



AGAMEMNON  
Housing Association

Quality Living for Veterans



# Annual Report 2020



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

## Foreword by the Chair

It gives me great pleasure to introduce this Annual Report for the first time. It covers the Association's financial year ending December 31<sup>st</sup>, 2020 – a tumultuous year which started with the aftermath of a General Election, continued with the uncertainties of Brexit and, of course, has been dominated by COVID-19.

I became the Chairman in May, having been a Trustee on the Board for four years. I spent more than 30 years as an IBM executive, here and abroad and more recently have been Chair or Vice Chair of a number of regional charities. My thanks and appreciation go to my predecessor, Rod Edwards, whose leadership, council and generosity of spirit will be greatly missed, as will Mark Perry, departing Vice Chair.

We have indeed been fortunate to have experienced hands on the tiller in such swirling currents. CEO Nigel Langhorn and his team of skilled, dedicated and caring staff have worked tirelessly to protect our residents' physical and mental well-being.

"Thank you" seems almost inadequate to express our feelings for what they have achieved. The fact that we emerge from this challenging year in good shape, financially and operationally, is a testament to the team's professionalism, compassion and commitment.

Whilst it was a year of successes and resilience, we also sadly lost six residents from COVID related illness. Unfortunately, the negative impact of such a deadly virus will be felt for a long time to come by many people. Our condolences go to all the families and loved ones affected, as well as our appreciation to our residents for their patience and understanding when we had to restrict their civil liberties.

In addition during the year under review, we continued our programme of increasing spend on capital improvements and on maintenance of our existing stock. This included early replacement of lifts, windows, bathrooms and kitchens, details of which are in the CEO's Report.

I am also pleased to report a surplus of £158,495 on total revenue of £1,552,329 for the year ending December 31<sup>st</sup>. This was made possible by tight cost control, a relentless focus on void management and strong credit control.

This relatively healthy state of finances allows us to accelerate an exciting Strategy for Growth. Whilst it is true that we are living through a time of great change, one thing remains constant – our unresolved housing challenges as a nation. It is shameful that more than 8 million people in England – around 1 in 7 – are living in an unaffordable, insecure or unsuitable home, according to the National Housing Federation.

The Board is consequently committed to strengthening its focus in three key areas:

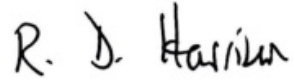
- putting our residents at the heart of everything we do – by providing ongoing improvements in core services we know matter to them
- delivering excellent Governance – by maximising 'value for money' and ensuring future financial sustainability
- increasing the number of people who enjoy quality living and affordable, sheltered housing in the region – by restructuring our organisational capability to deliver more homes for more veterans and their families.

It is a privilege to be associated with a great team – from the Trustees, the CEO and the staff through to every one of our residents. Above all, we never forget they are the reason we exist.

Roger Harrison  
Chairman



Thank you for your interest in Agamemnon Housing Association. I hope you find what follows informative and interesting.

A handwritten signature in black ink that reads "R. D. Harrison". The letters are cursive and slightly slanted to the right.

Roger Harrison (AHA Chair)

## Report by the Chief Executive Officer

It is somewhat of an understatement to say that 2020 was a difficult and challenging year for both tenants and staff. The Covid-19 crisis was upon us very quickly after the start of the year and we had to adapt rapidly to the completely unprecedented situation we found ourselves in. I am immensely proud of the Agamemnon staff who stepped up and met the challenge head on and went above and beyond to ensure the safety of their tenants and fellow workers. We would not have been so successful in keeping the virus out for so long if they had not done so. Despite their best efforts the second wave hit us hard and we had over 30 positive cases amongst both staff and tenants in November and December and sadly, as the Chairman said, we also suffered 6 deaths during the crisis in 2020. This was deeply upsetting for all concerned and my thoughts and prayers go out to all those affected. The crisis brought a constant challenge to keep up with the latest government guidelines, rules and regulations and how to interpret them in our particular environment. Restricting access to communal facilities and imposing restrictions on tenant's movements are not something we would want to do at any time, but the crisis (and the government) demanded that we all had to make sacrifices as individuals to contribute to the greater good.

As well as the physical challenge, this crisis has had a detrimental effect on everybody's mental wellbeing. There has been much stress and anxiety amongst both tenants and staff as everybody has had to take extraordinary steps to combat this deadly situation. The Association has endeavoured to support everybody throughout the crisis and I would encourage all tenants to take advantage of whatever activities are possible. To this end we will be encouraging everybody to take advantage of the benefits that technology and the internet can provide in these anti-social times. While this may be very foreign to some the advantages are considerable if tenants can get to grips with the technology.

One thing the crisis did teach us was that we needed more resilience in the staffing structure to provide cover when more than one member of staff is not available. As a result the board approved the new post of Operations Manager and Jackie Stoddart has already made a positive difference as she takes on this new role. The post will provide extra support for all Agamemnon staff and tenants alike.

Despite the problems of lockdowns and restricted access to flats we have managed to keep on top of routine maintenance and we have progressed with some of our refurbishment projects. Sadly not all these could be completed so some work, such as new bathrooms, has been carried over into 2021. We will complete these as soon as the national situation allows.

Finally after just over two years as the CEO it is time for me to move onto to pastures new and the Board is currently undergoing a recruitment drive for my successor. It is hoped the new CEO will be in post by May of this year I wish them and the Association the very best for the future.



Chief Executive Officer

Nigel Langhorn

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Nigel Langhorn

Chief Executive Officer

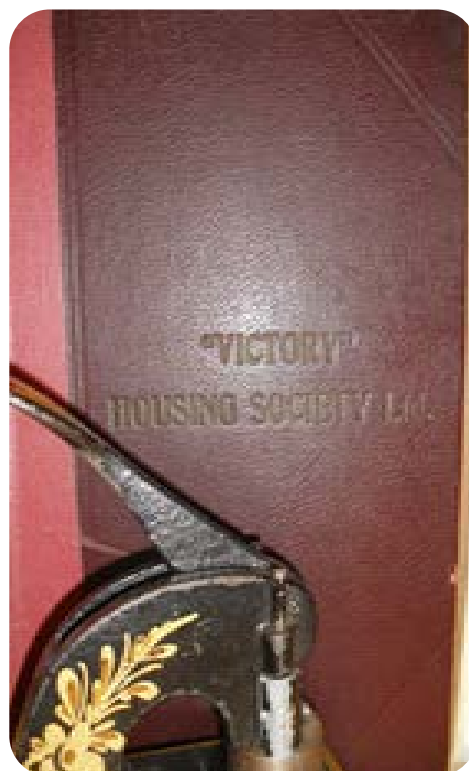
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## Our Roots

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 (47 flats), Cosham was completed in 2014 along with our new Head Office in Agamemnon House. We have also now let out the old wardens flats in some schemes as more of our Schemem Managers decide to live off site. 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.

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## Your Board of Trustees



**Roger Harrison**  
Chairman

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

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



**Nick Fletcher**  
Vice Chairman

*Trustee rep for Neptune & Victory Court*

Joined 19<sup>th</sup> October 2019



**Glenn Musson**  
Chair of Finance Committee

**Finance, Strategy and Organisational Development.**

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



**Stephen Dowdham**

**Property Acquisition and Management, Finance.**

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



**Paul Watkins**

*Trustee Rep for Eliza Mackenzie Court*  
**Strategy and Organisational Development, Risk Management.**

Ex Royal Marine Commandos  
Joined 05<sup>th</sup> April 2017



**Carl Dixon**

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

Ex Royal Marines  
Joined 05<sup>th</sup> April 2017



**Kelly Jenkins-Hill**

**Kelly is currently serving in the Royal Navy.**

RN  
Joined 25<sup>th</sup> April 2018



**Rachel Owen**

*Trustee Rep for Cornwell Court*

Joined 17<sup>th</sup> October 2018



**Colette Dunkley**

**Strategy and Organisational Development, Marketing**

Joined 17<sup>th</sup> July 2019

# Property Maintenance Management

Due to the coronavirus pandemic a lot of our planned projects for 2020 were either cancelled or put on hold until more favourable conditions prevailed. However, we did manage to make progress in the following areas.

## **Neptune Court, Gosport** (37 units)

- Completion of 5 year electrical survey
- Commencement of bathroom refurbishment programme (to be completed in 2021)
- Extra outside facilities to assist with covid safe meeting
- Emergency repairs to roof



## **Cornwell Court, Southsea** (58 units)

- Replacement of conservatory roof
- Replacement of fencing in garden



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

- New water heaters
- New door entry system
- New water pressure pumps



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

- Commencement of bathroom refurbishment programme (to be completed in 2021)
- Lift refurbishment programme



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

- 5 year electrical survey



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

- Refurbishment of one communal bathroom





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 2020** (20% of tenants surveyed of which 70% replied)

		
<b>Rent about right?</b>	<b>40</b>	<b>1</b>
<b>Value for money from rent</b>	<b>42</b>	<b>0</b>
<b>Service Charge about right?</b>	<b>35</b>	<b>5</b>
<b>Standard of repairs?</b>	<b>21</b>	<b>1</b>
<b>Time taken for repairs?</b>	<b>21</b>	<b>2</b>
<b>Covid-19 letters helpful?</b>	<b>41</b>	<b>1</b>

### Tenants' Participation Meetings

We were unable to hold these meetings in 2020 due to the coronavirus pandemic. They will be a high priority to arrange once the conditions ensure it is safe to do so in 2021.

### Tenant's Satisfaction Survey

Generally tenants are very happy with the service the Association provides, however, this last year has highlighted some particular frustrations. Many of these were beyond our control due to government rules and regulations and due to pressures on staff because of the unprecedented situation. Insufficient laundry facilities in some courts continue to be a cause of concern which the Association will review in 2021.

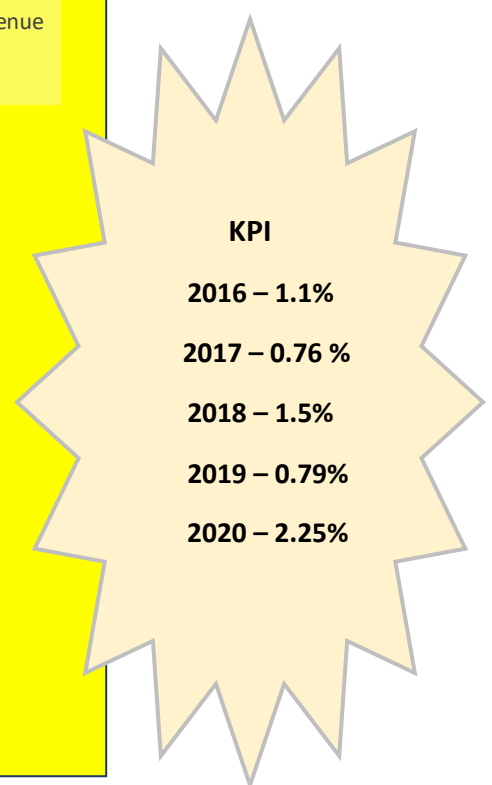
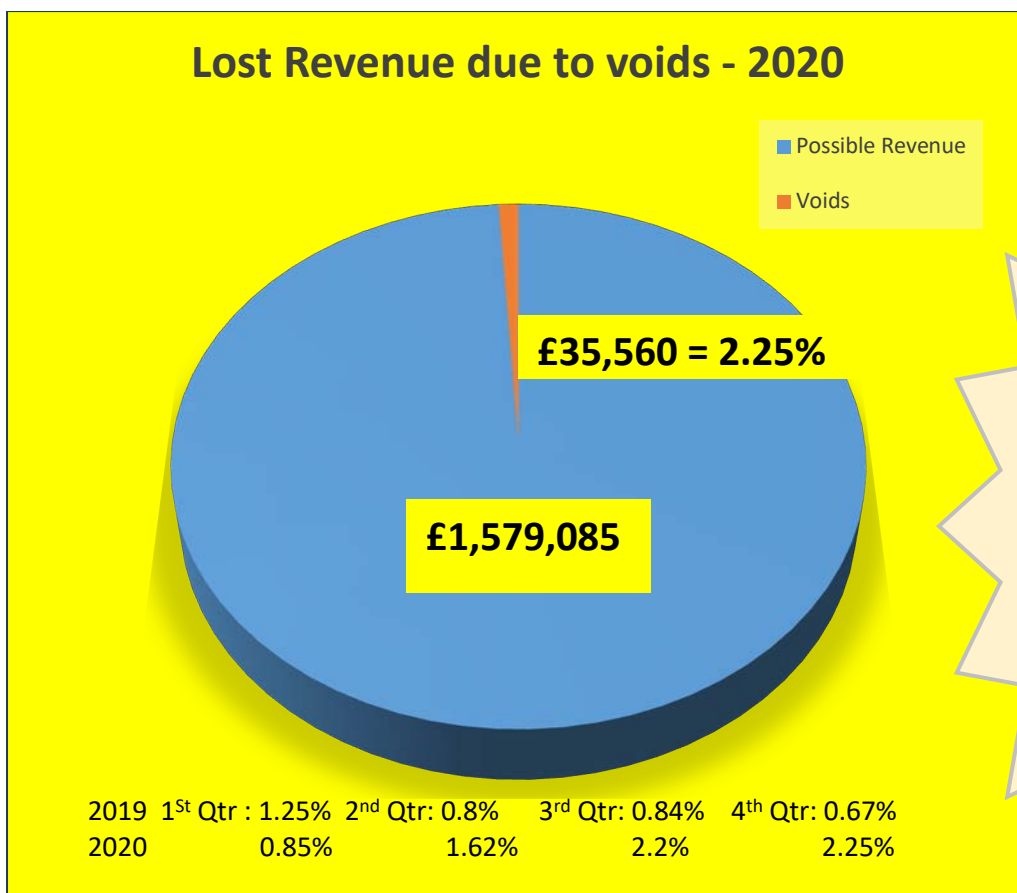
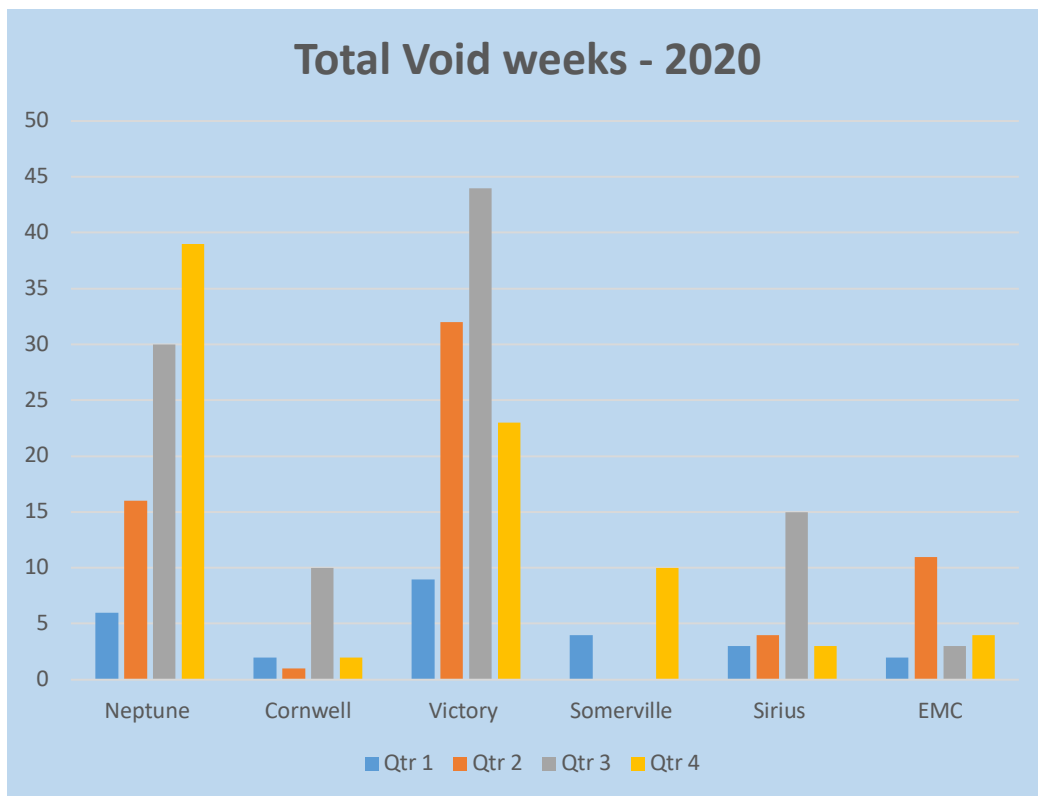
**Next 100% Survey is 2021**

## Administration, Tenancy and Finances

**Administration** Due to the Covid-19 crisis this has been a particularly challenging year for all our staff. In order to enhance covid safety Head Office staff were issued with laptops and mobile phones and now work from home 4 days a week. A rotation system sees one member of **staff** only in the office each day. We are now looking at making all our processes paperless to help enhance our flexibility and remote working efficiency.

**Tenancy** Due to covid restrictions 2020 saw many weeks when filling void flats was not possible. Therefore our void losses this year have been particularly high, however, they still compare very well with the rest of the sheltered housing sector and the Association has remained financially resilient throughout.

**Rent, Service Charges and Debt** 2020 saw the end of the government imposed rent reduction programme and therefore rents for 2020 were increased by ..... in line with the rest of the sector and combined rent and service charges rises were small for all Agamemnon tenants.


















**Finances - Accounts Overview** Jones Avens LLP carried out an external audit of the Association's accounts in January 2021, the full audit report and accounts can be seen on our website: [www.agamemnonha.org](http://www.agamemnonha.org).

	<b>2020</b>	<b>2019</b>	<b>2018</b>	<b>2017</b>
<b>Total Assets Less Liabilities</b>	£15,450,641	£15,284,650	£15,271,186	£14,879,455
<b>Turnover</b>	£1,552,329	£1,561,847	£1,522,495	£1,526,436
<b>Lost revenue voids</b>	£35,560	£12,321	£22,990	£11,593
<b>Operating Costs</b>	£1,396,199	£1,536,844	£1,269,922	£1,236,945
<b>Operating Surplus for the year</b>	£158,495	£29,815	£262,862	£289,491

## Performance Review

The table below provides a review of the Key objectives for 2020 that were agreed by the Board of Management at the 2020 Annual General Meeting.

Operational Objectives	Outcome	Performance
Refurbish bathrooms at Neptune	Partially complete due to Covid restrictions – to be carried over into 2021	
5 year electrical survey at Neptune	Complete	
New CCTV system at Neptune	Complete	
Refurbish the porch at Neptune	Not achieved due to Covid restrictions	
New water heaters at Neptune	Not achieved – carried forward to 2021	
New pressure pumps at Victory	Complete	
New CCTV at Victory	Complete	
New door entry system at Victory	Complete	
New water heaters at Victory	Complete	
Bathroom refurbishments at Somerville	Partially complete – delay due to Covid 19	
Lift refurbishment at Somerville	Complete	
New lounge furniture at Somerville	Not achieved due to Covid-19	
5 year electrical survey at Sirius	Complete	
Refurbish communal bathroom at EMC	Complete	
New defibrillator pads at all courts	Complete	

## Operational Objectives for 2021

Complete bathroom refurbishment programmes in both Neptune and Somerville Courts
Full Fire Safety survey of all courts
New water heaters in Neptune
Upgrade door entry systems for all courts
Communal bathroom refurbishment programme at Victory court
Upgrade outdoor space at all courts to be more user friendly and provide shelter
Bathroom refurbishment programme at Sirius Court
New communal lounge furniture in some courts
Entrance porch upgrade at Neptune Court
Refurbish communal kitchen at Somerville Court
Replace complete boiler system at Cornwell court (both main building and annex)
Provide new VOIP telephone system to all sites to improve connectivity and flexibility