



Our development  
plans 2020-24



## whg – our development plans 2020-2024

whg is a leading provider of inclusive housing and support services; owning and managing around 21,500 homes across the Midlands region.

Over the next four years and as a Strategic Partner of Homes England, we will build approximately 2,200 new, mixed tenure, multigenerational homes. Our aim being for these homes to foster improved health outcomes, help address inequalities and have a low impact on the environment.

We see this particular strategy period like no other given its conception during the Covid-19 pandemic - the effects of which are likely to be felt during the entire four years of implementation.

We will, therefore, seek to ensure that this circa £400M investment in new homes, contributes to building back better, greener and providing more resilient communities for all.



## Priority locations

Our primary area of operation will be the West Midlands, where we will target schemes of 30-plus homes. Opportunities in either Shropshire or Herefordshire will need to be easily accessible to one of our management hubs.

In the East Midlands, we will only consider opportunities that deliver schemes of 250-plus family homes, within a relatively short timescale and in close proximity to the Staffordshire or Warwickshire borders.

Anthem Homes, which delivers our homes for outright sale, will have no geographical constraints.







## How we will deliver



### Strong partnerships & Financial Capacity

We have been in a Strategic Partnership with Homes England since 2019, giving us access to longer-term grant funding to support our development ambitions.

Our existing allocation of £39m will support 1,000 starts on site for affordable rent and shared ownership homes during the strategy period.

We will seek to secure additional funding via the Affordable Homes Programme 2021-26 and have started to successfully secure the private finance needed to supplement grant, by securing the first deferred aggregator deal for the sector valued at £75m.

Solid delivery partnerships are fundamental to meeting our objectives. We will seek powerful, deliverable collaborations with key regional influencers such as the West Midlands Combined Authority, land agents, land promoters, professional service providers, developers, contractors, manufacturers of modern homes, local authorities and other registered providers.

This approach will access additional land, harness a wider range of technical expertise, share risk and manage cost.

We will prioritise working with like minded organisations that bring forward mutually beneficial opportunities, innovative approaches and solutions that help us achieve our social value outcomes.

Our Strategic Partner role will help us to support 'accelerating' housing supply. We are particularly keen to secure partnerships with smaller registered providers wishing to build new homes but that don't have the specialist in-house skills or access to grant to realise their development potential.



## Land-led opportunities

We will proactively seek out opportunities which enable risk to be balanced. Our direction of travel is to become increasingly land-led; buying land on the open market and optimising and repurposing land already in our ownership. However, package deals which provide opportunities to work jointly with our partners will be the mainstay of our programme, with Section 106 acquisitions forming a smaller, yet significant part.

Of particular interest is forging partnerships able to access land at scale through Homes England's and the West Midlands Combined Authority's land release programmes.





## Innovative construction

We are committed to using new ways of building and using modern methods of construction where appropriate to: speed up delivery, improve quality, reduce defects, deliver sustainability gains, achieve greater levels of pre manufactured value and support the modernisation of the construction industry to build greater capacity.

To aid this approach we will embrace standardisation and will launch a range of whg house types. Their design will not only embrace modern ways of living but allow the flexibility in modern or traditional construction methods, to enable us to be competitive through all procurement routes.

## Variety of homes

We will offer a range of housing products to meet specific local needs, including homes for affordable/social rent, market rent, shared ownership and outright sale.

Anthem Homes will develop homes for outright sale and profit generated will be re-invested in developing our services and building more homes for rent.

## Exclusions

We will not develop bedsits/studio flats, extra care schemes, hostels or student accommodation.

## Design requirements

In line with the latest national building regulations, safety rules, planning design guidance and carbon emissions targets, we will update our Design Brief, which governs the detailed specifications of our development schemes, to include:

- our new whg Standard, created to take steps towards revisions to building regulations, aimed at adopting a fabric first approach and reducing carbon emissions
- standard house type designs, capable of being built traditionally or through modern methods of construction
- adoption of environmentally friendly, high performing materials and a reduction of waste and single use plastic-based products and wrappings
- targeting the formation of design codes with partner local authorities





## Successful people, successful places

We are committed to becoming a leading placeshaper, able to build strong and resilient communities where people can flourish.

Our developments will be designed with safety, affordability, beauty, sustainability, innovation, connectivity, digital inclusion, mixed tenure and quality at their heart. We want to deliver homes and neighbourhoods which support our customers, meeting their changing needs throughout their lives.

We understand, now more than ever, the impact and importance of the quality of living environment and public realm. We will ensure that wellbeing considerations are intrinsic to what we do in order to promote and sustain long-term healthy living.



## Market engagement approach

We will look to operate in a more commercial fashion, seeking in-house technical support where feasible, supported by consultants where necessary. Colleagues with a specialism in sales will further augment these small teams; allowing whg to respond to the marketplace more swiftly. This will usually be a positive (or negative, where appropriate) response to proposed development opportunities within 24 hours and the scheme appraisal completed in seven days.

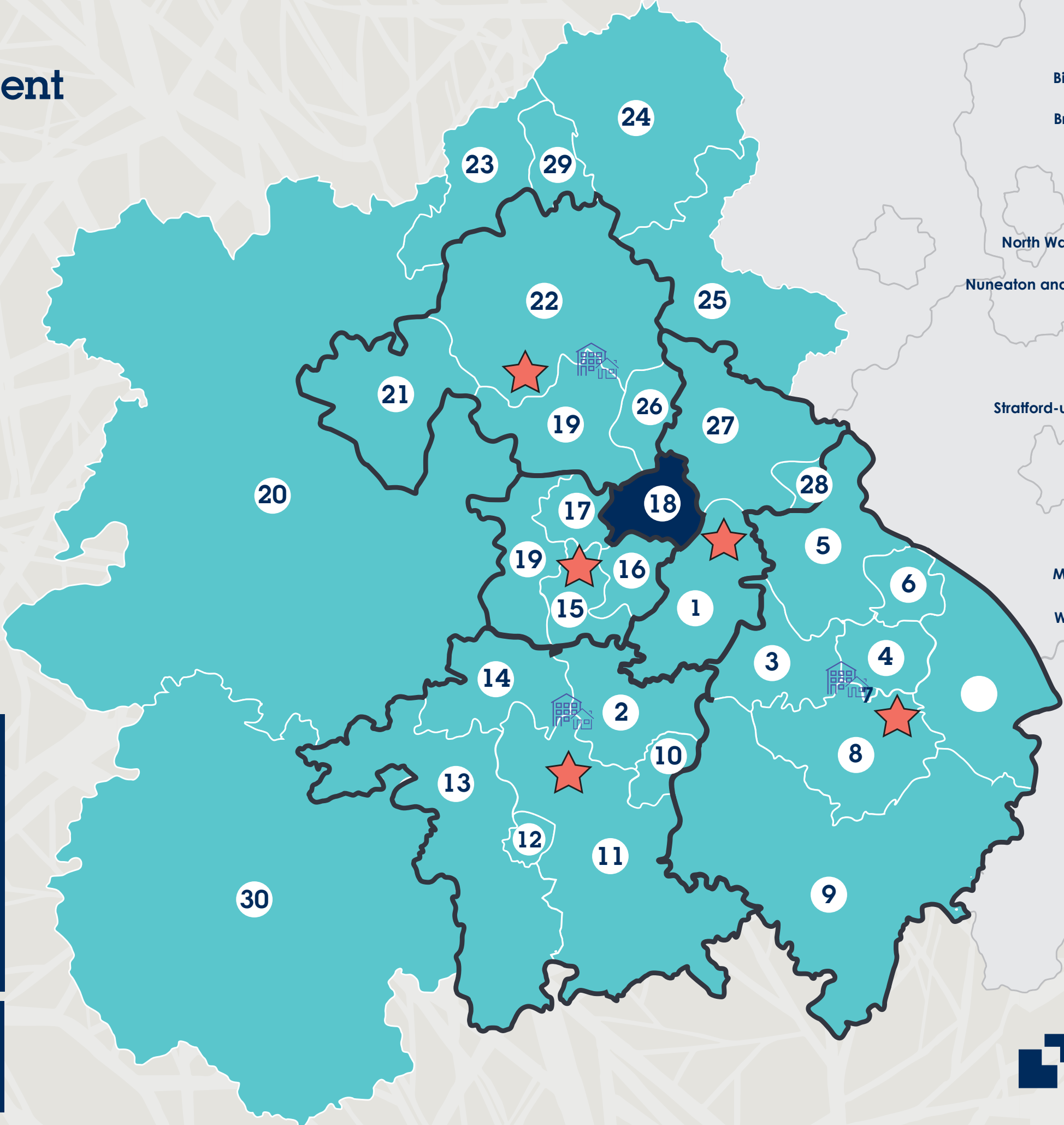
In order to support our transformation towards becoming land-led and to take back some control of the design, quality and procurement processes (whilst ensuring compliance with procurement rules), we will adopt a dynamic purchasing system approach to securing our service needs. This will be with the Procurement Hub framework and through a specific whg panel of suppliers.

This may include but not be limited to: architects, engineers, cost consultants, contractors and solicitors. This will ensure efficient, competent and appropriate support to schemes to maintain transparency and predictability preserving our competitive edge.





# Development Map



- |                       |    |                         |    |
|-----------------------|----|-------------------------|----|
| Birmingham            | 1  | Sandwell                | 16 |
| Bromsgrove            | 2  | Wolverhampton           | 17 |
| Solihull              | 3  | Walsall                 | 18 |
| Coventry              | 4  | South Staffordshire     | 19 |
| North Warwickshire    | 5  | Shropshire              | 20 |
| Nuneaton and Bedworth | 6  | Telford and Wrekin      | 21 |
| Rugby                 | 7  | Stafford                | 22 |
| Warwick               | 8  | Newcastle-under-Lyme    | 23 |
| Stratford-upon-Avon   | 9  | Staffordshire Moorlands | 24 |
| Redditch              | 10 | East Staffordshire      | 25 |
| Wychavon              | 11 | Cannock Chase           | 26 |
| Worcester             | 12 | Lichfield               | 27 |
| Malvern Hills         | 13 | Tamworth                | 28 |
| Wyre Forest           | 14 | Stoke-on-Trent          | 29 |
| Dudley                | 15 | Herefordshire           | 30 |

## Community Housing

We currently have five housing management clusters throughout the West Midlands. Homes in Walsall are serviced from our office at Hatherton Street. Clusters are serviced by a 'local hub' location, typically within one of our wellbeing schemes.

-  Wellbeing Scheme Target Locations
-  Community Housing Cluster

## Anthem Homes

Our outright sale subsidiary, Anthem Homes, has no geographical constraints

# Play your part

We seek like-minded partner organisations to work with us to deliver more high quality, affordable homes across the West Midlands. If you are equally committed to creating resilient, safe and sustainable communities, we'd love to hear from you. Please contact us to discuss how we can work together to make communities people are really proud of, in the places they want to live.

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