



NewArch Homes Complaints Learning Report (April 2024 – March 2025)

“This was a transformational year for NewArch Homes as we grew from 12 to 412 homes, and from 1 Management Partner to 5. This only is the start of our growth strategy and the Board recognise the importance of complaints learning and reflection at this early stage, so we can identify and embed the improvements that will benefit customer experience in the years to come.

The Complaints Learning Report 2025 has strong themes tied to our growth and outsourced management model. Most of our growth this year was because of stock transfers – occupied homes moving to NewArch from another Registered Provider landlord. This has had an impact on our complaints profile and complaints performance this year. The importance of preparation in a stock transfer is now being embedded into our approach to growth and we expect to see proportionally fewer complaints next year as these changes have time to take effect. To summarise our 2024/25 performance:

- **Stage 1 complaints:** 14 received, 13 upheld
- **Stage 2 complaints:** 3 received, 2 upheld
- **Complaint volume:**
 - Stage 1: 33 (per 1,000 homes equivalent)
 - Stage 2: 7 (per 1,000 homes equivalent)
- **Timelines:**
 - 64% of Stage 1 complaints resolved within Code timescales
 - 50% of Stage 2 complaints resolved within Code timescales

We are methodical about identifying the root causes of our complaints because we are preparing to grow faster in the years to come - every learning now will have disproportionate benefits for our future customers' experience. The Complaints Learning Report 2025 attached details how we will use the insight of the past year to ensure our model for growth delivers quality services and customer satisfaction.”

- The NewArch Homes Board of Directors, September 2025

Introduction

Every NewArch customer has the right to live in a safe, quality home.

We aim to ensure our customers are happy with their homes and the services we provide, but we recognise that we don't always get everything right. As a learning organisation, when things go wrong, we are committed to listening, learning, and making improvements. Our complaints process provides reassurance for customers who feel we haven't met the standard of service they expect. Although we aim to resolve issues before they become formal complaints, we encourage residents to let us know if they believe we've got something wrong so that we can continually improve.

This document shares our complaints performance in the period from 1 April 2024 to 31 March 2025 and highlights some of the service improvements we've introduced to ensure our customers remain at the heart of everything we do.

We are a member of the Housing Ombudsman Service, an independent organisation that reviews and investigates complaints when customers are still dissatisfied after completing their landlord's complaints process. This document has been prepared in line with the Housing Ombudsman's Complaint Handling Code (section 8.1) and aims to provide transparency around our complaint management, performance outcomes, and the improvements we have delivered.

Background

The Social Housing (Regulation) Act 2023 empowered the Housing Ombudsman to issue a statutory Complaint Handling Code, effective from 1 April 2024. The Code sets out clear requirements for how complaints must be defined, submitted, managed, and governed, and it places a duty on providers to publish annual performance reports demonstrating compliance. NewArch reviews its compliance annually and has updated its Complaints Policy to reflect the Code. Our self-assessment and further information is available on our website.

NewArch Homes works in partnership with other organisations or Registered Providers ("RPs"), that provide management services to NewArch's customers and their homes. NewArch experienced substantial growth (from 12 to 421 homes) and change (from 1 Management Partner to 5) in the 12 months covered by this report. We are committed to applying learning from everything that we do to benefit our customers; a large factor in our complaints this year has been issues around onboarding new homes and transfer of information.

Strategic Reflections and Actions

- Tenanted home transfers carry a degree of risk around complaints handling due to the significant disruption during a service transfer, new resident relationships, loss of 'management memory' and missing documents or service history.
- We will therefore be prioritising acquisitions where the current landlord is able to stay on to manage the homes (assuming acceptable service and performance) to reduce the likelihood of these risks and minimising disruption to customers.

- We have recognised the frustration of our customers when they have to provide information to NewArch that they provided to their previous landlord and are prioritising the transfer of 3 complaint history, relevant tenancy history and customer experience when considering new stock transfers and partnerships.
- We will therefore make sure that any tenanted stock transfers have sufficient timelines agreed so that adequate information transfer and operational set-up can happen before completion, reducing the likelihood of complaints and supporting faster complaints handling.
- In 2025/26 we will begin resident engagement to better understand how we can improve the experience of residents being transferred to NewArch Homes and ensure that service delivery by Management Partners is meeting expectations of NewArch and its residents.
- We intend to take a partnership approach to improving our complaints handling over the next year. As part of this, we are going to deliver feedback on complaints handling to our management partners, ensuring customer feedback is utilised and implemented.
- We have made improvement in the reporting channels from partners to the NewArch team, enabling early identification of trends and issues, and supporting the timely resolution of complaints.
- We are reviewing the Tenant Satisfaction Measures (“TSMs”) and complaints handling performance of partners more vigorously as part of the way we assess potential new partners.
- We are revisiting our existing policies (including Complaints Policy) and introducing new ones to ensure that services are delivered consistently across our homes (regardless of management partner), roles and responsibilities are clearly defined (between management partners and NewArch) and that we receive the appropriate assurance the policies are being delivered effectively on the ground.
- We are designing and implementing a Repairs and Maintenance Policy that will ensure that customer vulnerabilities and circumstances are considered in how services are delivered to our customers and their homes.

Service Improvements in 2024/2025

Complaints, customer feedback and Housing Ombudsman insights have shaped several important service improvements:

- **Systems:** We have upgraded our systems and processes to hold more complete information on homes and improve service quality as our number of customers and homes grows.
- **Complaints handling:** We have reviewed and streamlined our complaints handling process to ensure that dissatisfied customers get a quicker and more effective resolution.
- **Onboarding existing homes:** We have reviewed our requirements for onboarding existing homes and enhanced our information, document and records requirements. We want to ensure that when we acquire homes we already have all the information needed to resolve customer complaints or progress open service requests without delay. This is aiming to improve the experience of those who come to be NewArch customers following a transfer of their home from another RP to NewArch.
- **Partnerships:** We have revised the way in which we assess potential new partners, with increased focus on day-to-day operations to understand how our policies and expectations will

be delivered between the different organisations. This will allow us to better hold them to account and ensure that customers benefit from a higher standard of service right from the start.

- **Individual circumstances:** We have understood that it is crucial to consider how individual customer circumstances and tenancy history influences service delivery from Day 1 and have reviewed our onboarding processes and policies accordingly.

Complaints Performance 2024/25

From April 2024 to March 2025, NewArch received 14 Stage One complaints, of which 13 were upheld.

From April 2024 to March 2025, NewArch received 3 complaints that were escalated to Stage Two Complaints, of which 2 were upheld. One Stage One complaint from 2024/25 was escalated to Stage Two after 31 March 2025 and we are including this in our data.

We have not made any exclusions within the summary of our complaint's performance in 2024/25.

As of 31 March 2025, NewArch was responsible for managing 421 homes.

Performance highlights:

- Stage 1 complaints: 33 per 1,000 homes, below the sector averages for 2023/24 of 45.2 complaints per 1,000 homes for Low Cost Rented Accommodation ("LCRA") and 35.2 complaints per 1,000 homes for Low Cost Home Ownership ("LCHO"). This includes the complaint that was not upheld.
- Stage 2 complaints: 7 per 1,000 homes, above the sector averages for 2023/24 of 5.7 complaints per 1,000 homes for LCRA and below the sector average of 9.0 complaints per 1,000 homes for LCHO. This includes the complaint that was not upheld.
- 64% of Stage 1 complaints were resolved within Code timescales.
- 50% of Stage 2 complaints were resolved within Code timescales.

Analysis

We recognise that taking complaints seriously is essential to building trust, improving services and meeting the needs of the communities we serve. We understand that feedback provides us with an opportunity and implement changes that directly enhance service quality and tenant satisfaction.

In 2024/25, NewArch was not subject to any Ombudsman determinations. We have undertaken a review of the complaints we received which revealed some reoccurring themes that require our attention:

- **Understanding of inherited issues:** frustration at NewArch and our partners not having the full context about complaints our customers had made to their previous landlord was a recurring complaint. We recognise that we need visibility over complaints our customers have made previously to be able to resolve issues efficiently.

- **Communication breakdown:** customers raised concerns about a lack of clear communication. We understand that providing clear and accurate information, as well as timely and effective updates on ongoing issues is essential to resolving service issues quickly and maintaining trust.
- **Estate management:** customers raised the cleanliness of communal areas, and incidents of fly-tipping as issues that made them feel they weren't receiving value for money for their service charges. We recognise that we need to ensure that there is no interruption in estate management services when properties transfer from another RP to NewArch and are committed to ensuring that our customers feel the benefit of their service charges.
- **Poor performance on complaint response timelines:** incomplete information and records at handover meant that complaint investigations were often drawn out or dependent on receiving history from a third party (previous landlord). This had a negative impact on our ability to respond to complaints promptly and has informed our onboarding requirements for future stock transfer to NewArch.

Conclusion

NewArch is committed to listening to our customers, understanding their perspectives, and holding ourselves accountable as a responsible landlord. We understand that learning from our interactions with customers, recognising where we go wrong, and applying this learning is central to improving our service offering. We are focused on the continuous improvement of our wider service delivery and complaints handling in the upcoming year and are grateful for the many useful contributions our residents made this year to how we work and grow our impact.