

Value for Money Statement 2020



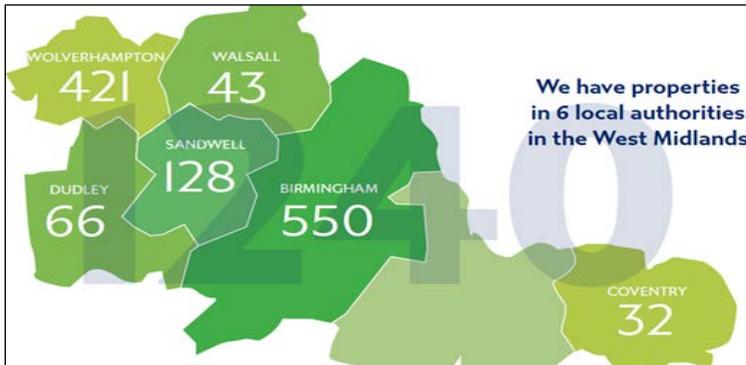
2019-2020 Highlights

Nehemiah Housing is a business for social purpose. First and foremost we are a social landlord and our charitable aim is to provide home to the very many people unable to obtain affordable housing in the private housing sector.

We are committed to responding effectively to upcoming opportunities and challenges on behalf of our customers. Always striving to provide value for money and continuous improvement. This means looking for new strategies to increase efficiency and minimise waste in order to maximise our contribution to bringing about change in the communities we operate in.

We do not distribute profits, so every penny we earn is reinvested in the business to deliver our charitable aims.

Published for transparency this statement provides a storyboard of what the Association's activities and plans to provide an effective, efficient, culturally sensitive service to our customers and communities.

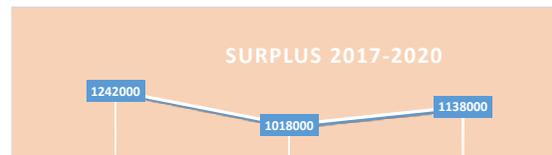


£2.3M

Spent on refurbishments and improvements including the refurbishment of Nehemiah Court that will also deliver 4 additional units on completion in November 2020.

£1.1M

Surplus for reinvestment in homes and communities.



£19.9M

Planned investment in New Housing Stock over the next 5 years.



1,553

Tenants involved in the shaping of our future service.



£1.4M

Spent on refurbishments of sheltered schemes



£3M

Planned improvements in existing housing stock over the next 5 years.



Our Principles & Objectives

Achieving Value for Money is fundamental to the attainment of Nehemiah Housing's mission and vision of creating 'successful, diverse communities', shaping the means by which the organisation conducts its business planning, social housing and other activities.

To achieve this, the Board and Leadership Team are working to embed VFM principles within the business at all levels through active engagement with staff, residents and other key stakeholders.

Our diligent use of every pound to deliver excellent services for our tenants has continued throughout 2019/20 and we have progressed an active programme to improve existing homes as part of our aim to better serve our customers.



Delivering Our Core Values

Passionate - we are passionate about empowering people to build communities

Diversity – we believe diversity is a strength in every aspect of our work and communities around us.

Integrity - we act with integrity in all that we do even when it is not the easy option.

Sustainable – we believe our actions and their impact must always be sustainable.

Although the Association's portfolio is modest in comparison with many larger and more established housing providers, the organisation is committed to growth by developing new housing properties and also seeking other opportunities to enrich the communities it serves by exploring partnerships with Local Authorities, other housing providers, community groups and agencies. Previous partnerships have resulted in the provision of youth apprenticeship programmes and catering services for supported housing schemes and the Community, whilst most recent partnerships have delivered health and IT learning programmes for the elderly. Nehemiah Housing is committed to the continued provision of such programmes which go beyond its main social housing delivery.

Effective and Grow

This year the Association made an operating surplus of **£2.26M** (net surplus of **£1.13M**) on a turnover of **£7M** generating an operating margin of **30%** which demonstrates strong financial health.

98% of our Turnover was from Social Housing lettings.

The **£1.13m** surplus 2019/20 will be re-invested in our stock and communities in the coming years.

To aid transparency the Association has published details of its performance against similar sized providers over a range of measures.

- a) Reinvestment
- b) New Supply (Social Housing)
- c) New Supply (Non Social Housing)
- d) Gearing
- e) Interest cover
- f) Cost per unit
- g) Operating surplus margin
- h) Return on capital employed

Pages 10-18 of our report and financial statements 2019-20 provides a details of our performance over the last financial year together with supporting commentary.

[Financial Statements 2019-20](#)

Deliver Excellent Services

We continually invest in our Housing Stock and work in Partnership with our Authorised Contractors, ensuring all our properties are in a good condition across General Needs, Supported and Housing for Older People Accommodation.

- 100%** Of our homes meet the Decent Homes Standard.
- 92%** Overall Satisfaction with our Repair Service
- 2,270** Compliments received in 2019/20

The Tenants Annual Report provides a comprehensive view of the services and performance that has been delivered over 2019-20 [Tenants Annual Report](#)



Social Values and Investment

What we do affects our residents and the community. So we actively encourage our residents of all ages and backgrounds to get involved. In the summer of 2019 we saw three Nehemiah tenants play a valuable part in having their voice heard at Birmingham's Together with Tenants event, run by the National Housing Federation.

Tenants Una, Mary and Debra took part in workshops to give their input into the NHF's proposals to build stronger relationships between tenants and landlords. Our housing trainee Jodie went along to support them in joining with other tenants from over 20 housing associations in the Midlands to have their say.

"It was interesting to challenge and be challenged," says Debra. "Tenants need to care – and landlords need to work with us. Housing associations cannot do their job properly without our input. By being involved, we can check money is being spent wisely and help achieve customer satisfaction."



We started 2020 with a community talk visit by Cannock Chase MP Amanda Milling, who is the Government's minister without portfolio and chairman of the Conservative Party. Joining her were Nicola Richards, MP for West Bromwich East, and Jay Singh-Sohal, the Conservative candidate for the role of West Midlands Police and Crime Commissioner.

Its purpose was to give an insight into the concerns and aspirations for housing and economic wellbeing by the black, Asian and minority ethnic (BAME) community in the West Midlands. Local church and school representatives also took part.



Nehemiah Housing is in the business of providing quality, affordable homes, and significant sums have been invested in improving the condition of housing properties.

£942k

Spent on component replacements

£1.403m

Spent on the repairs and maintenance service

£1.320m

Spent on refurbishing sheltered schemes in 2019/20.

Focus on Our Tenants

“We are committed to providing great customer service, and being responsive to our customers’ needs.”

As a result of what residents asked for at recent Nehemiah Tenants Panel (NTP) meetings and in other conversations, we have invested in the following improvements.

- Put in large and efficient new washer dryers in communal laundry rooms at several housing schemes
- Cleared large amounts of fly-tipped rubbish at Old Mill Grove and Bordesley Court in Birmingham
- Fitted improved lighting in the car park at Henry Court (supported housing scheme) in Dudley
- Carried out tree work on Field Street in Wolverhampton and communal fencing work elsewhere in the city
- Met with two regular members of NTP to plan new ways to develop the meetings and reach more people
- Installed CCTV and extra lighting at Shanti Niketan (supported housing scheme) in Wolverhampton
- Fitted digital locks to the bin store at Hurstbourne Crescent in Wolverhampton to stop its misuse.
- Promoted the availability of pendants which can be worn by residents at retirement schemes to call for help in an emergency.
- Moved the time of daily wellbeing checks by the scheme manager at Henry Court in Dudley to later in the morning to better suit residents.

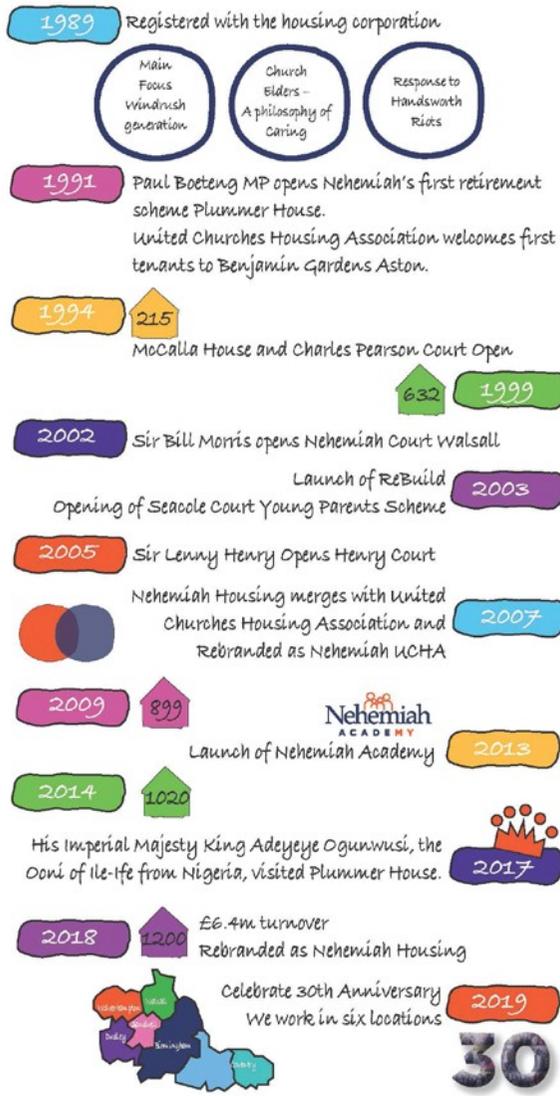


The Association is committed to continued ongoing engagement with social housing customers to better understand the nature of any dissatisfaction and feed this back to housing staff and maintenance contractors in order to improve service delivery to residents and their homes. Meaningful engagement with customers and repairs contractors helps to reduce costs, improve efficiency (by reducing waste) and raise effectiveness (by doing the right things).

Additionally, the Association realises the value of increased communication with residents to foster better relations, minimise misunderstandings, address areas of concern, revise methods of working and service delivery, and also to eliminate unwanted services.

Read about our Customer Engagement in **Under One Roof** our Quarterly Customer Newsletter ([click on the pictures](#))





The Nehemiah Journey



The financial year started on 1 April 2019 and we were planning a year filled with celebration to commemorate our 30th anniversary. It was certainly a year filled with happiness and celebration, each event was a great success: from the tenant parties we had at McCalla House and Plummer House on those hot summer days; through to the exciting Thanksgiving Service where we were honoured to have The Kingdom Choir as part of our celebrations; and then finally the Anniversary fundraising dinner where we raised over **£9,500** for the National Caribbean Monument Charity.

Our partnerships with other Housing Associations grew stronger. New Outlook saw the development of a new supported living service in a property owned by Nehemiah and the continued management of a young families supported housing scheme in Wolverhampton (owned by Bromford Housing Group) brought specialist support services funded by the local authority.

2019 also saw the Executive Team and the Board of Nehemiah develop our new Corporate Strategy 2020-23, including a review of the Association's mission, vision, and values.

Our investment in staff training and new apprentice opportunities continue to increase year on year. The appointment of 3 new board members and a Governance improvement action plan will strengthen our ability to deliver on an already excellent service.

Our performance in the year to 31 March 2020 has been strong, particularly when the economic and political climates are considered, including a change of Government in December 2019.

We head into another financial year uncertain what pressures on the social housing sector (and national life in general) the COVID-19 pandemic will bring. We know social housing and Nehemiah are likely to face some tough challenges ahead. It is important that, as an independent social business, we are sufficiently alert to respond to the difficulties to be faced.

The strong base and firm financial foundation Nehemiah has built over the years is helping us to prepare for that uncertain future. The Nehemiah Journey continues.

Outlook For the Future

Our financial position remains strong, but we recognise that we have work to do to improve tenant satisfaction in our repairs service. We also need to begin to gear up to help meet the on-going need for new homes.

We have launched a new Corporate Plan for 2020 to 2023, “GROWING STRONGER TOGETHER,” which outlines our priorities for our customers and homes over the next 3 years. Some of the key objectives expressed within that Corporate Plan are the following:

- To be effective and grow
- Deliver excellent customer services
- Investing in our homes.
- People development and well-being

Key to the realisation of the stated objectives will be the successful delivery of the VFM strategy. This will involve increasing staff awareness of VFM, finding cost efficiencies, tenant engagement on VFM considerations, and improved reporting to Board of performance against our objectives and targets.

New VFM Initiatives for 2020/21

- An additional £1.7m has been earmarked (over the next 10 years) to achieve the national targets for energy efficiency and EPC C by 2030 and health & safety issues arising from the Hackett enquiry.
- Renegotiation of housing loans to generate interest savings to maximise our investment capacity.

Targets Over the Life of the “Growing Stronger Together” Corporate Strategy

- Digital Transformation Strategy to improve tenant customer experience and organisational effectiveness
- Increase customer engagement and customer satisfaction
- Make tenant satisfaction surveys easier to complete and, therefore, more “real time”