

The ehemiah Project

Annual Report and Accounts

31 December 2015

THE NEHEMIAH PROJECT
ANNUAL REPORT AND ACCOUNTS

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THE NEHEMIAH PROJECT TRUSTEES' REPORT

REFERENCE AND ADMINISTRATIVE DETAILS

Charity Name:	The Nehemiah Project	Charity Number: 1058536	Company Number: 3255850
Principal Office:	47 Tooting Bec Gardens, Streatham, London, SW16 1RF		
Registered Office:	7/8 Gray's Inn Square, Gray's Inn, London, WC1R 5JQ		
Auditors:	Bebbies, Epworth House, 25 City Road, London EC1Y 1AR		
Bankers:	NatWest Bank plc, 145 Clapham High Street, London SW4 7SN		
Solicitors:	Cooke Matheson, part of Wellers Law Group LLP, 7/8 Gray's Inn Square, Gray's Inn, London, WC1R5JQ		

Directors and Trustees

The directors of the charitable company (the charity) are its trustees for the purpose of charity law and throughout this report are collectively referred to as the trustees. The trustees that served during the year are as follows:

Mr. J. M. P. Colman (Chair)	Mr T. B. Aikens
Mr W. Ansell	Mrs K. P. Hunter Johnston
Mr A. T. R. Nell	The Hon. Mrs. M. Rank
Mr A. P. Watson	Mrs M. Pizzey

Management Team

Dr J. Patience, CEO
Miss O. Kilbee, Fundraising Manager (to 11/15), Miss L. Sullivan
Miss A. Sissuh, Supported Housing Manager
Mrs L. Hawthorne, Volunteer Manager

STRUCTURE, GOVERNANCE AND MANAGEMENT

Governing Document

The Nehemiah Project is a charitable company limited by guarantee and governed by its Memorandum as amended and adopted by special resolution in 2009 and Articles of Association dated 27 September 1996. It is also registered as a charity with the Charity Commission. In the event of winding up, members' liabilities are limited to £1 each.

Appointment, Induction and Training of Trustees

Trustees are appointed by resolution of the existing trustees. Most new trustees will be familiar with the practical work of the charity and all trustees attend information events to keep up-to-date. New trustees receive all relevant information relating to the charity, and undergo a thorough induction covering decision making processes, key employees and future plans and objectives. They are also advised of their legal obligations as trustees.

Organisation Structure

The trustees meet quarterly through the year and ad hoc as events dictate. They receive quarterly financial reports as well as regular updates on the charity's activities and fundraising. They are responsible for the overall legal, financial and strategic direction and development of the charity.

Day-to-day management, including finance, HR and operations, is the responsibility of the CEO. He is supported by the other members of the management team, who meet monthly, and who take responsibility for the assets of the charity, the supported housing and fundraising.

Risks

The trustees review the charity's main risks on a regular basis. They are responsible for approving and then overseeing the implementation of any changes to procedures, training or other actions to mitigate the

risks the charity faces. The Risk Register is reviewed by the trustees quarterly. All areas are RAG rated, with high priority areas separately reported.

Related Parties

Two of the charity's move-on homes, The Chase, and Pountney Rd are owned by Sanctuary Housing. In June 2013 Nehemiah became Managing Agents for these properties. As such the residents are Sanctuary Licensees, managed by Nehemiah. This has enabled the charity to support more vulnerable adults recovering from drug/alcohol addiction.

OBJECTIVES AND ACTIVITIES

The Nehemiah Project is a registered charity working in the South East of England with vulnerable men with drug and alcohol addictions, most of whom are prisoners or ex-offenders. Nehemiah has over 20 years' experience working alongside people with addictions inside prison and out in the community. Our current focus is supporting men outside prison.

Vision

A centre of excellence for rehabilitating men from crime and addiction through the transformation of their lives to become fulfilled, valuable members of the community.

Mission

- Enabling vulnerable men who are ex-offenders to break free from crime and addiction and to help them rebuild their lives
- To offer men, once outside the prison walls, the resources to enable them to set new goals and give them hope for the future
- We will assist their reintegration into the community through provision of supported housing immediately after release and beyond as well as provision of rehabilitation programmes (pre and post release)

Aims & Objectives

Our main aim is to build resilience in the men so that when they move-on they are able to deal with unexpected and challenging life events without resorting to old types of behaviour and previous coping strategies that then lead to relapse and recidivism.

During their time with us, we work with residents to address fundamental issues, based on evidence-based factors (pathways) that contribute to desistance similar to those identified by the National Offender Management Service (NOMS). These are: Motivation and taking responsibility; Self-care and living skills; Managing money and personal administration; Social networks and relationships; Drug and alcohol misuse; Physical health; Emotional and mental health; Meaningful use of time; Managing tenancy and accommodation and no longer offending.

2015 Outcomes

Our Supported Housing Programme has two stages; 'A New Future' and 'Move-on'.

Over the last year, we have worked with a total of 40 men. (29 men joined the programme, 11 were already with us)

- Of the 29, 90% have a history of prison
- All report to have some kind of addiction, 65% remain substance free
- 10 out of 29 had been homeless/sleeping rough at some point

- Average length of stay is currently 56 weeks (an increase of 12 weeks on last year)
- Only 1 out of 29 men was recalled to prison and the court recognised the beneficial influence of living in Nehemiah

The majority of the men we work with say that they would have re-offended had they not come to Nehemiah. According to published figures, it could be argued that we save the state £40,873 a year for every man we keep out of the criminal justice system, and £30,000 a year for every man who was sleeping rough. To analyse this further, we would like to explore our Social Return on Investment (SROI).

Volunteers and Mentors

In July 2014 we received funding for a part-time Volunteer Coordinator. This role has enabled us to develop a comprehensive volunteer strategy. We have developed a new set of policies, procedures and training for volunteers and are now registered with Lambeth as an organisation that meets both local and national volunteering standards. As such we are now advertising on national sites for more specific roles alongside local volunteer sites. We have recruited volunteers to assist with office functions and to share specific skills with the men e.g. CV writing, cooking. One particular success is a volunteer counsellor, who has worked with an average of three Residents at any time, and has been important in the recovery of all his clients. We launched our own mentoring scheme that is bespoke to the particular needs that our Residents have expressed as they move-on. We held our first mentoring training in the summer, and started the matching process of our first trained mentors with Residents. We are now in the process of recruiting the next group of potential mentors to work with more recent Residents. We have had good feedback from existing relationships. The Volunteer Co-ordinator also managed the teams from Give & Gain Day, Pilotlight, and Enactus. All teams have visited the charity and met with men, to hear their stories and learn about what Nehemiah does – these have been very successful visits. The Give & Gain Day work was particularly successful – we received praise from Business in The Community, who run Give & Gain, and who have offered to send us more corporate teams to do similar volunteer work. Several of the volunteers from Pilotlight and Give & Gain Day have become donors and/or supporters, and have participated in both the Marathon and the Prudential 100 Bike Ride.

1. Review of 2015

In January, Rev. Sabina O'Connor joined us as our chaplain. She is based with Caring for Ex-Offenders and is a chaplain at Brixton Prison. In February 2016 both she and her husband started the first of an additional short series afternoon programme looking at principles of behaviour and including sessions on Forgiveness, Restorative Justice, and Anger Management.

In February, the High Sheriff of Greater London organised an event to promote the activity of Nehemiah to an invited group of supporters, practitioners and commissioners in London. As a consequence of this event we have established good relationships with a number of new partners. Each one has produced something different. Chris Mould from the Shaftesbury Partnership and Trussell Trust developed with us a 'Growth and Replication Strategy' June 2015. **Other partnerships have included a positive relationship with Monsignor Roger Reader, Catholic Bishops Conference Adviser on Prisons, and later in the year an introduction to The Order of Malta.** The charity is a contractual partner in the delivery of The Gang Exit Programme, delivered for MOPAC.

In March following a visit by Ed Tullet, the recently retired Governor of Brixton, now working for MTC novo (London and greater London TR contracts) we started to build closer links with RAPt. It has been clear that these prison programmes (similar in those run by Nehemiah in the past) prepare men particularly well for Nehemiah's rehabilitation programme, 'A New Future'.

In May we agreed revised rents with Lambeth to include for the first time charges for Intensive Housing Management. We also launched our partnership work with RBS to help us engage with corporates.

In May we took part in Give & Gain Day, and a team of six professionals from insurance group Lancashire Holdings came to spend the day working at Nehemiah. They visited in advance, to meet the Residents, and scope out the work, then returned on 15th May to spend the day gardening. The result was a herb bed, a new vegetable border and a cherry tree in the front garden. One of the volunteers has since become a supporter, raising money for us and will run in this year's London Marathon.

In June Sir Steve Redgrave agreed to attend our fundraising ball as our guest speaker, and to donate a signed oar to the auction. This was to be one of our major prizes. Richard Steer, Global Chairman of Gleeds Worldwide, generously offered his time to direct the event. Jacqueline Taiwo volunteered as Event Organiser to run the event. The London Drug & Alcohol Policy Forum kindly offered the venue, and much practical support.

In August we started our own Volunteer and Mentor Training, having decided that the only way to get appropriate training for our work was to design it specifically to align with A New Future and the work on the Supported Housing Team. We were supported in this by volunteer mentors from the New Bridge Foundation.

In September we had our first meeting with the Catholic Bishops Conference and Caritas

In September, we were the winners of the Pilotlight award with our RBS charity support team, which was announced at a ceremony in the RBS office in Bishopsgate. Two of the team represented Nehemiah in the Prudential 100km Bike Ride in August, and have expressed interest in doing so again in 2016. Our RBS team also identified ten potential corporate partners, and we have so far met with two of these. In January we met with a representative of Matrix, and discussed a number of initiatives. In February 2016 DLA Piper offered our residents the first of 6 legal sessions covering all relevant aspects, and have discussed with us other pro bono support that they can offer.

Our RBS team also introduced us to the charity Enactus, who facilitate partnerships between entrepreneurial university students and charities. Enactus found us a team from BPP University who have agreed to help us follow up the work initiated by RBS, and visit the charity regularly to learn about what we do and work on their ideas for growth and new directions. Two of the Enactus team have been holding regular CV and work sessions with the Residents as part of A New Future.

On November 17th we held our Charity Ball, with 160 guests; we raised over £27K for the charity. The Ball also introduced us to a number of new supporters, all of whom were very impressed by our Resident Stephen Crichlow, who spoke movingly about how Nehemiah has helped him renounce his former life and learn to be a different person.

2015 has been a transformational year for the charity that sets the foundations for growth and replication in future years.

1. Impact and outcomes

2015 Programme Outcomes

The national average for remaining abstinent for a year is 30%; at Nehemiah 65% of Residents continue to remain substance free. Nationally nearly 50% of released prisoners reoffend within 12 months and for London prisons this figure increases to 60%. At Nehemiah, as far as we know, only 5% of the men we have worked with in the last five years have returned to prison. In 2015 only one man from Nehemiah returned to prison, when his bail was revoked.

Our Supported Housing Programme has two stages; 'A New Future' and 'Move-on'.

Over the last year, of the 29 men who joined the programme,

- 26 out of 29 men have a history of prison
- All 29 report to have had some kind of addiction

First Stage: 'A New Future'

Two years ago in 2013, we improved the first stage by introducing a 12-week programme delivered each weekday morning at 47 Tooting Bec Gardens, focusing on recovery and resettlement through process groups and educational sessions. We encourage the participating cohort to work through issues together, sharing experiences, challenging one another and resolving conflict. This has helped build resilience to increase the men's ability to cope with the day-to-day social, emotional and practical pressures.

In 2015:

- 29 men started the programme,
- 15 graduated in 2015
- 9 moved-on to the second stage
- 1 moved on to independent living following graduation
- 5 left to independent living before completing the programme

Second Stage: 'Move-On'

At this stage the men receive support that mainly focuses around finding employment, education and training, rebuilding family relationships, dealing with life stressors while remaining abstinent and finding suitable and stable future accommodation.

- 14 lived in one of our Move-On houses during the year
- 5 were still in a Move-On house at the end of 2015
- 6 moved-on positively
- 1 was recalled
- 19 report as being substance free
- 11 are in employment, regular volunteering or training
- 14 re-established or rebuilt their family relationships

Overall

- Average length of stay for those graduating the average is 56 weeks
- Only 1 out of 29 men was recalled to prison and the court recognised the beneficial influence of living in Nehemiah

The majority of the men we work with feel that they would have re-offended had they not come to Nehemiah. According to published figures, it could be argued that we save the state £40,873 a year for every man we keep out of the criminal justice system. To analyse this further, we would like to explore our Social Return on Investment (SROI).

Objectives 2016

1 Optimise our services – put Nehemiah in a box

In preparation for growth, our main objective this year is to optimise our services. This has three sub-elements:

- Improve our referrals system to maximise occupancy but retain quality, standards and reputation.
- Improve our data recording and collection– one database holding all the charity's information. At present each team has their own systems, which are a mixture of paper and electronic. This not only increases duplication but hinders efficiency. To grow we need a single replicable system.
- Training and development of staff to use this system
- Key indicators within the system to identify the health of the different facets of the charity

2 Growth – a new house in 2017 – through partnership

To pursue as a priority a second 'First stage house' in partnership with The Order of Malta and The Catholic Bishops' Conference. This house would in all respects reflect our current operation in that it would be open to all applicants of any faith or none. The only difference would be that funding would be secured primarily through new partnerships arising out of this relationship and networks and that the new house would link more directly with the Catholic chaplaincy in prisons and local congregations. This would be almost identical to our present operation. The aim would be to have the second house operational before March 2017.

3 Academic Partnership to improve the measurement of impact and outcomes

At the start of 2015 we have introduced a standardised set of Performance indicators (used by other organisations in the sector) and we have included a set of our own outcome measures to record additional aspects relevant to our service-users. We will identify an external partner to work with us on independent evaluation. We have initiated discussions with an independent academic and a team based at a local university.

4 Secure new income streams and maintain the work to build financial stability ahead of 2018 Welfare Benefit changes

We are working with The Cranfield Trust to identify a strategy to reduce our reliance upon Housing Benefit by 15% by 2018, and a further 15% by 2020. We anticipate that as a result of the continued fiscal pressures faced by the government, that the proposed changes to welfare support although for the sector presently deferred for an additional year, are likely in the longer term to be introduced. As such through the work this year with Corporates, we would anticipate that new opportunities will arise from working alongside the new Community Rehabilitation Companies and through the new prison building programme.

5 Package ourselves to become the 'go to' service

As a charity we see some remarkable results in individual lives, and as part of the above actions we want to increasingly be seen to be a small but significant partner in some of the thinking in reshaping the future of our sector and, where we can, to feed into the thinking around prisons and rehabilitation.

THE NEHEMIAH PROJECT
TRUSTEES' REPORT

FINANCIAL REVIEW

In 2015 the charity had a total income of £472,751 (an increase of £135,702 on the previous year) and a total expenditure of £395,363 (an increase of £15,769 on the previous year). There was a surplus of £77,389 (deficit, in 2014, of £42,552). The surplus will be used to maintain a reserve equivalent to 3 months operating costs. In 2015, we maintained a tight control on expenditure and we will continue to do this in 2016. The budgeted income and expenditure in 2016 is projected to end with a similar surplus. No adverse movement has occurred in the period to date to cause us to alter that projection.

Reserves Policy

The trustees would like to retain reasonably liquid reserves of approximately 3 months of operating costs (£105,000). The level set recognises salaries as the major area of expenditure and takes account of the fact that very vulnerable people are dependent on the services supplied, and the charity is dependent on voluntary gifts and donations in order to meet the costs of providing these services. Over the previous years it has been difficult to hold reserve in a liquid form, but at the 2015 year end the charity had moved towards achieving this figure with a surplus of £77,387. The Charity's operations are supported by a loan from the Charity Bank of £85,745 which can be redeemed at any point.

The charity ended the year with £28,160 of restricted funds in liquid reserves and £690,790 of unrestricted funds mostly in illiquid reserves represented by the building owned by the Charity. £737,600 of unrestricted funds are invested in the charity's rehabilitation home. The charity has £105,000 designated for the necessary reserves, including an operational reserve to provide 3 months of estimated salary costs. The trustees are confident that given the freehold value of the charity's home, these provisions will enable the charity to continue in the event of a significant drop in funding.

TRUSTEES' RESPONSIBILITIES IN RELATION TO THE FINANCIAL STATEMENTS

Law applicable to charitable company's in England and Wales requires the trustees to prepare financial statements which give a true and fair view of the charity's financial activities during the year and of its financial position at the end of the year. In doing so the trustees are required to:

- Select suitable accounting policies and then apply them consistently;
- Make sound judgements and estimates that are reasonable and prudent; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in operation.

The trustees are responsible for keeping accounting records which disclose with reasonable accuracy the financial position of the charity. These are also to enable them to ascertain the financial position of the charity and ensure that the accounts comply with applicable law. Trustees are also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

In accordance with company law, as the company's trustees, we certify that:

- So far as we are aware, there is no relevant audit information of which the company's auditors are unaware; and
- As the trustees of the company we have taken all the steps that we ought to have taken in order to make ourselves aware of any relevant audit information and to establish that the charity's auditors are aware of that information.

AUDITORS

The trustees have agreed to re-appoint Begbies as the charity's auditors during the year.

This report has been prepared in accordance with the Statement of Recommended Practice: Accounting and Reporting by Charities (issued in March 2005) and in accordance with the special Section 419(2) of the Companies Act 2006 relating to small companies.

Approved by the board on 8th June 2016 and signed on its behalf.

JEREMIAH MICHAEL POWLETT COLMAN
Chairman