

South Yorkshire Strategic Place Partnership

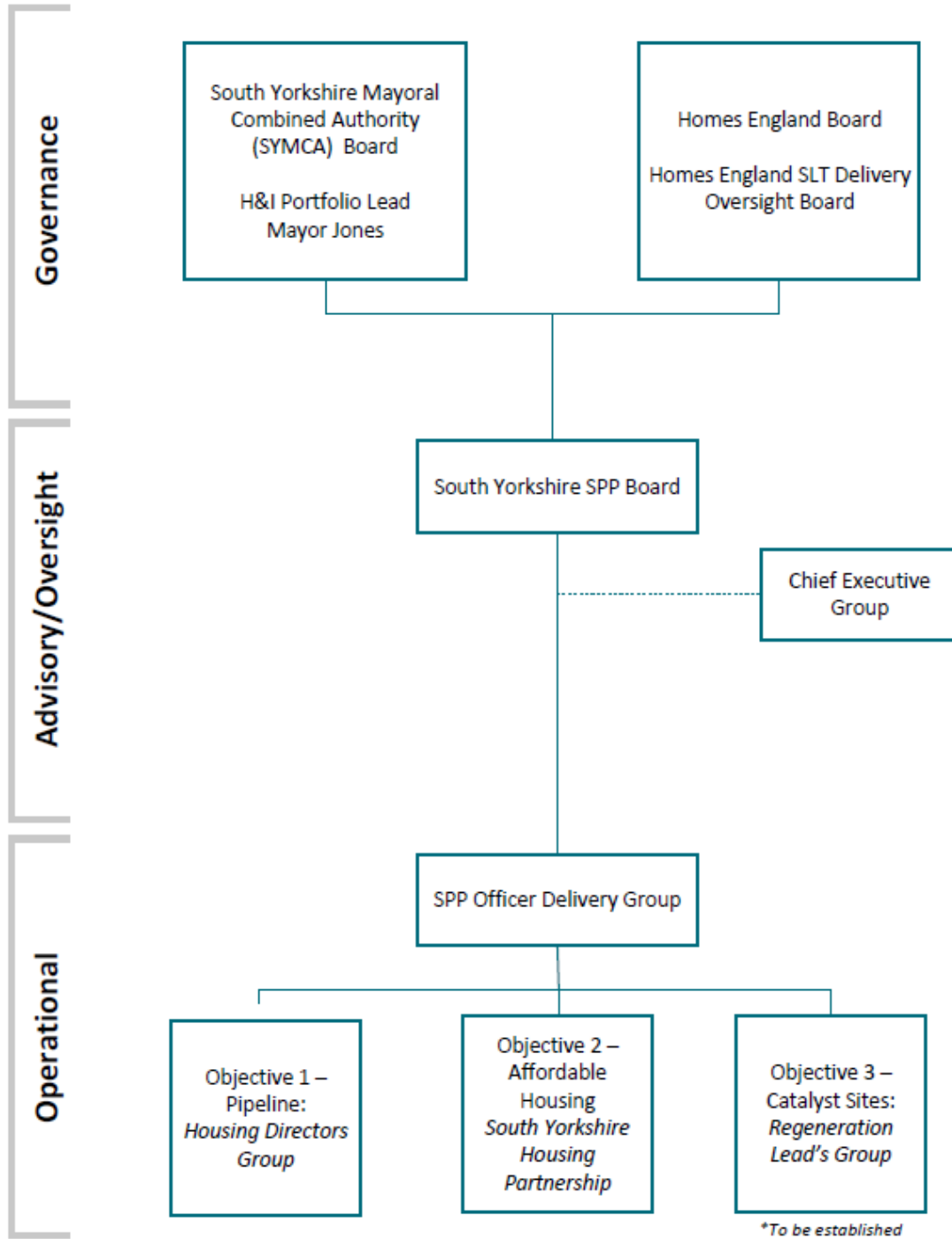
Partnership Business Plan 2024



Contents

1. Introduction	5
2. Housing and Regeneration in South Yorkshire	5
2.1 The Ambition and Opportunities	5
2.2 The Challenges	6
2.3 The Risks.....	6
3. Place-based delivery	7
3.1 The South Yorkshire Strategic Place Partnership Objectives.....	7
3.2 The Place-based approach	7
4. Partnership Working	9
4.1 Joint Working Principles.....	9
4.2 Governance, Structure and Leadership	9
4.3 Roles and Responsibilities.....	11
4.4 Working with other Partners	11
4.5 Monitoring and Reporting	12
5. Appendix 1	13
5.1 What is a Strategic Place Based Partnership	13
5.2 How does a Strategic Place Based Partnership work?.....	13
5.3 South Yorkshire Strategic Place Based Partnership Board – Terms of Reference	14
5.4 Governance Diagram	17

South Yorkshire SPP Governance Arrangement



1. Introduction

Homes England is the government's housing accelerator. Homes England's mission is to drive regeneration and housing delivery to create high-quality homes and thriving places. This will support greater social justice, address inequalities, the levelling up of communities across England and the creation of places people are proud to call home (Homes England Strategic Plan 2023-28).

The South Yorkshire Mayoral Combined Authority (SYMCA) is a formal partnership of councils that shapes policy and leads on decision-making. SYMCA and the directly elected Mayor act to promote South Yorkshire as a place to live, work, visit and invest, with powers and funding to help create jobs, grow the economy, upskill the workforce, support public transport networks, and develop new infrastructure and homes across South Yorkshire.

Homes England, working with the Ministry of Housing, Communities and Local Government (MHCLG) formally Department for Levelling Up, Housing and Communities (DLUHC), is formalising its relationships with those partners with the greatest housing ambition and potential for growth in order to achieve their collective mission through the creation of Strategic Place Partnerships. These Partnerships signal new ways of working and a move to a more collaborative and flexible solution focussed approach.

This Partnership complements other Strategic Partnerships that the Mayoral Combined Authority has entered into with institutional investors including Aviva Group PLC and the South Yorkshire Pensions Authority to seek to lever in further private sector investment to support housing growth and regeneration.

In establishing a Strategic Place Partnership, the Parties agree as follows:

The South Yorkshire Mayoral Combined Authority (SYMCA) and Homes England agree to form a Strategic Place Partnership to collaborate on overseeing and steering the development of integrated and holistic area-based regeneration solutions and place-based housing growth, maximising and aligning Government and other funding, investment and support, and enhancing locally led housing growth and regeneration.

Delivery will be in liaison with, and supported by, the four South Yorkshire Local Authorities in Barnsley, Doncaster, Rotherham and Sheffield districts, as well as the South Yorkshire Housing Partnership, when appropriate.

SYMCA recognises Homes England is the Government's housing and regeneration agency with the purpose, together with partners, to accelerate the pace of house building and regeneration across the country, to seek to deliver affordable, quality homes in well-designed places that people are proud to live in for generations to come. Equally, Homes England recognises that SYMCA and the South Yorkshire Local Authorities and partners seek to maximise resources and investment to support the growth and regeneration of places across South Yorkshire for the benefit of its citizens, businesses and the economy.

2. Housing and Regeneration in South Yorkshire

2.1 The Ambition and Opportunities

The Housing Vision for South Yorkshire is to ensure that everyone has access to good quality, warm homes that are affordable and meet needs, whilst helping achieve ambitions for a net zero economy and sustainable, attractive places to live, work and invest. This Vision therefore maintains an emphasis on housing growth, although with a focus particularly on supporting both regeneration and repurposing of city and town centres, but also provides a stronger focus on decarbonising the

existing housing stock and improving the design quality and environmental standards of homes for everyone.

There is currently a housing requirement for around 5,000 homes per annum in South Yorkshire, of which there is a need for around 2,000 per annum of affordable housing. Although the region has been delivering around 4,500-5,000 new homes per annum, affordable homes built has only been around 20% of need. There is therefore a significant historic undersupply of affordable housing across the region alongside a growing need for specialist housing, including for an ageing population and other groups such as those with Learning Disabilities and Autism.

In some places within the region there is a lack of available brownfield housing opportunities, and so investment in greenfield housing schemes will also be required to meet regional housing needs.

There are significant opportunities, particularly in urban centres, not only for new housing but also for new commercial development and infrastructure to contribute to wider regeneration and renewal ambitions and help drive a net zero transition for places across South Yorkshire. As all council social housing stock in the region is owned by the four Local Authorities, including two Arms Length Management Organisations (ALMO) in Barnsley and Doncaster, there is a region-wide opportunity to deliver an enhanced council/social house build programme across South Yorkshire to meet the growing need for high quality affordable housing.

SYMCA, the four South Yorkshire Local Authorities, Housing Associations and Homes England have joined up to form the South Yorkshire Housing Partnership (SYHP) to seek to ensure levels of house building are maintained, with a particular focus on affordable housing provision.

There are also communities across the region which are in need of a package of regeneration activities and investment including demolitions, housing retrofit, and environmental improvement to achieve Decent Homes standards, regeneration and better-quality homes and places to improve the health, wellbeing and prosperity of those communities, including tackling Anti-Social Behaviour and crime.

As part of this Memorandum of Understanding, both parties agree to contribute and share resources to maximise overall benefit, including developing a shared pipeline of deliverable housing and regeneration schemes for co-intervention and investment.

2.2 The Challenges

The opportunity in South Yorkshire is evident, however, there are several key challenges which face the region:

- Land Availability
- Low Affordable Housing delivery
- Increasing Affordability issues
- SYMCA and Local Authority Capacity
- Viability Challenges
- Rising Homelessness
- Lack of Specialist provision

2.3 The Risks

There are also several key risks to note:

- Funding Availability (public and private)
- Capacity and skills across the sector to deliver
- Economic Downturn
- Maintaining a focus on brownfield sites and regeneration

3. Place-based delivery

3.1 The South Yorkshire Strategic Place Partnership Objectives

The Parties will work collaboratively and flexibly at all levels of their organisations to explore creative ways to deliver more affordable high-quality homes that will support economic growth and placemaking within South Yorkshire.

The Aim of the SPP is to:

‘Collaborate on the development of integrated and holistic area-based regeneration solutions and place-based housing growth, maximising and aligning Government and other funding, investment and support, and enhancing locally led housing growth and regeneration.’

The key objectives for the SPP are to:

1. Develop a **robust pipeline of investment ready proposals** to unlock and accelerate housing delivery across South Yorkshire.
2. Increase the supply of **high quality, energy efficient and affordable homes** to meet the region’s housing needs, including **piloting an enhanced council/social house building programme**, given all four Local Authorities are stock holding. Housing Associations will be supported through the South Yorkshire Housing Partnership.
3. Support local areas in developing their **area-based growth and regeneration solutions around places**, providing opportunities to create and grow sustainable neighbourhoods and supporting the region’s levelling up, economic growth and inclusivity objectives.

The local housing aims and housing need targets for South Yorkshire are established through the South Yorkshire Housing Framework and the individual Local Authority Local Plans and Housing Strategies.

Working within the national, regional and local planning policy context, the parties will collaborate on their activities and resources to seek to achieve the key aim of continuing to achieve 4,500-5,000 additional new homes per annum across South Yorkshire, with an ambition to seek to deliver 2,000 of these per annum as affordable homes and create more sustainable places.

3.2 The Place-based approach

The place-based approach will consist of 3 key elements all of which have been successfully piloted in Sheffield and will now be rolled out to wider South Yorkshire Authorities.

1. Pipeline – Developing a robust pipeline of investment-ready proposals.

Homes England and the South Yorkshire Mayoral Combined Authority (‘SYMCA’) jointly commissioned Cushman & Wakefield to develop an integrated residential development land pipeline (‘Housing Pipeline’) to enable an increase in housing delivery across the South Yorkshire region, to scale up affordable housing provision and to attract more private developers and investment into the area to support growth and regeneration priorities. The approach has been piloted in Sheffield and has now been rolled out to the wider region. The figures below represent the pipeline as at March 2024:

Overall Housing Pipeline – 184 Sites / 31,807 Units

Barnsley	Doncaster
<ul style="list-style-type: none"> • 28 sites overall • Total indicative capacity of approximately 8,864 units • 33 x Local Plan allocations (some allocations have been grouped into a single larger site (e.g. Masterplan areas)). 	<ul style="list-style-type: none"> • 37 sites overall • Total indicative capacity of approximately 6,246 units • 33 x Local Plan allocations
Rotherham	Sheffield
<ul style="list-style-type: none"> • 24 sites overall, with a reserve list covering a further 6 sites • Total indicative capacity of approximately 1,965 units • 18 x Local Plan allocations 	<ul style="list-style-type: none"> • 29 “standalone” sites with an indicative capacity of approximately 5,373 units • 7 “cluster” sites (comprising 66 individual sites/land parcels), with an indicative capacity of approximately 9,359 units

2. Catalyst Site(s) –

Focused and bespoke intervention on key strategic and catalytic sites in each Local Authority area. These sites have been identified through the pipeline commission working with each local authority.

Barnsley	Doncaster
<ul style="list-style-type: none"> • Royston (828 units) and Carlton (1,498 units) • Hoyland (North and South) (1,780 units) • Total Indicative Capacity: 4,106 units 	<ul style="list-style-type: none"> • Doncaster Waterfront (350 units) • Unity (3,100 units) • Total Indicative Capacity: 3,450 units
Rotherham	Sheffield
<ul style="list-style-type: none"> • Rotherham Town Centre and Riverside (273 units) • Total Indicative Capacity: 273 units 	<ul style="list-style-type: none"> • Furnace Hill & Neepsend (1,617 units) • Moorfoot (1,858 – 2,473 units) • Total Indicative Capacity: 3,475 – 4,090 units

3. Increased Affordable Housing

Formation of a five-year rolling integrated affordable housing programme increasing delivery across the region. This will be addressed through the next stage of activity in liaison with both the four-stock holding local authorities and housing associations active in the region. SYMCA, Homes England have commissioned the consultant Saville, in liaison with the four local authorities, to explore the potential for an enhanced council housebuilding programme and what it would take to realise that potential. The final aim is to understand the route to unlock the region’s four HRAs to support strategic affordable housing growth.

4. Partnership Working

4.1 Joint Working Principles

The parties intend to enhance and expand collaborative efforts to improve strategic place making through increasing the pace, scale and quality of housing delivery in South Yorkshire according to the following general principles. Specifically, the parties will seek to:

- Achieve a collective view of the opportunities for maximising the quality, pace and number of homes being built, based on shared high quality analysis, monitoring and evaluation, and a robust understanding of need and barriers;
- Undertake place-based engagement and resource alignment around key priorities with key public and private partners/landowners, both local and national, improving existing homes and places through targeted whole-place regeneration.
- Develop and maintain a robust pipeline of opportunities for new homes and collaborate on the acceleration of housing and whole-place regeneration delivery;
- Use the leverage of the Partnership to bring in investment (public and private) and other skills and expertise, including through exploring new investment and delivery models;
- Identify capacity and expertise to support the development and delivery of the Partnership Business Plan, maximising the strengths and skill sets of each Party to combine and strengthen delivery capacity;
- Share information, intelligence and experience as appropriate for the delivery of the Strategic and Place Based Outcomes, as far as the fiduciary obligations of their respective organisations and normal commercial prudence permit - four key inputs from Homes England could include: housing market intelligence, bespoke strategic research projects, economic case making (Value for Money and business case development etc) and evaluation;
- Collaborate and co-operate on the basis of equality, mutual benefit and respecting each other's boundaries, accountabilities, roles and responsibilities as far as the fiduciary obligations of their respective organisations and normal commercial prudence permit. This includes acknowledging the public status of each other and the need to comply with the Public Contracts Regulations 2015, Subsidy Control and other rules and regulations to which the Parties are subject; and,
- Acknowledge the interests of wider stakeholders beyond the Parties.

Homes England will also seek to provide brokerage / convening support across Government to help unlock challenges, subject to the support of colleagues at the Ministry of Housing, Communities and Local Government.

The Parties acknowledge that each Party will retain sovereignty over its own decisions and has its own approval process, and each Party agrees to seek to achieve all necessary internal and external approvals in a timely manner.

4.2 Governance, Structure and Leadership

The Parties have established a Partnership Board which will be attended by Senior representatives (Director or equivalent) from each Party and will convene on a bi-annual basis. The Partnership Board will be responsible for setting the strategic direction of the Strategic Place Partnership, providing a forum for liaison between the Parties for the delivery, review and update of the

Partnership Business Plan, including overseeing the development of business cases for priority projects and assessing performance against the Strategic and Place-based Outcomes. For the avoidance of doubt, it should be noted the Partnership Board does not have any decision-making powers delegated to it by the Parties. Decision making powers for the area remain with the individual Parties as appropriate and the Partnership Board will report on a bi-annual basis to the SYMCA Board and Homes England Board.

The Parties will collectively determine a Chair for the Partnership Board. The South Yorkshire Mayor will currently be in the Chair. Each Party shall nominate one of its representatives to be a Key Account Manager and act as the lead point of contact for that Party. The draft Terms of Reference for the Partnership Board are set out in Appendix 1.

Beneath the Partnership Board, operational groups will be established, if suitable mechanisms are not already in place, by the Parties and representatives of other relevant organisations to take specific activities forward, as identified in the Partnership Business Plan. The operational groups will report to the Partnership Board. It is acknowledged that the governance structure of the Partnership Board may require change over time. Appendix 1 sets out the proposed governance and operational group structure.

Notwithstanding this overarching governance, it is anticipated that separate project specific governance arrangements may be put in place with the relevant Parties and that Homes England and SYMCA will maintain a direct relationship with individual local authorities at a project level, as appropriate.

If either Party has any issues, concerns or complaints about the Strategic Place Partnership that Party shall notify the other Parties and the Parties shall then seek to resolve the issues by process of consultation. If the issue cannot be resolved within a reasonable period of time the matter shall be escalated by the Parties to the Leader of each organisation who shall decide the most appropriate course of action to take.

Any material or other information provided by a Party to the other Parties is provided without liability for its accuracy or fitness for the purpose relied upon, unless agreed otherwise. It may be necessary for non-disclosure agreements to be entered into between parties to cover any commercially sensitive information supplied by any Party where applicable.

Nothing in this Business Plan is intended to, or shall be deemed to, establish any legal partnership or joint venture between any of the parties, constitute any party, act as the agent of another party, nor authorise any party to make or enter into any commitments for or on behalf of any other party.

We recognise that each party will act in its own interests.

Any publicity or other related communications about this Strategic Place Partnership will be agreed in writing by both parties prior to issue or release.

4.3 Roles and Responsibilities

Homes England	<ul style="list-style-type: none"> • To intervene in the housing market, deliver mixed tenure and unlock land through intervention across the breadth of its existing and emerging tools. • Appropriate resourcing to deliver the Business Plan to achieve the Strategic Objectives through drawing on capacity, skills and expertise from across the Agency. • Commitment of resource funding (to be agreed on annual basis subject to budget availability) to support the achievement of the Strategic Objectives.
South Yorkshire Combined Authority	<ul style="list-style-type: none"> • To enable inclusive economic growth, prosperity and wellbeing across the region. • To bring together partners and stakeholders to support delivery of strategic housing, regeneration and economic objectives. • Appropriate resourcing to deliver the Business Plan to achieve the Strategic Objectives. • Commitment of resource funding to support the achievement of the Strategic Objectives.
Local Authorities <i>(Sheffield, Barnsley, Rotherham, Doncaster)</i>	<ul style="list-style-type: none"> • Clear articulation of area priorities. • Lead on identification of place-based opportunities within respective areas (for example through Local Plan revisions) • Progress decisions in accordance with relevant accountabilities • Consider the use of statutory, convening and enabling powers in delivery of agreed SPP priorities • Appropriate resourcing to deliver the Business Plan to achieve the Strategic Objectives.
South Yorkshire Housing Partnership	<ul style="list-style-type: none"> • Supporting the Strategic place partnership to achieve the key objectives detailed within the business plan. • Specific oversight of Objective 2: Affordable Housing through the partnership.

4.4 Working with other Partners

The SPP can only be effective through collaborative working with partners, both in the public and private sector. The SPP will support and enhance relationships and provide the confidence that we are joined up and effective in identifying and delivering solutions that unlock investment and enable development.

Key partners include developers (including through representative bodies such as Sheffield Property Association and Chambers of Commerce), investors, Government departments and other public sector bodies (such as One Public Estate, The Integrated Care Board and Historic England).

The SPP will explore opportunities and mechanisms for engaging with those partners and widening engagement with community housing delivery groups and small to medium sized developers, and the exploration of mechanisms for a joined-up place-based conversation with Government.

4.5 Monitoring and Reporting

The Partnership Business Plan will include setting out the key outcomes and performance indicators which will demonstrate the success of the Partnership in achieving the Strategic and Place-based Outcomes. These will be reviewed by the Partnership Board on a bi-annual basis.

5. Appendix 1

5.1 What is a Strategic Place Based Partnership

Homes England has developed the SPP as a model for partnership working between Homes England and partners at the sub-regional scale with ambitious proposals for place-based growth and regeneration. The SPP is part of a broader social, environmental, and economic vision for the place built on a strong pipeline of potential opportunities.

The approach seeks to maximise opportunities in the most ambitious places by identifying a shared ambition and creating a shared commitment to making the pipeline in these places more investible. It does not provide direct access to capital funds, but it enables a more focussed approach to the deployment of capacity and resources by Homes England and the Combined Authority to support partners in unlocking opportunities of scale and building longer term resilient housing supply. The model seeks to create added value by combining the strengths of each partner and the resources that they can each bring and lever in.

This document, a shared business plan, sets out the aligned ambition and priorities of the partnership, which is bespoke to West Yorkshire and the unique characteristics of the sub-region, and how working together more closely through pooling resources will progress the pipeline of housing and regeneration projects to achieve the ambition.

The model has been developed in partnership with the Ministry of Housing, Communities and Local Government (MHCLG). The Department will support the SPP to make connections across government and with key policy areas, to support a place-based approach in South Yorkshire.

5.2 How does a Strategic Place Based Partnership work?

The SPP for South Yorkshire will be formalised through a Memorandum of Understanding (MoU), with this Partnership Business Plan (PBP) the key annex of the MoU. The PBP is a shared plan which sets out the detail of the Partnership including:

- The ambition of the partners and the partnership;
- The place-based challenges and opportunities in South Yorkshire;
- The strategic objectives for the SPP and a series of objectives which will be the measurement of how the objectives are being met;
- Delivery plan which sets out how the objectives will be achieved, accompanied by a Resource Plan, with a focus on outcomes and outputs achievable in Year 1 of the partnership;
- The pipeline and place-based priorities (nearer term, medium term and long term);
- Principles for working together and a governance plan.

Whilst the objectives are intended to be long term the SPP sets a relationship and intended outputs and outcomes for a minimum of 5 years. This is detailed through the Delivery Plan which will be set out on an annual basis and focus on the intended outputs and outcomes for the year ahead.

Progress against the Delivery Plan will be reviewed quarterly by South Yorkshire Strategic Place Officers Group and biannually at the Strategic Place Partnership Board to ensure progress.

5.3 South Yorkshire Strategic Place Based Partnership Board – Terms of Reference

1. Purpose

The Purpose of the Strategic Place Partnership Board is to set the strategic direction of the Partnership, providing a forum for liaison between the Parties for the delivery of the Partnership Business Plan, including overseeing the development of business cases for priority projects and assessing performance against the Strategic and Place Based Objectives.

2. Composition

The Partnership Board shall comprise the following members:

a) South Yorkshire Mayoral Combined Authority	<ul style="list-style-type: none">• <i>Mayor of South Yorkshire</i>• <i>SYMCA Chief Executive</i>• <i>South Yorkshire Housing and Infrastructure Portfolio Lead</i>• <i>South Yorkshire Housing and Infrastructure Chief Executive Lead</i>• <i>SYMCA Executive Director Growth Business & Skills</i>• <i>SYMCA Assistant Director Housing, Infrastructure & Planning</i>• <i>Chair of the South Yorkshire Housing Partnership</i>
b) Homes England	<ul style="list-style-type: none">• <i>Homes England Board Member</i>• <i>Executive Director, Markets, Partners, Places</i>• <i>Director – North, Markets, Partners, Places</i>
c) Local Authorities	<ul style="list-style-type: none">• <i>Local Authority Portfolio Members when there are items specifically related to their Local Authority Area</i>
d) The Board will be supported by other agencies attending on an advisory basis when there are relevant items, for example:	<ul style="list-style-type: none">• <i>Environment Agency</i>• <i>Utility Companies</i>• <i>HM Government departments</i>• <i>Housing Associations</i>• <i>Any other relevant agency invited by the Board</i>

3. Chair

The South Yorkshire Mayor shall serve as Chair of the Partnership Board or his representative.

4. Quorum

The quorum for the Partnership Board meetings shall be 4. No meeting shall be quorate unless at least one representative from each Party in both (a) and (b) set out above is present.

5. Administration of the Partnership Board

The Chair shall appoint the Administrator to the Partnership Board on an annual basis. The Administrator's role has no voting powers or delegations at the Partnership Board and the function is purely administrative and to assist the Chair in the arranging of the meetings, recording minutes and collating all the papers for each meeting.

Homes England will provide one of its officers to take on the role of Administrator for the first year.

6. Meetings

The Partnership Board shall meet biannually for a closed meeting on dates which are to be agreed by the Members in the previous year.

Meetings shall preferably take place in person at venues provided by each of the Members, within South Yorkshire. By exception, meetings may take place virtually.

As may be required and on the prior written request of the members, consultants and/or representatives from either Party will be invited to attend the Meetings. For the avoidance of any doubt any third party not being a member shall not be involved in the decision making taken by the Partnership Board.

The decisions of the SPP will be taken by consensus without recourse to voting.

An Agenda and all necessary accompanying papers shall, wherever possible, be despatched by the Administrator 7 days prior to each meeting.

The Administrator shall produce minutes of all meetings of the Partnership Board within two weeks.

7. Duties, Responsibilities, and the Partnership Business Plan

The Partnership Board shall:

- a. Determine the key objectives for the Partnership based on delivery of high quality affordable housing, developing a robust investment pipeline, and delivering area based growth and regeneration.
- b. Agree the South Yorkshire SPP Partnership Business Plan, including the annual Delivery Plan;
- c. At any time, recommend to South Yorkshire Mayoral Combined Authority and Homes England any amendments or additions to the Partnership Business Plan.
- d. Update the Delivery Plan on, at least, an annual basis;
- e. Progress the delivery of the Strategic and Place Based Outcomes through:
 - i. Overseeing the development of a shared long term SY strategic housing pipeline, business cases and investible propositions for priority projects;
 - ii. Receiving regular reports on the progress from the operational groups on achieving the Strategic and Place Based Outcomes;
 - iii. Making recommendations as it sees fit, on any matter within its remit, to South Yorkshire Mayoral Combined Authority and Homes England;
 - iv. Engaging key partners both locally and nationally in the effective delivery of the SPP Strategic and Place Based Outcomes;
 - v. Ensuring and committing resource and capacity to deliver the South Yorkshire SPP Partnership Business Plan, including the annual Delivery Plan. For the purpose of these Terms of Reference “resources” excludes investment or funding.

The purpose of the Partnership Business Plan and Delivery Plan is to establish which matters over the next 12 to 36 months are priorities for the Parties in order to achieve the shared aspiration for the effective delivery of the Strategic Place Partnership Strategic and Place Based Objectives.

8. Governance Relationships

The members, acting unanimously, shall be responsible for agreeing and, if necessary, amending the Terms of Reference of the Partnership Board.

The Partnership Board shall review its Terms of Reference from time to time as and when necessary. Sovereignty over decision-making on policy and investment remains with the individual Parties.

These Terms of Reference shall be read in conjunction with the Memorandum of Understanding "Memorandum". If any provisions of the Memorandum conflict with any provisions of these Terms of Reference, these Terms of Reference shall prevail.

The Administrator shall maintain an official record of all Partnership Board proceedings and a library of Partnership Board documents.

See 5.4 overleaf for the proposed Governance Diagram.

5.4 Governance Diagram

South Yorkshire SPP Governance Arrangement

