



Annual Report 2025 - 2026

Chair's Welcome

Welcome to our Annual Report 2025/26

As I reflect on the past year, I am proud of what we have achieved together as an organisation. During a time when many individuals and families continue to face financial and social challenges, Arches has remained committed to providing safe, affordable homes and tenant-focused services that make a positive difference in our communities.



This year has been one of change, progress and ambition. I am delighted that John Hudson has been promoted to Chief Executive, and also to welcome Kat Allott-Stevens to join Arches as our new Director of Operations.

We remain committed to investing in our people, supporting their development and creating opportunities to attract and retain the very best talent. Achieving and maintaining Investors in People Gold accreditation is a reflection of the importance we place on our workforce and the culture we continue to build together.

The Board looks forward to working closely with John and Kat as we begin the delivery of our new Corporate Plan from April 2026 and continue building on the strong foundations established over many years. I would also like to recognise and thank Paul Common for his outstanding leadership and dedication to Arches. Paul leaves a lasting legacy that has helped shape the organisation we are today.

Our success is only possible because of the commitment, expertise and passion of our colleagues. I would like to thank every member of staff for their hard work and dedication throughout the year.

As we move forward, the voices of our tenants remain at the heart of everything we do. Over the past year, Arches tenants have continued to influence services, policies and priorities, helping to shape our new five-year Corporate Plan. On behalf of the Board, I would like to thank every tenant who has taken the time to share their views, experiences and ideas.

Your contribution helps ensure that our decisions are informed by what matters most to the people who live in our homes. Arches has continued to

strengthen how the tenant voice is heard and acted upon, reinforcing our commitment to being a truly tenant-focused organisation.

Throughout the year we worked closely with our local partners to make a greater impact in our communities. Whether supporting neighbourhood improvement activities, community events or wider initiatives that improve wellbeing and opportunities for local people, these partnerships play a vital role in delivering lasting positive outcomes.

We celebrated our 50th anniversary, with the values that have guided Arches since 1975 continuing to shape our future. We remain ambitious for our tenants, our communities and our organisation. We understand that many people are still facing difficult circumstances and we are committed to providing support where we can, whether through our services, our partnerships, or community initiatives such as our neighbourhood days.

Arches was founded on the principle of helping people and communities thrive, and that purpose remains as relevant today as it was 50 years ago.

Finally, I would like to thank my fellow Board members for their commitment, challenge and support, and extend my gratitude again to our employees, partners and tenants for the role each of you play in making Arches a successful and resilient organisation.

Together, we are delivering on our ambitions and creating a stronger future for the people and communities we serve.

Alan Long
Chair

Priority One

Inclusive homes, services and support

Arches continues to listen to our tenants and take action to improve our services. Last year we carried out more conversations than ever with tenants following their experience with our services – take a look at the numbers below to see how many people we are talking to.

Tenant Voice

We identified from tenant feedback that the standard of our empty properties when re-let and the management of anti-social behaviour were two areas we needed to improve so we supported tenants to scrutinise these areas in more detail.

This resulted in a rewrite of our anti-social behaviour policy, all our letters to tenants and a revamp of our information on the website as well as the information leaflets we give out to tenants. So far this work is showing that tenants are happier with the work we are doing to manage and reduce anti-social behaviour.

Following this we have looked at what repairs and improvements we do when our properties become available for re-letting. This has identified work that needs to be done around how we communicate our property standard and how we support tenants moving into our properties.

This work will be completed in 2026/27.

Finally a mention for our Neighbourhood Network – the tenant group who have oversight of how we are using tenant voice to improve our services and link into our board.

They played a key role in checking the Tenant Voice. One of the network is now on the Tenant Board Academy building skills towards being able to be a board member.



Involved Arches Tenants

Tenant Voice 25/26 in numbers

310

tenants took part in the annual Tenant Satisfaction survey

600

tenants shared experiences about the repairs service.

5

tenants took part in a scrutiny exercise.

298

tenants told us about their experience of planned works.

129

tenants gave us feedback on our Tenant Voice Strategy

44

tenants told us about their experience of letting a property from us.

149

tenants took part in a Tenant Service Survey.

511

tenants shared their experience of our Income Service.

16

supported housing tenants took part in a survey about homes and services.

32

tenants told us about the management of their anti-social behaviour cases.

Priority One

Inclusive homes, services and support

Abbeyfield Festival

We are a strong ongoing supporter of Abbeyfield Festival – one of the big events of the summer for Burngreave. The event is a chance for us to meet tenants and other partners in a celebration of the area.



Tenants enjoying the Abbeyfield Festival

Neighbourhood Days

The Wensley estate neighbourhood day was the first to start the season of neighbourhood days in 2025. This was a great event attended by the whole team. We received positive feedback from tenants and were able to make a big improvement on the estate in terms of weeds, litter and assisting tenants with providing three skips.

A successful Neighbourhood Day was held on the Darnall Estate in July 2025, bringing tenants and the housing team together to improve the local environment. Multiple skips were provided, and promotional leaflets were distributed throughout the area, giving tenants ample opportunity to dispose of unwanted waste responsibly. The initiative was well supported, with all skips filled. In addition, de-weeding and litter-picking activities were carried out, resulting in cleaner, safer communal spaces for tenants to enjoy.

A community pop-up day was also organised at Ashtree Court, where members of the housing team worked to enhance the communal garden and planting areas. The team planted a variety of flowers and engaged with tenants about the importance of maintaining and taking pride in shared outdoor spaces.

Our September 2025 Neighbourhood Day took place in Dinnington and proved to be a great success. The Arches Housing team worked together to plant daffodil and crocus bulbs, alongside a selection of attractive flowering shrubs around the green space on Lamp Post Lane.

The team also undertook extensive weeding, de-cluttering, and cleaning of pathways and public areas, helping to significantly improve the appearance of the neighbourhood. Positive feedback was received from tenants, who expressed their appreciation for the enhancements made to the area.

Later in the year, the housing team carried out environmental improvement works at Abbeyfield Flats. Activities included weeding and the planting of spring bulbs in communal areas. Thanks to the ongoing efforts of both the grounds maintenance team and tenants, the site was already exceptionally well maintained.



Arches Tenants and Colleagues helping at recent neighbourhood days

The final Neighbourhood Day of the year took place in March 2026 on Bressingham Street. During the event, the team reported incidents of fly-tipping, carried out litter-picking activities, and removed weeds from communal areas.

The day also provided an opportunity to engage directly with local tenants and discuss neighbourhood issues. These efforts contributed to a noticeable improvement in the appearance of the area and helped strengthen relationships with tenants.

Priority Two

Properties and Neighbourhoods where people are proud to live

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

Adapting a bathroom to meet a tenant's needs

We listened to a tenant's needs and adapted planned bathroom works to make their home safer, more accessible and easier to use.

Background

The tenant's bathroom no longer met their medical needs and had become difficult and unsafe to use. After speaking with the tenant, their Occupational Therapist and our Planned Works team, we redesigned it as an adapted shower room.

What we did

The new room included a walk-in shower with a fitted seat, grab rails, a shower screen and curtain, and an accessible basin and WC.



Tenant's newly adapted bathroom

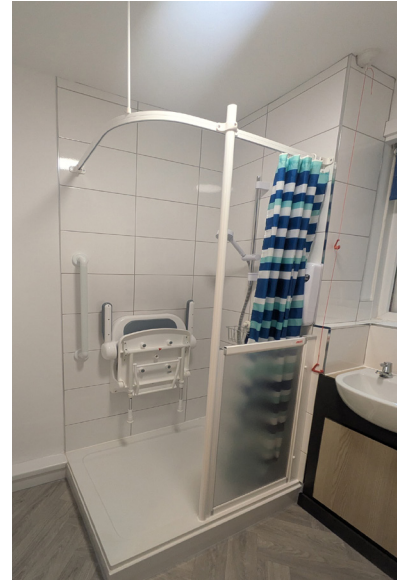
Challenges and solutions

Drainage, low-level pipework and the concrete floor meant we could not install a level-access shower.

Instead, we fitted a low step-up shower, kept the drainage in place and boxed in the pipework to give the room a neat, long-lasting finish.

Tenant voice

We kept the tenant informed throughout, so they knew what to expect and could be involved in decisions.



Adapted walk-in shower

*The finished shower room is now safer, more accessible and easier for the tenant to use, helping improve their **independence** and **quality of life**.*

In the last 12 months our £1.32m programme has completed:

25

Properties had new bathrooms

4

Properties had roof repairs carried out

37

Properties had new kitchens

138

Properties had external decorations

122

Properties had new boilers

161

Properties had *other works carried out

45

Properties had new windows

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

Priority Three

Energy Efficient Homes

Over the last few years, we have made significant progress in improving the energy efficiency of our homes. This work is about more than meeting targets; it is about helping tenants live in homes that are **warmer**, more **comfortable** and **cheaper to heat**.

We are proud to be ahead of the Government's 2030 target, with **97.6%** of our homes now achieving an EPC rating of C or above, compared to **89%** in **2021**.

This improvement has been achieved through continued investment in our existing homes and a focus on ensuring that energy efficiency remains a key consideration in our asset management decisions.

Although we are pleased with the progress made, we recognise there is still work to do. At the end of March 2026, **30** homes remained below **EPC C**, and plans are in place to improve these properties over the coming years. We remain committed to achieving our target and ensuring that all tenants can benefit from living in an energy-efficient home.

Improving the energy efficiency of our homes remains an important priority. Warmer, more energy-efficient homes can help reduce energy costs for tenants, improve comfort and support our wider commitment to sustainability.



Strategic Repairs Review

Over the past year, we have continued to undertake a comprehensive review of our repairs service to ensure it remains fit for the future and delivers the high-quality service that our tenants expect.

The review is focused on identifying opportunities to improve the tenant experience, increase efficiency and resilience, and ensure that our repairs service continues to provide value for money while maintaining high standards of quality and safety.

As part of this work, we are reviewing how services are delivered, how performance is measured, and how we can make it easier for tenants to report repairs and receive timely updates on progress.

A key principle of the review is that the future service should be shaped by the people who use it. Throughout the process, we have been engaging with tenants to better understand what matters most to them when accessing repairs services.

Through surveys, workshops and other engagement activities, tenants have been sharing their experiences and helping us identify where improvements can be made.



The feedback received is helping to inform the standards we expect from our repairs service in the future.

Tenants have highlighted the importance of clear communication, reliable appointment scheduling, quality workmanship and completing repairs right first time.

These insights are playing an important role in shaping our thinking and ensuring that future service improvements reflect tenant priorities and expectations.

The review will continue during the coming year, with tenant engagement remaining at the heart of the process. By working alongside tenants, we aim to develop a repairs service that is responsive, efficient and focused on delivering the best possible outcomes for our tenants.

Priority Four

More high-quality homes for rent and sale

In **2025/2026** Arches continued to grow, taking handover of **31** brand new homes. This is above the target of **20** homes per year. Looking ahead Arches has **26** homes due to handover in the next three years (**2026-2028**), this is lower than we would hope for due to the challenges in the market. Since then officers have been actively looking for further opportunities and new schemes across Arches' operating area are being reviewed and taken forwards.

Chapel Way, Kiveton Park, Rotherham 43 homes (23 for rent and 20 for shared ownership)

Working in partnership with Strata Homes, Arches has purchased the 43 affordable homes required by planning. The site has progressed ahead of schedule with Strata delivering homes quicker than expected, and the site has proved popular.

In 2025/26 Arches bought 24 homes, making this our main site for 2025/26 delivery. The homes were a mix of affordable rent (7) and shared ownership (17) family homes, located throughout the site. Development on the site will complete in 2026/27 with the handover of the final two units.



Low Riddings, Mastin Moor, Chesterfield 7 homes (6 for rent and 1 for shared ownership)

Working with Harron Homes, this site will see Arches purchase the seven affordable homes required by planning. This was a new scheme for Arches in 2025/26, with contracts being entered in year and then delivery of two homes taking place in January 2026. These houses are a first for Arches' as they have Air Source Heat Pumps on this gas-free site.

Heat pumps are becoming increasingly common and whilst this was a first it is certainly the first of many to come, as new builds are seeing a high number of heat pumps being fitted to bring development in line with building regulation changes for new build homes.

Inkersall Road Staveley, Chesterfield 11 homes for shared ownership

This scheme was supported by grant from Homes England, and saw Arches acquire 11 homes from Barratt David Wilson (BDW) on their 'Spires' development in Staveley. The final five handovers took place in May and June 2025, with the homes being made available for shared ownership sale.

In addition, Arches remains in contract with BDW for the affordable homes required by planning on this site (28 homes), no handovers took place in 2025/26 but homes are due in 26/27 and beyond.



More details on our development arrangements, can be found on our website at www.archeshousing.org.uk

Priority Five

A well governed, financially strong, ambitious agile organisation

We have maintained a steady financial position in **2025/26** despite the turbulent economic environment. Income has continued to grow with the addition of **31** new properties.

Expenditure on repairs and reinvesting in our properties, a priority through the Arches Home Standard, totalled **£3.81m** in **2025/26** and is budgeted to be **£4.20m** in **2026/27**.

Statement of Comprehensive Income	2024/25 £'M	2025/26 £'M
Turnover	8.3	9.5
Surplus	0.5	0.5
Statement of Financial Position	2024/25 £'M	2025/26 £'M
Fixed Assets	69.2	72.6
Net Current Liabilities	(0.4)	(1.0)
Long term creditors	51.4	53.7
Reserves	17.4	17.9
Properties (units)	2024/25	2025/26
Total owned and managed	1,354	1,379

VfM finance metrics	2024/25 Housemark peer group (median)	2024/25 Arches Actual	2025/26 Arches Actual
Reinvestment (including development spend)	4.60%	8.61%	7.59%
New social housing units supply delivered %	0.84%	2.51%	2.25%
Gearing %	34.00%	41.45%	43.00%
Headline social housing cost per unit	£5,412	£4,214	£4,291
Operating Margin (overall)	20.20%	21.03%	21.82%
Arches Metrics			
Customer Satisfaction	82.00%	83.91%	82.60%

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)

Ensuring your rent and service charges are VfM

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

Is my rent good value?

On average our rents cost **70%** 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 tenants to reduce the running costs associated with their homes.

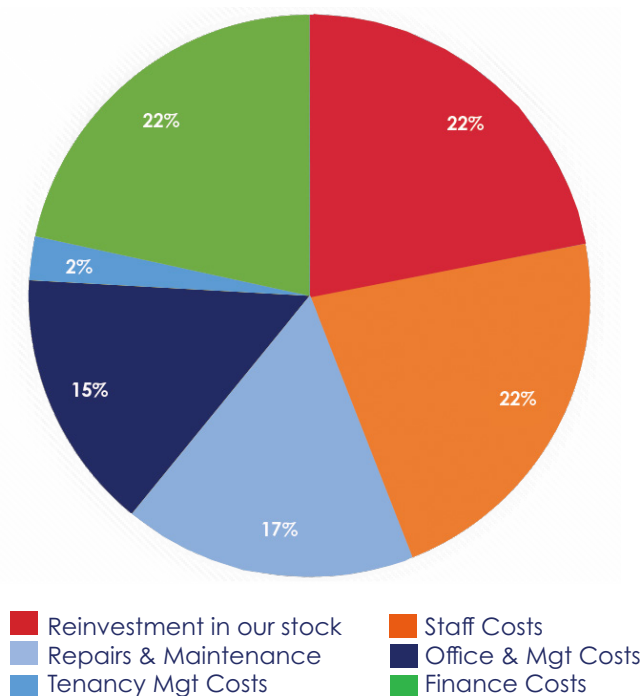
In **2025/26** we spent **£464k** on energy improvement works in our properties. This has resulted in **97%** of our properties achieving an Energy Performance Certificate (EPC) level of 'C' or above.

Is my rent well spent?

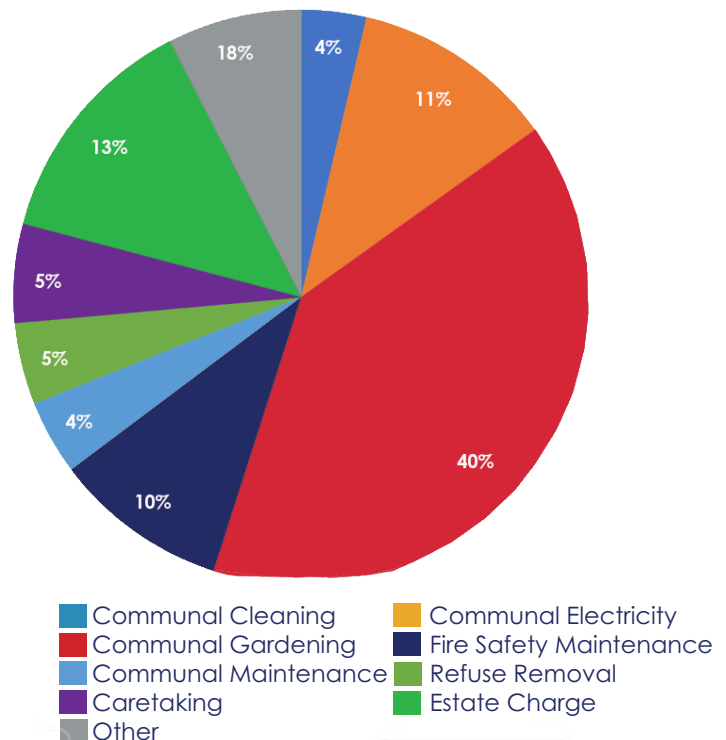
We have a strong tenant focus; we are committed to providing better information to make this assessment more transparent to our tenants and other stakeholders.

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:



How every £1 of your service charge is spent:



More details on Value for Money can be found on our website at www.archeshousing.org.uk

Operational Performance

How we've performed

How we operate is extremely important to us. We want our tenants to feel confident that we are doing everything we can to respond to their queries and meet their needs effectively.

To achieve this, we continually monitor our operational performance against our annual targets, report progress to our **Board** on a quarterly basis, and take action to address any areas where improvement is needed.

This commitment helps ensure we deliver a high-quality service and continually improve the experience of our tenants.

Operational Performance	Target	Performance	
Tenant satisfaction with overall services provided by Arches	82.68%	82.60%	
Number of tenants that have been involved with us in the year and helped shape our services for residents	270	247	
Property turnover (period between one tenant leaving and before another moves in)	No target	4.15%	
Empty property rent loss	0.33%	0.36%	
The amount of rent collected that was due	100.2%	100%	
Rent arrears (current and former tenants)	3.5%	2.88%	

Complaints

Putting tenants at the heart of what we do means that we listen to what tenants are saying through the complaints we receive and use this to help shape how we move forward.

We report into the **Neighbourhood Network**, our tenant group, and board on the complaints we receive and how we learn from this information.

Each year we produce an annual complaints performance report alongside a self-assessment form for tenants to read and understand more about what we got wrong and how we plan to improve moving forward.

To read this please visit our website at www.archeshousing.org.uk



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
- Tenant Perception Measures.

Between **29th September 2025** and **7th November 2025**, we conducted telephone interviews and a small number of face to face interviews with tenants to gauge their level of Tenant Satisfaction.

Overall satisfaction remains strong at **82.6%**, a slight decrease of **1.3%** from last year. Encouragingly, satisfaction improved across **9 of our 11** other measures, showing positive progress across many areas of our services.

Our overall satisfaction also places us in the top quartile of housing providers in our sector, reflecting the consistently high levels of satisfaction reported by our customers.

Equality, Diversity and Inclusion

Knowing our Tenants

How we operate is extremely important to us. We want our tenants to feel confident that we are doing everything we can to respond to their queries and meet their needs effectively.

Research undertaken in **2024** helped us build a deeper understanding of our tenants and their families, enabling us to tailor our services more effectively.

Last year, we launched a programme of tenancy visits to update tenant information and check on our tenants' wellbeing. We aim to review and refresh this information every three years.

*As of **March 2026** **83.3%** of tenants' data had been updated in the last three years. We also completed **145 tenant visits** during **2025/26**.*

132

Households have a health condition that affects their day to day activities.

104

People in our households have a mobility issue.

211

Households prefer communication in a language other than English.

53

People in our households have special communication requirements.

83

Individuals living in our properties are on the autistic spectrum.

How have we used tenants' data this year?

- We have used tenants' data this year to plan ahead when delivering planned improvements to make sure we can tailor our delivery to individual needs.
- We have used data to understand how tenants want to be engaged with about our services.
- We have implemented a multi-lingual chatbot on to our website, allowing tenants to speak to us in their preferred language.
- We continue to use tenants' data to tailor the delivery of our services.

What do we have planned for the year ahead?

We will be using our data to understand who we are engaging with and to develop targeted work to speak to silent voices.

We will continue to understand how **different tenants** access our services and how this affects their **satisfaction**.

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

Last year tenants used the **translate facility 99 times** and the **text to speech facility 175 times**.



The Board of Management:

Alan Long (Chair)
Lisa Bradley (Vice Chair)
Adam Collin
Ahmina Akhtar
Mahara Haque
Martyn Broadest
Sarah Vause
Steve Feast
Tom Hodgson
Tracey Watterson

Chief Executive & Company Secretary:

John Hudson

Telephone: 0114 228 8100

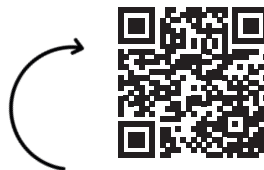
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