- a) increase the number of our beneficiaries;
- b) improve engagement with the wider community;
- c) maximize our beneficiaries experience and wellbeing; and
- d) be recognized and respected as a beacon of excellence.

Strong financial controls enabled the Association to make an operating surplus of £262,862 (boosted by the sale of a surplus housing asset to £419,751) on a turnover of £1,522,494, despite the HM Government imposed -1% rent reduction and the ongoing and significant investment in our current courts. We continue to roll-out Wellbeing Rooms in our properties as well as ensure that our flats remain better than the UK Government's Decent Homes Standard. This programme of investment includes renewal and replacement of bathrooms and kitchens within our flats, as well as larger projects such as the replacement of lifts and windows.

In addition to investing in our current stock we continue to plan on growth, as we believe there is a clear requirement for our offering, and we are always looking for potential sites in the Portsmouth area.

During the year Commodore Tony Lyddon and Alex Burn stepped down from the Board and we thank them for their support and help over a number of years. In line with our push for greater diversity on the Board we were delighted to welcome Lieutenant Kelly Jenkins-Hill, which means we now have two serving female naval officers as Trustees, as well as welcoming Rachel Owen who runs a local veterans-focused social enterprise.

The departure of the Chief Executive at the end of the year could have led to a certain amount of disruption but the Board were delighted when Commander Nigel Langhorn stepped in at short notice to steady the ship, and act as the interim CEO, and we thank him for his support.

Finally, as always, I would like to acknowledge the hard work and dedication of our team of wardens, property service engineers, domestic assistants, wellbeing support and office staff. They are on the front line, day in day out; friendly, caring and supportive, ensuring that the Association delivers on its vision of being the leading provider of quality living for veterans. Thank you all.

Rod Edwards

Chairman

Rod Edwards
Chairman



Report by the Chief Executive Officer

We have welcomed two new wardens during the year at Neptune and Cornwell both of whom have settled in well. Neither are live-in wardens which continues the trend away from that operating model for all the reasons outlined in this report last year. We also welcomed a new Property Maintenance officer who has had a very positive impact on the business. All 19 staff continue to work hard to deliver a cost-effective and efficient service to our tenants.

The Association continues to have an aspiration to build a 7th court in order to refresh our stock and provide much needed social housing in our area. While much good preparatory work has been completed the main barrier is finding the right plot of land on which to build the court. Availability, ownership, condition, accessibility and planning permission are just a few of the criteria we have to take into account and getting the right fit is proving more difficult than we had hoped.



The wellbeing service continues to expand and in 2018 we saw the provision of a well fitted out room in Neptune Court. The next court to benefit from this facility will be Cornwell in 2019 and we continue to review the demand for the personal one-to-one service provided by our wellbeing assistant.

2018 saw a comprehensive programme of bathroom and kitchen refurbishments throughout the estate. The reality of the changing needs of our tenants with respect to accessibility and mobility has led the board to agree an increase in that refurbishment programme in 2019.

Occupancy levels still remain high with a continuing demand for this type of accommodation. Although voids were higher than 2017 there were still only 1.5% which compares very favourably within the sector.

We continue to foster our external connections within the sector to ensure that we are still benchmarking ourselves appropriately and still providing best practice services and facilities within the assisted living area.

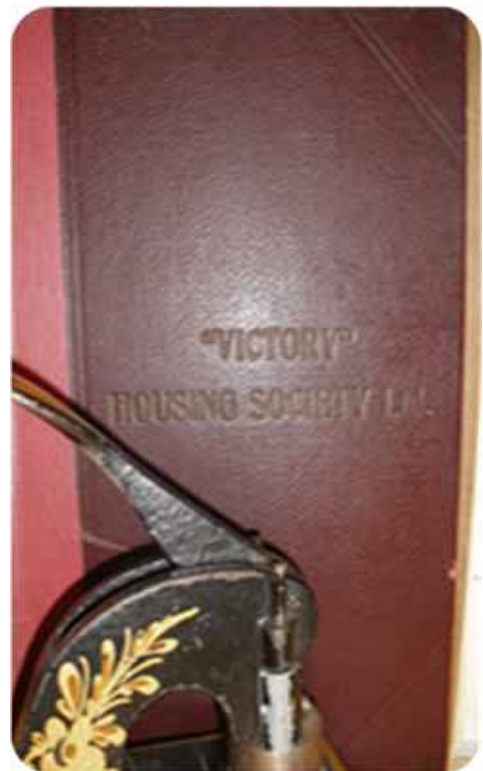
The Association carried out a full Health and Safety audit in 2018 which showed that generally we were in a very healthy state. However, some issues were raised, and these have all now been addressed.

Our Key objectives for 2018 were mostly achieved apart from a couple where one was not feasible due to technology constraints and another was re-prioritised. Our key objectives for 2019 can be seen below and yet again we are investing heavily in our infrastructure to maintain our customary high standards. Despite the continuing 1% rent reduction mandated by Government we continue to spend in order to improve our facilities and the Board has agreed to more money being available in 2019 particularly for bathroom refurbishments to address resident's mobility and accessibility issues.

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 Bridgemary 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, Bridgemary 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, Bridgemary (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.



Board of Trustees



Rod Edwards
Chairman

Risk Management, Strategy and Organisational Development, Charity Governance.

Ex Royal Navy
Joined 6th April 2011



Mark Perry
Vice Chairman
Trustee rep for Sirlus Court
Member of Finance Committee,
internal auditor, and IT specialist
Information Technology.

Joined 6th April 2011



Glenn Musson
Chair of Finance and Audit Committee

Finance, Strategy and Organisational Development.

Joined 2nd January 2016



Stephen Downham

Property Acquisition and Management, Finance.

Joined 22nd June 2011



Roger Harrison
Member of Finance and Audit Committee
Trustee Rep for Somerville Court
Human Resources, Strategy and Organisational Development, Charity Governance.

Joined 24th February 2015



Kim Mehta

Kim is currently serving in the Royal Navy.

Royal Navy
Joined 21st July 2016



Paul Watkins
Trustee Rep for Eliza MacKenzie Court
Strategy and Organisational Development, Risk Management.

Ex Royal Marine Commandos
Joined 05th April 2017



Carl Dixon
Strategy and Organisational Development, Community Care.

Ex Royal Marines
Joined 05th April 2017



Kelly Jenkins-Hill
Trustee rep for Neptune & Victory Court
Kelly is currently serving in the Royal Navy.

Royal Navy
Joined 25th April 2018



Rachel Owen
Trustee Rep for Cornwell Court

Joined 17th October 2018

Property Maintenance Management

The Association welcomed our new Property Maintenance Administrator, Paula James in July and this has helped to get a stronger grip on our planned maintenance and major refurbishment requirements. 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. We carried out a full Health and Safety audit in 2018 and although in a good place, we have also implemented all the recommendations of the report. The focus of the 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 100% 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 continued to work with Trinity-Rose LLP in carrying out stock surveys of 3 more of our courts this year and therefore all courts have now had a survey carried out. The results show that all our stock is in very good condition and we commit to ensuring that they stay that way.

KPIs	Percentage of all reactive repairs completed on target	Percentage of all emergency repairs completed on target
Agamemnon HA Performance	96% 😊	100% 😊

Through diligent asset management, the Association is looking forward to engaging with tenants regarding our planned major works in 2019, which can be seen in the Association’s Plan Summary (Page 12). Numerous maintenance projects were completed in consultation with our tenants in 2018, some of which were:

Neptune Court, Gosport (37 units)

- Wellbeing Room - £21,549
- Kitchens - £7,012
- Scooter and bike shed - £25,065



Cornwell Court, Southsea (58 units)

- Lounge - £22,592
- Kitchens - £5,949



Victory Court, Gosport (37 units)

- Car Park - £8,762
- Bathrooms - £7,472
- Wellbeing Room - £18,409



Somerville Court, Waterlooville (24 units)

- Sun Deck - £1,793
- Window - £301
- Boiler PRV - £400



Sirius Court, Southsea (37 units)

- Lift refurbishment - £33,580
- External Light Upgrade - £949
- Hot water/gas pipes - £4,360
- Kitchens - £12,706



Eliza Mackenzie Court, Cosham (47 units)



- Kitchenet - £914
- Hall Way window - £566
- Car Park Lighting - £521



Tenants' Satisfaction and Consultation

Extract from Tenants' Satisfaction

Survey 2018 (20% of tenants surveyed of which 78% replied)

		
Rent about right?	43	1
Value for money from rent	45	0
Service Charge about right?	40	5
Standard of repairs?	27	0
Time taken for repairs?	25	2
Are the Newsletters helpful?	44	2

Tenants' Participation Meetings Tenants' participation meetings were chaired by Board members in each Court in June of 2018. All meetings were well attended and were recorded, and problems raised were dealt with in priority order. These remain a key method of maintaining contact with our residents and addressing areas of concern.

Next 100% Survey is 2023

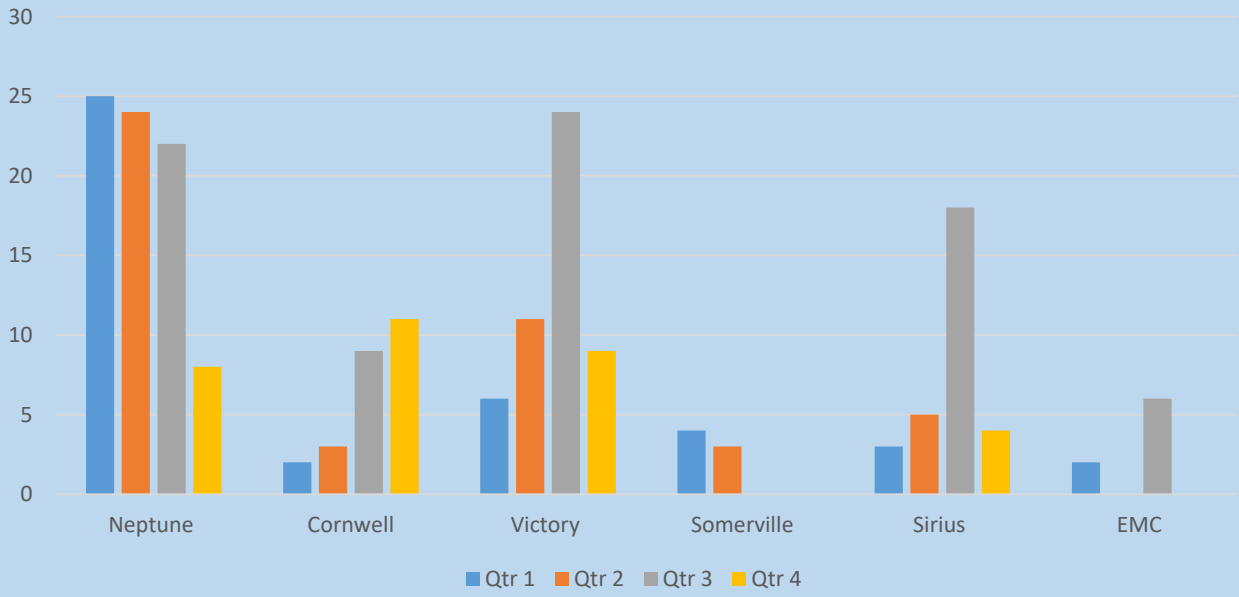
Administration, Tenancy and Finances

Administration We continue to review and adapt our policies and procedures to ensure that we maintain an increasingly efficient and cost effect service; many processes are now electronic and much quicker and responsive to change. This will be significantly enhanced by a complete IT re-fresh in 2019 where all staff will have access to modern IT equipment and processes.

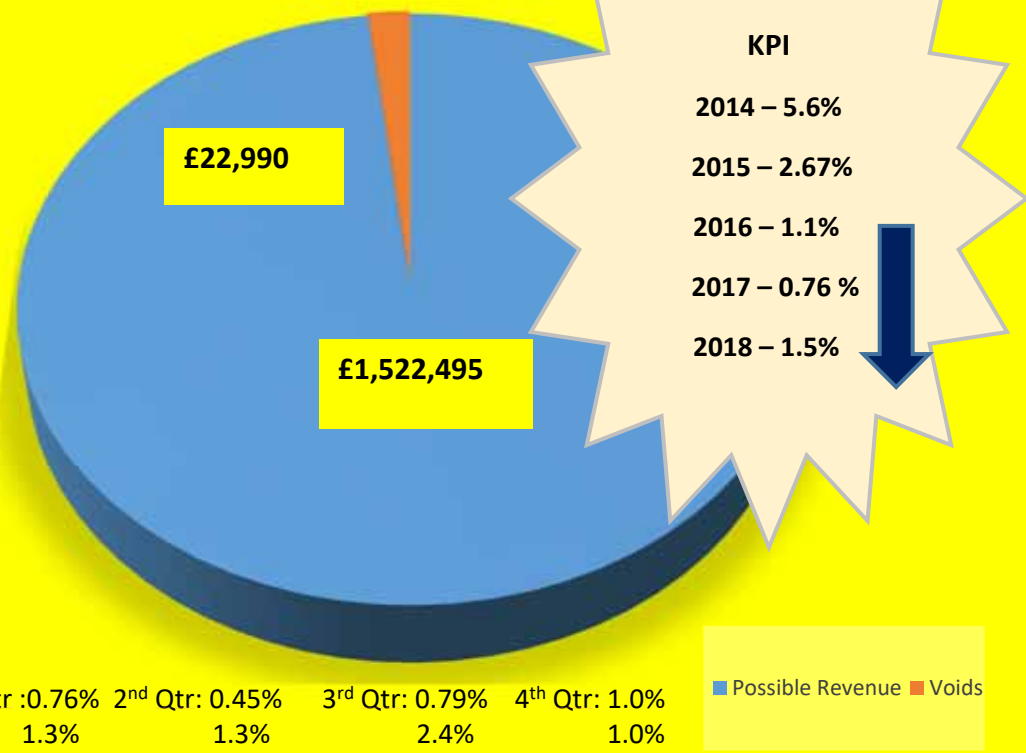
Tenancy The Association will be introducing a new tenancy agreement in 2019 which will provide the opportunity for a probationary period of 12 months in order to ensure that tenants fit into the ethos and culture of the Association. We will also be reviewing and updating the Tenants Handbook in 2019. Voids did increase in 2018 primarily in the Gosport area. This was also as a result of the policy of refurbishing bathrooms and kitchen as and when flats become empty.

Rent, Service Charges and Debt Rents were reduced by 1% in accordance with government mandate and rent and service charges combined continue to be very competitively priced. We continue to try and reduce service charges by regularly reviewing all our contracts and by installing more cost-efficient facilities such as LED lighting. We had no significant outstanding rent arrears in 2018.

Total Void weeks 2018



Lost Revenue due to voids 2018












Year	1 st Qtr	2 nd Qtr	3 rd Qtr	4 th Qtr
2017	0.76%	0.45%	0.79%	1.0%
2018	1.3%	1.3%	2.4%	1.0%

Finances - Accounts Overview Jones Avens LLP carried out an external audit of the Association's accounts in January 2019, the full audit report and accounts can be seen on our website: www.agamemnonha.org.

	2018	2017	2016
Total Assets Less Liabilities	£15,271,186	£14,879,455	£14,606,923
Turnover	£1,522,495	£1,526,436	£1,512,768
Lost revenue voids	£22,990	£11,593	£16,763
Operating Costs	£1,269,922	£1,236,945	£1,101,840
Operating Surplus for the year	£262,862	£289,491	£410,928

Performance Review

The table below provides a review of the Key objectives for 2018 that were agreed by the Board of Management at the 2018 Annual General Meeting.

Operational Objectives	Outcome	Performance
Identify development opportunities whilst being mindful of the Government's annual 1 % rent cut for the next 2 years.	While the Association is keen to proceed the main barrier is finding the right plot of land suitable for our needs. Close liaison with all local councils is ongoing to try and achieve this.	
Continue to develop the Wellbeing service and facilities.	After the success of the wellbeing room in Victory court, 2018 saw a similar facility installed in Neptune Court. The next wellbeing facility is planned for Cornwell Court in 2019.	
Refurbish Cornwell Court communal lounge.	This was complete and is now a much used and well-loved space.	
Replace 23 kitchens in Neptune and Sirius courts.	Complete	
Replace individual hot water systems Victory Court.	Not achievable	
Replace handrails and refurbish stairway fixed furniture Cornwell Court.	Not complete due to other maintenance priorities arising during the year	
Demolish and replace Workshop Neptune Court.	Complete and a much more useable space including a bike shed and mobility scooter park has been built.	
Refurbish Sirius lift	Complete giving the lift another 20-year lifespan	
Introduce General Data Protection Regulations with minimum disruption to business.	Partially complete – all paperwork has been done but we await a full IT re-fresh in 2019 before being content with our compliance.	

Strategy on a Page - October 2018

Vision “Be the leading provider of quality living for veterans”

Mission “To provide quality living for veterans and their families over 60”

Strategic Outcomes

- **Increase the number of beneficiaries**
 - Build another court.
 - Develop a wider range of outreach services.
- **Improve engagement with wider community**
 - Community engagement plan including partnering opportunities.
- **Maximise beneficiaries experience and wellbeing**
 - Continuous improvement of service quality underpinned by a continuous improvement culture.
 - Create a greater environment of openness with tenants, staff and the Board.
- **To be a recognised and respected beacon of excellence**
 - Maximise VFM.
 - Demonstrate greater governance.
 - Demonstrate greater financial control.
 - Demonstrate greater commitment to learning and development.
 - Focussed delivery of what stakeholders require.

Values

- Integrity
- Respect
- Person centred
- Continuous improvement
- Transparency and openness

Operational Objectives for 2019

Improved disabled access to garden and improved Communal bathing facilities at Neptune Court
Major lift refurbishment at Cornwell Court
Provide wellbeing room facility at Cornwell Court
Conduct 5 year major re-fresh of Association IT systems
Bathroom refurbishment programme at Victory Court
Major lift refurbishment at Victory Court
New patio and improved disabled access to garden at Victory Court
Replacement windows at Somerville Court
Refurbishment of communal kitchen at Sirius Court
Continue with legionella prevention work

Agamemnon Family 2018

Tenants

- 3 Chairman's lunches, 6 Tenants Participation Meetings.
- Numerous Warden led daytime activities and Social Committee led evening functions.

Board

- Improved gender balance of the Board.
- Excellence in Governance compliant.
- Held strategy day in October.

Staff

- Two new wardens in 2018
- New property maintenance staff member

