

South Yorkshire Housing Association

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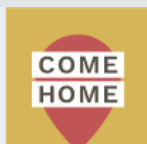
Places for People

Business Case for Partnership

December 2025



South
Yorkshire
Housing
Association



**Places
for People**

This Business Case was developed through discussions between South Yorkshire Housing Association (SYHA) and Places for People (PfP). It sets out the combined benefit of a 5,700 home subsidiary operating within a larger Group.

The partnership will likely be in two phases. Phase one sees SYHA join PfP as a subsidiary on 1 December 2025. As a subsidiary, SYHA will retain its name and brand. The second phase is a proposed Transfer of Engagements in 2027. This is subject to further decision-making and another customer consultation.

Introduction to PfP and SYHA

PfP is the UK's leading social enterprise. Put simply, existing to change lives by creating and supporting Thriving Communities. They do this by:

- managing Communities, and looking after the quality and safety of Customers' homes
- developing Communities – building new homes in the right locations, and
- helping Communities and Customers through supporting education, health, wellbeing, employment and inclusion.

In 2024/2025, PfP generated £550m in social value, £350m of which came from Housing. With 13,000 dedicated People, PfP serve over two million Customers, owning and/or managing more than 260,000 homes and operating 100+ leisure centres to support better health and wellbeing. PfP build affordable homes, strengthen financial stability, invest in health and employment, and prevent homelessness – always putting People and Communities first.

SYHA's vision is for their customers to 'settle at home, live well and realise their potential'. SYHA's first Chief Executive, John Belcher, founded the organisation in 1972 after watching Ken Loach's *Cathy Come Home*. Since then, SYHA has been providing high quality homes and services, delivering great social impact, and creating meaningful partnerships across the South Yorkshire region.

SYHA has over 5,700 homes and a strong reputation, with Tenant Satisfaction Measures benchmarking in the upper quartile. Over 98% of new tenants would recommend SYHA to a friend or family member. SYHA's LiveWell directorate successfully provides 30 care, health and support contracts to approximately 7,000 customers each year.

Key Benefits of the Partnership

SYHA and PfP's shared vision is to create a strong, customer-centric, and resilient partnership, driven by an **unwavering commitment to make a positive difference for customers**. The benefits of the partnership include:

- Customers and local communities benefitting from PfP's investment in the South Yorkshire region - last year, PfP invested £5m in social impact activities
- A development programme of 50 net additional new homes per year in the South Yorkshire region, increasing to 100 net additional homes by 2036
- An additional investment of around c.£27m in SYHA homes over the next 10 years.

The partnership creates a larger regional base for PfP's ambitions in South Yorkshire and a platform for further growth and expansion. It will bring together two great social housing organisations with proud histories and legacies.

The partnership will deliver good quality homes and provide excellent new ones. We will support customers to thrive in the great places and spaces we work in, leveraging the commitment and skills of our people, local relationships, and the resources at our command. We will also create a great place to work, and a strong organisation that customers, colleagues and partners can rely on.

Better for Customers

The partnership will create an enduring commitment to the region. Customer services will be delivered through SYHA's Rockingham Street office, which will remain open to customers and extended to become a PfP Regional Hub. A partnership between SYHA and PfP will improve SYHA's resilience, removing concerns around viability and the impact this might have on customers.

PfP invests in innovation, exploring ways services can be improved or enhanced. By joining PfP, SYHA will have the benefit of that investment which is beyond what it is able to deliver on its own. PfP have also recognised that SYHA deliver excellent customer services.



By leveraging SYHA's LiveWell brand and expertise, the partnership will improve delivery to entire communities, providing homes, support services and infrastructure to enable customers to thrive. SYHA will also be able to link into PfP's range of non-core services which will lead to an improvement in life-chances. For instance, last year PfP invested £5m in social impact activities and delivered £550m in social value. The social impact offer will be extended to SYHA and its customers, and together we will be able to provide more support and opportunities for our communities.

Better for Homes

The partnership is committed to a development programme of 50 net additional new homes per year in the South Yorkshire region, increasing to 100 net additional new homes by 2036. The partnership is also well placed to support local authorities' ambitious regeneration plans, presenting a compelling offer of a local partner supported by PfP.

The partnership will create a supercluster of significant density, with over 10,000 homes in the South Yorkshire region. This creates a base from which asset investment programmes can be delivered more efficiently to guarantee customers live in safe and secure homes and boost the provision of new homes. It will also stop the disposal of SYHA social housing assets to support the financial health of the business.

The Heads of Terms sets out specific commitments PfP have agreed with SYHA, including support to deliver catch-up investment work. Subject to the results of SYHA's home condition survey, it is anticipated PfP will provide additional support of c.£27m over a 10-year period, including clearing a home investment backlog of c.£8.5m in the first three years post legal completion. PfP's asset teams will review SYHA home investment data to develop an agreed forward plan, building on the work SYHA has recently completed with external advisers.

On joining PfP, their net zero targets and strategy will also be adopted by SYHA. After an agreed period, the SYHA Business Plan will be integrated into the PfP Business Plan, with net zero obligations for all homes fulfilled across the Group as part of the Asset Management Strategy. This significantly improves SYHA's position by resolving the current gap in the SYHA Business Plan, where only funding for EPC C improvement works have been included.



Better for Colleagues

The greater financial stability that the partnership brings to SYHA will provide better security for SYHA employees, which will also improve retention and recruitment. This includes no compulsory redundancies of SYHA employees as a direct result of the merger for 18 months after legal completion, unless agreed by the SYHA Board. The commitment to use Rockingham Street as a PfP Regional Hub further demonstrates commitment to SYHA colleagues.



Better for Stakeholders

The partnership will create a platform for further growth, influence and expansion in the region. It will combine the strengths of local and regional community expertise with the advantages of operating at scale, ensuring a visible and proactive presence in our communities.

With long-standing relationships with housing, health, local authority and political leaders across the region, SYHA remains integral to the delivery of local social homes and support services. The partnership with PfP will enable these relationships to be strengthened, resulting in more new homes and better outcomes for customers.

The region presents large scale growth opportunities and, by combining forces, the partnership captures the benefits additional scale can generate. This will be achieved by retaining SYHA's local and regional expertise and knowledge, combined with PfP's strong presence and breadth of delivery in the South Yorkshire region. PfP and SYHA both recognise that thriving communities are created by providing

great homes alongside other support and opportunities and are committed to offering a range of high-quality services for customers.

Customer Consultation

The customer consultation ran from 16 July to 10 September 2025 and provided an opportunity for customers to share their questions and feedback about the proposed partnership. 14 consultation events took place - seven in SYHA's extra care schemes, four in communities where SYHA own a concentrated number of homes, two at SYHA's head office, and one online event.

A survey also ran for the eight weeks. This was completed by customers and advocates online, or by SYHA employees if customers called us to provide feedback. Almost 80% of responses to the survey indicate SYHA customers feel a partnership would have a positive or neutral effect on them. Here's some SYHA customers' feedback:

"I think tenants will benefit from this, because things will get fixed much quicker in home and around the buildings as SYHA will be able to get funding and help from this partnership."

"I feel that if PfP have financial power to subsidise SYHA and by doing that it will improve customer service [and] provide access to more resources and investments then it should go ahead."

Happy with the proposal as was previously a PfP tenant - "has my full approval."

"I think in the economic climate, it's good to ensure you are in a strong position to maintain the quality of the properties in your portfolio."

SYHA and PfP have considered all feedback from the customer consultation, including any concerns about any negative impacts on customer service. Customer comments from the consultation have been taken seriously - and both organisations are committed to continuous improvement, listening to customer feedback, and looking for opportunities to enhance our services. We have a great foundation to build on, as PfP are rated C1 in the Regulator of Social Housing's

Consumer Standards and SYHA's performance in the Tenant Satisfaction Measures is consistently high.

Approach to Integration

SYHA joined the PfP Group as a subsidiary on 1 December 2025, with the SYHA Board and Executive Team accountable for delivery of SYHA's 2025/26 and 2026/27 Business Plans. The SYHA Board will be accountable to the PfP Group Board, and SYHA's Chair will join PfP's Homes Committee.

SYHA will be a PfP subsidiary until 31 March 2027 – at this point a formal Transfer of Engagements is planned. This is subject to further decision-making and another customer consultation.

A message from Larry Gold, Chief Executive

The partnership with PfP marks the start of an exciting new chapter for South Yorkshire Housing Association. It will support us to fulfil our purpose and grow the number of homes and services in our communities. It will also bring additional investment and resource to the South Yorkshire region.

Ultimately, the partnership enables us to continue with our founder, John Belcher's, mission to provide affordable, high-quality homes for local people and families.

If you have any questions about the partnership, please get in touch. We'll also share more information on our website and social media. Thank you for your ongoing support and collaboration – and we look forward to continuing to work together.

