

# Quality Living for the Veteran Community



# Annual Report 2023

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# Our Vision & Commitment

Our vision is our core purpose and the reason why Agamemnon Housing exists. Our commitment is at the heart of everything we do and shapes our culture. It flows through the way we deliver services, in every interaction with tenants, and in how we appreciate and treat our colleagues.

*“Be the leading provider of quality living for the Veteran community”.*

## 1. What we want:

### Tenant Experience

Right service, right time, first time putting tenants at the heart of everything we do.

### Supply & Investments

Right homes, right quality, in the right place following a green agenda to minimise our impact on the environment.

### Organisational Capability

Right people, right processes using the right technology.

### Performance & Results

Right focus, right controls giving the right results.

## 2. Our Commitment:

### To our Tenants

We will offer homes to be proud of with a choice of facilities and customer services that are tailored to individuals as their lives change.

### To the Veteran's community

We aim to be large enough in the Veteran's housing community to influence, and small enough to care. We will continue to evolve and partner with others to create great places where Veterans & their families choose to live.

### To our colleagues

To develop a continuous learning culture, where talented and ambitious colleagues enjoy rewarding and fulfilled careers in an inspirational environment.

### To our partners

We seek to continuously develop professional business partnerships and create long-term mutual success which will help us provide quality homes.

# Our Objectives

Providing good quality, well maintained, affordable homes to existing and future tenants.

With the help of our tenants, ensure a continually improving tenant orientated service.

Ensure long term viability as a Registered Social Landlord is maintained and develop the business when appropriate opportunities arise.

Ensure that, wherever possible, any money spent by the Association has a positive impact within the local community.

Ensure the Association is well managed by continuing to review and develop our governance, financial and operational structures.

Foster a working environment that ensures each and every colleague feels valued and has a keen sense of ownership of the Association ethos.

# Chair's Review

It gives me great pleasure to introduce this, my first Annual Report as Chair of the Board of Directors of Agamemnon Housing Association. The report covers the Association's financial year ending December 31<sup>st</sup> 2023.

My predecessor commented last year on the scale and range of national and international events that had impacted more or less directly on the Association. While the environment in which we operate remains challenging, I am pleased to report that we have made significant progress against our objectives to further develop both our governance and the efficiency of the way in which we provide and maintain good quality homes for our tenants.

In doing so, we judiciously anticipate the implementation of changing regulatory standards; this has borne fruit in significantly lower costs of, for example, additional fire precautions. A principal focus is on addressing external wall insulation that does not meet developing standards. Priority on this will impact on the timing of our plans to develop additional homes.

2023 saw a continuing focus on our Business Strategy which has at its heart our commitment to getting our Basic Brilliant.

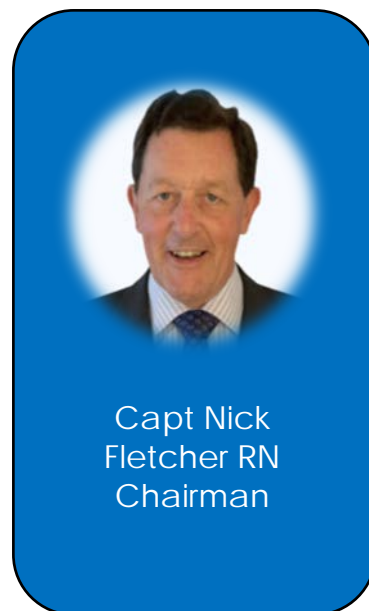
Implementation of the National Housing Federation standard on the tenure of Directors has seen much valued Board members depart, but this has allowed us to look closely at our skills mix and I am delighted at the quality of the people who volunteer their experience, time and enthusiasm. I am confident that the Board will continue to enhance its ability to provide clear strategy and robust assurance.

All of this we achieved in the last year whilst also generating a surplus of £107,024 on a total revenue £1,869,339. This has been achieved through careful cost control as we continually look for the ideal balance between the quality & sustainability of our housing on one hand and recognition that our sole revenue stream is the rents paid by tenants who face the same cost of living pressures as the general public. Building on our work in 2022, we have further developed our financial procedures and implementation of robust internal controls to underpin our belief in robust and effective governance.

During this financial year, and as part of our commitment to having decent homes, we have continued to focus on our properties and have spent a substantial amount on upgrades to the social alarm system, fire detection & prevention and the cyclical upgrades to bathrooms and kitchens throughout all Courts. This is of course on top of the general day-to-day maintenance issues that we manage.

We may be a small Housing Association in terms of the number of our properties, but we continue to sit at the forefront of implementation of the change agenda that is transforming the sector. We are proud to have been contacted and visited by a number of other Housing Associations during the year as they sought advice on our delivery of, for example, digital systems and a properly joined-up defect reporting and routine maintenance management system.

This sector leadership reflects both the skill and enthusiasm of our colleagues and the flexibility and imagination of our Veteran community. On the latter point, we are putting



Capt Nick  
Fletcher RN  
Chairman

great effort into understanding and tracking changes to the expectations and lived experience of our whole tenant population.

2023 was ultimately therefore about building on our leadership, culture, and behaviour development activity. We remained laser-focused on providing quality living for existing and future veterans and their families.

Given the strong position that I inherited from my predecessor, very committed Directors and a small, but highly enthusiastic and skilled Executive Team, I am confident of our future success and the financial viability of the Association.

Nick Fletcher

Capt N E Fletcher RN (Chair)

## Chief Executive's Review

I want to echo the thanks and appreciation given by Nick the Chair to our colleagues and tenants. The Association entered this year with even more confidence in our ability to work in an agile way, to deliver excellent services to our tenants, and welcome folk in housing need to a new home within our community.

We have continued to live by our values that we have established and strive to remain on our journey of getting our basics brilliant! This means providing well maintained homes, that are safe and ensuring they are affordable to rent.

The last financial year has been challenging for us all – our tenants, our colleagues, and our business. We've come face to face with a tough economic outlook, but we are ready for what is to come, and we are proud of what we've achieved.

The changes we are making are already improving your experience. Our finances are sound, enabling us to invest for the long term. We have risen to the challenges of making sure our homes are decent now and for the future.

This Annual Report shows that the decisions we are taking today are shaping Agamemnon's future. Together we are creating communities in which people can thrive, homes that have a positive impact on the environment and communities that make a real difference to people's lives.

Tenant satisfaction levels remain good, and we have prioritised helping those most in need.

The tragic case of Awaab Ishak in Rochdale brought to the national public attention has shown what can happen when landlords fail in their duties. The coroner's verdict in that case showed that far too many social housing tenants are living in homes that are not good enough.

Upgrading our social housing stock must be a national mission, and I am proud that Agamemnon has a robust cyclical maintenance programme, and all our homes meet the Decent Homes Standard and are EPC C graded.

This year we have seen a raft of Acts of Law to enhance the quality of Social Housing within the UK. The Social Housing (Regulation) Act received Royal Assent on July 20, 2023.



Carl Dixon  
Chief Executive

The key changes are:

- Strengthening the Regulator of Social Housing: The regulator now conducts regular inspections of major social housing providers and has the power to issue unlimited fines to rogue landlords.
- Enhanced Housing Ombudsman Powers: The Housing Ombudsman can publish best practice guidance for landlords based on tenant complaints.
- Strict Time Limits for Addressing Hazards: Social landlords must address hazards like damp and mold within specific timeframes.
- New Qualification Requirements for Managers: Social Housing managers now have updated qualification criteria.
- Tenant Satisfaction Measures (TSM's): Tenant surveys with a standardised set of questions for landlords to be able to measure how they deliver services.
- Awaab's Law: All landlords must promptly fix reported health and safety hazards following the tragic death of Awaab Ishak.

The purpose, of these new laws is to address systemic issues identified after the Grenfell Tower tragedy, focusing on safety, quality, and tenant treatment.

I look forward to an even better year in 2024 and seeing tenants around the Courts.

C.D.

Carl Dixon (Chief Executive)



# Our Strategic Priorities

Our priorities are set by our Board of Management and structure our Strategic Plan 2022-2025. There are six focus areas, and they form the priorities, of:



Value for money

# Stability

We strengthened the Association by establishing the Finance, Risk & Audit Committee (FRAC) sub-committee 2022. This sub-committee ensures that our Board gains even greater confidence in risk management and mitigation. Throughout the year, we collaborated with an independent Accountant to scrutinize our financial processes and procedures. Our goal was to assess the impact of extraordinary spending in 2023, with a clear focus on safeguarding the Association against long-term financial risks.

Scrutiny refers to the process of carefully examining, assessing, and evaluating various aspects of our operations, decisions, and performance. With the purpose, of ensuring transparency, identify areas for improvement, and allows tenants and stakeholders to hold the association accountable.

Our Board remains committed to six strategic focus areas, recognizing the importance of financial preparedness in the face of several challenges including decarbonization. Additionally, we strive to support tenants in accessing affordable homes. Our financial performance has remained robust, particularly in income management.



**Surplus** – Is the amount of money that we have left when all other expenses have been considered at the end of the year.

**Enhancement Costs** - Extraordinary spend to enhance and future proof the quality of housing and to meet new legislation put in place, including fire detection and prevention works.

**Maintenance Costs** - Cyclical maintenance means that the business is renewing individual pieces of the buildings at the end of their life span, maintaining the quality of housing for all tenants.

# Technology

During the past year, the significance of technology in service delivery was once again underscored. We shifted to an enhanced, flexible, and agile working environment, ensuring a positive work-life balance for our colleagues by providing the necessary I.T. resources. Furthermore, we efficiently transitioned to our new social alarm call centre, which serves as a centralized hub for critical information related to managing the Association's business continuity planning, and tenant data. This streamlined system enables us to respond swiftly and effectively during emergencies, as well as handle day-to-day tasks such as managing door entry to our schemes.

In close collaboration with our tenants, we actively sought their input on upgrading the Fire detection provision at EMC to support the upcoming remedial work in 2024. As part of our commitment to modernization, we allocated funds to transition from an analogue to a digital system for tenants during the 2023/4 period.

Recognizing the rapid pace of technological change, we conducted a thorough review of our information and data security practices. This led to the development of a new policy and guidance for our colleagues, ensuring robust protection and effective management of sensitive information.



You may have noticed that the font on this document has changed? This is because by making the change, to Century Gothic we will reduce our printing costs by 30%! That would be a saving of £568 for 2023.

# Good homes

Throughout the year, we allocated high-quality homes to individuals in need of housing, providing a total of 37 homes within our communities. Swift repairs were carried out, ensuring that all our properties met landlord health and safety standards. Additionally, we successfully installed 6 kitchens and 30 bathrooms in our homes.

To minimize disruption to tenants and optimize cost-effectiveness, we strategically scheduled unplanned and planned maintenance in alignment with the upgrade of social alarm and fire detection systems.

Our commitment to tenant safety led us to conduct thorough testing and inspections, covering areas such as legionella, gas boilers, smoke and carbon monoxide detectors, fire alarms, emergency lighting, and electrical systems. By year-end, all our homes were fully compliant with gas and electrical safety regulations. Notably, tenant satisfaction with our repairs service remained consistently positive.



Vacant Home income loss  
2022 1.3%                      2023 1.6%

**Homes Let during this year:**

**2023**

37

**2022**

25

During 2024, we are planning several Enhancement and Maintenance upgrades. These are:

Scheme	Headline Upgrade
Cornwell	Cross corridor fire doors, external / communal room doors & windows within the main building.
EMC	Replace the external wall insulation. Some replacement of communal fittings & fixtures.
Neptune	Replacement of individual heating boilers, repairs to roofing & refuse store.
Sirius	Repairs to paved surfaces & roofs.
Somerville	Repairs to fencing, paved surfaces, some replacement of communal fittings & cross corridor fire doors.
Victory	Replacement of balcony railings & flooring, repairs to roof & cross corridor fire doors.
Total Cost:	£437,300

## Service delivery

As an Association we commissioned Acuity, an independent market research company that specialises in the social housing sector, to carry out a survey of tenants. This is part of our commitment to getting our basics brilliant, through independent scrutiny with the focus of putting tenants at the heart of what we do for the future.

### What is the survey about?

The survey is a general satisfaction survey (perception survey) asking tenants what they think about their home and the Housing Services provided by us. The survey is like other surveys carried out in the past and is based on standardised questions used by other landlords. It incorporates the themes from the Social Housing White Paper and the Tenant Satisfaction Measures (TSMs) which were introduced by the Regulator of Social Housing in April 2023. The survey is a census, and all tenants were/will be invited to take part during December 2023 and January 2024.

### Who is Acuity?

Acuity Research & Practice (Acuity) provide tenant satisfaction surveys and benchmarking services, helping housing providers to improve services and engage with their tenants through an understanding of satisfaction, performance, and profiling data. They have been providing consultancy services to the social housing sector for over 25 years.

On completion of the survey, we will be publishing a tenant friendly report that will form part of our future tenant engagement strategy. The aim is to talk openly, honestly and to see what we can achieve as a community in making peoples lives even better within the Association.

## Tenant Engagement

To support us in this journey we will be working with a not-for-profit organisation called TPAS who since 1998 are England's leading tenant engagement experts. They promote, support and champion tenant involvement and empowerment in social housing across England. Their membership is made up of local tenants and landlord organisations, covering 3 million homes.

By working with TPAS, together, they can support us both as a landlord and tenant community by providing us with the skills and knowledge we need to work together. Because together we can have conversations that matter. Finding solutions together, saving money and bringing lasting change to our communities.

In 2023, we started this engagement by forming a Panel at EMC to support the remedial works that will be taking place in 2024. The purpose of the Panel will be to provide a link between tenants and the Association to present a collective voice for tenants ensuring that they can meaningfully influence decision making. The Panel sets out to achieve: (the outcomes)

- Ensure that the Association "Focuses on people-related issues, both the service to our tenants and the support to our colleagues"
- Engage in an open discussion on their issues of concern
- Create a culture that promotes people's health & wellbeing
- Review the remedial works journey from the "lived experience" of tenants.

In 2024, the People and Culture Committee (PAC) we will be setting up further tenant engagement groups to support the activities of the Association.

We continued to work with and support tenants in financial difficulty to help them manage their tenancy and take a personalised approach to income management, reducing the number of letters and making more contact via phone and in person. We also undertook a financial viability review to make sure we continued to provide value for money with excellent services.



# Value for money

Value for money indicators are used by the Regulator of Social Housing to measure performance in key areas.

## Reinvestment %

2023 4.01%  
2022 7.63%  
2021 1.35%

## Headline housing cost per unit

2023 £8,148.71  
2022 £9,575.56  
2021 £5,588.53

## Gearing (RSH and Scorecard measure)

2023 - 7.51%  
2022 - 8.79%  
2021 - 18.09%

## Operating margin (overall)

2023 5.01%  
2022 1.57%  
2021 5.28%

## Return on Capital Employed (ROCE) %

2023 0.60%  
2022 0.18%  
2021 0.55%

## New supply delivered (social housing units as % of existing stock)

2023 0%  
2022 0%  
2021 0%

## New supply delivered (Non-social housing units)

2023 0%  
2022 0%  
2021 0%

## Operating margin (social housing lettings)

2023 - 2.45%  
2022 - 0.74%  
2021 5.28%

We kept tenants safe with 100% compliance on safety.

## Public Interest Disclosure:

As part of our internal control measures during the review of Rents and Service charges for 2023 it was identified that we were not compliant with the Rent Standard as set out by the Regulator of Social Housing. No tenant was evicted during the period of non-compliance.

The Association went into a “reactive engagement” with the Regulator for Social Housing, as we had self-referred errors in rent setting which caused a breach of two economic standards: the Governance & Financial Viability Standard & The Rent Standard 2020.

1. Formula rent was not used to calculate initial rents for all 241 properties. Investigations and retrospective valuations found that 25 units had exceeded the rent cap. Tenants were overcharged £9,760.34 for a period of 6 years
2. A historic policy meant that 26 flats had £1 per annum added to their rent accounts. These units didn't receive a 1% annual rent decrease for 2017-2019, as per the legislative requirements of the Welfare Reform and Work Act 2016. 22 units were overcharged £66.84
3. CPIH was used to calculate rent increases for the period 2021/2022. 237 units had their rents increased by 1.7% instead of the maximum limit of 1.5%. The total overcharge is £1,566.71.

In response to the breach, we:

- Revised both the rents and service charge policies in April 2023

- Rents were adjusted to bring them into compliance with the Rent Standard on the 05<sup>th</sup> May 2023
- We confirmed to the Regulator that the overcharge (£11,393.89) has/will be refunded to tenants or the local authorities, as applicable
- There were no financial viability issues caused by repaying the refund or rent adjustment.
- We have an ongoing action plan to bring about changes that will mitigate the risk of a future breach of the rent standard.

As such, the regulator has recorded a decision that: whilst there may have been a breach of the Standard, the issues are not material, and it would not be proportionate to take further regulatory action.

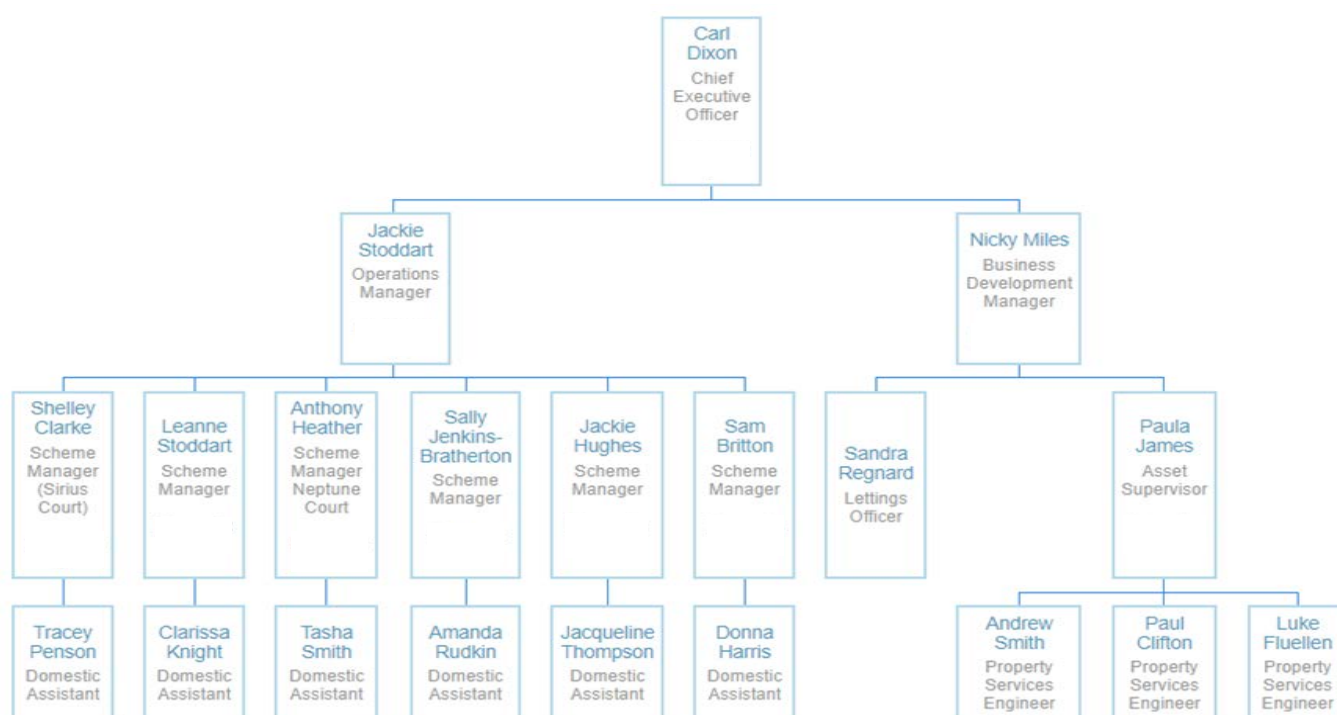
## Financial information

Financial overview as of the 31<sup>st</sup> of December 2023

Jones Avens LLP carried out an external audit of the Association's accounts in January 2024, the full audit report and accounts can be seen on our website: [www.agamemnonha.org](http://www.agamemnonha.org)

	2023	2022	2021	2020
Total assets less liabilities	£15,535,289	£15,529,367	£15,518,820	£15,450,641
Turnover	£1,869,339	£1,761,337	£1,610,319	£1,552,329
Lost revenue voids	£29,899	£22,250	£43,417	£35,560
Operating costs	£1,775,701	£1,736,917	£1,525,316	£1,396,199
Surplus for the year	£107,024	£27,588	£85,220	£158,495

## Team Structure



# Colleague Away Day 2023 – Summary

As a way of positively engaging with our colleagues, and to promote genuine conversation on what we do well at and where we could learn from. We asked our colleagues several question about their experience of working within the Association from the Culture, Pay & Benefits, Diversity, Inclusion, Belonging to Communication & Involvement and the results are below.

Question 1: As an Employer, do you think we are a great place to work, and can you put a reason for your view?

Colleagues Said:

1. Supportive and Encouraging: Colleagues appreciate the support, encouragement, and investment they receive.
2. People-Centric Approach: Working with individuals and treating everyone with respect is a consistent practice.
3. Tenant Care: The Association's genuine concern for tenants resonates positively.
4. Strong Team Ethic: The team demonstrates a good work ethic.
5. Positive Workplace: The people working in the building contribute to making it a great company to work for.
6. Approachable and Flexible: Colleagues are always approachable, attentive, and flexible.
7. Reasonable Compensation: The pay is reasonable, and colleagues appreciate the autonomy to focus on their work.
8. Wonderful Colleagues and Tenants: Working with wonderful people and tenants is considered a privilege.
9. Agamemnon's Excellence: Agamemnon is unequivocally a great place to work, with every member being helpful and caring.

Our Commitment:

We received 19 positive comments about the Association, as part of our commitment, we will continue nurturing relationships, fostering personal development, and maintaining the positive environment throughout 2024.

Question 2: If you were to view us from outside of the Association, what do you think people would say about us?

Colleagues Said:

1. Efficiently Organized: The Association is small but impressively organized.
2. Tenant-Centric: Colleagues genuinely care about tenants, ensuring their well-being remains a top priority.
3. Lovely Living Environment: It's described as a lovely place to reside.
4. Sense of Community: Within the building, there's a strong sense of community.
5. Tenant Wellbeing: The team is helpful and consistently places tenants' wellbeing at the heart of their efforts.
6. Veteran Support: As a veteran, you'll find robust support for independent living, making it an excellent place to reside or work.
7. Professional and Caring: Colleagues exhibit professionalism, efficiency, and genuine care.
8. Ideal for Seniors: If I were an elderly person, I'd choose to live in one of our courts.
9. Shared Values: The Association embodies a sense of family and community, driven by shared vision and values.

These positive sentiments reflect a thriving workplace and a commitment to creating an exceptional living environment.

#### Our Commitment:

We received 19 positive comments regarding your colleagues' perceptions of how the public views the Association. Acknowledging and appreciating these positive sentiments is essential for fostering a supportive work environment. We will continue to promote positivity and engagement:

**Tenant Engagement:** By seeking tenant views on their lived experiences within the Association, we will demonstrate a commitment to understanding their needs and improving their quality of life. This approach ensures that your organization remains responsive, and tenant focused.

**Promoting the Association:** Attending local and national Veterans events is an excellent way to showcase the Association as a great place to work and live. By actively participating in these events, we will reinforce our commitment to veterans and contribute to building a positive reputation in the community.

Question 3: How often do you think we need to meet and what would we want to achieve?

What colleagues said and what we will do:

Colleagues shared various ideas, ranging from monthly to quarterly gatherings. However, considering our small team and the importance of meaningful Away Days, we have decided to continue holding them annually in December. This timing allows me to discuss the Association's strategy following the Board of Management Strategy Day. Plus, it's a great opportunity to catch up before the festive Christmas season!

Additional comments made:

What colleagues said:

- I consider myself very lucky, I have been given further jobs to prove my worth and show I'm willing to learn. Extremely flexible as I've been able to do course work at home with full support.
- Benefits package could be improved however pension is fantastic!
- Great place to work, got a lot better last few years since Covid. Thanks Carl. Today was OK but a lot of information to get our heads around.
- I find every day at Agamemnon a school day, learning all the time. There is always someone to zoom if you need help + support and if you do something wrong, you get the correct feedback as to why and then help to address where you went wrong. (Smiley face)
- Really happy with the way the management and staff communicate.
- Everyone is lovely, everyone pitches in to get stuff done, and I get the sense every colleague is valued + cared for. "Look after your staff + they'll look after the customer!" The away day was informative, engaging + on point.
- My experience has been good, with my tenants, I am happy to work at my court, I find it very rewarding and yes it can be challenging but we learn every day from this.
- Agamemnon have been very fair and very supportive when needed.

#### Summary:

The results were very positive with most colleagues agreeing that we are a good place to work. For 2024 we will focus on how we can develop our colleagues, focusing on the right qualifications for their role. Creating champions on specific areas that impact Tenants lives i.e. Dementia to Tenant Engagement Champions.

To further demonstrate our commitment to our colleagues we will be undertaking independent surveys during 2024. With the aim of looking where best we can support colleagues in the future.

# About us

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 Bridgemy 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, Bridgemy was built. It provides 37 homes 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 Veteran Sheltered Housing.



Additional Courts were built in Haslemere Road, Southsea (41 homes), Beauchamp Avenue, Bridgemy (37 homes), Stakes Hill Road, Waterlooville (25 homes), and finally, another in Sackville Street, Southsea (38 homes). A further 16 flats were added to the Haslemere Road building in 2012 and Eliza Mackenzie Court (47 homes), Cosham was completed in 2014 along with our Head Office Agamemnon House.

All our old wardens' homes have been let as our Scheme Managers decided to live off site. Our six Courts, 241 home 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 veteran community.



# Our Board of Management

As of the 31<sup>st</sup> of December 2023

Our Board of Management consists of between eight and twelve directors and is responsible for good governance and the strategic direction of the Association. Board members come from diverse backgrounds, with the right skills, knowledge, and experience to lead the Association. Our Board adheres to the 'Code of Good Governance' for Housing Associations, produced by National Housing Federation. The latest Code was published in June 2022. The Board meets throughout the year to provide scrutiny, manage risk, monitor our performance, and to make strategic decisions and provides oversight of our Internal and External Audit function.



Capt Nick Fletcher RN  
Chair



Chris Penney  
Vice Chair  
Member of the People & Culture Committee (PAC)



Susan Dewey OBE  
Chair of the People & Culture Committee (PAC)



Nick Beasley  
Chair of the Finance, Risk & Audit Committee (FRAC)  
Chair of the Remunerations Committee



Mark Newton  
Chair of the Development & Asset Committee (DAC)  
Member of the People & Culture Committee (PAC)  
Member of the Finance Risk & Audit Committee (FRAC)



Sean Blizzard  
Member of the Development & Assets Committee (DAC)



Collette Dunkley  
Member of the People & Culture Committee (PAC)



Rachel Olivia Owen  
Member of the People & Culture Committee (PAC)

Paul Watkins remains as a co-opted member of the Development & Assets Committee (DAC).

In 2024, we have a further two new Directors joining the Board of Management.

# Statement of skills, qualities and experience required by the Board amongst its Members.

In order to effectively direct the affairs of the Association, the Board of Management must have the right balance of skills and experience.

In accordance with the rules of the Association, members will retire from office after six years and, although eligible for re-election for a further three years, there is the opportunity for the appointment of new members to the Board.

The members of the Board have access to or have the skills, qualities and experience in the following:

- Business Management
- Finance
- Legal
- Audit
- Governance / Regulation
- IT / Digital / Cyber
- Human Resources
- Equality, diversity, and inclusion
- Public bodies
- Voluntary
- PR & Communications
- Property management
- Health
- Strategic housing / homelessness
- Tenancy management
- Community development

The Board will continually review its composition to ensure the Board Membership reflects the needs of the Association.

A skills matrix is compiled for, qualities and experience required and is produced to enable the Association to target appropriate appointments when recruiting new Board Members.

Individually, Board Members should:

- Be able to work as part of a team
- Fully understand their responsibilities as Board Members
- Have knowledge of, and be committed to the aims, obligations and ethos of the Association
- Devote sufficient time to the Association's business and make an effective contribution.

The Board of Management is satisfied that its current members, and those offering themselves for election / re-election, collectively possess the necessary skills, qualities, and experience to manage the Association's affairs in an efficient, effective, and accountable manner.



# General obligations and responsibilities

The responsibility of Board Members is to focus on Agamemnon Mission Statement and the values and purposes set out in the Strategic Plan.

Board Members will not ordinarily get involved with the day to day running of the Association, which is the responsibility of colleagues.

Organisational and Board responsibilities are collective, the Board is a team and functions best when all members work together.

It is the responsibility of all Board Members to support the policies and procedures, and the core values of the Association.

## Board Member obligations and responsibilities

All Board Members need to:

- Be aware of and support the ethos, aims and objectives of the Association
- Attend, and properly prepare for, meetings of the Board and any relevant sub-committees
- Review and understand the information provided by colleagues; raising questions and seeking additional information where necessary
- Ensure that all the decisions taken by the Board and related sub-committees are in the Association's best interest and that its legal and social responsibilities are met as a landlord, employer, and developer.



- Plan the Association's future strategy with the use of a Strategy Plan
- Ensure the Association operates within the principles of Continuous Improvement
- Comply with statutory obligations in the promotion of equality, diversity and inclusion
- Approve policies and procedures of the various activities undertaken by the Association, ensuring compliance with these approved policies and procedures, and subject them to periodic reviews
- Control the Association's finances
- Comply with the Association 'Terms of Reference for Board Members' and, at all times act with integrity and in a professional manner
- Strive to help ensure decision-making is constructive, consensual and conducted in a supportive atmosphere
- Ensure that all resources are used efficiently and effectively to the benefit of the Association's tenants and the community at large
- Promote and publicise the work of the Association
- Undertake public relations on behalf of the Association through attendance at various relevant meetings etc
- Attend training and other external events to update and develop knowledge and skills
- Ensure that they do not undermine the work or good name, of the Association, or the Social Housing Movement
- Ensure that the Board is independent of all other bodies.