

South Yorkshire Housing Association Purpose and strategy 2025-27



An introduction from Larry Gold

For over 50 years, South Yorkshire Housing Association has provided homes and services across Sheffield City Region. We are very proud of our work in the region and want to ensure that we can continue to fulfil our purpose.



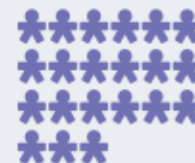
We believe a good home is a fundamental right and, in line with our vision, that everyone deserves to settle, live well and realise their potential.

We offer homes and services that meet the needs of local people, and firmly believe that housing associations are an essential part of our communities.



Nearly 14,000 people on the social housing waiting list in Sheffield

Source: nowthenmagazine.com




151,630 children in temporary accommodation in March 2024

Source: National Housing Federation



We need more social homes (shortfall of 12,000 between 2016 and 2020)

Source: Crisis



**“I literally love my new
bathroom so much!”**

SYHA Customer

Since our last strategy, we have experienced success, changes and new opportunities.

I joined the organisation as Chief Executive in early 2023, and welcomed a new Chair and new members of Board and Leadership Team.

For the housing sector, the Regulator of Social Housing has recently introduced new requirements through strengthened Consumer Standards. This will result in higher quality homes and services, and increased accountability.

We have also celebrated some great performance across our services, demonstrated in our Tenant Satisfaction Measures. The results show that we are providing homes and services that are valued by our customers.

Tenant Perception Measures 2023-24





And we've continued to listen to our customers, build relationships with local partners, and provide meaningful support and opportunities for the people we work with.

WorkWell launch

Oliver Coppard, Mayor of South Yorkshire, speaking at our event in November 2024.

We celebrated the launch of WorkWell with the South Yorkshire Mayoral Combined Authority. WorkWell is an innovative new programme to help people find and flourish in work.

Customer-led Changing Futures event

Changing Futures provides opportunities for people that have experienced multiple disadvantages to shape local services. Rita, one of our Co-Production Associates, launched her 'Don't turn your back on...' campaign at our Rockingham Street office in September 2024.

The campaign aims to show the value of lived experience and being kind to others.

Meet the Ombudsman event

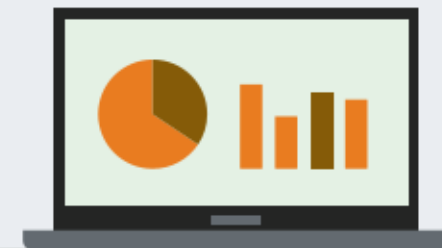
In January 2024, we welcomed the housing ombudsman and our customers for a 'Meet the Housing Ombudsman' event.

Naomi, who attended the event, commented: "I now understand that I have people behind me and if I have any problems, I know where to go."

However, our regulatory re-grade shows that we've not met some of the Governance and Financial Viability standards that are expected of us, and we are committed to doing better.

We have been systematically reviewing plans, structures and processes to ensure we are:

- **Well governed**, financially resilient and compliant, with the ability to manage future challenges and be ambitious with our plans
- **Performing well**, and providing our customers with high-quality homes and services
- **A great place to work**, driven by a clear vision, mission and purpose.



This is a significant strategy for South Yorkshire Housing Association.

It will support us to recognise what we're doing well, and to provide high-quality, safe and compliant homes and services for our customers. It will also help us to make important improvements to how we work.

Thank you to everyone that's contributed to creating our new strategy, and to our customers, colleagues and partners for your continued support.

Larry Gold, Chief Executive

We've reviewed our organisation's vision, mission and purpose to ensure we make great decisions about our priorities for the years ahead.



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.”



Our priorities for the next two years are categorised into four strategic themes. We believe that investing in these areas will result in better services for our customers and will have a positive impact on our people and our future.

Strategic themes



Homes: Well-maintained, safe and affordable homes in good neighbourhoods

We will offer great homes and services, and create robust plans for maintenance and improvements.

Our priorities:

- Improve our understanding of the quality of our customers' homes
- Create a plan for maintaining homes and neighbourhoods
- Maintain statutory and regulatory compliance relating to building safety
- Continue to provide an effective repairs and maintenance service
- Ensure our homes meet EPC C standards or above.

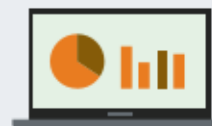


Customers: High-quality, efficient and effective services for customers

We will provide services that meet our customers' needs and expectations, and use feedback to make improvements.

Our priorities:

- Develop high-quality services that are fair and equitable for all
- Improve our approach to customer engagement and governance
- Comply with regulatory Consumer Standards
- Increase the use of our online customer services.



Governance: A well-governed, financially viable and compliant organisation

We will create more stability and opportunities for the future of our organisation.

Our priorities:

- Continue to work towards regulatory and financial compliance
- Deliver Business Plan efficiencies, and develop principles to guide decisions on business growth and exits
- Fulfil our Partnerships and Merger strategy
- Utilise our Recycled Capital Grant Fund effectively.



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

We will perform well, offer brilliant services, and be a great place to work.

Our priorities:

- Attract and retain great people
- Support colleagues to fulfil our new strategic objectives
- Maintain positive relationships with stakeholders
- Continue to focus on the performance of our people, services and organisation
- Improve data quality and governance.

Homes: Well-maintained, safe and affordable homes in good neighbourhoods

Our priorities:

Improve our understanding of the quality and condition of customers' homes

Create a new, funded plan for maintaining homes and neighbourhoods

Maintain statutory and regulatory compliance relating to building safety, including damp, mould and condensation

Continue to deliver an efficient and effective repairs and maintenance service that our customers value

Deliver improvements to SYHA homes to meet EPC C standards or above

How will it be delivered?

→ We will continue to survey every home and have full stock condition data by March 2026.

→ SYHA's new Active Asset Management Strategy will be completed by March 2025. This will include details of our stock investment programme, which is reflected in SYHA's Business Plan.

→ We'll continue to deliver our building safety compliance work, as well as strengthening our compliance assurance framework.

→ We will embed findings from external review of repairs and maintenance to improve efficiencies. In addition, we'll continuously improve our service by implementing learning from complaints, as well as completing the delivery of online repairs reporting for customers.

→ SYHA's Retrofit Programme will improve the energy efficiency of customers' homes to EPC C or above by 2030. The Warm Homes Social Housing Fund will help fund this work.



How will we measure delivery?

- Tenant Perception Measure 02: Satisfaction with repairs
- Tenant Perception Measure 03: Satisfaction with time taken to complete most recent repair
- Tenant Perception Measure 04: Satisfaction that the home is well maintained
- Tenant Perception Measure 05: Satisfaction that the home is safe
- Tenant Perception Measure P10: Satisfaction with communal areas.

Customers: High-quality, efficient and effective services for customers

Our priorities:

Develop and deliver consistently high-quality, customer-focused services that are fair and equitable for all

Improve our approach to customer engagement and governance

Develop and deliver a plan to ensure SYHA is compliant with regulatory Consumer Standards

Increase the use of SYHA's digital services for customers

How will it be delivered?

→ SYHA's new Customer Engagement strategy details our approach to listening and working with all our customers to improve our services, and meet their diverse needs.

→ We will implement a new quality framework for SYHA's care, health and wellbeing services.

→ We are working with Tpas to review SYHA's current approach to engagement and involvement. The review will help create our improvement plan.

→ We will complete a self-assessment against the standards and create an improvement plan.

→ The delivery of SYHA's Digital First strategy will guide the increased use of our digital services.



How will we measure delivery?

- Tenant Perception Measure 01: Overall satisfaction
- Tenant Perception Measure 06: Satisfaction that landlord listens to views and acts upon them
- Tenant Perception Measure 08: Agreement that the landlord treats tenants with fairness and respect
- Tenant Perception Measure 12: Satisfaction with anti-social behaviour handling

Governance: A well-governed, financially viable and compliant organisation

Our priorities:

Deliver SYHA Business Plan efficiencies

Develop and utilise principles to guide decision-making on new business and any exits from existing business

Utilise SYHA's Recycled Capital Grant Fund effectively

Continue to work towards regulatory compliance

SYHA to partner or merge with another organisation to ensure financial viability

How will it be delivered?



We will deliver efficiencies via strategic workforce planning and increasing the number of repairs completed in-house. We will continue to review any loss-making services.



We will develop a framework that incorporates decision-making principles, including geographical location, risk, reward and effort. New and existing business will then be assessed against this framework.



This grant will be used to deliver retrofit work to homes, remediation fire safety works, as well as a limited number of acquisitions.



Continue to deliver SYHA's Governance Improvement Plans.



SYHA will develop and deliver a Partnership and Merger Strategy to enable the continued provision of high-quality social homes and services.



How will we measure delivery?

- Interest Cover (EBITDA MRI)
- Gearing Cover
- Operating Margin
- Operating Margin (Social Housing)
- Efficiency savings achieved (% of Target)
- RCGF Grant Utilisation (% of Target)

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



Our priorities:

Attract and retain great people

Support our people to deliver SYHA's new strategy

Maintain positive relationships with stakeholders

Continue to focus on the performance of our people, our services and SYHA as a whole

Improve data quality and governance

How will it be delivered?



We will review SYHA's People Plan to ensure we attract, engage and retain a diverse workforce that reflects our communities.



We will create a plan to help our people through the organisational changes. This includes embedding our new strategy and values, as well as changes introduced by the Employment Rights Bill.



We will create a Stakeholder Management and Communication Plan to support SYHA's Partnership and Merger Strategy.



Enhance SYHA's Performance Management Framework with a new approach to departmental plans, reporting and dashboards. We will also revise our approach to measuring impact and social value.



Continue to deliver SYHA's Data Quality and Governance Strategy.

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.”



A message from Matt Harrison, our Chair of the Board

Over the last few months, many people have shared their experiences, ideas and expertise to shape our new strategy.

Thank you for your contributions – together, we've created the right priorities for the future of South Yorkshire Housing Association.



This is a strategic plan that celebrates and builds on our strengths, and will support us to continue to have a positive impact in South Yorkshire.

It also provides a robust framework for making crucial improvements to our governance and financial viability. Ultimately, it will guide us to do what's best for our customers, our region and the housing sector.

We look forward to working with our colleagues, customers, and partners to fulfil these strategic aims and build a bright future for South Yorkshire Housing Association.

Stay updated on how we're doing, or get in touch:

www.syha.co.uk

email.enquiries@syha.co.uk or call 0800 1380 380





