



Corporate Plan 2026 - 2031

GOING FROM GOOD TO GREAT



Welcome to our Corporate Plan 2026 - 2031

Thank you for taking the time to read our plan. Plans like this can sometimes feel long or complicated, so we have tried to keep this one clear and easy to understand. Most importantly, it focuses on what matters to the people we serve – you our customers.

Arches is a bit different from many housing associations. Many are large regional or national organisations. We are smaller, and all our homes are within about 30 minutes of our office. That means decisions about your homes and our services are made locally, here in South Yorkshire and north Derbyshire.

This plan has taken around 18 months to develop. Many people have helped shape it, including customers, staff, board members and partner organisations. Their ideas, feedback and challenges have helped us agree our Customer Commitment, Vision and Strategic Priorities.

The feedback from our customers has been particularly powerful in the development of this plan as it helped us understand what we are doing well and where we need to do better.

We listened to feedback from hundreds of customers while developing this plan and tested our ideas with groups such as our Neighbourhood Network.

From the start, we agreed a few simple principles to guide our plan:

- Build on what already works well – our purpose as a housing association remains the same.
- Listen to the people who matter most – especially our customers and our staff.
- Use evidence and feedback to guide our decisions.
- Plan for the future – focusing on the next five years and reviewing progress each year.
- Stay true to who we are – a local, community-focused organisation.



Alan Long
Chair of the Board

Through our conversations with customers and our and partners, several clear priorities came through:

Providing Reliable Services

We have strong foundations but want to keep improving. This includes handling complaints well, communicating clearly and making sure repairs & contractors are reliable.

Understanding our Residents

We want to get to know our customers better and take a more person-centred approach, working with partners where needed to support households.

Investing in what matters most

We will focus our resources on the things you care most about: good customer service, maintaining and improving our homes, and building new homes where possible.

Building on our Strengths

Arches has committed staff, strong finances and good regulatory ratings. These strengths help us continue delivering good services for customers.



Our goal is simple...

Provide safe, secure and warm homes, while listening to customers and responding to the different needs of the communities we serve.



1,380

Amount of homes owned and managed by Arches Housing

36

Number of team members in the Arches staff team

12

Number of Board Members at Arches

4

Number of Local Authorities we operate in

4,000

Number of customers who call an Arches property their home.

About Us...



Arches Housing was formed in 1975 on the back of a promise - to provide affordable decent homes for rent, and the regeneration and revival of communities in Sheffield.

We continue to live by that promise, supporting you, your families and communities to grow by delivering quality services. Since we were formed in 1975, we have expanded to other areas of South Yorkshire, but the spirit of that original promise remains the same.

Our vision and commitments to you, our customers, is clear and our values are strong. We are passionate about delivering quality homes and services for all of our customers, every time. As a social landlord, we believe that having a safe and secure home enables individuals and communities to thrive.

Our work is underpinned by a 30-year business plan, approved by our Board, and tested against all of our key risks and signed off by the Regulator of Social Housing.

We believe that investing in our organisation will help us to deliver our vision and our commitments to you, we are careful how we spend the rent you and your neighbours pay us to ensure we are spending it wisely; managing our costs and investing in high quality homes and services.

Our Values



Steel

Choosing to do the right thing over the easy thing; being determined to see things through and staying true to our roots.



Momentum

Being responsive to people and opportunities; generating solutions swiftly as a consequence of having the trust and freedom to take decisions.



Simplicity

Sticking to what actually matters; to make it easier to do a good job and achieve positive outcomes.



Connections

Recognising that we can achieve more with others than alone; building honest and supportive relationships inside Arches and beyond.



Individuality

Appreciating the life experience, skills and insights of others; listening with empathy, seeking to dignify everyone involved.

Our Ambition...

Our Vision...

A future where everyone has a safe and secure home, laying the foundations for individuals and communities to thrive.

Our Customer Commitment...

We will deliver quality homes and services, for all customers, every time.

Our Strategic Priorities...

1

To provide consistently high quality services for our customers that are delivered fairly and are accessible to all.

2

We will provide good quality, energy efficient, safe homes that meet our customers' needs.

3

We will maintain a financially sound, well governed and sustainable organisation.

Strategic Priority 1: Quality Services



What we are aiming for...

To provide consistently high quality services for our customers that are delivered fairly and are accessible to all.

What we will focus on...

- Doing the basics really well.
- Listening to what you tell us and take it seriously.
- Delivering great customer service.
- Getting to know you and what matters to you.
- Working in partnership with others to make things better for you and your community.

We will do this by...

- Working with trusted, long-term repairs partners who do a good job, turn up when they say they will, and treat you with respect.
- Involving you in reviewing our services and how we communicate, so things work better from your point of view.
- Making sure you get clear, timely information about our services, when you need it.
- Giving you simple and meaningful ways to share your views, and show you how we've acted on feedback.
- Learning from customer service experts so we can keep improving the way we support you.
- Keeping your information up to date and using it to tailor services around your needs, now and in the future.
- Working with partners to support people with the cost of living, access to jobs, and stronger communities — helping you feel secure in your home.

We're doing a good job when...

- Most customers tell us they are happy with our services.
- We regularly listen to customers, speaking to at least 250 people each year to understand what's working and what needs to improve.
- You are satisfied with the repairs service you receive.
- You are involved in reviewing all our services within the next three years, so they work better for you.
- The information we hold about you is accurate and up to date, and you feel that we know you well enough to change our services to meet your needs.
- Most customers tell us that they believe we make a positive contribution to their neighbourhood.





Housing in Sheffield



Strategic Priority 2: Quality Homes

What we are aiming for...

To provide good quality, energy efficient, safe homes that meet our customers' needs.

What we will focus on...

- Investing in our existing homes, based on what matters most to you.
- Making homes warmer and more energy efficient.
- Providing new, high quality homes for rent and shared ownership.

We will do this by...

- Making sure your home always meet health and safety standards.
- Investing in your home so that it is safe, well maintained and in good condition.
- Ensuring your home meets the Arches Home Standard.
- Providing additional funding and work to improve the warmth of our homes.
- Ensuring that your home supports you to live well and independently.
- Developing a long term plan for the decarbonisation of your home.
- Delivering new homes for rent and shared ownership that are high quality and energy efficient that meet the needs of communities now and in the future.

We're doing a good job when...

- We always know the condition of our homes and we use this information to inform how we prioritise how we invest in our homes.
- Most customers tell us that they are satisfied that their home is well maintained.
- Most customers tell us they are satisfied that their home is safe.
- All of our homes meet the Arches Home Standard.
- All of our homes have an energy rating of EPC C or above.
- We can demonstrate that we have improved the warmth of our customers' homes.
- We have developed our plans for the decarbonisation of our homes and you know what those plans are.
- We have developed more homes for rent and shared ownership that enables people to find a place to call home.

Strategic Priority 3: Quality Organisation



What we are aiming for...

To maintain a financially sound, well governed and sustainable organisation.

What we will focus on...

- Ensuring your voice is heard at all levels of our organisation.
- Ensuring your voice counts.
- Making sure we have the best people working for us.
- Having high standards and strong governance.
- Being responsible stewards of your data.

We will do this by...

- Making sure you can influence our plans and have a real say in the decisions that are made.
- Investing in and supporting our colleagues so we can attract and keep skilled people who are committed to delivering high-quality services to you.
- Managing our finances carefully, recognising that our services are funded by your rent, and we will focus on getting the best value in everything we do.
- Making sure we are led by a strong board and hold ourselves to high standards.
- Investing in our people and systems to meet your needs, keeping our systems and all of the data we hold as safe as we can.

We're doing a good job when...

- We will regularly ask you for feedback and ensure it shapes how we deliver services and make decisions.
- Most customers tell us that they feel their views are listened to and acted upon.
- We will measure success by asking our customers whether they feel our services provide good value for their rent and tracking improvements over time.
- We will aim to achieve at least Gold in the Investors in People standard, putting us among the top-performing organisations in our sector.
- We will maintain an operating margin of at least 20% to ensure we can invest in and improve the services our customers rely on.
- We will meet or exceed all regulatory requirements and maintain strong leadership to deliver quality services our customers can trust.
- We will aim to achieve the Cyber Essentials Plus standard, putting us amongst the top performing organisations for data and cyber security.



Reporting on Progress



The Board will report back to customers annually on the progress we are making to achieve the priorities set out in this plan as well as forward plans for the year ahead.

We have listened to our customers, colleagues and partners extensively in the development of this plan.

We are grateful for the **1,223** times that our customers that spent time to give us feedback, which has helped shape this plan. Thanks, in particular to our Neighbourhood Network of customers who worked closely with us to develop the plan in more detail.

We appreciate the input of Arches colleagues who provided feedback at their away days throughout 2025 and 2026 whilst we were developing the plan.

We value the engagement we had from all of our partners during the development of the plan from our local authority partners right through to the community leader forums we held in autumn 2025. Your feedback has been invaluable, and we thank you for making your time available to engage in the process.

Our board and senior leadership have listened to and reviewed all of the feedback received during the consultation process when developing this plan, we believe this plan is the right plan for Arches and our customers and represents the thoughts and aspirations of those who we listened to.



Thank You
to everybody who
has contributed to the
development of this plan.



Glossary of Terms...

Arches Home Standard:

Our property quality standards that are over and above what is expected of us from our regulator and this is the standard that Arches follows to ensure our customers homes are of good quality and well maintained.

The Board:

A group of people who oversee how Arches is run, make key decisions, and ensure it delivers good services to customers.

Customers:

People who use our services, including tenants and leaseholders.

Customer data:

Information we hold about customers such as names, contact details and information on other characteristics.

Cyber Essentials Plus accreditation:

A UK government-backed certification showing an organisation has strong cybersecurity controls in place.

Decarbonisation:

Reducing carbon emissions of our homes, for example by improving energy efficiency and using cleaner energy to heat them to help tackle climate change.

EPC (Energy Performance Certificate):

A document that shows how energy efficient a home is, using a rating from A (most efficient) to G (least efficient), and includes advice on how to improve it.

Energy efficient:

Using less energy to heat, light, or power a home, which saves money and reduces environmental impact.

Operating margin:

A measure of how much money Arches keeps from its income after paying running costs, showing how financially efficient we are.

Partnerships:

Working together with other organisations or groups to improve services and support for customers.

Regulator of Social Housing (RSH):

The independent body in England that sets standards for social landlords and makes sure customers' homes are safe, well managed, and of good quality.

Shared ownership:

A way to buy a home by purchasing a share (usually between 10% and 75%) and paying rent on the remaining share.

Value for Money:

Making sure services are delivered efficiently and cost-effectively, so customers get the best possible service for the money spent.





Telephone: 0114 228 8100

Address: Arches Housing Limited
122 Burngreave Road
Burngreave
Sheffield
S3 9DE



www.archeshousing.org.uk