



TENANTS ANNUAL REPORT

2021/2022



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## OFFICERS, PRINCIPAL ADVISORS AND REGISTERED OFFICE



Chair  
**Bishop Wilton Powell**  
OBE



Vice Chair  
**Prof. Martin Levermore**  
DL, FRSA, MBE



Chief Executive  
**Bishop Llewellyn Graham**  
MBA, MA, BA (Hons),  
MioD, MCIH



Company Secretary /  
Head of Governance  
**Ms Janet Dubidat**  
MBA, Chartered MCIPD

### Bankers

National Westminster Bank Plc,  
33 Park Street, Walsall,  
West Midlands WSI IER

Santander UK Plc,  
Bridle Road, Bootle,  
Merseyside L30 4GB

### External auditor

Mazars LLP,  
45 Church Street, Birmingham B3 2RT

### Internal auditor

RSM Risk Assurance Services LLP,  
St Philips Point, Temple Row,  
Birmingham B2 5AF



Supporting BAME communities to thrive

### Registered office

1-3 Beacon Court, Birmingham Road,  
Great Barr, Birmingham B43 6NN

## CHIEF EXECUTIVE'S STATEMENT

**This annual report reflects the achievements of Nehemiah Housing Association in the last financial year and importantly outlines our ambitions and priorities.**

The last 12 months has certainly been unprecedented and has seen us at the start of the year still living under the shadow of a global pandemic and then the utter shock at the War in Ukraine which began in February 2022. Both have brought challenges and continue to do so especially as we see the rising costs of food, fuel and heating.

I continue to be extremely proud of the resilience of our tenants, partners, and staff, who continue to rise to the challenge of delivering services and supporting tenants in unprecedented times.

There are of course the very important humanitarian issues that have arisen due to the war in Ukraine and we support homes for Ukrainian refugees and will continue to work with local authorities to assist where we can.

As we move into 2022/23, we are committed to making Nehemiah Housing Association homes the best place to live, raise a family, and retire. We want our homes and the services we provide whether for young or old to be something everyone can be proud of. We also want our tenants, regardless of background, to have access to great opportunities, living healthy, successful lives and ageing well with independence.

We can look back and be proud of what we have achieved; the challenges of the pandemic will certainly remain with us over the coming months and beyond, but we have a unique opportunity to build on our successes.

I am pleased to be able to reflect in this report how we have continued to develop and grow as housing association in the West Midlands and on the many achievements we have collectively made.

Looking to the future, we continue to work closely with our tenants and engage with them on issues that affect day-to-day life. Whether that's through attending a virtual meeting or working with tenants to recruit new Board Members, develop our new website, the priority of ensuring tenants' wellbeing remains.

*"I continue to be extremely proud of the resilience of our tenants, partners, and staff, who continue to rise to the challenge of delivering services and supporting tenants in unprecedented times."*



**Llewellyn Graham**  
Chief Executive

## DIRECTOR OF OPERATIONS' STATEMENT

**We started 2021 still with the uncertainty of Covid and I want to pay tribute to all the staff who have continued to adapt and work with tenants through some difficult times.**

The safety and wellbeing of our tenants, customers, contractors and staff is very important to us. As you go through the annual report you will find out how we have helped and supported everyone and worked within the government's guidelines.

We know repairs are important to everybody that is why we listened to you and made improvements and I am pleased to note we are improving on our response to repairs with all emergency repairs completed on time.

Of course, there are many challenges aside from the pandemic. We've seen labour shortages and the cost of materials increase, but even with these difficulties I'm so pleased that over 81% of tenants say that they are satisfied with the quality of their home and over 86% of tenants say they are satisfied Nehemiah provides a home that is safe and secure.

The pandemic highlighted the importance of being a caring provider. We are focused on supporting customers with whatever obstacles they face. We will never forget that this is our primary role and we will continue to engage with all customers to offer them the best possible service.



**Kevin Fearon**  
Director of Operations

*"We are focused on supporting customers with whatever obstacles they face. We will never forget that this is our primary role and we will continue to engage with all customers to offer them the best possible service."*

## VISION

Our vision is to be the leading independent BAME housing provider in the UK delivering a range of services which are unsurpassed in the community.

### VALUES

**Passionate** We are passionate about empowering people to build communities alongside homes

**Diversity** We believe diversity is a strength in every aspect of our work and the communities around us

**Integrity** We act with integrity in all that we do even when that is not the easy option

**Sustainable** We believe our actions and their impact must always be sustainable

### STRATEGIC BUSINESS OBJECTIVES

- 1 To be effective and grow
- 2 Deliver excellent customer services with respect
- 3 Strong Governance, Finance & Risk Management
- 4 Investing in our Homes
- 5 People development and Well-Being



## MISSION

*'Our mission is to build successful, sustainable and diverse communities by providing housing and well-being services in a culturally sensitive way to our current and our future customers.'*



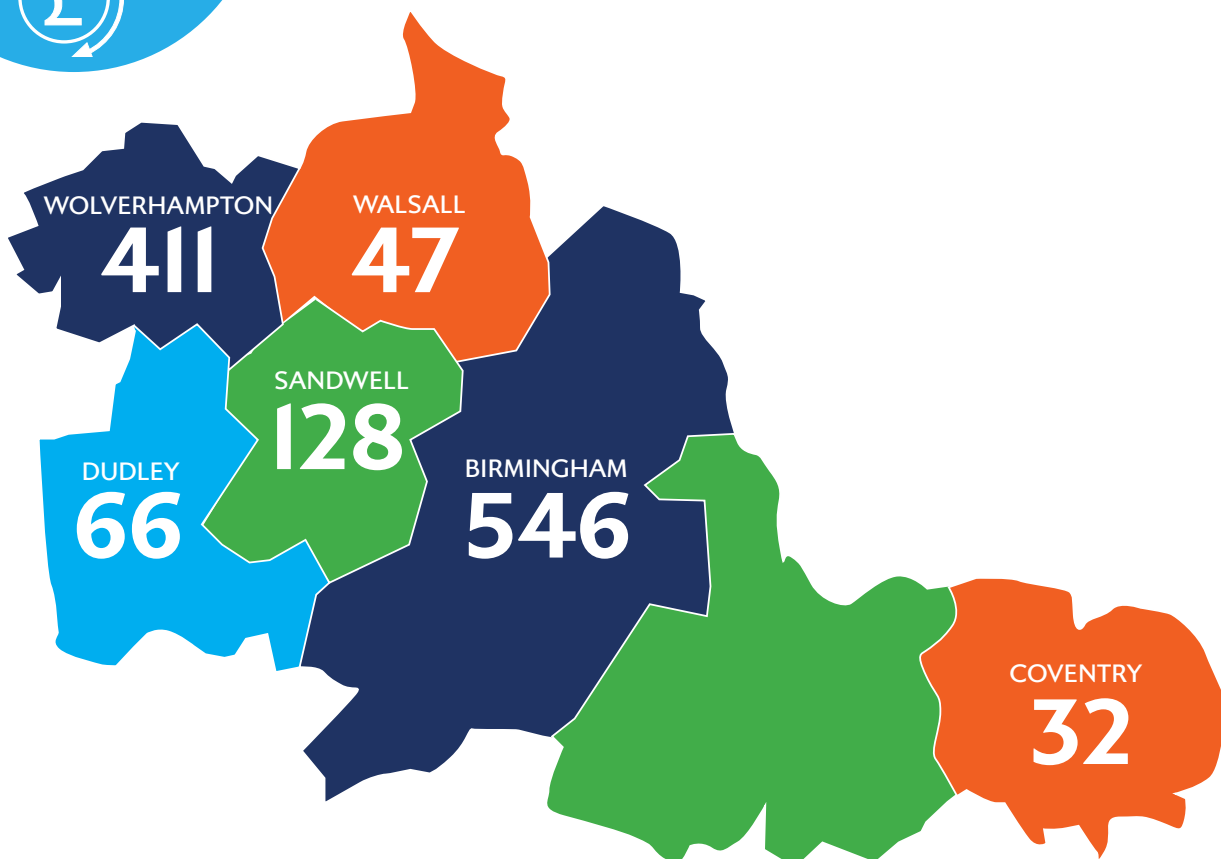


## NEHEMIAH AT A GLANCE

### – EFFECTIVE GROWTH YEAR ON YEAR



Nehemiah has a **portfolio of 1230 properties** serving the multicultural African Caribbean, Asian, Irish, and European communities within the West Midlands. We have **properties in 6 local authorities** in the West Midlands.



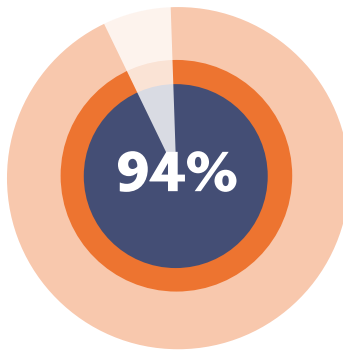
### **KICKSTART** **SCHEME**

In 2021 Nehemiah was successful in bid for funding in collaboration with Clarion Housing for the **Kickstart Scheme** which provides funding to employers to create jobs for 16- to 24-year-olds on Universal Credit. Nehemiah employed 2 trainees for this scheme one of whom were successful in their application for our housing assistant role and is now a permanent member of staff and making a positive contribution as part of the front facing team with customer interaction.

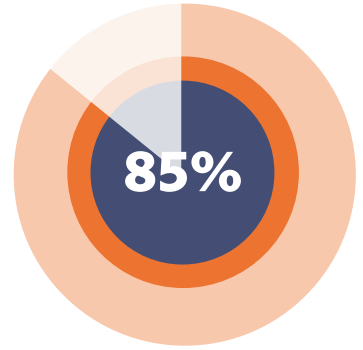
## INVESTING IN YOUR HOME



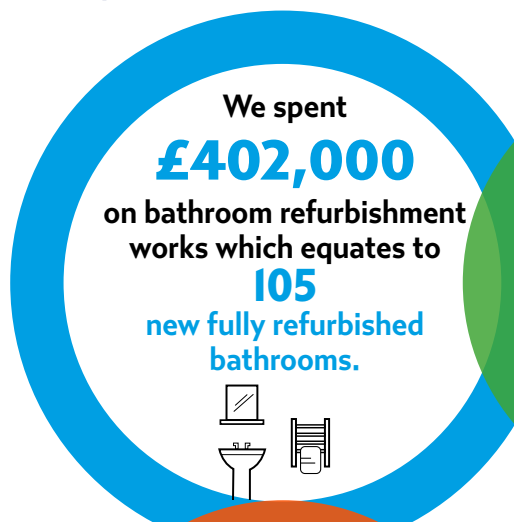
Emergency repairs completed on time



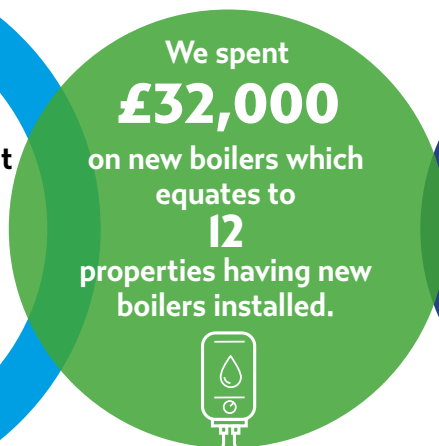
Urgent repairs completed on time



Routine repairs completed on time



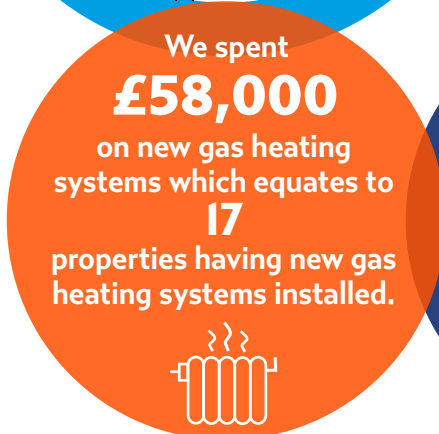
We spent **£402,000** on bathroom refurbishment works which equates to **105** new fully refurbished bathrooms.



We spent **£32,000** on new boilers which equates to **12** properties having new boilers installed.



We spent **£68,000** on new storage heaters which equates to **30** properties having new storage heaters



We spent **£58,000** on new gas heating systems which equates to **17** properties having new gas heating systems installed.



We spent **£99,000** on new kitchens which equates to **24** properties having new kitchens installed.



We spent **£169,000** on new windows and doors which equates to **64** properties having new windows and doors.

### CASE STUDY

#### GAS SAFETY CHECKS

During the pandemic we were restricted in our access to the homes of our customers also there were instances, naturally where there was concern regarding giving access to our contractors, however we were able to reassure our customer that their safety was not compromised. Our contractors worked with us and equipped with the required PPE they were able to access all our properties and maintain our 100% annual gas safety checks.

# EQUALITY, DIVERSITY AND INCLUSION

## LETTING OUR DIFFERENCES WORK

## AWARD AND RECOGNITIONS

At Nehemiah Housing Association, we celebrate difference. We believe that diversity and inclusion stimulate creativity, innovation, and success.

Creating a diverse and inclusive environment is a journey of continuous improvement.

Our aim is to understand the needs of our tenants, communities, and staff in order to be better placed to meet them. We believe that:

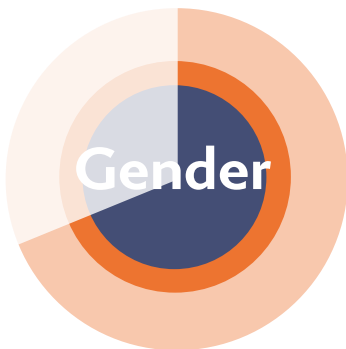
- Good equality and diversity practices improve organisational effectiveness, increase employee motivation and efficiency, and strengthen values within the organisation.
- Diverse teams are more creative, more innovative and make better decisions which lead to more appropriate services.
- Sound equality, diversity and inclusion practices are an indicator of a modern, forward-thinking organisation that makes its work relevant to all those who need it.



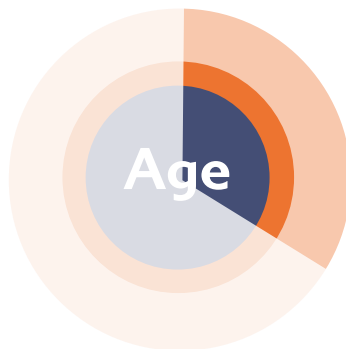
- During the year Nehemiah was an early adopter of Race Equality Code 2020.



- Nehemiah has been awarded the prestigious Investors In People Gold standard. This places us in the top 17% of organisations with Investors In People accredited status in the UK. This award is for all our employees and a reflection of their hard work and dedication.



66% of our tenants are female and 34% are male.



37% of our tenants are over 60. 63% other age range.



62% tenants from BAME Communities (38% from white European and other)



## DELIVERING EXCELLENT CUSTOMER SERVICES WITH RESPECT

Here at Nehemiah Housing Association, we are committed to consult, involve, and advise our tenants on a wide range of issues. We understand that engaging tenants will improve the effectiveness of our housing services and can also help you to develop new skills.

Tenant Involvement is about giving you the opportunity to have a say in the way we deliver housing services. It is a way that you can influence the outcomes that affect you, your homes, and communities. We provide a wide range of involvement opportunities to enable everyone from all backgrounds, ages, and groups to contribute.

Here are just a few of them and some of the tenant involvement activities we have undertaken over the last 12 months:

- Tenant Policy Review Group
- Tenant Involvement Group – online and in person
- Tenants Voice/Newsletter Panel
- Seniors Together
- Complaints Review Panel
- Surveys/Focus Groups/Consultation
- Estate Inspections/Walkabouts
- Community Events/Open Days Involvement

### CALLS TO VULNERABLE TENANTS

Identifying if there are any areas of concern. Our most vulnerable tenants take the opportunity to talk about their day, any health concerns and to report repairs. This is a valuable service provided by our Customer Engagement Officer. 832 calls were made during 2021/22. We have received positive compliments from some of our most vulnerable general needs tenants, along with their family members, expressing thanks for the thoughtfulness and care displayed during the weekly calls. Sometimes the only call they would receive on that particular day.

### TENANT PANEL MEETINGS

We have held four tenant panel meetings over the last year including:

#### Rent Meeting - January 2022

We discussed the forthcoming rent increase and informed them about all the help and advice that is available to them. This meeting also gave tenants the opportunity to raise any concerns.

#### Repair Meeting – April 2022

We discussed the performance of repairs and an invitation was also extended to our contractor AXIS.



## CASE STUDY

### REFLECTING CULTURAL SENSITIVITY

#### Shanti Niketan

Providing culturally sensitive activities for Shanti Niketan, Mother Day Celebrations, with Asian folk music and health talks in Punjabi. We also provided our tenants newsletter Under One Roof in Punjabi to the residents that have Punjabi as there first language.



#### Father Joe Taaffe

Celebrating St Patrick's Day, with traditional Irish food and Irish folk music.



## CASE STUDY

### KEEPING IN TOUCH – WELL-BEING CHECKS

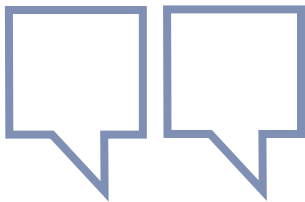
During the pandemic it became apparent to the organisation that there were several of our general needs customers who were not living in our older persons accommodation with added support of daily contact. So, we contacted our over 70 customers living in general needs and who were deemed to be vulnerable on weekly basis.

These calls were two-fold of firstly checking on individuals' well-being but secondly of signposting individuals to additional support from local community organisations, food banks, local churches, and other services to ensure their safety and well-being



## CUSTOMER SATISFACTION AT A GLANCE

### What you have said:

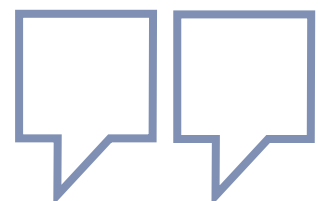


***"The rent is really affordable and when the engineer has to fix anything they do come and fix. The Manager was also really helpful when I had financial problems due to covid."***

*"I Would like to thank you and the team that have come and transformed our bathroom. It looks like a showroom in the magazine 😊. The way the team worked, attention to detail has been great."*

***"Just wanted to text to say thank you so much for your help and support with Severn Trent. They have come to a resolution and will refund us. Once again if it was not for your help this would not have been a weight lifted from our shoulders."***

*Working in Collaboration with Age UK – "Hi Marcia ...Just to say a big thank you for sorting out the draught problems in the bedroom and the sensor light at the front door .... Much appreciated!"*



## IMPROVEMENTS MADE AS A RESULT OF LISTENING TO TENANTS

Listening to you helps us to improve our services. So we're keen for you to tell us if there is something you think we could provide or do differently. Sometimes there will be things we can't do. But we will always try to respond to your suggestions and let you know if we can't do as you would like. Here are some examples of what we've done recently as a result of what you've said at tenant meetings or in other conversations.

### Providing a more tailored Service

- Fitted showers as a standard feature in all new bathroom refurbishments so that over time all homes will have showers.
- Identify further training with staff to provide a more tailored service

### Making paying your rent more accessible

- Added a list of ways to pay your rent onto all letters we send you about your rent, making it easier for you to choose the most convenient way
- Introduced the option to pay your rent by text\* through All pay \*To pay your rent by text, you need your mobile phone, All pay payment card and a debit card. Go to [www.allpayments.net/](http://www.allpayments.net/) text pay to register for the service. You can then pay by texting a simple code and the amount to a special number each time you want to make a payment.

### Improving the environment

- Pruned trees at the rear of homes on Prole Street, Wolverhampton to let in more natural light
- **Skip Day** – Axis supporting Nehemiah by helping tenants to dispose of clutter and bulky items and deal with any unsightly fly-tipping. 'Skip day' events handily located for local tenants to use. The first events took place at Hurstbourne Crescent in Wolverhampton and Bordesley Court in Birmingham. Laburnum Street in Wolverhampton and from Sycamore Court in Dudley

### Improving Communication

- **Website re modernisation** - We are currently going through the re modernisation of our website, we conducted an initial consultation looking at the frequency of use, the reason for their visit to the current website, their likes, and dislikes, also giving suggestions of what they would like to see in the new version. This was taken forward to help shape the draft. From this initial consultation we have put together a panel to look at further development at the next stage. From this initial consultation we have put together a panel to look at further development at the next stage.

### Tenants suggestions made

- For it to be more interactive
- Information around fuel efficiency
- Water savings
- Practical ideas
- Saving with fuel
- To be able to see the staff photos online
- Enabled staff to have more opportunities to listen and spend time with young parents at our supported family scheme.

Enabled staff to have more opportunities to listen and spend time with young parents at our supported family scheme.



## TOGETHER WITH TENANTS

We are fully signed up to the National Housing Federation's (NHF) Together with Tenants Charter, which aims to strengthen the relationship between housing associations and their tenants.

We have signed up to this charter because we are committed to putting our tenants at the heart of everything we do. We know there are areas that we need to improve on, and we want to make sure that we give you the opportunity to voice your views so we can listen and act upon the things that matter to you. As part of this approach we will regularly ask all of our tenants how they believe we are doing against the six key themes. These areas are linked to the 'Together with Tenants charter', which lists the six promises we committed to when we signed up to Together with Tenants. These promises include:

**Relationships** – Housing associations will treat all residents with respect in all of their interactions. Relationships between residents and housing associations will be based on openness, honesty and transparency.

**Communication** – Residents will receive clear, accessible and timely information from their housing association on the issues that matter to them, including important information about their homes and local community, how the organisation is working to address problems, how the organisation is run and information about performance on key issues.

**Voice and influence** – Views from residents will be sought and valued and this information will be used to inform decisions. Every individual resident will feel listened to by their housing association on the issues that matter to them and can speak without fear.

**Accountability** – Collectively, residents will work in partnership with their housing association to independently scrutinise and hold their housing association to account for the decisions that affect the quality of their homes and services.

**Quality** – Residents can expect their homes to be good quality, well maintained, safe and well managed.

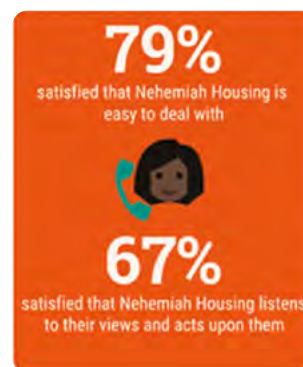
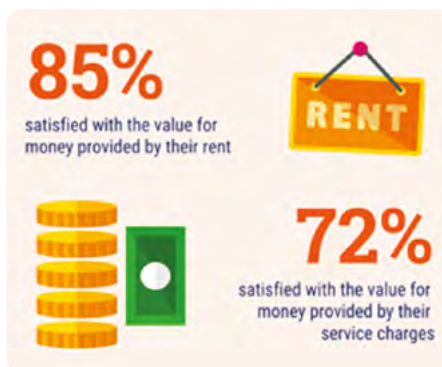
**When things go wrong** – Residents will have simple and accessible routes for raising issues, making complaints and seeking redress. Residents will receive timely advice and support when things go wrong.

# NATIONAL HOUSING FEDERATION





Our results from the 2021 survey, were largely positive ranging between 67% and 86% satisfied for each measure but there is room for improvement. Where tenants expressed dissatisfaction, we have contacted them to discuss why and to see if we can progress their issues or address their concerns. We are also focusing on the areas where feedback was less positive and working on action plans to address commonly occurring themes or causes of dissatisfaction.



We also confirm our compliance with the Housing Ombudsman self-assessment and have an appropriate complaints procedure in place.

## COMPLAINTS

**31 complaints**  
were raised up to quarter 4 (April 2021-March 2022).

**55 reported in 2020-21**



**31 reported in 2021-22**

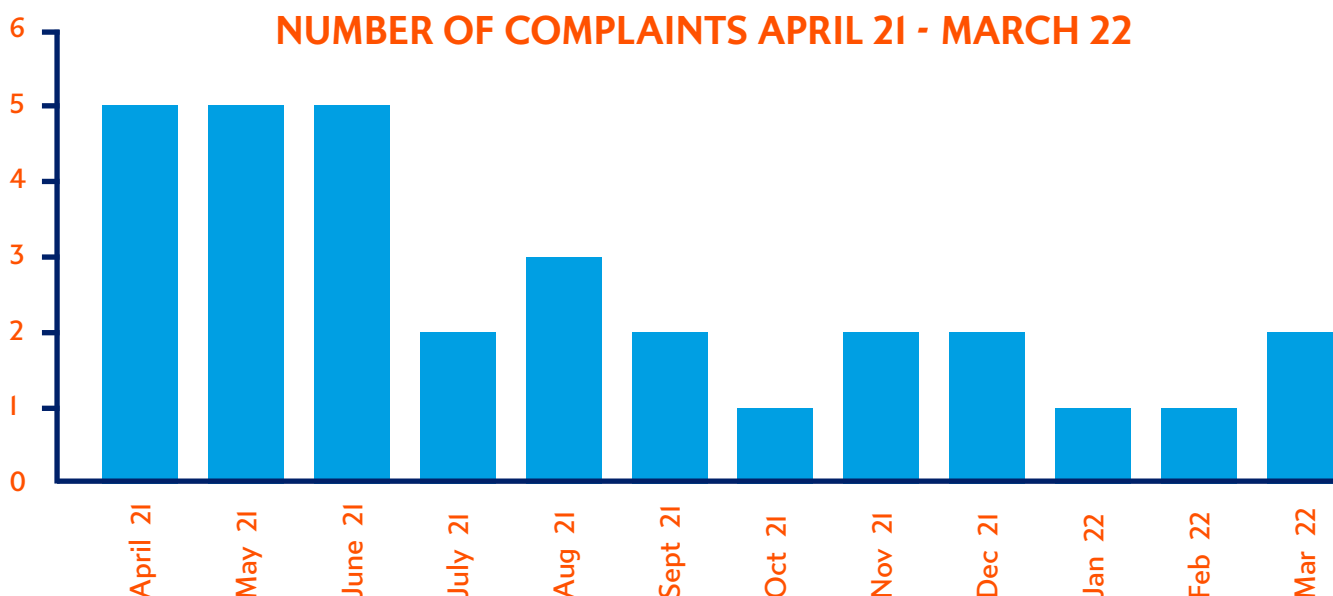
**7 working days**  
Average number of days to complete a complaint

STAGE 1  
**83%**  
of complaint investigated within 10 working days

STAGE 2  
**10%**  
of complaint investigated within 20 working days

The remaining  
**7%**  
were over 20 days before completion

## NUMBER OF COMPLAINTS



## SAFEGUARDING AND DOMESTIC ABUSE

We have a strong and firm commitment to help safeguard our tenants and service users against abuse. We ensure this commitment is understood and embedded into our operational practices to help protect children, young people, adults and volunteers from abuse/harm. We will fulfil our responsibilities as a key partner, given the crucial importance of multi-agency working, by working with our communities, stakeholders and customers to prevent those at risk from being harmed

The Housing Service Manager acts as the Safeguard and Domestic Abuse Lead for the organisation and works with frontline staff to help identify and support our tenants and service users experiencing safeguarding and domestic abuse.

During 2021-2022 36 cases of Safeguarding were raised by tenants, staff and other stakeholders. Of the 36 raised 32 were resolved during the reporting period.

**Summary of all categories of safeguarding raised April 2021 to March 2022:**

TYPE OF SAFEGUARDING ISSUE	NUMBER
Emotional	8
Intellectual	0
Material and Financial	6
Neglect	13
Physical	4
Psychological	5
<b>Total</b>	<b>36</b>

Safeguarding cases  
**36**  
cases raised in 2021-2022  
(32 resolved)

## MAKE A STAND PLEDGE

Nehemiah is proud to promote our support in joining make a stand. We have joined many of housing association who have made a pledge to provide support for people experiencing domestic abuse.

## HOW TENANTS HAVE HELPED IMPROVE OUR SERVICE

- Customers were consulted on the Customer Engagement Strategy to establish the preferred method of communication and involvement.
- Participation in our MEL Research survey which is conducted every 4 months.



- Extra CCTV
- Periodically changing door access codes at scheme.
- Increase housing officer walkabouts in the least satisfied areas
- Young Families - Seacole Court Consultation  
We consulted with our young people scheme regarding the contract coming to an end, informing them of the process and helping them towards alternative accommodation, whilst still same housing and support.



### Miriam Campbell New Tenant Operations Committee Member

It is important to have the voice of the customer when making key decision, with that in mind, we would like to welcome Miriam Campbell as a member of our Operations Committee, where her role will be to share her experience and knowledge to help shape our policies and review service delivery in the best interests of our tenants and the wider community.

She will help us to keep a strong focus on our tenants' needs and safety. At all times working with us, helping us to ensure we are well run, managed and with tenants' best interests at heart. Miriam will hold a key role in holding us to account ensuring our service standards and targets are met and that tenants' priorities inform the decisions we take.

### How has Miriam helped so far...

We listened closely to your needs to help us make our choice in appointing a new contractor. This included having tenants involved in the selection process, like Miriam from Handsworth.

*"It was interesting to examine and score the tenders and to see the care that goes into making the right choice. As a Nehemiah resident for 24 years, I know how important the repairs service is to us. I'll be watching closely to see that the service and quality of workmanship is what we expect for our homes."* says Miriam.

## WORKING IN PARTNERSHIP



Tenants have benefited from our recent link-up with Wolverhampton-based community charity Everyone Prosper.

Marcia Cunnison, our customer engagement officer, heard about the charity's caring work to reach out and support people in need of basic items and community kindness. She got in touch with Narinder Kaur, the founder of Everyone Prosper, to make some plans. At Christmas, the charity generously donated gift bags to young families at our Seacole Court supported family scheme.

Most recently, the charity's volunteers visited residents at Shanti Niketan retirement scheme and gifted culturally-sensitive food and clothing. They gave a wellbeing talk in Punjabi relating to diabetes and everyone enjoyed the chance to meet and socialise. Further visits are planned.



## RESTART ENTERPRISE

In December 2021 Nehemiah Housing Association's staff made a contribution of toiletries, and groceries to the organisation to help in their support for ex-offenders to help them on their release from prison.

Restart Enterprise exists to provide support to clients whilst in custody and during their transition back into the community. It is a holistic service, strategically planned in order to reduce re-offending and promote resettlement.



## BIRMINGHAM & SANDWELL

*"Last year we worked closely with Nehemiah to provide vulnerable tenants a Home Energy Check as part of our Warm Home Programme, providing energy efficiency equipment and advise. Nehemiah recognize the needs of individuals, and the importance of the services we offer, and they helped to promote our service widely. With energy prices on the rise, we look forward to working closely with you again soon."*

## HOW DID WE DO -

### NEHEMIAH KEY PERFORMANCE INDICATORS (KPI'S) FOR 2021/2022

**100%**

of homes  
satisfying decent  
homes standards

**7.3%**

Tenancy turnover  
(as reported in KPI's  
March 2021)

Customer  
Involvement  
**1266**

there was an increase  
in the number of  
customer involvement  
in 2020-2021 it was  
586 and went up to  
1266 in 2021-2022

Number of  
compliments

**1877**

there was an increase  
in the number of  
compliments received  
from the previous year  
1392 (2020-2021) and  
1877 2021-2022

**83%**

Overall satisfaction  
with repair service

**832**

calls were made to  
vulnerable tenants  
during 2021/22



## ESTATE MANAGEMENT

Anti-Social Behaviour (ASB)

**31**

cases reported dropped from 44 in 2020/21 to 31(31 cases reported 2021/2022

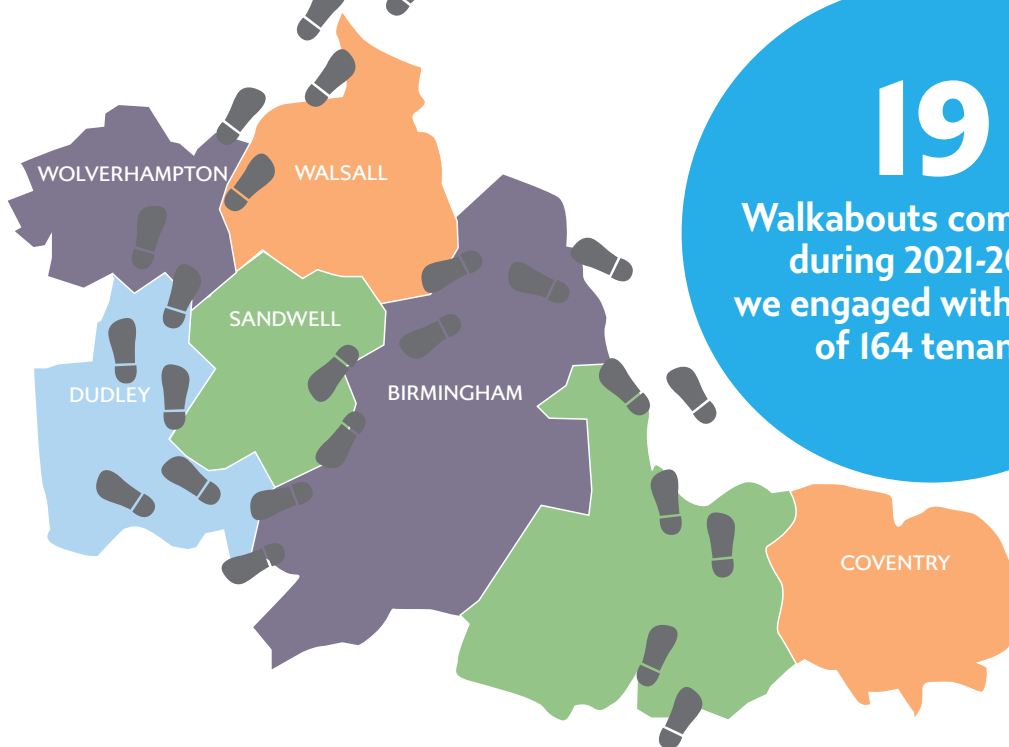
**119**

block inspections were carried out by the scheme managers during April 2021-March 2022.



**19**

Walkabouts completed during 2021-2022, we engaged with a total of 164 tenants



**Total number of tenants seen during walkabout 164**

**97**

Number of tenants seen in Birmingham

**18**

Number of tenants seen in Coventry

**8**

Number of tenants seen in Sandwell

**27**

Number of tenants seen in Wolverhampton

**14**

Number of tenants seen in Dudley

## 2021/22 HIGHLIGHTS OF THE YEAR

Our financial year started in **April 2021** and we started with a new repairs contractor Axis, chosen with the help of tenants.



**May** saw the appointment of Nehemiah's very own Vice Chair Professor Martin Levermore MBE DL as the new Independent Person to advise on the Windrush Compensation Scheme.

Commenting on his appointment Martin Levermore said:

*"I am very pleased and also honoured to be appointed. Whilst my role is to oversee the scheme, ensuring its governance and financial remit remains consistent with the aims and objectives of the scheme, I consider part of my function is to build confidence and trust within the community and to encourage as many from the Windrush community that have been wronged to obtain restitution."*



As **spring 2021** was coming to a close and cinemas were opening up to the public again online retailer Made.com and Instagram Influencer, Allison Sadler (@allison\_sadler\_) joined forces to help the residents of Charles Pearson Court to create an interior makeover with a cinema experience.

The project was part of one of MADE.COM's latest community support initiatives, transforming spaces to encourage people to come together after a year of disconnect and was designed by Birmingham based influencer Allison Sadler whose grandmother Mrs Theresa Powell lived at Charles Pearson Court for many years before passing away in June 2020.

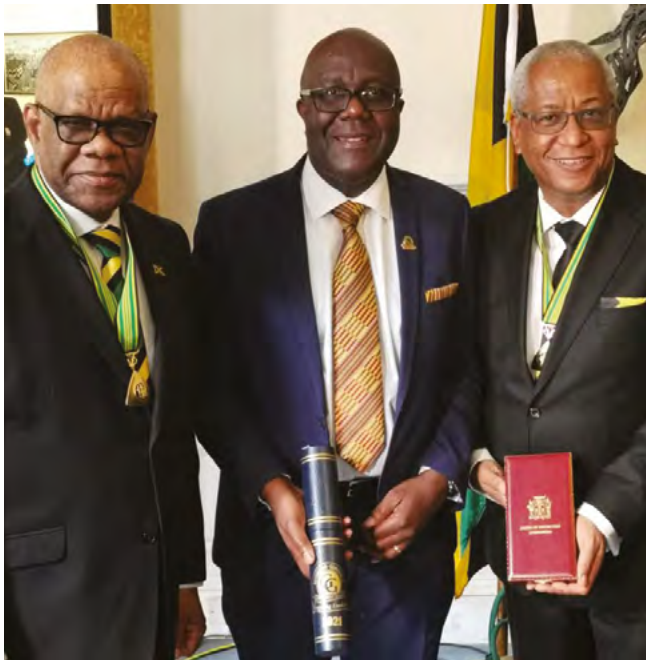


Working virtually with the Nehemiah team throughout the whole project from photos, samples, measurements and Zoom calls, Allison and the Made.com designers created a scheme to suit the residents of Charles Pearson Court from both comfort and practical needs.

Charles Pearson Court Scheme Manager Lorraine Martin commented:

*"It was fantastic to have this opportunity, it will I am sure become the hub of activity now. In a time where everyone is facing their own individual challenges, we really appreciated the designers and brands donating products to Nehemiah and the residents of Charles Pearson Court."*

**June 2021** saw Nehemiah's CEO Llewellyn Graham was awarded the Governor-General of Jamaica's Diaspora Achievement Award for Excellence 2021. The award was in recognition of 35 years of service in the UK to underserved communities.



On **1st October 2021**, the first day of Black History Month we celebrated the £1 million refurbishment and extension of our Nehemiah Court retirement living scheme in Caldmore, Walsall, with tenants and invited guests.

The newly extended and refurbished retirement scheme was officially opened by Valerie Vaz MP who unveiled a plaque to mark the scheme's upgrade and planted a tree as part of the Queen's Green Canopy initiative and the 'Plant A Tree For The Jubilee' scheme.



**As summer started**, we were pleased to announce that Nehemiah Housing Association gained the highest possible regulatory rating for Governance from the Regulator of Social Housing (RSH)

Following a recent in-depth assessment of the association, the RSH awarded Nehemiah with G1 for its governance and V2 for financial viability.



Our new Customer Engagement Officer Marcia Cunnison started at the end of **November 2021**, and I am sure you have all got to know her over the past few months.



**Christmas came early** for Nehemiah in 2021 as we secured the Gold Investor in People Award. To gain gold accreditation it means that you've got the policies in place but more than that, it means everyone - from CEO to apprentice takes ownership for making them come to life.

Only 17% of our accredited organisations achieve Gold. By investing in employee engagement, development and training, we are helping our people to deliver the very best for our tenants.



In **March 2022** the newly extended communal lounge at Father Joe Taaffe House, our retirement scheme in Digbeth became a hive of activity as residents celebrated St Patrick's Day, the first big social event for residents to enjoy together.



We **ended our 2021/22 financial year** by urging tenants to join the Government's new Social Housing Quality Resident Panel so government could hear your views.

## VALUE FOR MONEY

The Association is committed to the principle and delivery of Value for Money (VFM) and, to this end, is determined to provide high quality homes and associated services, and to maximise the other social benefits it contributes to the various communities it serves in the most cost-efficient manner.

Our corporate strategy **"Growing Stronger Together"** sets out our objectives to March 2024 a revised Value for Money Strategy 2021-2025 highlights how we will deliver VFM to our customers and stakeholders. Achieving VFM is fundamental to the attainment of Nehemiah's goal of creating 'successful, diverse communities', shaping how the organisation conducts its business of social housing and other activities. The Board and Executive team are working to embed VFM principles within the business at all levels through active engagement with staff, tenants, and other key stakeholders.

Over the year we have managed **31 contracts** and in so doing we have managed the services that responded to **4,100 calls for repair** and delivered a range of services such as **gardening, property maintenance, window and communal cleaning**. We have ensured that tenants have access to services from professional, accredited, and approved suppliers. All suppliers are vetted for:

- Professional accreditation
- DBS checks
- Insurance

All contracts are submitted to a rigorous procurement process to ensure they are high quality and cost effective. Performance is monitored and challenged where appropriate



# GROWING STRONGER TOGETHER

## COST PERFORMANCE

We are in the business of providing quality, affordable homes, and significant sums have again been invested to improve the condition of our housing properties over the course of the year and plans for additional homes to help with the housing crisis.

Expenditure  
on component  
replacement

**£835,000**

Spent on repairs  
and maintenance  
service

**£1,756,000**

Plans in pipeline  
for the delivery of

**21**

new homes now due  
August 2022

**£3.5m**

in cash with a further

**£4.1m**

in agreed facilities to fund  
**new development**

## 2021/22 STATEMENT OF COMPREHENSIVE INCOME

### YEAR ENDED 31st MARCH 2022

	Note	2022 £000	2021 £000
<b>Turnover</b>	<b>3a</b>	7,197	7,129
Disposal of fixed assets	8	189	44
Operating costs	3a	<u>(5,385)</u>	<u>(4,803)</u>
<b>Operating surplus</b>	<b>3a</b>	<b>2,001</b>	<b>2,370</b>
Finance income		2	3
Interest and financing costs	4	<u>(1,083)</u>	<u>(1,043)</u>
<b>Surplus for the period</b>	<b>5</b>	<b>920</b>	<b>1,330</b>
Other comprehensive income		-	-
Initial recognition of multi employer defined benefit scheme		-	-
Actuarial gain/loss on pension scheme		<u>359</u>	<u>(830)</u>
<b>Comprehensive income for the year</b>		<u><u>1,279</u></u>	<u><u>500</u></u>

## ENVIRONMENTAL, SOCIAL & GOVERNANCE PERFORMANCE REVIEW 2021/2022 (ESG)

We welcome the greater emphasis that is now being given to ESG reports and metrics across the housing association sector and believe that the principles behind this approach blend very well with the core values we have always held dear at Nehemiah.

### What is ESG?

The Sustainability Reporting Standard for Social Housing is a framework for housing providers to measure and communicate Environmental, Social and Governance (ESG) performance in a recognisable and consistent way. The aim of this report is to show our commitment in these key areas and to recognise both the extent of our impact, and the opportunities to improve.

In 2021/22 Nehemiah has undertaken its first ESG Performance Review, utilising an assessment framework composite of the Sustainability Reporting Standards for Social Housing devised by RSM UK.

We recognise that we are still in the early stages of reporting in this way and that we are all involved in a process of continual improvement, enhancement, and

refinement rather than a journey to a fixed end point. There is still plenty in here for us to work on - including our procurement processes, and the management of waste to reduce pollutants. In the coming years we will also be focusing on this and doing all we can to support those customers hit hardest by fuel poverty through extending our retrofit programme, coupled with helpful financial information and advice.

Our tenants are at the heart of our purpose. We believe that reporting and measuring impact in the way we have highlighted in this report will continue to improve the experiences of customers across our region.

We are proud to be one of the housing associations that is leading the way with this crucial work.

Further details and the full report will be available on our website.

## DOING OUR BIT FOR THE ENVIRONMENT

We want to do everything we can to improve our homes and services for our customers, future generations, and our environment.

We're improving our existing homes, and we will build new ones to high environmental standards. We are also committed to reducing the impact of our services, how we travel, and our workspaces.



## OUR BOARD AND MANAGEMENT

### BOARD MEMBERS



**Bishop Wilton Powell**  
Chair



**Martin Levermore**  
Vice Chair & Chair  
Audit & Risk



**Llewellyn Graham**  
CEO



**Amarjit Singh**  
Chair of Operations



**Winston Weir**  
Chair of R&N  
to 30/06/2021



**Dexter du Boulay**



**Martyn Hencher**



**Tina Mustafa**



**Juliana Crowe**



**Tom Murtha**  
Chair of R&N  
to 31/3/2022

## THE NEHEMIAH EXECUTIVE MANAGEMENT TEAM



**Llewellyn Graham**  
Chief Executive



**Patrick Bryan**  
Director of Finance



**Kevin Fearon**  
Director of Operations



**Janet Dubidat**  
Company Secretary /  
Head of Governance

## THE NEHEMIAH OPERATIONAL MANAGEMENT TEAM



**Pamela Farquharson**  
Housing Service Manager  
& Safeguarding Lead



**Michael Idowu**  
Property Services Manager



**Orlen Johnson**  
Financial Controller



**Tony Graham**  
Finance Business Partner



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📘 [www.facebook.com/nehemiahhousing](https://www.facebook.com/nehemiahhousing)  
🐦 [@Nehemiahhousing](https://twitter.com/Nehemiahhousing)



business for diversity

INVESTORS IN PEOPLE  
We invest in people Gold



Registered office is at 1-3 Beacon Court, Birmingham Road, Great Barr, Birmingham, West Midlands, B43 6NN

Nehemiah is registered under the Co-operative and Communities Benefit Societies Act 2014 registration number 25952, governed by the National Housing Federation ("NHF") 2011 Model Rules. It is an exempt charity for tax purposes.

Nehemiah is a Registered Provider of Social Housing, registration number L3833 and regulated by the Regulator of Social Housing ("RSH").

Nehemiah Ventures Ltd is a subsidiary of Nehemiah Ltd is registered with the Registrar of Companies for England and Wales, registration number 10933356.