

South Yorkshire Housing Association

Strategic Plan
2026–27





**Introduction from Larry Gold,
our Chief Executive**

We begin 2026 as part of Places for People (PfP), and South Yorkshire Housing Association (SYHA)'s Strategic Plan has been updated to reflect our ambitions for the future.

A key motivation for joining PfP was to amplify our impact and growth in local communities. Together, we benefit from greater visibility and influence, and this Strategic Plan aligns our approaches, priorities and values.

SYHA's 50+ year legacy and strong local relationships are significant assets, and both SYHA and PfP are committed to sustaining and celebrating this heritage.



Building on the 2025–27 Strategy, this Strategic Plan reflects our aspirational outlook and the substantial investment in Sheffield and other key locations in the region.

The refreshed plan includes the first year of partnership benefits:



Delivering 50+ net new social homes annually



Expanding LiveWell services



Increasing social impact



Investing millions more in existing homes

The plan is SYHA's ambitions, powered by Pfp.

Homes, Customers and Performance remain the cornerstones of our Strategic Plan.



The Regulator of Social Housing's withdrawal of our regulatory judgement, and recognition of the significant improvement that has been made to SYHA's governance arrangements, means we can focus on maintaining a strong, compliant foundation for long-term success.

Our priorities include investing in homes and ensuring great value for money, so our fourth strategic pillar is now Finance. Our integration with PfP – now the largest provider of social housing and social impact in the region, and the country's leading social enterprise – also enables our Strategic Plan to focus on Growth and Legacy.

This partnership marks a transition from 'surviving' as an organisation to 'thriving' as part of a larger group, collectively providing over 10,000 social homes in the region.



Sheffield and the wider South Yorkshire region has attracted significant investment from the Government and has ambitious plans to address the region's housing shortage.

We are determined to build on SYHA's legacy, ensuring our exceptional history continues to add value to the region. Our deep partnerships with housing, health, local authorities and political leaders across the region will continue to grow now that we have joined Pfp. The aim is to maximise our collective impact because together we are stronger.

Finally, the refreshed Strategic Plan acknowledges our aim to ensure a smooth transition into Pfp for SYHA customers and colleagues over the next 18 months. We are committed to supporting colleagues to continue their outstanding work within Pfp, ensuring the legacy of SYHA remains integral to ongoing growth and social impact across South Yorkshire.

Larry Gold
Chief Executive



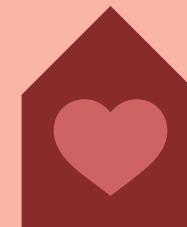
**"They go above and beyond
to provide help and
support for everyone."**

SYHA Customer

Our vision:

**For our customers to
settle at home, live well
and realise their potential.**

**We want people's
experience with us
to be a joy and for our
impact to be long term.**



Our mission:

**To be a high-performing,
sustainable organisation
providing services
that are valued by
our customers.**



Our purpose:

**To provide good-quality,
well-maintained homes,
and support for people
to settle and live well
in their community.**





“She was lovely, kind and professional, and I couldn’t be happier with the service I’ve received.”

SYHA Customer

Strategic themes



Homes: Quality, secure and affordable homes in thriving communities



Customers: High-quality, efficient and effective services for every customer



Growth and Legacy: Ensure SYHA’s lasting impact through LiveWell services and more social homes



Finance: Deliver a strong, compliant foundation for long-term success



Performance: A high-performing and well-led place to work

Homes: Quality, secure and affordable homes in thriving communities



Priority	How it will be delivered
Boost investment in homes and neighbourhoods, guided by rich stock condition data intelligence and insight	Enhance SYHA's stock investment programme with additional investment from PfP, improving more homes and neighbourhoods faster
Drive building safety compliance, including damp, mould and condensation	Maintain full statutory and regulatory compliance for building safety, while providing clear assurance to the PfP Group
Deliver a simple, reliable, efficient and effective repairs and maintenance service that customers value	Continuously improve repairs, share best practice across PfP and SYHA, and act on complaints to raise standards
Accelerate energy efficiency work in SYHA homes, progressing towards PfP's Carbon Reduction Plan and Net Zero ambitions	Integrate SYHA homes into PfP's Carbon Reduction Plan and Net Zero targets, bringing all SYHA homes to EPC C or above

How will we measure delivery?

- TP02*: Satisfaction with repairs
 - TP03: Satisfaction with time taken to complete most recent repair
 - TP04: Satisfaction that the home is well maintained
 - TP05: Satisfaction that the home is safe
 - TP10: Satisfaction with communal areas
- (*TP: Tenant Perception scores as part of the Tenant Satisfaction Measures)

Customers: High-quality, efficient and effective services for every customer



Priority	How it will be delivered
Deliver consistently high-quality customer focused services that are fair, equitable and easy to access for everyone	Enhance SYHA's Customer Engagement strategy with PfP engagement activity in the region, adopt PfP's customer segmentation and align to PfP's Customer Promises
	Continue delivering the quality framework for SYHA's care, health and wellbeing services, and assess alignment with PfP's quality approach
Strengthen customer engagement and governance oversight	Deliver SYHA's engagement and involvement improvement plan to amplify customer voice in decisions
Develop and deliver a clear, actionable plan to ensure SYHA meets regulatory consumer standards	Work with PfP to incorporate Group practices in SYHA, including the collection of Tenant Satisfaction Measures and responding to Consumer Standards changes

How will we measure delivery?

- TP01: Overall satisfaction
- TP06: Satisfaction that landlord listens to tenant views and acts upon them
- TP08: Agreement that the landlord treats tenants fairly and with respect
- TP09: Satisfaction with the landlord's approach to handling complaints
- TP12: Satisfaction with the landlord's handling of ASB

Growth and Legacy: Ensure SYHA's lasting impact through LiveWell services and more social homes



Priority	How it will be delivered
Grow the number of quality, affordable homes in the South Yorkshire region	Collaborate with PfP to design and deliver a development programme of 50 new homes per year (net), rising to 100 per year by 2036
Assess new and existing business through a clear framework (location, risk, reward, effort) to focus our energy where it creates the most social value in the South Yorkshire region	Work with PfP to assess strategic fit of services and uncover growth opportunities, while validating LiveWell's social impact performance through PfP's social value methodology
Build influential partnerships and strengthen stakeholder relationships to unlock growth, investment and impact	Launch a Stakeholder Management and Communication Plan to support SYHA's transition into PfP and enhance relationships for the future
Transition seamlessly into PfP while maintaining performance and customer service, and supporting SYHA's people through the change, consistent with our values	Create a full Transition and Integration Plan for people, processes, and systems; assess customer experience enhancements available from PfP Group

How will we measure delivery?

- 50 new homes per year (net)
- Progress against Stakeholder Management and Communication Plan
- Progress against Transition and Integration Plan

Finance: Deliver a strong, compliant foundation for long-term success



Priority	How it will be delivered
Deliver SYHA Business Plan efficiencies	Share appropriate corporate overheads and back-office services with PfP and pursue combined procurement for better value. Continue to review any loss-making services
	Use strategic workforce planning to ensure the right skills and capacity, especially for increased asset investment
Use SYHA's Recycled Capital Grant Fund for maximum impact in the South Yorkshire region	Use grant to retrofit homes and remediate fire safety; work with PfP to use remaining funds for new homes
Embed PfP regulatory practices to adopt PfP's compliant regulatory gradings G1, V2, C1	Incorporate PfP's practices into SYHA to maintain Group regulatory compliance

How will we measure delivery?

- Operating Margin
- Operating Margin (Social Housing)
- Efficiency savings achieved (% of Target)
- RCGF Grant Utilisation (% of Target)

Performance: A high-performing and well-led place to work



Priority	How it will be delivered
Attract and retain great people	Refresh SYHA's People Plan to engage and retain colleagues; open up PfP learning and training opportunities and implement the Real Living Wage
Guide our people through transition and enable teams to deliver the strategy effectively	Create a clear change and transition plan to help our people move into PfP
Maintain a sharp focus on the performance of our people, our services and SYHA as a whole	Align SYHA's Performance Management to PfP's approach and People Promises. Work with PfP to review how we measure impact and social value
Improve data quality and governance by aligning to PfP standards	Ensure high data quality through the transition and data migration into PfP systems

How will we measure delivery?

- Employee turnover
- Employee satisfaction scores
- Maintain Tenant Satisfaction Measures scores
- Improved data quality



“It’s rare to be truly listened to. If there were more people like him, perhaps it would be a slightly easier world to navigate.”

SYHA Customer

A message from Matt Harrison,
our Chair of the Board

In our last strategy, I described SYHA's aim to do what's best for our customers, our region and the housing sector.

Reflecting on the last 12 months shows we've done just that – by securing our partnership with PfP, improving our governance functions, investing in existing homes and planning new developments, continuing to engage with our customers, and more.

A sincere 'thank you' to everyone that has contributed to these fantastic achievements.

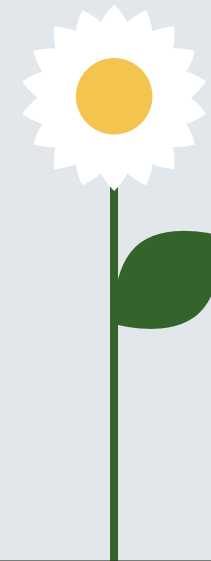
This new Strategic Plan sets out our ambitions to do more for local customers and communities. Our strong foundations and partnership with PfP are opening up even more opportunities to have meaningful and enduring impact.





**Together, we're
continuing to fulfil
our vision for our
customers to settle
at home, live well and
realise their potential.**

**Matt Harrison
Chair of the SYHA Board**





syha.co.uk