

# Value for Money Statement 2024



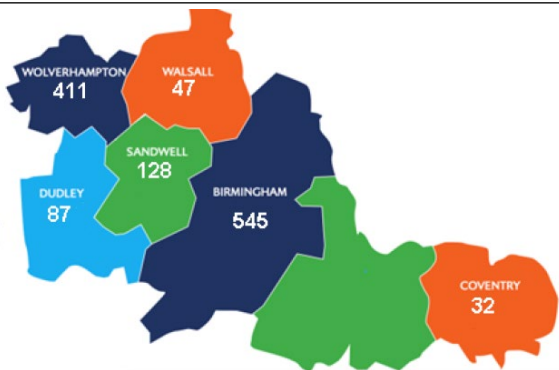
# 2023-2024 Highlights

**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 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 re-invested in the business to deliver our charitable aims.

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



## £1.02M (in 284 Homes)

Invested to improve the condition of our housing properties over the course of the year and plans for additional homes

## £1.2M

Surplus for reinvestment in homes and communities.

## 79%

Repairs satisfaction. Compared o sector average of 70%

## 12 additional homes owned £1.0m



## £1.8M

In the repair and maintenance of tenants homes



## New I.T. System



Began implementation of new integrated system. Completion due July 2024

# Our Principles & Objectives

**Achieving Value for Money** is fundamental to the attainment of Nehemiah Housing's mission and vision. Our approach and culture of achieving value for money (VFM) is to ensure our money is spent well and we optimise the use of our resources. We have two main aims:

- To deliver value for customers; and
- To deliver value for money to stakeholders.

This is underpinned by careful financial management and good governance. It builds on a strong culture of performance management and continuous improvement. It is supported by creative thinking that promotes innovation, including investment in technology that adds value and improves the customer experience. We are committed to delivering efficiencies and making sure we get the most out of our resources.

This allows us to provide as many new homes as backed by high quality services.



## 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.

The organisation is committed to growth by developing new housing properties and seeking other opportunities to enrich the communities it serves by exploring partnerships with Local Authorities, other housing providers, community groups and agencies. 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 **£2.60M** (net surplus of **£1.23M**) on a turnover of **£8.6M** generating an operating margin of **30%** margins This is higher than 2022/23 due to the easing of the cost-of-living crisis and disruption in the global economy.

**97%** of our Turnover was from Social Housing lettings. The **£1.23M** surplus 2023/24 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 30-38** of our report and financial statements 2023-24 provides details of our performance over the last financial year together with supporting commentary.

[Financial Statements - 2023-24](#)

# 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. The Association continues to work hard to ensure that tenants continue to feel safe and comfortable in their homes. Notable headlines

Tenant Satisfaction Measures	Lower Quartile	Median	Upper Quartile	Nehemiah
TP01: Overall satisfaction	63.0%	69.4%	78.0%	78%
TP02: Satisfaction with repairs	64.5%	70.4%	78.7%	79%
TP03: Satisfaction with time taken to complete most recent repair	59.0%	66.4%	75.5	76%
TP04: Satisfaction that the home is well-maintained	63.3%	69.4%	77.8%	84%
TP05: Satisfaction that the home is safe	70.0%	76.1%	82.2	85%
TP06: Satisfaction that the landlord listens to tenant views and acts upon them	51.3%	58.9%	67.3%	76%
TP07: Satisfaction that the landlord keeps tenants informed about things that matter to them	62.7%	69.5%	76.7%	85%
TP08: Agreement that the landlord treats tenants fairly and with respect	70.0%	76.3	83.3	88%
TP09: Satisfaction with the landlord's approach to handling complaints	26.0%	33.8	40.0%	53%
TP10: Satisfaction that the landlord keeps communal areas clean and well maintained	58.7%	65.5%	72.3%	77%
TP11: Satisfaction that the landlord makes a positive contribution to neighbourhoods	56.0%	62.5%	71.2%	78%
TP12: Satisfaction with the landlord's approach to handling anti-social behaviour	51.0	57.6	63.6%	74%

## YOU SAID, WE DID

**Your views help us to improve. We're running a short telephone survey of 400 tenants, chosen at random by independent researchers.**

The survey's first 'wave' was done in July, with further ones this November and in March 2024.

The survey questions check your satisfaction with our services, in line with the new national Tenant Satisfaction Measures (TSMs). These aim to make it easier for you to see how we are performing and compare us to other landlords.



For example, the first wave results showed a slight fall in overall satisfaction to 78% (down from 80%), along with a dip in satisfaction for repairs (from 79% last year to 75%). Overall satisfaction at our retirement housing schemes remains high.

We follow up any immediate concerns with you. We're also acting on the first results including improving how we communicate with you.

Here's some other things we've done recently, thanks to your feedback.

- Installed new bathrooms in Perry Barr and Handsworth, prompting several tenants to say how much they like their suitability and style.
- Replaced garden fencing at Sphinx Drive in Coventry, praised by one resident for its workmanship and looks.
- Supplied new sets of dominoes for tenants to use at Henry Court in Dudley.



- Started hosting a dementia carers support and social group at Charles Pearson Court in Smethwick, attended by residents and people from the local community who say "it's very important to me" and "makes a huge difference".

The Tenants Annual Report provides a comprehensive view of the services and performance that have been delivered over 2023-24

[Tenants Annual Report 2023-24](#)

# Investing in Our Homes

£314k Bathrooms



£88k Boilers



£84k Heating Systems

£262k Kitchens



£228k Windows / Doors

Improvements in 250 homes 20% of our stock

## Keeping Your Home Free From Damp And Mould

Nehemiah understands that dealing with damp in your home can be frustrating, and we are here to help. Our approach to tackling damp is more proactive and thorough. Our goal is to create a healthier, more comfortable living environment for you, and we are committed to resolving damp issues quickly as possible.

There are lots of reasons why you might get damp and mould in your home, and it can sometimes be difficult to identify and remove the root cause. We know how upsetting this can be, so we're always looking for ways to improve our damp and mould process.



With the new Damp and Mould Policy firmly in place, we can:

- Ensure that tenants are treated in a fair and consistent way.
- Comply with statutory requirements and good practice.
- Focus on working in partnership with tenants ensuring that a safe and healthy internal environment is provided.
- Undertake effective investigations and implement all reasonable remedial repair solutions and improvements to eradicate damp & mould including, managing, and controlling condensation.
- Ensure that tenants have access to and/or are provided with comprehensive advice and guidance on managing and controlling damp and condensation.
- Maximize the available budgets and ensure that they are used effectively and efficiently to deal with damp, mould, and condensation problems.
- Ensure that the fabric of our property is protected from deterioration and damage resulting from any damp issues.

## Nehemiah Property Services Officer

*"We take damp, mould, and condensation issues seriously. When we are called out to investigate any suspected damp, mould, or condensation issues, clearly something has gone wrong. We will listen to our tenants, inspect the property throughout and advise on the remedial works that will need to be carried out."*

# Strong Governance, Finance and Risk Management

*"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".*

The Corporate Strategy 'Growing Stronger Together' 2020 - 2023, which has been extended to 2025, has seen the Association make steady progress despite operating in what has been a very challenging period.

We have seen inflation reducing to 4.4% during the year this reduction in inflation has been less than expected and, as a result, we have seen interest rates remain over 5% as the Bank of England battles to return it to target levels of 2%. Whilst there has been an easing in the cost-of-living crisis of 2022/23 we are aware the recent turbulence has affected our tenants and their ability to pay their rent and service charges. The Corporate Strategy has been extended to 2025. This gives us the best opportunity to achieve our stated objectives and serve our stakeholders better.

## Governance Leadership

During the year the Association has worked to ensure that governance still delivers the accountability needed to ensure assets are protected and return on capital is maximised. Key tasks during the year have been.

- Monitoring performance against the new Tenant satisfaction measures encompassing Safety and quality, Transparency, Influence and Accountability, Neighbourhood and Community, and Tenancy.
- Following stability checks from the Regulator, Nehemiah retained its G1/V2 status.
- Cyber Essentials Accreditation.
- Start implementation of new I.T. system

Unqualified audit opinion on financial statements and internal controls.

## Finance

- Healthy surplus of £1.2M in difficult trading environment.
- Overall operating margin 30% in line with sector median of 18.8%.
- Gearing ratio 34.0% compared to sector average of 45.5% and funders maximum of 60%
- Interest cover 162% against a funder's minimum requirement of 110%.
- Robust financial plan, prepared with a view to the inflationary pressures resulting from global economic disruption that has been rigorously stress tested with the Association able to remain viable in all but an unlikely sustained period of rent cuts from the Government.
- £31.6M assets are not being used for security purposes.

## Risk Management

The Association has taken implemented wide-ranging controls and actions to mitigate against our main risks:

- New damp and mould policy and review our most vulnerable properties, include damp and mould on tenant's meeting agenda.
- Revised financial plans stress tested to ensure viability in all areas except prolonged periods of rent reduction.
- Cyber essentials accreditation.
- Monthly cyber vulnerability scanning.
- Start refinancing of loans to improve covenants and on-going viability.

# People Development & Well-being

People Development & Well-being Strategy has been developed and adopted to:

- Secure the recruitment of high calibre candidates so we can deliver the best service to you.
- Embed performance management and reward systems.
- Support Employee relations and engagement.
- Ensure workplace well-being.
- Support equality and Corporate Social Responsibility

## Leadership Development

Nehemiah has begun to develop a Leadership Development Programme which will be supported by the 'Nehemiah University', to enhance the development of the capabilities and competences for its Executive Team and future leadership potential for the sustainability of the organisation, to support our Executive Succession Plan.

## Headlines in the year:

- Facilitate strategic review of Board, Committee and Executive succession planning to maintain a sustainable organisation.
- Support organisational review.
- Pay and remuneration review.

We continue to look for opportunities to meet our corporate social responsibility to give back the community to not only provide homes but to have a positive impact on the communities within which it works.

we want to raise levels of achievement and motivation and help people access the career and education opportunities they might not have believed were available to them. Working in partnership with community organisations and educational establishments such as universities, colleges, and schools

Nehemiah recognises that the contribution of all staff is fundamental to the achievement of its business objectives and long-term sustainability.

The Corporate Services function is committed to developing and implementing policies and processes that not only support delivery of the corporate strategy but also optimise the ability to recruit, develop, retain, and reward our staff, linked to the Nehemiah brand and values of Passionate, Diversity, Integrity and Sustainable.

The development of a People Development & Well-being Strategy has the clear objective of firstly providing support to the staff team but also supporting Nehemiah and its wider strategic objectives. This approach reflects innovation, dedication and leadership embodied within this vision.

The Strategy is organised into eight main themes: Recruitment and Retention, Performance and Reward, Organisational Development, Employee Relations and Engagement, Operational Excellence, Workplace Wellbeing, Equality, Diversity & Inclusion as well as Corporate Social Responsibility.

# 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 Nehemiah Tenants Panel (NTP) meetings and in other conversations, we have invested in the following:

The Association is committed to continued on-going engagement with social housing customers to better understand the nature of any dissatisfaction and feed this back to housing staff and maintenance contractors 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).

## Delivering value for customers

- Worked in collaboration with **“Everyone Prospers”** to successfully connect with tenants previously considered as ‘hard-to-reach’.
- Used findings from MEL Research to prioritise services, i.e. walkabouts at the least satisfied schemes.
- Engaged with 2293 tenants to feedback on services.
- 668 meetings and customer events.
- £1.021m spent to improve homes.
- £1.8m spent on repairs and maintenance.
- 82 estate walkabouts.

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





# Focus on tenants - Service improvement plan 2024-25

## Service Improvements 24/25

We know that repairs are one of the key areas of importance to our tenants as we strive to aim to get it right first time. That's why we are working with our contractors to improve tenant satisfaction, ensuring we manage the relationship with our contractors better, including having more frequent meetings to review performance.

- We will improve the way we communicate with tenants about repairs via our website, tenants newsletter and our new tenant portal that is being developed.
- We will continue to make changes to our repairs service based on the feedback we receive from tenant complaints.
- We aim to have a Repairs & Maintenance Champion on our tenants scrutiny panel with a level of transparency regarding our performance and service delivery.



**Sheron Crystal** from Birmingham has expressed an interest and is looking forward to getting involved in this role.

*"Tenants have many skillsets to offer. Making change isn't always about money. It's about drawing on peoples' talents and skills, so they feel part of the change they want to see. I first got involved as a tenant by being an advocate for others at my housing scheme over maintenance issues".*



## Service Improvement 24/25

We will ensure that we act quickly when dealing with ASB cases. Putting in place plans to ensure that all cases are captured and managed effectively as soon as we've been made aware of them. Holding regular fortnightly meetings to review the case and aid quick meaningful resolution.

## Service Improvements 24/25

We will be focussing on improving our communication with tenants about their repairs and giving regular updates when additional parts are required before we're able to complete a repair. We will do this through the next phase of our tenant portal service, which will keep tenants updated on the status of their repairs.

We will provide additional support, tools and training to Nehemiah complaint handlers who investigate complaints so that they can produce thorough responses that are in line with the Complaint Handling Code.

We will continue to work and manage our contractors, ensuring we closely monitor their interaction with tenants and the quality of their work.

**Vanessa Sealy** from Wolverhampton has expressed an interest and is looking forward in getting involved with her role as a Complaint Champion.

*"I'm really looking forward to getting involved within the scrutiny panel as a Complaint Panel Champion having the opportunity to identify problems and implement changes and demonstrating a proactive approach to addressing issues."*

# Outlook For the Future

Our financial position remains strong, despite the current economic disruption. We have moved to new arrangement for responsive repairs with targets to improve tenant satisfaction with our services. We have increased housing stock by 12 units, but we remain committed to deliver on our plans for new homes as set out in our corporate strategy “**Growing Stronger Together**”. There are aspirations for a further 21 homes by 2025.

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 continued improved reporting to Board of performance against our objectives and targets.

Due to the effects of the pandemic and global economic disruption the corporate strategy has been extended to 2025.

## **Targets Over the Life of the extended strategy include:**

- Digital Transformation Strategy to improve tenant customer experience and organisational effectiveness.
- Tenant App.
- Migrate I.T. Estate to cloud based platforms.
- Increase customer engagement and customer satisfaction.
- Make tenant satisfaction surveys easier to complete and, therefore, more “real time”.
- Environmental Strategy.
- Circa 21 properties by 2025.
- Ensure ongoing compliance to our legal obligations.
- New core I.T. System to support to enable improved efficiencies and improved services to tenants
- 3 year I.T. Security Strategy.

This is not an exhaustive list, but it serves to illustrate the central position that value for money occupies in the Association’s priorities.

The continuing careful stewardship of the organisation’s resources will enable us to fulfil our aim to provide high quality homes for people in housing need and improve the lives of our customers and their communities.