

# Value for Money Statement 2024-2025



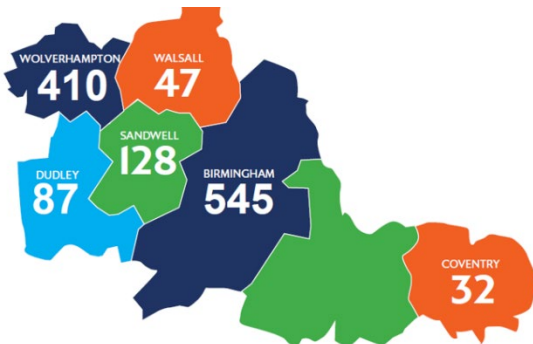
# 2024-2025 Highlights

**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 reinvested 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.



Total number of tenants engaged  
1st April 2024 to 31st March 2025

# 430

## £0.7M

Surplus for reinvestment in homes and communities.

# 92%

of survey respondents rated  
the conference as "good" or  
"excellent."

**RP02: Repairs completed within  
provider's target timescale:**

**(Non-emergency)**

# 94%

**(previous year: 88%)**

# £3.3M

The overall spend on  
Repairs Maintenance  
and Home Improvements



## New I.T. System



Implementation of new integrated system  
I.T. system. Tenant & App scheduled for  
June 2025.

# 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 more new homes, as supported 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.

## SUSTAINABLE GROWTH AND PARTNERSHIPS

This year the Association made an operating surplus of **£2.3M** (net surplus of **£0.7M**) on a turnover of **£9.1M** generating an operating margin of **25%** margins This is lower than 2023/24 due to the disruption in the global economy and challenging trading environment for all businesses.

**97%** of our Turnover was from Social Housing lettings. The **£0.7M** surplus 2024/25 will be reinvested 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 18-28** of our report and financial statements 2024-25 provides details of our performance over the last financial year together with supporting commentary.

[Financial Statements - 2023-24](#)

## Deliver Excellent Tenant Services With Respect

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, 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

Nehemiah Tenant Satisfaction 2024-25 vs Social Housing Sector				
	Lower Quartile	Median	Upper Quartile	Nehemiah 2024-25
Perception Surveys				
TP01: Overall Satisfaction	63.7%	71.3%	78.4%	77.7%
TP02: Repairs service	65.7%	72.3%	78.7%	79.1%
TP03: Time taken to complete repair	61.1%	67.4%	75.3%	73.3%
TP04: Home well maintained and safe	64.4%	70.8%	77.6%	78.6%
TP05: Provides a home that is safe	70.5%	76.7%	82.2%	82.3%
TP06: Listens to your views	72.1%	60.4%	67.9%	72.1%
TP07: keeps you informed	63.8%	70.3%	75.9%	85.3%
TP08: treats me fairly and with respect	70.8%	76.8%	82.8%	87.5%
TP09: Satisfaction with Complaint	27.5%	34.5%	41.1%	40.7%
TP10: Communal areas	58.2%	65.1%	71.7%	74.1%
TP11: Positive contribution	55.1%	63.1%	70.4%	71.0%
TP12: Anti-social behaviour	51.3%	57.8%	64.8%	69.6%

The Tenants Annual Report provides a comprehensive view of the services and performance that has been delivered in 2024-25 ([Ctrl+click the image](#))



### OUR YEAR IN REVIEW: LISTENING TO TENANTS

## WORKING TOGETHER FOR A BETTER FUTURE: TENANT CONFERENCE 2025

On 27th February 2025, we held our Tenant Conference, bringing together over two dozen tenants. It was an inspiring day dedicated to celebrating our partnership, hearing your feedback, and shaping the future of our community.

We had lively discussions about our new Corporate Plan for 2025-2030 and explored new ways for tenants to get involved. The event highlighted the important role you play and helped strengthen the bond between our tenants and staff. Thank you to everyone who attended and made it a success!

#### What We Heard From You

**'We were listened to in all aspects that management spoke and we felt valuable'**

**'I enjoyed learning more about Nehemiah Housing, the working services and further service and improvements'**

**'It was informative and nice for tenants to have their say'**

#### Feedback On The Conference

The feedback we received was overwhelmingly positive.

**92%**  
of survey respondents rated the conference as "good" or "excellent."

#### Areas For Improvement

**'It was good but can do with more people attending.'**

**'More time to discuss things.'**

# Investing in Our Homes

**£330k Bathrooms**



**£119k Boilers**



**£163k Heating Systems**

**£150k Kitchens**



**£256k Windows / Doors**

**£201k Improving Energy Efficiency in homes**

**Overall improvements in 221 homes.**

## BUILDING SAFETY AND COMPLIANCE

Keeping our tenants safe is of upmost importance to us here at Nehemiah Housing ensuring the safety of those who live with you or visit you. We are also committed to ensuring that indoor and outdoor areas are safe, and any risks are cautiously controlled.

We have a duty to comply with the law, in addition to several standards set by the government that are enforced by the Regulator of Social Housing. Wherever we can, Nehemiah will always strive to go above and beyond for the best standards necessary.



**100%**  
Same performance  
as year before



**...Nehemiah will  
always strive to go  
above and beyond...**

# Strong Finance & Governance

*"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."*

Our ambitions for great tenant services, great homes and great communities must be underpinned by a well-run business. We maintain our financial strength by focussing on operating as efficiently as possible, making the best use of resources, and delivering services that add the most value to tenants.

During the year, the Association re-financed £27m of loans to negotiate better terms and improved loan covenant criteria. The new covenants provide us with greater headroom to invest in improving homes. Though we recognise that we are operating in a difficult environment.

## Governance Leadership.

The Association has worked to ensure that governance still delivers the accountability needed to ensure social housing 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 & Quality, Transparency, Influence & Accountability, Neighbourhood & Community, and Tenancy.
- Following In-depth Assessment from the Regulator, Nehemiah was rated as: **G1** – Governance, **V2** – Financial Viability, and **C2** – Customer Satisfaction.
- Appointment of 3 new board members to strengthen co-regulation.
- Implementation of new integrated information management system.
- Unqualified audit opinion on financial statements and internal controls.

## Finance

- Surplus of £0.7M in difficult trading environment.
- Overall operating margin 24% compared to sector median of 20.4%.
- Gearing ratio 33.1% compared to sector average of 45.6% and funders maximum of 60%.
- Interest cover EBITDA only 191% against a funder's minimum requirement of 145%.
- Robust financial plan, rigorously stress tested, prepared with awareness of inflationary pressures resulting from global economic disruption. Long-term viability is maintained in all scenarios but for an unlikely sustained period of rent cuts mandated by Government.
- £31.6M assets are available for loan 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
- Investors in people gold award

## Leadership Development

Nehemiah has 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:



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.

Over the last year, Nehemiah Housing has reinforced our commitment to collaboration, connectivity, care, consistency, and community enhancement. We actively partnered with tenants through forums, surveys, and local engagement to continually refine our service delivery and responsiveness. Strengthening local ties, we transitioned to localised repair services, boosting efficiency and tenant satisfaction.

Prioritising support and care, we proactively addressed tenant concerns such as damp and mould and reinforced efforts against anti-social behaviour to safeguard vulnerable residents. Our ongoing collaboration with community organisations including Mind Birmingham, the NHS and other social housing providers ensures comprehensive tenant wellbeing. Our commitment to investment in improving our housing quality, alongside ambitious targets for improved communication and service transparency, underscores our dedication to maintain consistently high standards. We continue to create opportunities that foster improved living conditions, health, and self-care for our tenants, ensuring Nehemiah Housing remains deeply integrated and positively impactful within our neighbourhoods.

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



## TENANT SCRUTINY: IMPACTING CHANGES

### Statement from the Scrutiny Chairperson – Sheron Crystal

*'As the Scrutiny Panel, we've had the privilege of taking a closer look at Nehemiah Housing Association's work over the past year. Our role is to be a supportive partner, helping the Association do the best it can for you, the tenants. We believe that by working together, we can ensure Nehemiah remains a strong and responsive housing provider.'*

This year, we were impressed by the Association's ongoing commitment to our diverse community. We saw firsthand the dedicated effort to maintain property standards, provide essential support to our most vulnerable tenants, and invest in projects that enrich our neighbourhoods. We commend Nehemiah for their work in these areas, which are the foundations of a great housing association.

This year, the Scrutiny Panel has also been actively involved in reviewing key policies to ensure they align with the needs of the tenants. We've reviewed the:

- Telephone Recording Policy,
- Corporate Plan 2025-2030,
- Tenant Engagement Strategy,
- Marketing and Communication Strategy, and the
- ASB (Anti-Social Behaviour) Leaflet.

These reviews are essential for making sure that Nehemiah's policies and strategies are as effective and tenant focused as possible.

Looking forward, we've identified some key areas where we can all focus on making things even better. Your feedback is the most powerful tool we have, and we want to ensure it's not just heard, but also acted on. We are encouraging Nehemiah to improve how they communicate with you, especially about repairs and maintenance, so you're always in the loop. We also want to see clearer ways for your feedback to be used to shape services and for you to hear about the positive changes that result from your input!



SHERON CRYSTAL,  
SCRUTINY CHAIRPERSON

# Focus on tenants - Service Improvement Plan 2025-26

We are committed to continuously improving the services we provide to our tenants, ensuring that homes are safe, well-maintained, and supportive of strong communities. Our focus is on listening to tenant feedback, responding promptly to repairs and maintenance needs, and providing clear, accessible communication at every stage. We aim to strengthen tenant involvement in decision-making, creating more opportunities for residents to shape the services that affect their daily lives. By investing in digital services, staff training, and proactive engagement, we are working to deliver a housing service that is not only responsive but also forward-looking, fair, and inclusive.



## SERVICE IMPROVEMENTS

We have a service improvement plan that will provide us with insights into complaints management and performance, enabling us to identify areas for improvement and stay on track.

Our service improvement plan is monitored, and we report on it quarterly to the Operations Committee and the tenants' Complaint Lead. This is what we are focusing on in 2025/2026.

## WHAT ARE WE GOING TO DO?

Reviewing Tenant Experience

To foster a more proactive, tenant-centric, and collaborative culture around complaint resolution within Nehemiah Housing Association.

Improved Communications with Tenants

Improving communication with our tenants

Positive Complaints and Learning Culture

Gain detailed feedback on tenants' experiences with our services, using various channels

Raise Awareness and Encourage Participation

Inform tenants about the complaints process and how their input drives change.

Improving Contractor Performance

Inform tenants about the complaints process and how their input drives change.

Improve Online Experience

Make the online complaints section more intuitive and user-friendly.



# Outlook For the Future

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