



archeshousing

Our Plan to 2026

Bringing affordable homes to diverse communities across the Sheffield City region



Welcome

from the Chair and Chief Executive

We're delighted to share our Corporate Plan for the period 2021-26.

We have achieved a lot at Arches Housing in the last three years. The organisation continues to go from strength to strength and we are particularly proud of the ways in which Arches has supported our customers and communities throughout the Covid-19 pandemic. All our staff quickly adapted to new ways of working, staying true to our values.

Customers remain at the heart of what we do. We continue to find new ways to engage with our communities and have consulted widely through "the Big Conversation" and Together with Tenants, to ensure that customers have meaningful input into our service design. Engagement doesn't stop here; we commit to continuing to listen to our customers at all levels of our organisation. We're very pleased that customer satisfaction levels have increased significantly over the past three years to 89%.

Despite the challenges that the pandemic has brought, we are on track to deliver investment of £2.5m each year in our stock. We are committed to ensuring that our properties are warm, safe and secure, homes that our tenants

are proud to live in. Our focus is increasingly on ways to improve energy efficiency and contribute to our region's carbon reduction targets. We are tackling our least energy efficient properties first, so that tenants will feel the benefit, and will refine our roadmap to carbon neutrality as technology and government policy evolves.

We now have an established development programme of c.40 new homes every year and are pleased that we have attained Homes England partner status, providing us with future opportunities to grow across our core areas of operation. We have re-evaluated our approach to treasury management, which has enabled us to double the loan facilities which underpin our growth and investment plans.

Without doubt, recovery from the pandemic will continue to bring economic and social challenges but we are confident that it will also bring opportunities. Being a well-run organisation remains at the core of our success and we are delighted to have had a successful regulatory in-depth assessment and to retain the maximum G1V1 rating from the Regulator of Social Housing.



This plan introduces our five-year strategic priorities, which sharpen our long-term goals and have been developed collaboratively with residents and partners.

Our vision, mission and values remain the same, they underpin our new corporate objectives and are the bedrock of the way we work. We strive to be an inclusive organisation that values diversity and builds honest and supportive relationships.

Finally, none of our success would be possible without our people - our colleagues, our partners and our customers.

We look forward to continuing to build upon the solid foundations that we have created, delivering on our ambitions for the future.

Paul Common - Chief Executive
Kay Dickinson - Chair



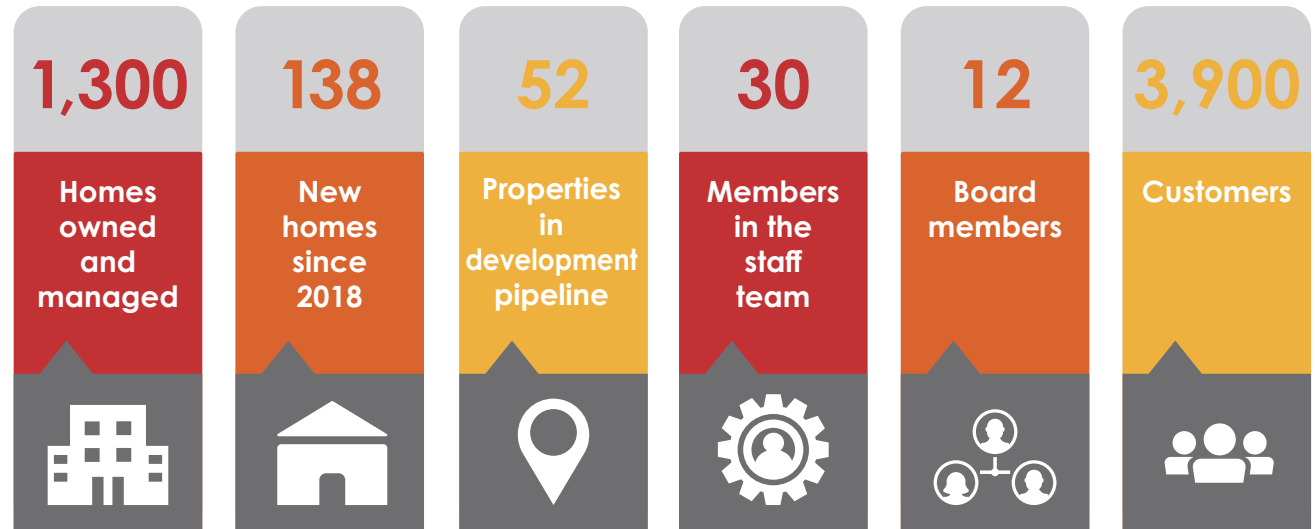
About Us



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, helping to meet the demand for quality, affordable housing and support in the Sheffield City Region.

We are passionate about providing outstanding services and good quality homes. As a social landlord, we believe that having a warm, safe and secure home can make a positive difference to the lives of people in our local communities.

Our work is underpinned by a 30-year business plan, approved by our Board, stress tested against all of our key risks and signed off by the Regulator of Social Housing. In 2018-20 we raised new funding to support our ambitions and doubled our borrowing capacity to raise an additional £16 million for investment in our properties and communities. Whilst we recognise that investing in our organisation will help us to deliver our vision, we also maintain a keen focus on value for money; keeping admin costs low and investing in high quality homes and services. We consistently achieve one of the lowest social housing costs per unit across the sector and are continuing to generate a healthy surplus each year.



Our Ambition



Our mission:

bringing affordable homes to diverse communities across the Sheffield City region

Our vision:

contributing to peoples' wellbeing by providing safe, secure, warm homes that meet their needs

Our long-term goals:

- Putting customers at the heart of what we do
- Providing homes that people want to live in
- Playing our part in increasing the number of homes in Sheffield City Region
- Maintaining a sustainable and balanced business model
- Being a well-run organisation

Our Values:

living out values of



Our Strategic Priorities

We have worked collaboratively with our customers, staff and board to understand what can be achieved. We want our plans to be ambitious, realistic and achievable.

Our five strategic priorities to 2026 are:

Strategic priority 1

Inclusive homes, services and support

Delivering homes, services and support that are inclusive, easily accessible and recognise the differing needs of our individual customers and their diverse communities

Strategic priority 2

Properties and neighbourhoods where people are proud to live

To deliver properties and neighbourhoods where people are proud to live

Strategic priority 3

Energy efficient homes

Delivering energy efficient homes that contribute to carbon reduction targets

Strategic priority 4

More high-quality affordable homes for rent and sale

To deliver more high quality affordable homes for rent and sale

Strategic priority 5

A well governed, financially strong, ambitious agile organisation

As a business, we will be recognised as a well governed, financially strong, ambitious, agile organisation that uses technology effectively, has an accountable and transparent relationship with its residents and a strong board that listens to and acts on what our customers tell us

For each priority we say why it is important to us and what it means for our customers, and our commitments

Our plans are underpinned by robust financial modelling and we are confident that the commitments set out here are fully funded within current financial capacity

In addition to focussing on our strategic priorities, we will continue to target our 'Lifeblood measures' which we have previously identified as being critical for the sustainable delivery of Arches' business objectives:

- 100% rents collected each financial year
- Empty Homes - Not more than an annual average of 15 days
- Not less than 100% adherence with asset compliance measures at all times
- Minimum gearing levels of 50%
- Sufficient cash liquidity to meet 18 months' worth of commitments at all times
- Customer satisfaction in line with targets



Strategic priority 1

Inclusive homes, services and support

Delivering homes, services and support that are inclusive, easily accessible and recognise the differing needs of our individual customers and their diverse communities

Why this important to us and what it means for our customers

We will

- Make a positive difference to our diverse customers' lives and for them to have a greater influence over the decisions that we make
- Operate in an environment free from discrimination, judgement or stereotyping, recognising the value of individuality
- Value our customers' lived experience

Our customers will have

- More support in sustaining their tenancies, where needed
- Greater involvement in our decision-making
- Confidence that we understand their needs, using good data and intelligence
- Better access to local support services and community groups

Our commitments

- Achieve top quartile customer satisfaction, including with the quality of their home, for all customer groups
- Reduce tenancy turnover to below 10% in all neighbourhoods
- Engage (at a detailed level) with at least 100 individual customers each year
- Adopt the 'Together with Tenants Charter' and implement our commitments

Strategic priority 2

Properties and neighbourhoods where people are proud to live

To deliver properties and neighbourhoods where people are proud to live

Why this important to us and what it means for our customers

We

- Are a community-based landlord and this means being a recognised partner in our neighbourhoods
- Care about providing our customers with a safe and secure home in which they can thrive, where people feel proud of their neighbourhoods, and stable and cohesive communities can flourish
- Know that there is a strong business case for investing in our neighbourhoods; strong, safe communities contribute to our customers' wellbeing, reduce void and maintenance costs and free up funding to do more

Our customers will

- Feel safe and secure at home and in their local community
- Be empowered to influence and lead on local community initiatives of importance to them
- Have opportunities to inform and shape Arches' priorities in their neighbourhoods

Our commitments

- 100% compliance in all areas of asset health and safety
- Design and delivery of an enhanced Arches Home standard
- Sustained reduction in the number of tenancies failing in the first year
- Material involvement in delivery of effective projects which benefit tenants across our neighbourhoods
- Refurbish 25 older street properties
- Top quartile customer satisfaction with quality of neighbourhood

Strategic priority 3

Energy efficient homes

Delivering energy efficient homes that contribute to carbon reduction targets

Why this important to us and what it means for our customers

We Will

- Improve energy efficiency making homes warmer and more comfortable for our customers, helping to lower energy bills and combat fuel poverty
- Contribute to our region's collective carbon reduction targets, reducing the impact of the climate emergency for future generations
- Take a hearts and minds approach, supporting our residents adjust lifestyles to embrace energy efficiency measures

Our customers will

- Benefit from warmer homes and lower energy bills
- Have improved health and wellbeing

Our commitments

- All our properties will be rated at EPC level C and meet the enhanced Arches Homes Standard
- Minimise disrepair claims
- No properties deemed unfit for our customers
- To have a roadmap to reach carbon neutrality by 2050
- Produce designs for an Arches carbon neutral new build home

Strategic priority 4

More high-quality affordable homes for rent and sale

To deliver more high quality affordable homes for rent and sale

Why this important to us and what it means for our customers

We will

- Deliver our mission to bring affordable homes to diverse communities across the Sheffield City Region, meeting our customers' priorities
- Expand the range of homes we offer
- Play our part in the economic growth and regeneration of the Sheffield City Region
- Support the delivery of this important priority of our key partners

Our customers will have

- More opportunities to live in high-quality, energy efficient, affordable homes, which meet their needs
- A better experience of moving into a new home and able to influence the experience for others by shaping our offer

Our commitments

- Develop at least 200 affordable homes for rent or sale; 40 of these will help regenerate our core areas
- Measure and improve customer satisfaction with the quality and design of new homes
- Maximise the opportunity presented by the Homes England 2021-26 Affordable Homes programme
- Achieve a minimum of 4% Internal Rate of Return across the development programme
- Build new homes with an EPC rating of at least B and begin work on a pilot net zero carbon development

Strategic priority 5

A well governed, financially strong, ambitious agile organisation

As a business, we will be recognised as a well governed, financially strong, ambitious, agile organisation that uses technology effectively, has an accountable and transparent relationship with its residents and a strong board that listens to and acts on what our customers tell us

Why this important to us and what it means for our customers

We

- As an agile, financially strong, well governed and resilient business can adapt our services to meet customers' and partners' needs
- Are best placed to mitigate against the risks of an uncertain operating environment
- Attract and retain the most talented people who live our values and are crucial to delivering the services our customers need

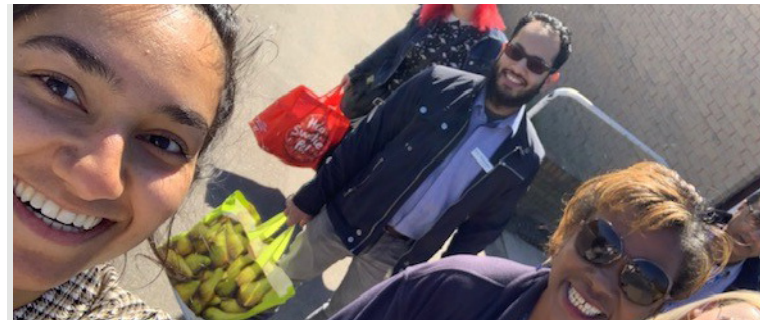
Our customers will

- Benefit from services delivered by skilled officers working to clear values-driven behaviours
- Know that Arches has the resources and skills to provide more homes and improve our existing properties
- Be confident that the board leads the organisation's social purpose and direction

Our commitment by 2026

- Maintain an average operating margin of at least 20% and have a lower operating cost per unit than our peers
- Achieve Investors in Diversity and Investors in People Gold accreditations
- Retain a G1V1 rating from the Regulator of Social Housing
- Achieve our Corporate Plan lifeblood measures and meet our resilience plan Golden Rules (metrics which, if breached, will trigger remedial action and mitigation)





Strategy into action

To ensure that we deliver against these strategic goals, we will:

- Commit to key targets for achievement by 2026
- Bring forward annual business plans and budgets with detailed objectives and KPIs
- Formally monitor strategic progress each quarter with board
- Report regularly to our stakeholders on achievements and intentions



Our aspirations and plans will evolve to meet the changing times. As recent events have highlighted, we have to be agile, but the following strategic enablers will underpin our approach and support us in achieving our aims:

RESOURCES:



Being financially strong and resilient; maximising reinvestment in existing and new homes; delivering excellent value for our customers; enabling our ambitions space to develop and grow; collaborating with others; and making best use of external expertise.

PARTNERSHIPS:



Investing in strong partnerships and connections that build on our excellent reputation, creating development opportunities for our organisation, customers and staff.

INTELLIGENCE:



Using robust, reliable data, insights, and technology to shape our offer; using meaningful intelligence about our existing and prospective customers to influence our strategies, plans and decisions.

AGILITY:



Being flexible in response to the changing environment; positioning ourselves to take advantage of opportunities; predicting and managing risks; having staff who are open to change in order to better meet our customers' needs; keeping the balance and pace of our investments under review.



Get in Touch

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