



Tenant Experience Strategy

2026 - 2029



Our purpose:

This three-year strategy sets out how Arches will improve tenants' day-to-day experience between 2026 and 2029.

It focuses on three key areas that have the biggest impact on how tenants experience our services; getting repairs right, keeping tenants informed, and learning when things don't go as well as they should.

The strategy supports the Arches Corporate Plan 2026–2031 by contributing directly to its priorities on Quality Services, Quality Homes and a Quality Organisation.

It strengthens our commitment to provide safe, secure and warm homes, deliver quality services for all tenants, listen to tenants and act on what they tell us, and use insight to tailor services to tenant and household needs.

This strategy is built on insight from tenant satisfaction measures, repairs data, service requests, complaints, compliments and direct tenant feedback.

We will use this insight to understand what needs to change, support our responsibilities under the consumer standards, deliver the Corporate Plan commitment to review customer-facing services with customer feedback, and show tenants what has improved.





Our ambition for **tenant experience**:

By 2029, we want tenants to experience Arches as a landlord that consistently delivers its commitment to quality services in practice: easy to contact, dependable in delivering core services, open when things go wrong and clear about the action we are taking to improve.

Tenants should feel listened to, treated with fairness and respect, and confident that their homes, concerns and feedback are taken seriously.

Our ambition is to build stronger trust through everyday service delivery. We will focus on the moments that matter most to tenants: reporting a repair, receiving timely updates, asking for help, raising a concern, understanding a decision and seeing that feedback leads to meaningful change.

Our first test will be whether we are consistently doing the basics really well: answering, updating, attending, completing, explaining and following through consistently.

Three priorities for the next three years:

1

Repairs that are reliable, respectful and well communicated:

Repairs are one of the strongest drivers of tenant trust and overall satisfaction, and they are central to the Corporate Plan priorities of Quality Services and Quality Homes.

We will improve the repair journey from first report to completion, with clearer diagnosis, better appointment keeping, proactive updates, better management of complex or recurring repairs, and more consistent checks on the quality of completed work.

We will make sure repair performance is understood not only through timescales and volumes, but also through the tenant's experience of communication, respect, disruption and resolution.

We will:

- Set clear repairs standards for appointments, updates, quality checks and follow-up.
- Reduce avoidable repeat visits and improve first-time fix performance where it is realistic to do so.
- Strengthen oversight of key issues including damp, leaks and repeat repairs.
- Work with contractors so every visit reflects our values: respect, safety, communication and accountability.
- Use tenant feedback, quality checks and complaint themes to hold contractors to account for the experience tenants receive in their homes.
- Use repairs insight alongside tenant feedback to identify root causes, reduce dissatisfaction and prioritise service improvements that tenants will notice.





Three priorities for the next **three** years:

2

Closing the feedback loop through clear communication:

Clear, timely and respectful communication is central to trust and to the Corporate Plan commitment that services should be flexible to meet customer needs.

Tenants should not have to contact us repeatedly to find out what is happening.

We will make communication more proactive, consistent and accessible, using tenant preferences, household information and support needs so people receive information in a way that works for them.

We will:

- Agree simple communication standards for acknowledgements, callbacks, progress updates and closure.
- Use tenant preferences and support needs so our communication works for all our tenants.
- Make sure tenants can access information and services in ways that meet their needs, including support for digital access, alternative formats, language needs, reasonable adjustments and advocacy where needed.
- Make “You said, we did” a routine part of newsletters, website updates, noticeboards and local communications.
- Track avoidable contact so we can reduce the need for tenants to chase us up.
- Co-design key communications with tenants so they are clear, plain English, accessible and focused on what tenants need to know.



Three priorities for the next three years:

3

Learning from complaints, service requests and everyday feedback:

Complaints, service requests and everyday feedback are essential sources of assurance and learning, and they support the Corporate Plan commitment that tenants' views are listened to and acted upon.

We will use the statutory Complaint Handling Code not only as a compliance requirement, but as a framework for building a positive complaints culture: resolving issues early, putting things right, understanding impact and using learning to prevent repeat failure.

We will:

- Strengthen the quality of complaint responses so they are clear, fair and focused on resolution.
- Create a simple learning loop from complaints, service requests, compliments and frontline insight.
- Review recurring themes regularly and take action to reduce them.
- Complete an annual self-assessment against the Complaint Handling Code and use the findings to improve accessibility, response quality and learning.
- Tell tenants what has changed because of what they told us.
- Report learning and improvement through governance, tenant communications and service reviews so that accountability is visible.



How we will deliver:



Year	Main focus	What tenants should notice
26/27	Set clear service and communication standards, map the repairs and feedback journeys, review complaint handling against the statutory Code, establish baseline measures linked to the Corporate Plan, and agree how we report back to tenants and the Board.	Clearer standards, better updates and more visible "You said, we did" communication.
27/28	Embed new ways of working, use insight to tailor services and target improvement, strengthen contractor and team accountability, and test whether tenants are experiencing more reliable repairs, clearer communication and better resolution.	Fewer avoidable contact from tenants chasing us up, more consistent repairs communication and clearer evidence that feedback is shaping services.
28/29	Review impact against the Corporate Plan outcomes, what tenants tell us about their experience, regulatory expectations and tenant feedback; show clear evidence of what has changed; and agree the next set of improvements with tenants, the Board and tenant scrutiny arrangements.	Improved confidence, clearer accountability and a stronger evidence base for the next strategy.



Our people, culture and values as enablers:



This strategy will only succeed if it is owned by everyone at Arches, not just by one team or service area.

Tenant experience is shaped through every interaction: how we listen, how we respond, how we follow through and how we work together when an issue crosses team boundaries.

Our people, culture and values are therefore key enablers of delivery. For tenants, our values are not abstract statements: they are experienced through whether our people listen carefully, take ownership, communicate honestly, treat tenants with respect and follow through on commitments.

Aligning our values to tenant experience means making sure the way we behave every day supports the three priorities in this strategy.

This means instilling a culture where our people are confident to act early, where teams work together around the tenant rather than passing issues between services, and where learning is valued as much as performance.

The same values that shape our internal culture must be visible externally in the tenant experience: in the quality of a repair, the tone of an update, the clarity of a decision and the way we respond when something has gone wrong.

- Our leaders will set clear expectations and support our teams to prioritise tenant experience.
- Colleagues will be encouraged and empowered to take ownership, work across teams and resolve issues early wherever possible.
- Our values will be embedded into practical behaviours, including listening well, explaining clearly, being accountable and treating tenants with empathy and respect.
- Learning from complaints, service requests and feedback will be shared openly so improvement becomes part of how we work.
- Our people and contractors will be expected to show our values in every interaction, so tenants experience Arches as consistent, fair and easy to deal with.





How will we know it's **working?**

We will review progress regularly and report back to tenants at least once a year.

We will use a focused set of measures that combine Corporate Plan indicators, regulatory indicators, management information, tenant perception, complaints insight and evidence of service change.

This will help us avoid measuring activity alone and keep attention on whether tenants are experiencing a better service.

We will use regular feedback from key service journeys, not just annual survey results, so we can identify issues earlier and respond before problems become repeated failures.

- Progress against relevant Corporate Plan measures, including overall satisfaction, satisfaction that services are flexible to meet customer needs, customer-facing services reviewed with customer feedback, and satisfaction that tenants' views are listened to and acted upon.
- Tenant satisfaction with repairs, time taken, quality of work and communication.
- First-time fix performance, repeat repairs, kept appointments and cases needing additional follow-up.
- Avoidable contact, feedback loops closed, and tenant feedback on whether they were kept informed.
- Complaint satisfaction, response quality, recurring themes and evidence of learning being acted on.
- Evidence of changes made because of tenant feedback, complaints or service requests.
- Feedback from tenants with different needs, including whether communication, adjustments and access to services are working well.
- Evidence that Board, leaders, colleagues, contractors and tenants are using insight to challenge performance and drive improvement.
- Simple updates to tenants showing what we have heard, what we have changed, what has not improved enough and what we will do next.



What tenants can **expect** from us:

We will be honest about what we can do, clear about what happens next, and accountable for following through.

When we get things wrong, we will put them right where we can, explain our decisions, and use the learning to continually improve our services.







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