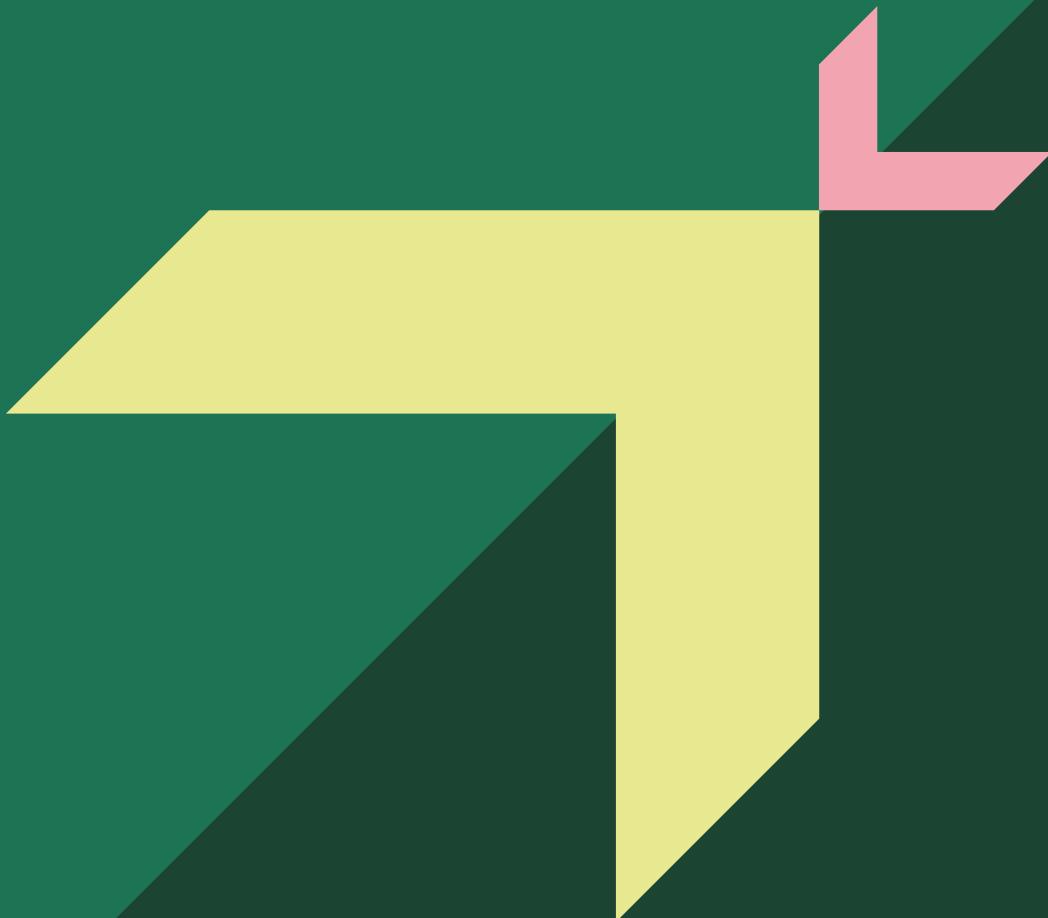
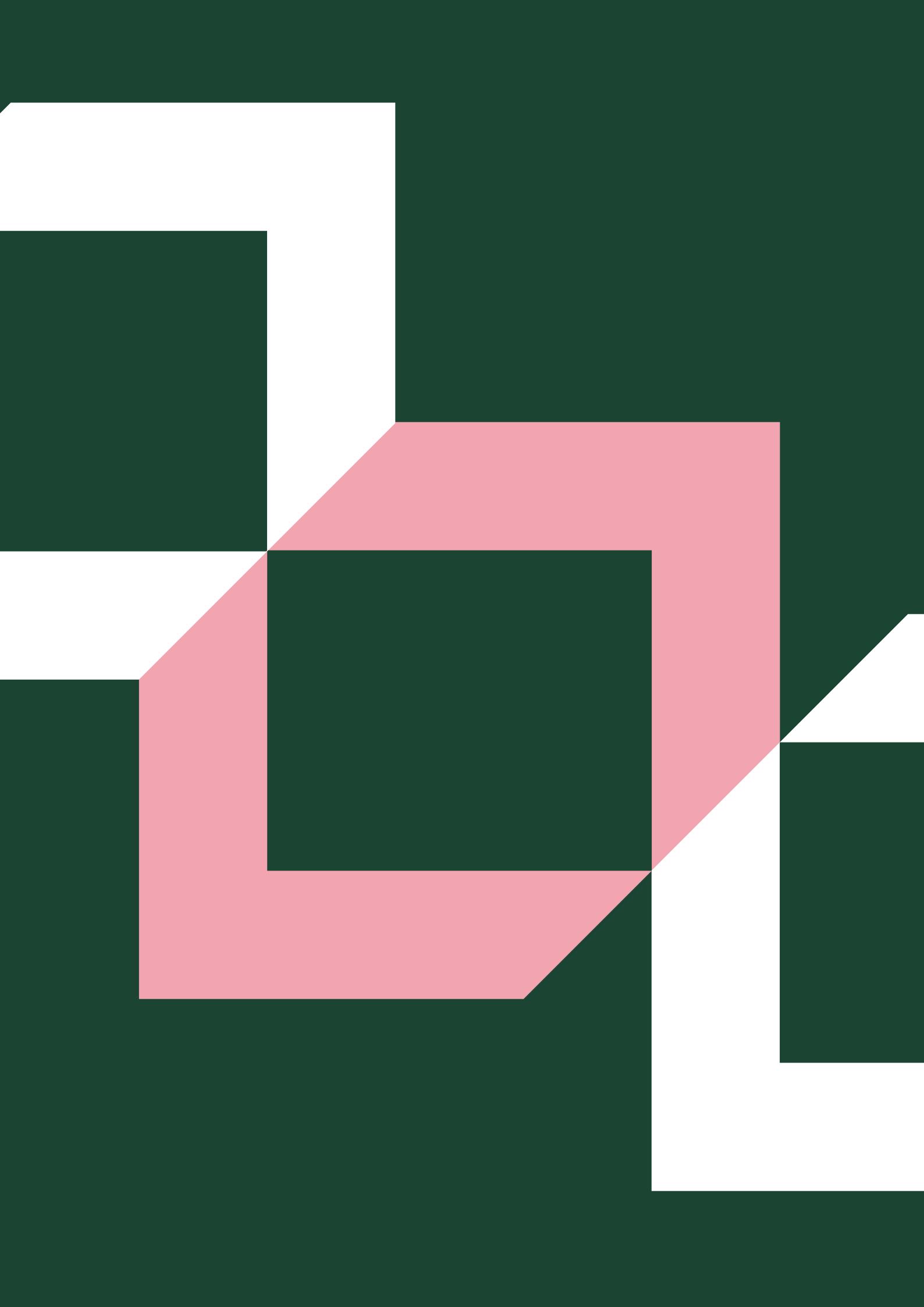


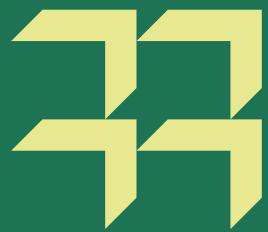


Homes that make a difference



Development and Sales Strategy 2025-2030





Our manifesto

Amplius... Homes that make a difference.

We're driven to have a positive impact on people's lives and provide affordable homes that make a difference.

A safe, affordable, quality home. That's the foundation of a good life. No matter who you are, or where you live.

We're driven to be better and do more. To build more homes and provide improved services. To do the right thing and help those who need us the most. To be accountable and deliver on our promises.

We're all in it together. Developing partnerships and communities. Treating people with respect. Listening and understanding. To have more of a positive impact on their lives.

Putting people first. Being ambitious. Providing good homes. With a heartfelt sense of purpose that's stronger than ever.

That's us. We're Amplius.

Our vision

Go Further and Do More

Our vision is to be a sector-leading housing provider that goes further and does more for our customers.

Realising the potential of being a larger organisation that works more efficiently, we'll make a bigger impact while retaining our local focus.

By utilising data, insight and technology to better understand our customers and deliver the homes and services they need, we'll redefine what it means to be a housing provider.

With highly motivated and high-performing people who are passionate about making a positive difference, we'll be recognised as the 'go-to' organisation in our sector.

Development and Sales Strategy

Introduction

1

Go further

2

Do more

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Make a
positive
difference



01

Amplius' Development and Sales Team will build on the successful legacies of Longhurst Group and Grand Union, increasing capacity and making sure the best and most efficient aspects of each organisation are adopted, ensuring quality homes with enhanced specifications continue to be delivered at scale across our core operating geography.

This strategy comes at a pivotal time, with the Government announcing in June 2025, a 10-year £39bn Social & Affordable Homes Programme (SAHP) that will support the delivery of 300,000 new homes, within the wider objective of 1.5m new homes.

Amplius will use its size and scale to not only increase direct output but act as an enabler for others, helping increase the completion of more new homes through joint ventures, strategic partnership delivery options and supporting specialist partners with their own development programmes.

At a headline level the Development and Sales Strategy 2025-2030 will:

- Align with the merger objectives and new Corporate Plan, **Going Further & Doing More**
- Create a structure and resource capacity to complete at least **1,000 new homes** p.a.
- Focus on general needs family housing, supporting more specialist housing provision through partners
- Create mixed tenure affordable communities
- **Maintain Strategic Partnership (SP) status with Homes England** and secure SP3 grant monies
- Review and enhance both the Employer's Requirements, specifications, accessibility and space standards, ensuring a robust commercial focus on contract management
- Ensure **customer satisfaction improves year on year** and feedback helps improve service delivery, specification and design of schemes

- Reduce the number of strategic Local Authority relationships, with an enhanced offer aligned to the needs of operational colleagues
- Prepare for a **new low carbon development programme** and increased environmental requirements, whilst focussing on reducing running costs for customers
- Support learning and development opportunities internally and with our construction & development partners
- Work to **adopt the new Shared Ownership Code**
- **Enhance the aftercare offer**, exploring direct defect repairs
- Embed a single operating model, with processes and systems aligned.



Development and Sales Strategy

Delivery

- 1 Go further
- 2 Do more
- 3 Make a positive difference



02

To deliver at least 1,000 homes p.a. requires a clear set of parameters, funding capacity and an understanding that to help create sustainable communities, and meet growing demand, Amplius must deliver in the most efficient manner and is better placed to support larger projects.

To do this we will prioritise:

- A development programme of approximately 50% Section 106 non-grant funded planning gain and 50% grant funded, with a preference for package (contractor led) opportunities
- A robust Gateway approval process, engaging colleagues through scheme reviews, strategic Local Authority relationships and a desire to deliver larger projects of typically 30+ homes
- Smaller, specialist, rural and supported housing schemes will be supported, where there is a strategic Local Authority relationship and / or the option for delivery by partners where possible
- Priority for strategic Local Authority partners
- Regular review of financial appraisal parameters to ensure value for money and affordability, whilst remaining competitive in the marketplace
- In line with Homes England requirements and helping create balanced communities, at least 40% of the programme will include a sale tenure, typically Shared Ownership and Rent to Buy.

Accuracy of forecasting and maintaining a healthy pipeline through the use of a single operating model, appraisal and reporting software is essential and will demonstrate to third parties, Amplius' capacity to deliver at scale and pace utilising grant in the most efficient manner.

Commercial opportunities, including joint ventures will be reviewed, utilising subsidiaries (e.g. Keystone) and funding models to ensure tax efficiency and more homes are delivered for less.

New technology will be utilised where it adds most value and benefits the customer. Specifications

will be reviewed and updated based on regulatory requirements, customer feedback and environmental benefits.

The sharing of lessons learned and working as a seamless team across all functions is critical to maintaining and improving service delivery and ensuring new homes support the wider Target Operating Model.

Specification enhancements will include:

- Review and update suite of standard house types, acknowledging importance of design quality
- Future Homes readiness and compliance
- Floor coverings in all new build homes, regardless of tenure
- Where Amplius has direct design input and acknowledging cost to value constraints:
 - Targeting full Nationally Described Space Standards (NDSS), with a minimum of 85% NDSS and year on year programme improvements on space standards
 - All units to be M4(2) compliant as a minimum, with M4(3) encouraged on larger schemes and through early engagement with key Local Authority partners
 - Inclusion of well-designed public / community open space
- Reducing running costs for customers
- A reserve 'pot' of £100 per new home to fund accessibility enhancements, if needed
- A desirable and affordable market led, well designed product
- Ensuring regular opportunities for customer, contractor and colleague feedback and enhancement
- An Amplius post-handover visit within the first month of occupancy.

Development and Sales Strategy

Geography

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Go further

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Make a
positive
difference



03



With existing stock owned and managed across more than sixty Local Authorities, Local Government Reorganisation (from late 2025) and the increase in larger Unitary Councils; in line with the wider Corporate Plan, the development programme will focus on a core geography of 15 Local Authorities which will include an enhanced offer and a desire to help influence policy and the supply of new homes with the Local Authority partner.

The development programme will acknowledge and support other areas, predominantly through relationships with other delivery partners.

The geography will also align with the Amplius' Target Operating Model, focussing on improving the efficiency and effectiveness of wider management objectives.

The core focus and relationships will be with the following Local Authorities, noting Local Government Reorganisation (LGR) may impact current boundaries through the creation of new Unitary Authorities (UA).



Bedfordshire

Bedford Borough Council (UA)
Central Bedfordshire Council (UA)

Buckinghamshire

Milton Keynes City (UA)

Cambridgeshire

Huntingdonshire District Council
Peterborough City Council (UA)

Leicestershire

Harborough District Council
Charnwood Borough Council
Oadby and Wigston Borough Council

Lincolnshire

Boston Borough Council
City of Lincoln Council
South Kesteven District Council
North Kesteven District Council

Northamptonshire

North Northamptonshire Council (UA)
West Northamptonshire Council (UA)

Rutland

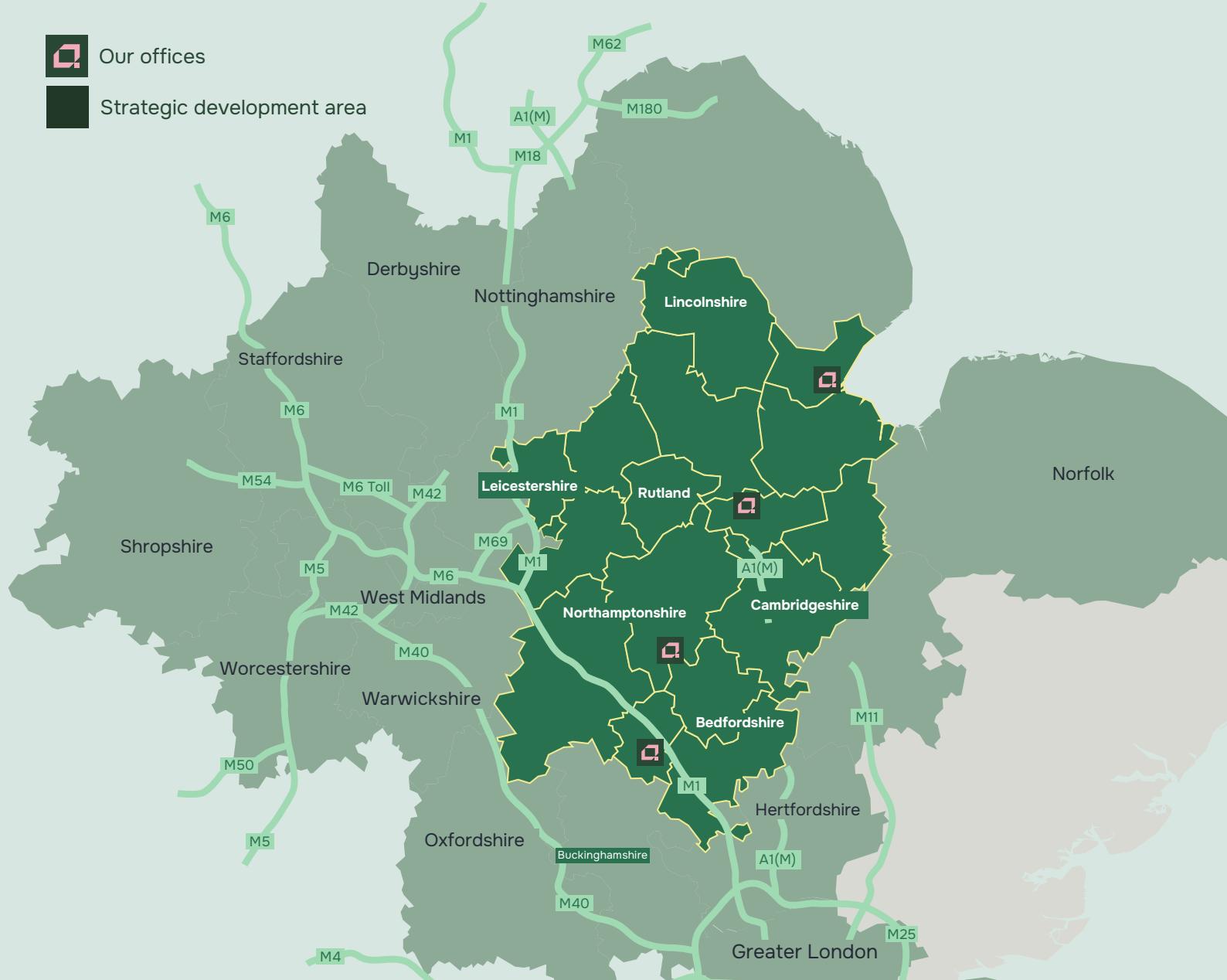
Rutland County Council (UA)



Our offices



Strategic development area



**Working with Housing & Healthy Communities and Independent Living,
delivery within these core geographies will include:**



Supported Living* - Typically where part of a larger scheme and / or meeting a specific need / Local Authority requirement.

Rural housing* - This may be delivered by partners.

It is acknowledged other locations will require some limited development support especially when linked to asset optimisation, including smaller garage developments / disposals and the remodelling of older stock including supported and older person housing, ensuring alignment with other Amplius Strategies.



Development and Sales Strategy

Partnerships

- 1 Go further
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- 3 Make a positive difference



04



To meet our ambitious targets we know that we want to partner with others to provide better solutions, amplify our impact and be more influential. Through proactively partnering with the communities and stakeholders we support, we'll understand, predict and develop solutions to influence change and meet evolving needs.

Government Agenda

This strategy comes at a pivotal time, with the Chancellor announcing in June 2025, a 10-year rent settlement at CPI + 1% to take effect from April 2026 and a £39bn Social & Affordable Homes (SAHP) programme that will support the delivery of 300,000 new homes, within the wider objective of 1.5m new homes.

July 2025 saw Ministry of Housing, Communities and Local Government (MHCLG) publish its long-term plan, “Delivering a Decade of Renewal for Social and Affordable Housing”, setting out, through five key steps, how the government will deliver the biggest boost to social and affordable housing in a generation, alongside driving up the safety and quality of homes. The five steps being to:

1. Deliver the biggest boost to grant funding in a generation
2. Rebuild the sector’s capacity to borrow and invest in new and existing supply
3. Establish an effective and stable regulatory regime
4. Reinforce council housebuilding
5. Forge a renewed partnership with the sector to build at scale.

Amplius with its successful track record, operating geography and skilled resource is well placed to answer the ‘call to arms’ and help increase housing delivery both directly and through enabled partnerships.

Joint Ventures

Amplius will actively seek joint venture arrangements, where the strength of partnership can deliver more than the sum of its parts. These may include:

- Large scale market led developments, with a developer, allowing an opportunity to support mixed tenure development at scale, secure planning gain and grant funded additionality
- Utilising commercial subsidiaries and funding solutions in the most efficient manner
- Ensuring partners adhere to our values and objectives
- Be open to new models of funding and delivery
- Facilitate the delivery of more affordable homes, as part of a mixed tenure development.

Specialist Providers

Amplius has a proud legacy of supported housing and independent living, including housing those in greatest need (homeless), older persons (extra care), rural housing and those requiring specialist support (mental & physical health disabilities).

This strategy acknowledges the focus will remain on meeting general needs housing provision at scale; however, partnerships will be promoted with specialist providers whose core business focusses on specific needs, with Amplius supporting them through Homes England grant programmes and possible project management of live schemes.

The Development and Sales Team will also work with Independent Living colleagues and Local Authorities to include provision for specialist housing within larger new build developments.



For Profit Providers

Continue to explore new and / or joint opportunities with For Profit Registered Providers (FPRPs), including but not limited to joint investment / joint ventures, housing management, grant support, stock acquisition and disposal.

Funding and Project Management Support

Amplius has Strategic Partnership status with Homes England and a legacy of working with smaller housing associations. It will support smaller / regional Delivery Partners enabling them to benefit from a large grant funded programme, ensuring development is maintained across our wider geography and helping support more specialist and bespoke developments. This will include Local Authorities who may seek their own regeneration and new build development programmes.

Amplius will also ensure best practice, the use of new technology and lessons learned are shared with partners, disseminating information and helping improve service delivery and the end product across the sector as a whole.

Contractors, Developers & Consultants

Forming strong strategic relationships with like-minded contractors and developers is critical to the success of this Strategy. Amplius will continue to balance delivery with large national contractors and developers as well as smaller regional organisations, acknowledging the need to maintain a clear focus on quality and contractor financial stability.

Amplius has a proud legacy of working with regional contractors and will continue to foster these relationships, noting a desire to complete larger projects and also support local labour and training opportunities. Amplius will ensure robust commercial management and seek assurance over contractor stability, with no more than 30% of the overall programme resting with any one organisation.

Contractors and developers will be encouraged to share best practice and technical solutions to new challenges and regulatory requirements.

Local Authorities

Local Government reorganisation will fundamentally change the Local Authority landscape with Districts and Counties, coming together as new Unitary Authorities.

This Strategy sought the opinions of 26 key Local Authority partners and received 11 separate responses, concluding with the following priorities:

- New supply and Decent Homes compliance were the most important key priorities
- 50% were on track to achieve EPC C by 2030
- Two thirds confirmed new supply was not meeting housing need
- Most demand was for 2- and 3-bedroom houses (1-bed in Northampton)
- Priority of tenure was: social rent, affordable rent, shared ownership
- Priority of housing type was: family, single, temporary, supported, older person
- Enhanced specification priority was: M4(2) & M4(3), lower customer running costs, improved accessibility, lifetime homes, larger homes, lower / zero carbon
- 75% wanted to see larger (footprint) homes delivered
- MMC was not a priority
- All welcomed the opportunity for regular meetings and sharing of need and opportunity.

The Strategy seeks to meet the broad responses from key partners.



Development and Sales Strategy

Environment

- 1 Go further
- 2 Do more
- 3 Make a positive difference



05

Development and Sales has a key role to play in ensuring the new homes it develops contribute to sustainable communities and help improve the lives of customers renting or purchasing an Amplius Home. Development and Sales will also support and align with the new Environmental, Social and Governance (ESG) Strategy.

The Development and Sales Team will work alongside asset optimisation, acknowledging the need for end-of-life solutions for some assets, which may include small scale regeneration, remodelling, demolition and redevelopment or disposal.

Environment

Acknowledging there is a critical need for new homes, it is essential that these homes add value to local communities and help meet wider objectives to reduce carbon emissions and running costs for customers.

Amplius will therefore:

- Ensure all new homes meet EPC B SAP rating as a minimum
- Prioritise reducing running costs for customers
- Continue to trial new technology and develop an affordable EPC A specification for future standardisation
- Ensure readiness for Future Homes Standard compliance
- Provide and receive feedback from customers on the use of new technology
- Share information with construction partners
- Report and reduce embodied carbon emissions from new developments.

Social / Sustainability

Creating sustainable communities is the key to long lasting successful homes and Amplius will ensure new schemes prioritise sustainable locations, for example larger Strategic Urban Extensions (SUEs), where social infrastructure, commercial and transport links are included alongside residential development, ensuring our customers benefit.

Mixed tenure will be prioritised, noting a desire for more social rented tenures but balanced with affordable routes to home ownership including Shared Ownership and Rent to Buy, especially on larger all affordable developments.

Schemes will be self-assessed against the objectives of the Building for a Healthy Life design toolkit, helping improve the design and sustainability of new and growing developments.

Sustainability of service delivery will also be considered through early engagement and ensuring new schemes support the wider Target Operating Model.

Contractors and developers will be encouraged to support and report upon local labour and trainee programmes, including proactive campaigns that target Amplius customers, ensuring investment benefits the wider communities through training initiatives.

Opportunities for regular Team reviews across Amplius, will be encouraged, seeking to promote a culture of continuous learning and improvement.

Governance

A development programme completing 1,000+ new homes p.a. requires robust governance and regular review of and reporting against appraisal criteria. The Development and Sales Team will meet and report monthly via the Development & Finance Meetings (DFM), monitoring programme adherence, budget accountability, sales, risk and project delivery.

The programme will be reviewed annually, including Homes England scheme audits and will comply and adapt to ensure full compliance with Regulatory and Housing Ombudsman requirements.

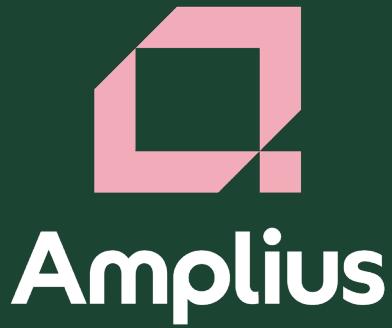
New opportunities will follow agreed Gateway processes and comply with appraisal criteria in place at the time.

Further reporting and approvals will be via the Development and Asset Investment Committee (DAIC) and the VatCo Committee as applicable. Regular risk reviews will take place at project and strategic level, ensuring risks are mitigated and reported through to the relevant Committees and all procurement activities will align with Group and regulatory requirements.

Early notification of significant issues will be via the DFM and DAIC route.







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