



Chair's Welcome

Welcome to our Annual Report 2024/25



Another year completed and what a year for Arches it has been. We have seen a number of significant improvements in our customer satisfaction results as published in our Tenant Service Measures (TSM) report.

This strong performance could not have been achieved without the hard work and dedication of our Arches staff to ensure our services are what our customers want and also ensuring the services they receive go above and beyond.

We understand that there continues to be significant economic and indeed social challenges, putting many families under a lot of pressure. We will continue through our tenancy support teams and through working with our many partners, to do what we can to support those impacted.

This year we have also seen two Board members retiring after a number of years on the Board of Management at Arches.

Ajman Ali and Terry Gallagher will step down in September and I thank them both for their support and guidance throughout their time on the Board.

Members work hard to challenge staff and play an important role in the governance of Arches. We will be welcoming three new members onto the Board in September. I look forward to working with them to continually drive Arches forward over the coming year and putting the customer at the forefront of decision making.

We also successfully recruited two trainee board members within the last 12 months – Kasira Ahmed and Sarah Ahmed. This is a new approach for Arches and one that I am very positive about. Being able to offer the support and structure to these trainees will set them in good stead as they continue on their board member journeys.

As many of you know, Paul Common has been Chief Executive at Arches for over seven years now and he has worked tirelessly alongside the board and his executive team to shape the vision from the association, driving it on to be the landlord you are all familiar with today.

Paul has decided now is the right time to look towards retirement and he will step down as Chief Executive in March 2026. I want to take time to acknowledge all that Paul has done for Arches and celebrate his leadership. I have enjoyed working alongside Paul over the last few years and both the Board of Management and I wish him every success for his retirement.

Finally this year we have celebrated Arches turning 50 years old. This is a tremendous accolade and one that the board and I are particularly proud of. We have used the opportunity to get out and about meeting customers. Personally, I have particularly enjoyed listening to the stories our customers have shared.

You can read all of our customers' Arches @50 stories by scanning the QR code below or visit the homepage of our website.



Alan Long
Chair

Arches celebrates 50 years as a social landlord

50 years is a long time in anyone's book, especially for a Housing Association. But 2025 sees Arches turn 50 years old.

Formed back in 1975 to provide affordable housing for people across Sheffield, Arches continues to go from strength to strength today with over 1,300 properties to our name across Sheffield, Rotherham and Derbyshire.



Arches colleagues

In those 50 years, residents have been the primary focus for the organisation and through a series of neighbourhood days, community events and partnership collaborations, Arches has been celebrating the past 50 years in style.

Residents, partners, board members and staff have also been sharing their stories and memories of Arches, through a series of interviews which will be turned into a book at the end of the 12 months of celebrations.

Paul Common, CEO of Arches comments:

"This year we really wanted to celebrate Arches turning 50. There aren't many organisations that can boast to hitting that milestone. It was always important to us that we shared our celebrations with our residents, colleagues and partners as without those people, Arches just wouldn't exist."

"It's been great to read all of the residents stories and reminisce with colleagues about their memories of working for Arches. I never realised how many residents have lived in our properties for over 20+ years - that is quite remarkable."

If you would like to read our collection of Arches @50 interviews, can do so by visiting our website or scanning the QR code on page two of this report.

Arches says thank you and goodbye to Sally Steade after 37 years with the organisation.

For those of you who have ever had to contact Arches over the last 37 years, you would probably at some point have spoken to Sally Steade.

Sally has held many positions across the business, most notably as Head of Asset Management for over 10 years. Sally has also worked within our Development and IT teams.

2025 will see Sally retire from Arches and have some time to put her feet up and have a much deserved rest, although it only seems like yesterday when she joined the team back in 1988. She is now the rightful owner of the 'longest serving member of staff' accolade.

Alan Long, Chair of the Board at Arches Housing commented:

"Sally has been with Arches for a remarkable 37 years and although I'm sure she's going to relish her retirement, we will be sad to see her leave, it's like the ravens leaving the Tower of London – they've always been there! That said, Sally has been an amazing advocate for Arches in those years and she has been instrumental in our success."

From everyone at Arches, we wish Sally a happy and healthy retirement.



Sally Steade

Priority One



Inclusive homes, services and support

Abbeyfield Festival

This year we once again supported the Abbeyfield Festival in Burngreave. The event gives us an opportunity to meet residents and answer any questions or queries they may have. We also use the event as a platform to demonstrate what Arches Housing is all about and discuss the services we have on offer to our residents. This year's event was another huge success.



Abbeyfield Festival

Neighbourhood Action Days

Following on from the successes of previous Neighbourhood Action Days we held even more events this year. Action days are a fantastic opportunity for the staff to get out into our local communities and 'give something back'. This can include everything from litter collection and skip filling through to tidying up the local parks and play areas for the community to enjoy.



Neighbourhood Action Days

Neighbourhood Network

Our Neighbourhood Network has gone from strength to strength since the last annual report. The group, which is designed to be a link between residents and the Board, now has seven members, who meet regularly to feedback on resident-facing policies going to board and to work with us to agree the Customer Satisfaction Action Plan developed from the results from the Customer Satisfaction Survey.



Neighbourhood Network

Hearing the resident voice and acting upon it

2024/25 saw a step change in how the resident voice is heard, recorded and acted upon as we continue to move towards being more resident focussed.



600	Residents shared experiences about our repairs service	168	Residents shared experiences of our income collection services	3	Residents were involved in a resident scrutiny exercise this year
317	Residents took part in our annual Tenant Satisfaction Survey	9	Residents shared their experiences of our ASB service	106	Residents helped shape the principles of our Strategic Repairs Review.
66	Residents shared their experiences of planned works	7	Residents took part in resident journey mapping sessions	54	Residents shared their views on issues within their neighbourhoods
34	Residents shared their experiences of our lettings service	300	Residents provided feedback on our Arches Home Standard 2.0	81	Residents shared their experiences of our complaint service.



Priority Two

Properties and Neighbourhoods where people are proud to live

Health and Safety of all our residents is always a major priority to us, and we continue to ensure all our homes are safe and secure for everyone.

In 24/25 we completed:

Asset Management Performance	Performance		Target
Properties with a valid Gas Safety Certificate	100%	✓	100%
Properties with a valid Electrical Safety Certificate	100%	✓	100%
Properties with a valid Fire Safety Assessment	100%	✓	100%
Properties with a valid Water Hygiene Assessment	100%	✓	100%
Properties with a valid Asbestos Management Survey	100%	✓	100%
% of homes which meet the Arches Homes Standard*	68%	✓	100%
% of homes that meet the Decent Homes Standard	100%	✓	100%
% of day to day repairs completed on time	91%	✓	91%

*All main components, bathrooms, kitchens etc. are 100%. Low performance mainly due to delay in external painting programme.

We continue to work with our residents and partners to provide quality repairs at a time suitable for everyone. To find out more about our Asset management programme, please visit our website.

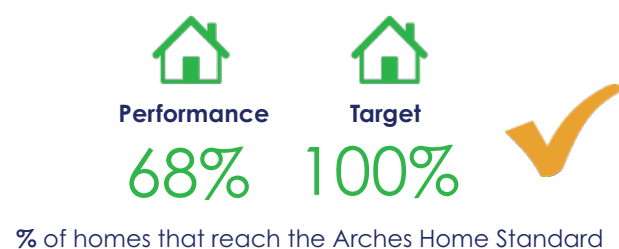
Decent Homes Standard

All social landlords are measured by something called the **Decent Homes Standard**.

This is a measure used to ensure all homes operated are kept and maintained at a consistent level.

Currently **100%** of our homes meet the government's Decent Homes Standard. On top of this we have our own 'Arches Homes Standard' which we also measure our homes against.

Maintaining our homes to meet the Arches Homes Standard remains a top priority for us.



In the last 12 months our £1.27m programme has completed:



Type	How Many
Bathroom	18 Properties
Kitchens	38 Properties
Boilers	90 Properties
Windows	24 Properties
Roofs/roof works	9 Properties
*Other works	123 Properties

*Other works include boundary walls and fencing, brick work repairs and rainwater goods

Priority Three



Energy Efficient Homes

Ensuring our homes are as energy efficient as possible is a top priority for us. Over the last 12 months we have worked on ensuring our homes all meet the Government's target for all homes by 2030 to achieve an Energy Performance Certificate (EPC) rating of C or above.

We are well ahead of the Government's target, and we anticipate that we will reach the **100%** target within the time frames set.



89%

In 2021, 89% of households held an EPC rating of 'C' or above



94%

In 2023, 94% of households held an EPC rating of 'C' or above



97%

In 2025, 97% of households held an EPC rating of 'C' or above

*As of 31st March 2025, we had **36** properties that were below an EPC rating of C or above.

Priority Four



More high-quality homes for rent and sale

In 2024/25 we took handover of a total of 34 new homes. This is above our target of 20 new homes per year, with some homes being delivered ahead of schedule. At the end of 2024/25 we had a further 56 homes in the pipeline to be delivered within the next two years.

Inkersall Road, Staveley, Chesterfield 28 homes

Developed by Barratt David Wilson (BDW) this site will see us acquire all of the 28 affordable homes required by planning. There will be 17 homes for affordable rent and 11 homes for shared ownership.

During 2024/25 we acquired six homes for rent, bringing our total to 10 homes ranging from one bed private entranced apartments to three bed family homes.



Inkersall Road, Chesterfield



Priority Four

More high-quality homes for rent and sale

Inkersall Road, Staveley, Chesterfield **11 homes for shared ownership**

Located on the same Chesterfield site we have also entered into contracts with the developers to acquire a further 11 homes. These homes will be available for shared ownership.

The homes were delivered with the support of Homes England grant funding and will be a mix of three and four bed properties located on 'The Spires' branded sales site.



Inkersall Road, Chesterfield



Chapel Way, Rotherham

Chapel Way, Kiveton Park, Rotherham **43 homes**

This development is in partnership with Strata Homes, Arches is delivering the 43 affordable homes required by planning.

In 2024/25 we acquired 17 homes which are a mix of affordable rent (14) and shared ownership (3). Looking ahead the scheme is due to deliver the remaining 26 homes before December 2025 and the site has proved very popular.

Wentworth Way, Dinnington, Rotherham **23 homes**

This scheme is located on the southeastern edge of Dinnington, with first handovers taking place in 2022, our final five handovers took place in 2024/25 bringing this scheme to a close.

We continue to seek insight and opportunities for learning via the South Yorkshire Housing Partnership (SYHP), which includes numerous housing associations in South Yorkshire, all four local authorities and has Homes England as a key partner.



Wentworth Way, Rotherham

To find out more about our development plans and our new developments, please visit our website or scan the QR code on page two of this report.

Priority Five



A well governed, financially strong, ambitious agile organisation

We have maintained a steady financial position in 2024/25 despite the turbulent economic environment. Income has continued to grow with the addition of 34 new properties.

Statement of Comprehensive Income	2024/25 £'M	2023/24 £'M
Turnover	8.3	7.5
Operating Surplus	1.9	2
Surplus for the year before taxation	0.5	0.8
Statement of Financial Position	2024/25 £'M	2023/24 £'M
Fixed Assets	69.2	65.2
Net Current Liabilities	(0.4)	(1.0)
Long term creditors	51.4	47.4
Reserves	17.4	16.8
Properties (units)	2024/25	2023/24
Total owned and managed	1,354	1,324

VIM finance metrics	2023/24 Housemark peer group (median)	2023/24 Arches Actual	2024/25 Arches Actual
Reinvestment% (including development spend)	4.73%	4.71%	8.61%
New social housing units supply delivered %	0.93%	1.05%	2.51%
Gearing %	32%	38%	41%
Headline social housing cost per unit	£4,674	£3,965	£4,214
Operating Margin (overall)	17%	21.90%	21.00%
Arches Metrics			
Customer Satisfaction	82%	76.74%	83.91%

Expenditure on repairs and reinvesting in our properties, remains a priority through the Arches Home Standard, totalled **£3.62m** in 2024/25 and is budgeted to be **£3.73m** in 2025/26.

We continue to compare well to our peers in terms of providing value for money, keeping our 'core' administration costs low and maximising spend on our housing stock.

More details on our finances including details of Board and governance arrangements, and risk management & assurance can be found on our website at www.archeshousing.org.uk



Value for Money (VfM)

To assess whether we are delivering Value for Money (VfM) for our residents we always ask ourselves three important questions

Is my rent good value?

On average our rents cost **67%** of the rents charged in the private rented sector at a local authority level. All of our rents are below the Shelter living rent calculation for the UK.

Is my home affordable to run?

We are committed to investing in our homes to increase their energy efficiency. By increasing their efficiency, we will help our customers to reduce the running costs associated with their homes. In 2024/25 we spent **£637k** on energy improvement works in our properties.

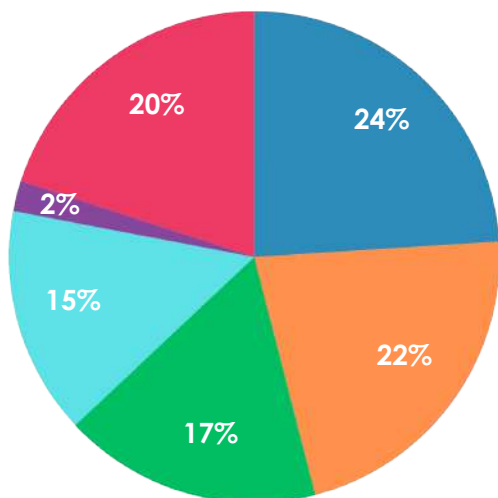
This has resulted in **97%** of our properties achieving an Energy Performance Certificate (EPC) level of 'C' or above.

Is my rent well spent?

We have a strong customer focus, we are committed to providing better information to make this assessment more transparent to our customers and other stakeholders.

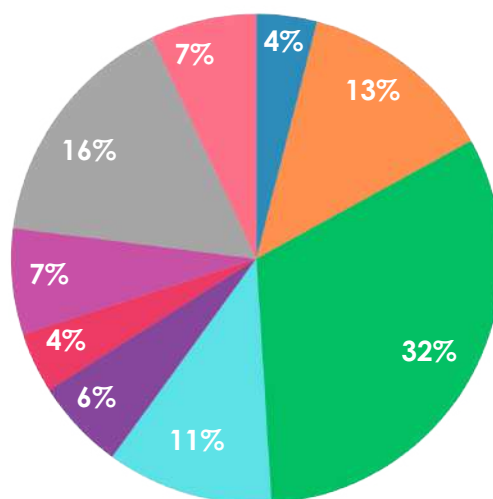
To help you understand more about how your rent and service charges are spent, take a look at our charts below which explain where your money goes:

How every £1 of your rent is spent:



Reinvestment in our stock
Repairs & Maintenance
Tenancy Mgt Costs
Staff Costs
Office & Mgt Costs
Finance Costs

How every £1 of your service charge is spent:



Communal Cleaning
Communal Gardening
Communal Maintenance
Caretaking
Other
Communal Electricity
Fire Safety Maintenance
Refuse Removal
Estate Charge

How does our CEO salary compare to salaries of others at Arches?

Our CEO to median worker pay ratio is 3.0 which is lower than other similar housing associations across the UK where the peer group median is 8.1.

Operational Performance



How we've performed

How we operate is really important to us. We want our residents to feel satisfied that we are working as best we can to ensure their queries are met. We continuously measure our operational performance against our annual targets and over the last 12 months we have achieved:

Operational Performance	Target	Performance	
Customer satisfaction with overall services provided by Arches	77%	84%	
Number of customers that have been involved with us in the year and helped shape our services for residents	200 residents	201 Residents	
Property turnover	8.00%	6.54%	
Empty property rent loss	0.33%	0.62%	
The amount of rent collected that was due	100%	99.63%	
Rent arrears (current and former tenants)	3.50%	3.52%	

Complaints

Putting residents at the heart of what we do means that we listen to what residents are saying through the complaints we receive and use this to help shape how we move forward. Each year we produce an annual complaints performance report alongside a self-assessment form for the residents to read and understand more about what we got wrong and how we plan to improve moving forward.

To read our resident complaint & service improvement summary report, please visit our website - www.archeshousing.org.uk

80 number of complaints investigated in 24/25

65 number of complaints upheld in 24/25

8 number of key areas where we got it wrong

Tenant Satisfaction Measures (TSMs)

The Tenant Satisfaction Measures (TSMs) measure how well landlords and registered providers are doing and are divided into five categories: Building Safety, Anti-Social Behaviour, Decent Homes Standard & Repairs, Complaints and Resident Perception Measures.

Between 30th September 2024 and 25th October 2024, we conducted telephone interviews and a small number of face to face interviews with customers to gauge their level of Resident Satisfaction.

We are pleased to announce satisfaction levels from customers across all **12** resident satisfaction measures increased from previous year.

Overall satisfaction increasing by

+7.4% to 83.9%



Equality, Diversity and Inclusion

Knowing our Customers

We initially undertook a programme of research, that concluded in March 2024, to contact all of our tenants to learn more about them and their families.

We now have an on-going programme of continuing to collect data through our newly introduced annual tenancy visits.

We hold detailed up to date data on **70%** of our households and have a target to hold current data on **80%** of our residents by **March 2026** which will enable us to further refine our services to meet the varying needs of our residents.

70%

Currently we hold data on **70%** of our households

80%

By March 2026, we want to hold data on **80%** of households

Did you know that **40.7%** of our households has a resident living in it who identifies as vulnerable?



108 households have a health condition (impacting D2d activity)



95 households have a mobility issue



75 households have someone on the Autistic Spectrum



63 households have someone with a learning difficulty



41 households have someone facing mental health challenges

How have we used your data this year?

We have continued to use your data on an individual basis to tailor requests for services based on your details. We have identified residents from specific groups, such as residents whose first language is not English, to help us review our processes. This year we looked at the way we deliver planned improvements and we have used our resident data to ensure that the services are accessible and are being delivered fairly.

We have also implemented **Reachdeck** into our website. **Reachdeck** is a tool that supports accessibility and allows people who access our website to use instant language translation or browsealoud.

128

number of times **Reachdeck** was used for translations on our website

What do we have planned for the year ahead?

- We will implement a multi-lingual chatbot onto our website, allowing residents to speak to us in their preferred language. This will allow the conversation to be translated for our staff without the need for an interpreter.
- We will continue to use the information our residents provide us with to tailor services to meet their needs
- We will continue to work with different resident groups to ensure our services are fair and accessible

51

number of times customers used 'speech to text' via **Reachdeck** on our website



The Board of Management:

Alan Long (Chair)
Ian Falconer (Deputy Chair)
Ajman Ali
Lisa Bradley
Martyn Broadest
Andrea Brough
Adam Collin
Terry Gallagher
Mahara Haque
Alison Knowles (Resigned 16th September 2024)
Andrew Liles (Resigned 16th September 2024)
Tracy Watterson

Chief Executive & Company Secretary:

Paul Common



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/archeshousing

- Regulator of Social Housing Registered No. **LH0884**
- Register of Co-operative and Community Benefit Societies **No.21451R** (Exempt Charity)
- Member of the National Housing Federation, PlaceShapers and BMENational

www.archeshousing.org.uk