

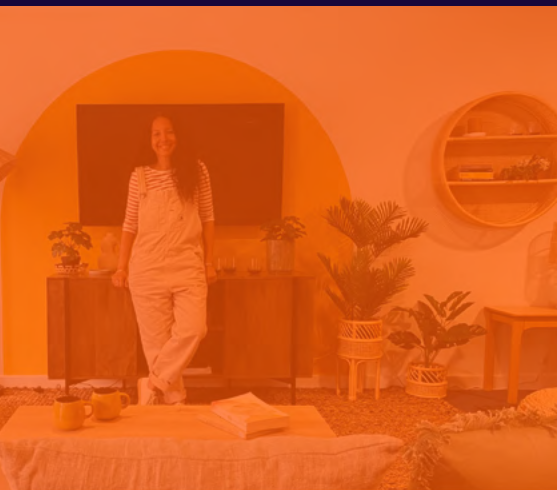


Delivering Excellence for Tenants



CORPORATE PLAN

2025-2030



**THIS PLAN FOCUSES ON TENANTS AND OUR
WIDER STAKEHOLDER, PROVIDING EXCELLENT
SERVICES WITH RESPECT.**



WELCOME TO OUR CORPORATE PLAN FOR THE NEXT 5 YEARS 2025-2030



WILTON POWELL OBE
CHAIR OF THE BOARD

We aim to be the leading independent ethnically diverse housing provider in the UK, offering unmatched services to the communities we serve.

The Board started planning the 2025-2030 Corporate Plan in July 2024, focusing on clear business goals that positively affect our tenants' lives.

The path to achieving these goals is getting tougher, but we believe we have a solid base to grow from.

Supporting this Corporate Plan is a 30-year financial and asset management forecast.

We have a dedicated Board and staff committed to improving the quality of life for our tenants and communities. Our staff and tenants contributed to this plan during the staff conference in January 2025 and the tenant conference in February 2025 and we also consulted and listened to our tenants to shape the corporate plan, prioritising tenant services.

With our tenants' wellbeing in mind, we will tackle future challenges and opportunities, whether from new regulations or government changes, always aiming to provide good value and improve continuously.

We exist to serve, make a positive impact, and transform lives. We are a proud, faith-based organisation, focused on understanding and supporting community sustainability and building partnerships with local people and agencies.

We aim to do more to increase the quality of our existing homes, deliver better services, and invest more in our communities, so our tenants can thrive now and also future generations.

We have developed five new headline priorities to focus our energy and resources.

Deliver Excellent Tenant Services with Respect



Investing in our Homes



Strong Finance and Governance



Sustainable Growth and Partnerships



People Development and Wellbeing



In this plan we have set out what the priorities will mean, and how we will measure our success.

We know it will be challenging to deliver, but we are positive and excited to be in a strong position to do so.

VISION, MISSION & VALUES

We have renewed our mission, vision, and values to demonstrate our commitment to our tenants, homes, and communities.



VISION

Our vision is to be the leading independent ethnically diverse housing provider in the West Midlands delivering a range of services which are unsurpassed in the communities served.



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 future tenants.



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 CONTEXT AND NEHEMIAH'S OBJECTIVES

Before we start the new 5-year plan, we have thought about how we did with the 2020-2025 plan, "Growing Stronger Together 2020-2025", despite the challenges faced by both the organisation and our tenants.



Across the UK, and locally, the political and economic situation continues to be uncertain and challenging for people from all backgrounds.

Many of our tenants are dealing with significant hardship as economic conditions impact on people's ability to afford basic utilities and food. High inflation and supply chain shortages are impacting on all organisations' ability to maintain investment and services, in public sector services and in the private sector.

We know how important it is that we listen to the feedback we receive from residents, our stakeholders, the agencies we work alongside, and our colleagues to make sure we can be the best we can be. That is why, since the start of 2020 when we launched our last corporate plan, we have not just listened, we have acted. We have been working tirelessly to make some big changes to how we work and shifting the focus to tenant scrutiny and engagement.

LET US LOOK AT SOME KEY HIGHLIGHTS FROM THE LAST FIVE YEARS

SPENDING:



BE EFFECTIVE AND GROW

37 Extra homes during current plan

Strong partnerships with key organisations including NHS, Midland Heart, BME National, The West Midland Housing Association Partnership.



DELIVER EXCELLENT SERVICES TO OUR TENANTS WITH RESPECT

Our Tenant Engagement Strategy, running alongside our Corporate Plan, has really made a positive impact. With the appointment of local repairs contractors, we have seen an improving tenants' experience of living in Nehemiah homes.

We have made progress listening and acting on tenants' concerns and priorities, working on issues such as damp and mould and ensuring our tenants homes are safe and warm.

Complying with the new Tenant Satisfaction Measures, the Regulator of Social Housing's sector performance benchmarks, has seen exceptional results for Nehemiah.



SURVEY RESULTS 2023/24

Measure	Nehemiah's Result	Sector Median
Overall Satisfaction with service	78%	69%
Landlord treats tenants fairly & with respect	88%	76%
Satisfied that their home is safe	85%	76%

We recognise that whilst we compare favourably within the housing sector, there is much to be done to improve services to our tenants.

Despite the challenges of the last few years and risks of complacency, our tenant scrutiny panels continue to work with us and hold us to account. We recognise that, by working closely with tenants, we can best determine the needs, wants and aspirations of those we serve.

STRONG FINANCIAL GOVERNANCE AND RISK MANAGEMENT



We have been financially stable and have achieved our financial goals.

We maintained our GI (Governance) and V2 (Viability) ratings over the past year by regularly monitoring our stability with the Regulator.

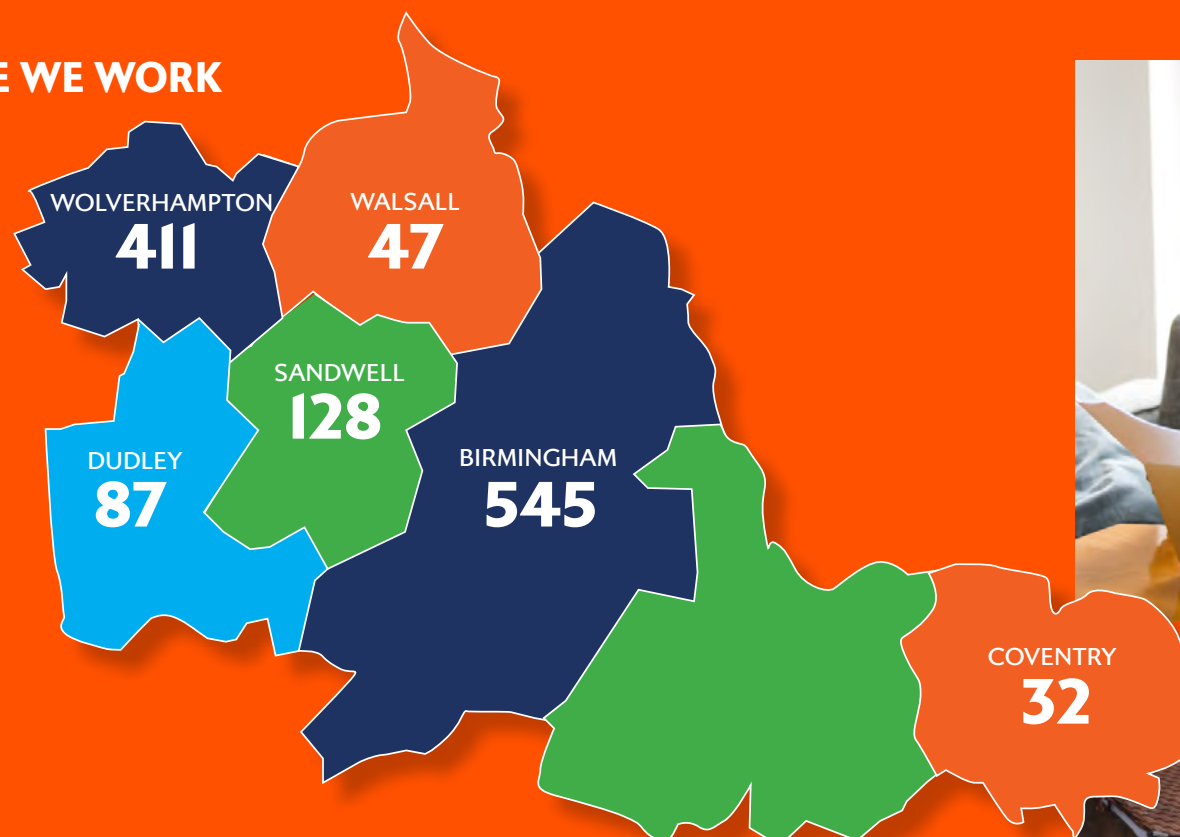
PEOPLE DEVELOPMENT AND WELLBEING

Nehemiah understands that its staff is essential for providing services to tenants and stakeholders. We aim to have a trained and skilled workforce to meet this goal. We have achieved the Gold Investors in People standard. Moving forward, we will keep focusing on developing our staff and compliance with the new Competency and Conduct Standard from the Social Housing Regulation Act 2023.





WHERE WE WORK



OUR FUTURE FOCUS

Our focus with this new Corporate Plan is to set the right long-term plans to safeguard our finances whilst ensuring that we maintain our commitment to continue providing high-quality, affordable homes; improving services; investing in existing homes; and adding to the supply of affordable housing for rent. There is also commitment to investing more in our IT systems so that we can provide better, faster, and more seamless services to our tenants and other stakeholders.



STRATEGIC OBJECTIVES & DELIVERY PLAN 2025-2030

Our Corporate Plan for 2025-2030 focuses on delivering excellent services to our tenants and stakeholders. This strategy is based on feedback from tenants, our Board, and various housing reviews. With help from our Tenant Scrutiny Panel, we will build stronger relationships with tenants through good communication and accountability.

Nehemiah aims to achieve key goals during the next 5 years:



DELIVER EXCELLENT TENANT SERVICES WITH RESPECT- WHAT WE WANT TO ACHIEVE



A consistently great service offer for tenants that is easy for everyone to use.
Nehemiah aims to achieve key goals during the next 5 years:

By listening, engaging, and developing our relationship with our tenants and acting on tenant feedback, Nehemiah will achieve tenant satisfaction whilst also delivering value and outcomes for tenants in the services that we provide. We will achieve this by delivering our Tenant Engagement Strategy which delivers real **transparency, influence** and **accountability** allowing tenants to engage with us in ways which suits their busy lives.

We know this will never be a finished job as the needs of our tenants will keep evolving and we will have to keep pace.



INVESTING IN OUR HOMES- WHAT WE WANT TO ACHIEVE

The home is the basis of everything.

We understand that a good quality, affordable home in a great location is an essential ingredient for achieving other goals in life.

We aim to not only offer a stable foundation, but homes and places that people can take pride in and that give them a platform from which to build their lives.



STRONG FINANCE & GOVERNANCE- WHAT WE WANT TO ACHIEVE

Our ambitions for great tenant services, great homes and great communities must be underpinned by a well-run business.

We will maintain our financial strength by focusing on operating as efficiently as possible, making the best use of resources, and delivering services that add the most value to our tenants.

SUSTAINABLE GROWTH & PARTNERSHIPS - WHAT WE WANT TO ACHIEVE



We are investing in sustainable communities that people are proud to live in.

Our growth strategy focuses on assisting individuals in finding affordable housing. As a housing association, our objective is to provide homes that are priced below market rates over the next five years. We are committed to ensuring that at least 90% of the homes we construct are designated for social or affordable rent, making them genuinely accessible for our tenants.

To achieve our target of building a minimum of 40 additional homes, we must adopt innovative approaches to remain within our budget. We will investigate various methods to secure the necessary resources and manage potential risks, which may involve collaboration with private developers, local authorities, and other housing associations. Additionally, we will consider the possibility of acquiring or working with other organizations if suitable opportunities present themselves.



PEOPLE DEVELOPMENT & GROWTH

Tenants and colleagues are at the centre of what we do. We are committed to keeping everyone safe and treating people equally and fairly. We are determined to listen more to tenants and use their feedback to shape our services. We want to recruit and keep talented colleagues who feel rewarded and inspired to do great work.

Nehemiah has created a clear plan to improve its goals for People Development and Wellbeing, which is part of the Human Resources Strategy for 2025-2030. This plan fits with the overall Corporate Plan for the same period, aimed at providing great service to our tenants and stakeholders. Nehemiah understands that every employee is important for reaching business goals, and we are dedicated to building a skilled workforce to achieve these goals.

In our last Corporate Plan, called **Growing Stronger Together**, we focused on training and development, and we earned the Gold Investors in People Standard.

As we move forward, we will continue to develop our staff and comply with the Competency Standard set by the Social Housing Regulation Act 2023.

This requires staff at different levels to have at least an NVQ level 3, which helps to professionalise the housing sector.



SUMMARY OF KEY DELIVERABLES

How we will measure success.

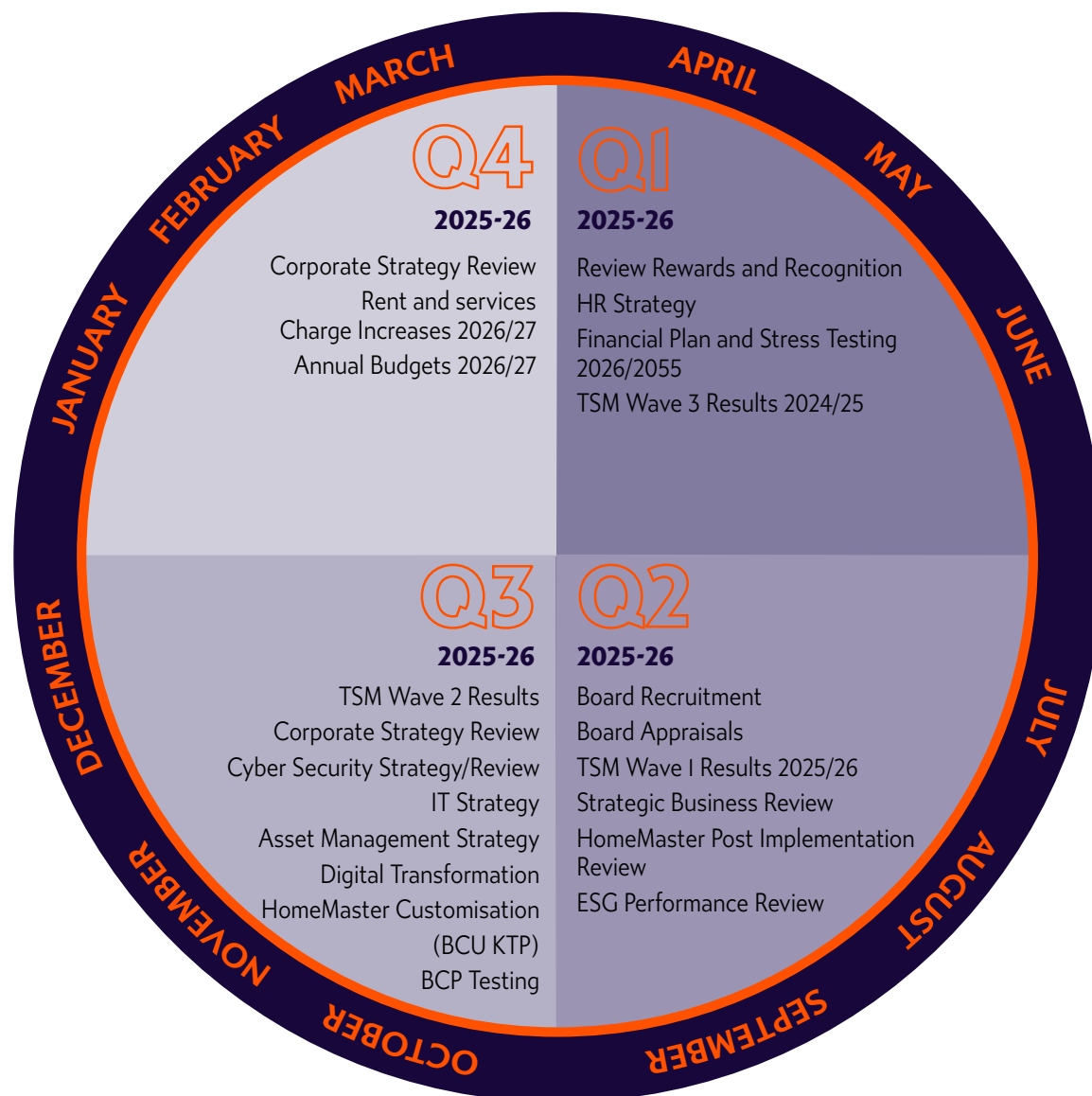
We have identified key performance metrics to help us measure performance and track progress against our strategic objectives. We will modify and improve our measures as we align our reporting and data collection.

We report on these measures to our Board, alongside progress updates against our execution plan. We will keep colleagues informed of our performance and their role in achieving our objectives.



Deliver Excellent Tenant Services with Respect	Investing in our Homes	Strong Finance & Governance	Sustainable Growth & Partnerships	People Development & Growth
Implementation of Tenant Engagement Strategy	Review of Asset Management Strategy & identifying of underperforming stock for management action	Undertake Strategic Organisational Review – (Road Map & Succession)	Develop/Acquire 40 properties	HR Strategy 2025-2030 with SMART Action Plan (R&S, Reward & Recognition, T&D etc)
Increase Tenant Satisfaction	Undertake 250 stock condition surveys annually	Ensure compliance with Governance, and viability standards	90% of all homes are for socially affordable tenures	Ensure Conduct & Competency Standard Compliance
Improve Complaints Handling	Ensure ongoing compliance with building and safety of our stocks	Dynamic Risk Management and Assurance Framework (Risk Appetite)	90% of all homes are for socially affordable tenures	Maintain IIP Gold Accreditation
Improve Tenant Communication	Improve average energy efficiency of our stocks	VFM Culture maintained	Implement Cyber Security Strategy	Develop Mechanisms for Employee engagement

OVERVIEW OF KEY DELIVERABLES & EVENTS



2025-2030

Circa 40+ Properties by 2030
 Tenant App
 Increased satisfaction with complaints process
 ESG Performance Report
 Board Skills Review
 Environmental Strategy
 Implement new IT System
 Appoint new Internal Auditors


Nehemiah
 HOUSING

Supporting BAME communities to thrive



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

Ⓣ 0121 358 0966
Ⓣ 0121 358 0934
ⓔ contact@nehemiah.co.uk
Ⓦ www.nehemiah.co.uk
ⓕ https://www.facebook.com/NehemiahHousingAssociation
ⓧ @Nehemiahhousing



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

Nehemiah Housing 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.