



Development Strategy

2026-2031

Developing affordable homes





Executive summary

In January 2025, The Wrekin Housing Group and the Housing Plus Group merged to create a new Housing Plus Group. The new organisation owns over 31,000 homes, has circa 1,800 employees, and £250m turnover. Our vision is to be the leading, distinctive place-based housing and care organisation, delivering more for people across the Staffordshire, Telford and Wrekin and Shropshire sub region. We want to be THE place-based leader.

A stated aim for the new organisation is to become the top Registered Provider developer in our sub region, and to become a top 20 developer of affordable housing nationally. We will deliver quality homes that will provide accommodation for families, couples and single people, along with supporting rural communities and those who require more specialist housing, such as older people, adults with learning difficulties, and those suffering with dementia.

We will aim to develop 3,500 new homes between April 2026 and March 2031. This ambitious development programme will see the group moving our growth agenda forward, and result in a housing provision of around 34,000 homes.

The Development Strategy is one of a suite of underpinning strategies that have been created to ensure they are aligned with the new corporate plan and its objectives and targets.

The Development Strategy builds on five aims which will provide the strategic roadmap that ensures the Group operates a joined-up and focused development programme.

The five targets are:

1. **Deliver more affordable homes**
Linked to Group key objective: Doing more for residents and communities.
2. **Provide high quality older person's accommodation, designed to meet the changing needs of the individual**
Linked to Group key objective: Doing more for residents and communities.
3. **Ensure value for money for our customers and the communities we serve**
Linked to Group key objectives: Doing more for residents and communities, and: Building resilience and capacity.
4. **Deliver long life, high quality and low energy new homes**
Linked to Group key objective: Doing more for residents and communities.
5. **Support and build on successful partnerships**
Linked to Group key objective: Place-based leader.

The above targets include facets from the four key objectives which underpin the new organisation, and the wider current Housing Plus Group Strategy. This demonstrates that the Development Strategy is aligned with the priorities of the Group, emphasises the Group's commitment to providing homes for some of the most vulnerable people in our society, and it contributes to fulfilling the Group's stated purpose of “**creating places people are proud to call home**”.

Strategic context

The Housing Plus Group (HPG) have been developing new homes for nearly 30 years, and during that time we have delivered over 10,500 new homes for our customers.

These new homes include exemplar rural developments, innovative modern methods of construction, high quality care villages and homes provided to meet the needs of the people in our communities.



The Group has, and continues to, successfully deliver new homes across Shropshire, Staffordshire and Telford and Wrekin that meet local need. It is key to the Group that the new homes generated by this programme meet the changing needs of our existing customers. Growing families, age and mobility related needs, and changes in employment drive an internal need that we want to fulfil for our customers. At present we have identified approximately 700 customers that have expressed an interest in moving. During this programme we will endeavour to understand and, where possible, fill the needs of these customers.

The location, tenure and house type are driven by a robust framework of data and knowledge including:

- Regional teams with ward estate-level knowledge and understanding of need and demand.
- Sustainment data tracking turnover of properties in localities.
- Waiting pool data which monitors level of demand.
- Local authority housing waiting list, needs and strategy data.

All new developments are assessed against this rich pool of information and knowledge to determine the right developments to pursue, with the right mix of property in terms of tenure and house type.

The current stated demand for new affordable homes in key operational areas is:

Local authority area	Identified affordable housing need 2026-2031
Telford & Wrekin	• 1,262
Shropshire	• 3,648
Staffordshire	• Stafford: 935 • South Staffordshire: 1,014 • Cannock: 971 • Newcastle-under-Lyme: 400

Combined that is an affordable requirement across HPG core operational areas of 8,230 new homes across the programme period. That equates to HPG delivering circa 40% of the target requirement.

The foundation these new homes have been built on is successful partnership arrangements. Great efforts have been made in forging strong links with our local authority partners, Homes England, Combined Authorities, key local and national developers, and strategically placed consultants and agents. These partners have supported Housing Plus Group in establishing a growing reputation as a reliable development partner and investor in the communities in which the Group operates.

This strategy sets the Group's ambition to continue to "create places people are proud to call home", and we believe that the new homes we build bring long term benefit to multiple sections of society. Homes for the old and the young. For people with a disability or care need. For those with a growing family, and those looking to downsize. Whatever the need we are seeking to deliver housing solutions that help.

1. Deliver more affordable homes

Housing Plus Group key objective

- Doing more for residents and communities.

Target

Deliver 3,500 new homes for social and affordable rent (minimum of 75% of the programme will be social or affordable rent), rent to buy and shared ownership between April 2026 and March 2031.

Actions needed to reach this target:

- Continually review and assess housing need based on area team and local authority data.
- Build or acquire new homes in Housing Plus Group operational areas in Shropshire, Staffordshire and Telford & Wrekin.
- Actively seek to understand and meet the needs of the approximately 700 existing customers who have expressed an interest in moving, wherever possible.
- Pursue the highest standard of new home possible in terms of quality, space, design and sustainability.
- Continue to explore opportunities to re-develop the Group's existing assets to build new homes.



2. Provide high quality older person's accommodation, designed to meet the changing needs of the individual

Housing Plus Group key objective

- Doing more for residents and communities.

Target

Deliver a range of new homes aimed at meeting the needs of our older customers.

Actions needed to reach this target:

- Continue to deliver new older person's accommodation in our existing operational areas in line with the approved direction of the Group Care Strategy.
- Work closely with Local Authority partners and undertake market research to ensure development and product meets identified demand and need.
- Work closely with Care and Support colleagues to continue to adapt the accommodation and services offer to ensure we deliver homes where people can live for longer independently or with the support and care they need.
- Improve the quality of older people's housing through investing in existing sites and building new homes driven by population need and emerging aspirations of older people.



3. Ensure value for money for our customers and the communities we serve

Housing Plus Group key objectives

- Doing more for residents and communities.
- Building resilience and capacity.

Target

All new developments deliver value for money and support the Group ambition to be an ethical business.

Actions needed to reach this target:

- A minimum of 30% of all project spend on sub-contractors and suppliers is from the local authority area postcode or within a 30-mile radius where the development is based for all Group led developments.
- Contractor and developer partners will support one apprentice for every £1m spent on each Group led development.
- Contractor and developer partners will support 13 weeks of work placements/training weeks for every £1m spent on each Group led development.
- Customer satisfaction with new builds is monitored along with all new lets and any dissatisfaction is investigated.
- Work with contractors and developers to promote equality, diversity and inclusion, and modern slavery protection measures across all development activities.
- Ensure all new developments are assessed independently as regards achieving value for money in relation to current market conditions.



4. Deliver long life, high quality and low energy new homes

Housing Plus Group key objective

- Doing more for residents and communities.

Target

Develop and deliver a pilot project with new homes that achieve a SAP rating of A.

Actions needed to reach this target:

- Deliver all new homes to at least meet current Building Regulation standards, ensuring the building envelope (floors, walls, and roof) achieve U-Value targets set out in the Future Homes Standard to create a new build portfolio that is “zero carbon” ready using a “fabric first” approach and promotes affordable warmth for our customers.
- Develop a bespoke and viable Housing Plus sustainable specification that achieves (or is capable of achieving) an A rated SAP score at a viable build cost.
- Deliver pilot projects using the Housing Plus sustainable specification, monitor outcomes, and update the specification accordingly in order to be ready for a wider use of the specification in the future and to promote affordable warmth for our customers.
- Work with Homes England to understand the impacts of sustainable development on build costs, and explore enhanced grant rates.
- Actively pursue the use of modern methods of construction (MMC) and smart eco technologies where the innovations help to reduce defects, improve build speeds and enhance sustainability.
- Identify direct and indirect funding opportunities for housing innovation pilots.



5. Support and build on successful partnerships

Housing Plus Group key objective

- Place-based leader.

Target

Ensure Housing Plus Group is seen as the preferred development partner of choice.

Actions needed to reach this target:

- Further develop Housing Plus Group's relationship with Homes England (HE), local authorities and devolved authorities, to explore new partnership arrangements.
- Understand and secure all grant funding opportunities available, and maximise grant levels attained.
- Work with sector peers to share best practise and promote the housing sector.
- Work in partnership with developers and consultants to deliver affordable and high-quality homes that aim to be "zero defect" upon completion. To drive improvement, we will monitor defects data and feedback from customers to ensure continuous improvement.
- Pursue opportunities to partner with For Profit Registered Providers to maximise the number of new affordable homes under management.

