



AGAMEMNON
Housing Association

Quality Living for Veterans



Annual Report 2019

Foreword by the Chair

After nine years as a Trustee and four years as Chairman of the Board it gives me great pleasure to introduce the Annual Report of the Agamemnon Housing Association for the final time. I will be stepping down at the next AGM and I believe I will be handing over the Association in good shape.

Last year the Board of Trustees made a strategic decision to increase spend on maintenance and capital improvements in our existing stock, the six courts. Instead of budgeting for circa £250k p.a. as has been our typical spend for the past few years, the Board decided to increase this to circa £400k and bring forward a number of planned projects.

This additional spend has resulted in early replacement of lifts, windows, bathrooms and kitchens, the details of which are covered in the CEO's Report.

Despite this additional expenditure, the Association was still able to report a surplus of £ **29,815** on total revenues of £ **1,561,847**. This has been achieved by careful cost control, a focus on void management and tight credit control.

This surplus adds to existing funds and puts the Association in a good position to deliver on our strategic objective of establishing a new court, a '7th court', again in the greater Portsmouth / Southern Hampshire area. We continue to search for appropriate sites, as we believe there is a clear requirement for high quality accommodation for Armed Forces veterans in the Portsmouth area.

Finally, I would like to thank Nigel Langhorn for stepping into the CEO role last year and for starting the much needed culture change. The Association is lucky to have highly motivated, caring and compassionate staff and trustees, and I again thank them for all they have done for the Association and our tenants over the past 12 months.

Rod Edwards

Chairman

Rod Edwards
Chairman



Report by the Chief Executive Officer

The only staff turnover in 2019 was having to say goodbye to Jackie Warren-Holland as the Scheme Manager at Victory Court who left just before Christmas 2019. Jackie had given the Association 5 years of very valuable service and we wish her well in her new ventures. The new Victory Scheme Manager will be Joanne Smith who will arrive early in the New Year. 2019 has also seen the Association say goodbye to one of our Trustees, Kim Mehta who sadly had to step down, but we have recruited two new Trustees this year as well. Collette Dunkley joins us from a very strong corporate marketing and PR background and will bring some much-needed expertise in that area to the Board. Nick Fletcher is a retired Royal Navy Captain who arrives with a background in HR and considerable experience in the Navy and has taken on the role as court Trustee at both Victory and Neptune. We have invested in a new HR system this year to ensure that we keep ahead of the 21st century HR needs of our 19 staff who continue to work hard to deliver a cost-effective and efficient service to our tenants. After a couple of incidents in 2019 we have now invested in Lone Worker alarms for all Scheme Managers, PSEs and the Wellbeing Assistant which can connect them immediately to an emergency call centre should they feel vulnerable or in danger.



It has also been a very busy year with an emphasis on upgrading our existing stock to cater for the growing needs of our tenants. As the Chairman mentioned in his report, the Board have not been shy in allocating money to ensure that much needed renovation and refurbishment work has been carried out. We have spent just under £400,000 in 2019 and a list of the key projects can be seen under the Property Maintenance section. The board has also agreed a further £360,000 for 2020 to continue this upgrade and refurbishment programme.

The aspiration to build a 7th court remains but has met with some challenges this year due to political inertia at both local and national level. We are hoping that now Brexit is settled that we can re-engage with local authorities to move this project forward. In preparation the Board is holding a 7th court strategy day in February after the Board meeting to plan the way ahead.

Our wellbeing service continues to grow and in 2019 we added a new Wellbeing Room in Cornwell Court to our portfolio of Wellbeing facilities which has been well received. We have also made changes to our one-to-one Wellbeing service, most notably removing the nominal charge to encourage greater usage in the future.

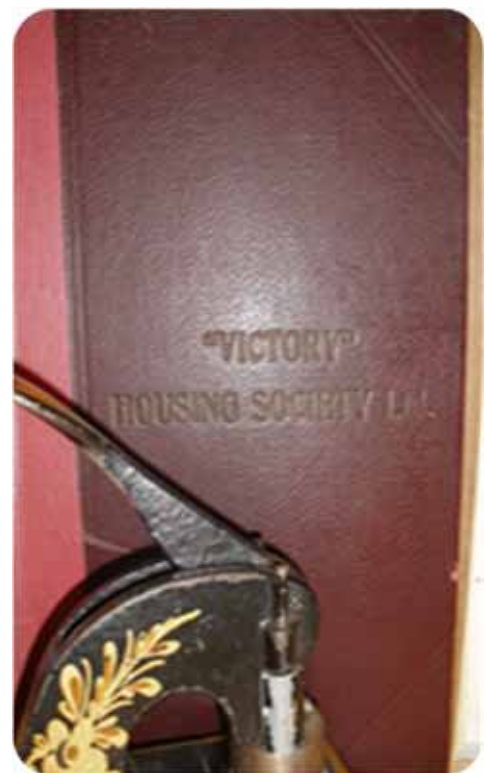
Occupancy levels still remain high with a continuing demand for this type of accommodation. We annually see about a 10% turnover (24) of our flats and we try to minimise downtime between tenants, but we also use this opportunity to upgrade and refurbish if required. Our void rates are typically very low for this sector of the market.

All our key objectives for 2019 were met and due to some judicious negotiation came in under budget. We have an equally challenging set of objectives for 2020 as we continue to invest in upgrading our existing stock.

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, 239 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.

Ex Royal Navy
Joined 6th April 2011



Mark Perry
Vice Chairman

Trustee rep for Sirius 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 Aquisition 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



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.

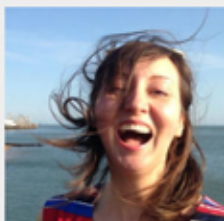
Ex Royal Marines
Joined 05th April 2017



Kelly Jenkins-Hill

Kelly is currently serving in the Royal Navy.

RN
Joined 25th April 2018



Rachel Owen

Trustee Rep for Cornwell Court

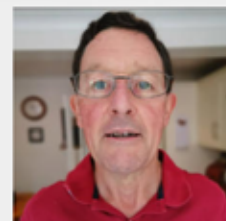
Joined 17th October 2018



Colette Dunkley

Strategy and Organisational Development, Marketing

Joined 17th July 2019



Nick Fletcher

Trustee rep for Neptune & Victory Court

Joined 19th October 2019

Property Maintenance Management

Numerous maintenance projects were completed in consultation with our tenants in 2019, some of which were:

Neptune Court, Gosport (37 units)

- New disabled access to rear garden
- Upgrade to reception area
- Upgrade to scheme manager calling system
- Upgrade to emergency lighting systems
- Communal bath upgrade



Cornwell Court, Southsea (58 units)

- Major lift refurbishment
- New bathrooms
- Wellbeing Room
- New fire doors fitted
- TV system upgrade



Victory Court, Gosport (37 units)

- New outside patio area and garden furniture
- Upgrade to water system pressure
- Major lift refurbishment
- Bathroom upgrades



Somerville Court, Waterlooville (24 units)

- New windows throughout
- Upgrade to hairdressing room
- New heated towel rails in bathrooms



Sirius Court, Southsea (37 units)

- Upgrade to communal kitchen
- Tree pruning in grounds
- New washing machine



Eliza Mackenzie Court, Cosham (47 units)

- Upgrade to the CCTV system
- Fitting of Man Safe system to the roof
- First floor corridor window replacement
- Decorating of the communal lounge



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

Tenants' Satisfaction and Consultation

Extract from Tenants' Satisfaction Survey 2019 (20% of tenants surveyed of which 68% replied)



Rent about right?	39	1
Value for money from rent	38	0
Service Charge about right?	37	2
Standard of repairs?	22	1
Time taken for repairs?	22	1
Are the Newsletters helpful?	39	0

Tenants' Participation Meetings Tenants' participation meetings were chaired by Board members in each Court in January and October of 2019. 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. We anticipate the next round of TPMs to be in May 2020.

Next 100% Survey is 2023

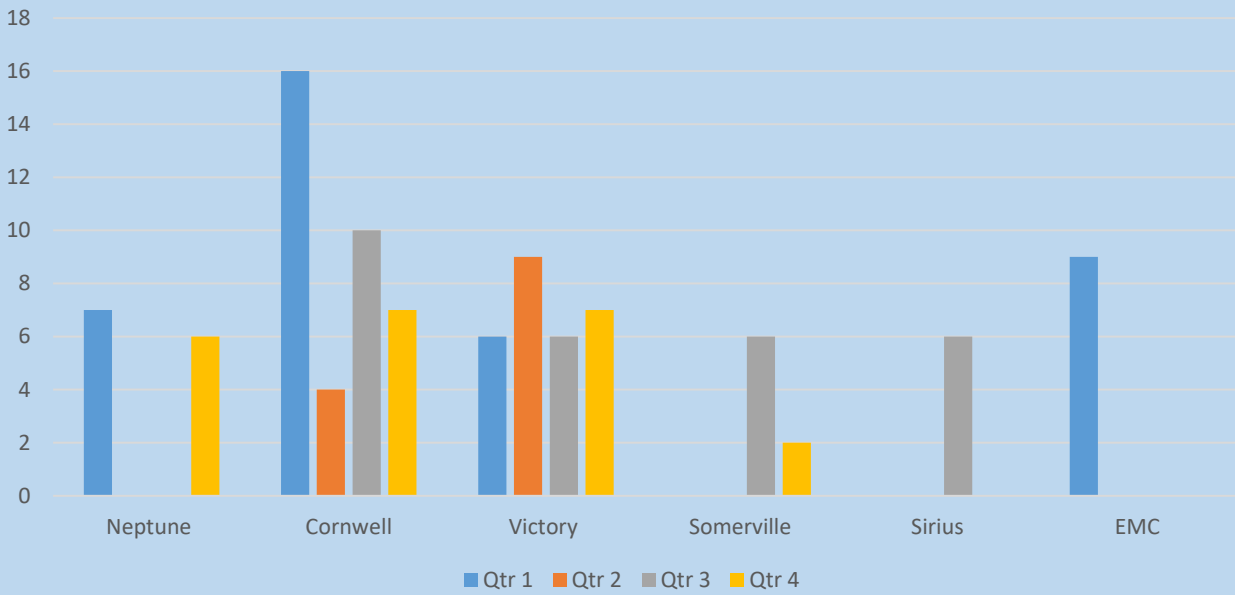
Administration, Tenancy and Finances

Administration The Association has benefited from a major technology re-fresh in 2019 with all Scheme Managers receiving new laptops and a new computer suite and remote server in the Head Office. All our data is now backed up in triplicate in the cloud to ensure the security of your personal data and ensure that we comply with the new data protection laws. We have also invested in new mobile technology for the PSEs and the Wellbeing Assistant. This has made a big improvement in their connectivity and ability to manage their records.

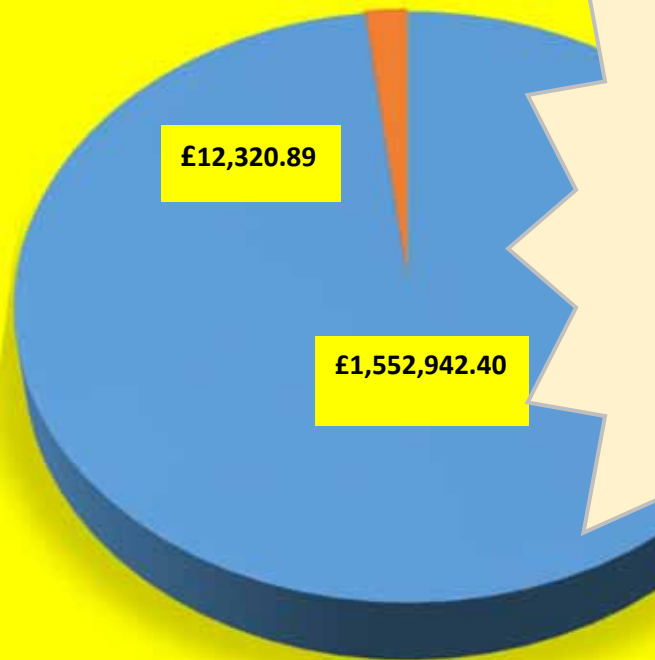
Tenancy A new Tenant's Handbook was produced in 2019 as promised and the starter tenancy for new residents has now been adopted. We have developed a process of carrying out reviews during a new tenants first 12 months and new tenants can expect to have flat assessments at the 6 and 11-month stage of their tenancy. Voids continue to be low for the sector despite some more challenging turn arounds in 2019. We continue to have full occupancy of our flats apart from turn arounds and we also maintain a healthy waiting list.

Rent, Service Charges and Debt Rents were reduced again in 2019 by 1% in accordance with the government mandate which has now reached the end of the programme and we expect the rental sector to revert back to reviewing rents in accordance with the previous September's CPI figure. Our rent and service charges combined are still very competitively priced for the sector and we believe deliver good value for money. We continue to try and reduce service charges by regularly reviewing all our contracts and we have made good progress in 2019 on energy, laundry and warden call systems contracts to keep costs down. We had no significant outstanding rent arrears in 2019.

Total Void weeks 2019



Lost Revenue due to voids 2019



KPI

2014 – 5.6%

2015 – 2.67%

2016 – 1.1%

2017 – 0.76%

2018 – 1.5%

2019 – 0.79%

2018 1st Qtr :1.3% 2nd Qtr: 1.3% 3rd Qtr: 2.4% 4th Qtr: 1.0%
 2019 1.2% 0.4% 0.9% 0.7%

■ Possible Revenue ■ Voids

Finances - Accounts Overview Jones Avens LLP carried out an external audit of the Association's accounts in January 2020, the full audit report and accounts can be seen on our website:

www.agamemnonha.org.

	2019	2018	2017
Total Assets Less Liabilities	£15,284,650	£15,271,186	£14,879,455
Turnover	£1,561,847	£1,522,495	£1,526,436
Lost revenue voids	£12,321	£22,990	£11,593
Operating Costs	£1,536,844	£1,269,922	£1,236,945
Operating Surplus for the year	£29,815	£262,862	£289,491

Performance Review

The table below provides a review of the Key objectives for 2019 that were agreed by the Board of Management at the 2019 Annual General Meeting.

Operational Objectives	Outcome	Performance
Improved disabled access to garden and improved Communal bathing facilities at Neptune Court	Both complete with a new communal shower facility on the second floor and a new disabled ramp from the lounge to the garden.	😊
Major lift refurbishment at Cornwell Court	Completed by Stour Lifts in May	😊
Provide wellbeing room facility at Cornwell Court	Completed by JPD Construction in	😊
Conduct 5 year major re-refresh of Association IT systems	Completed by TCS in April	😊
Bathroom refurbishment programme at Victory Court	Completed by JPD Construction in November	😊
Major lift refurbishment at Victory Court	Completed by Stour Lifts in November	😊
New patio and improved disabled access to garden at Victory Court	Completed by JPD Construction in June	😊
Replacement windows at Somerville Court	Completed by BJH Windows in June	😊
Refurbishment of communal kitchen at Sirius Court	Completed by JPD Construction in September	😊
Continue with legionella prevention work	New legionella risk assessments booked for January 2020	😐

Operational Objectives for 2020

Bathroom refurbishment programme in both Neptune and Somerville Courts
CCTV upgrade at Neptune and Victory Courts
New water heaters in Neptune and Victory Courts
Major Lift refurbishment at Somerville Court
Communal bathroom upgrade at Eliza Mackenzie Court
Digital upgrades to warden call systems
5 year electrical test in Neptune and Sirius Court
New communal lounge furniture in some courts
Entrance porch upgrade at Neptune Court

