

Building

the future



One home,
one community at a time

Over 1 million households are on housing waiting lists in England.

02

Foreword

The housing crisis is one of the UK's greatest challenges. Too many people can't afford a home.

Too many places are held back by poor planning, ageing stock, and stalled development. Government has set a clear ambition—1.5 million new homes this Parliament. The scale is bold, the opportunity is bigger, this isn't just about numbers, it's about revitalising communities, driving economic growth, and connecting homes to the infrastructure and services that make places work.

But the road is tough. Local authorities face workforce shortages, financial pressures now and into the future, and fragmented governance. Many lack the means to deliver at pace or scale.

Change is coming. Planning reform, devolution, and net zero targets are reshaping the housing landscape. They must be aligned—not treated in isolation.

**Let's act with purpose, build with confidence
and leave a legacy that lasts.**

Why it matters now

Local government in England is under immense strain.

Decades of austerity have hollowed out capacity. Fiscal uncertainty, fuelled by global instability, makes long-term planning harder than ever, the workforce is stretched, expertise has been lost, resilience is wearing thin.

Yet demand keeps rising. Now is the time to act—not react. If we're to take control of our economic future, we must rethink how we use our assets. Housing is the foundation. It drives growth, supports services, and unlocks new revenue streams.

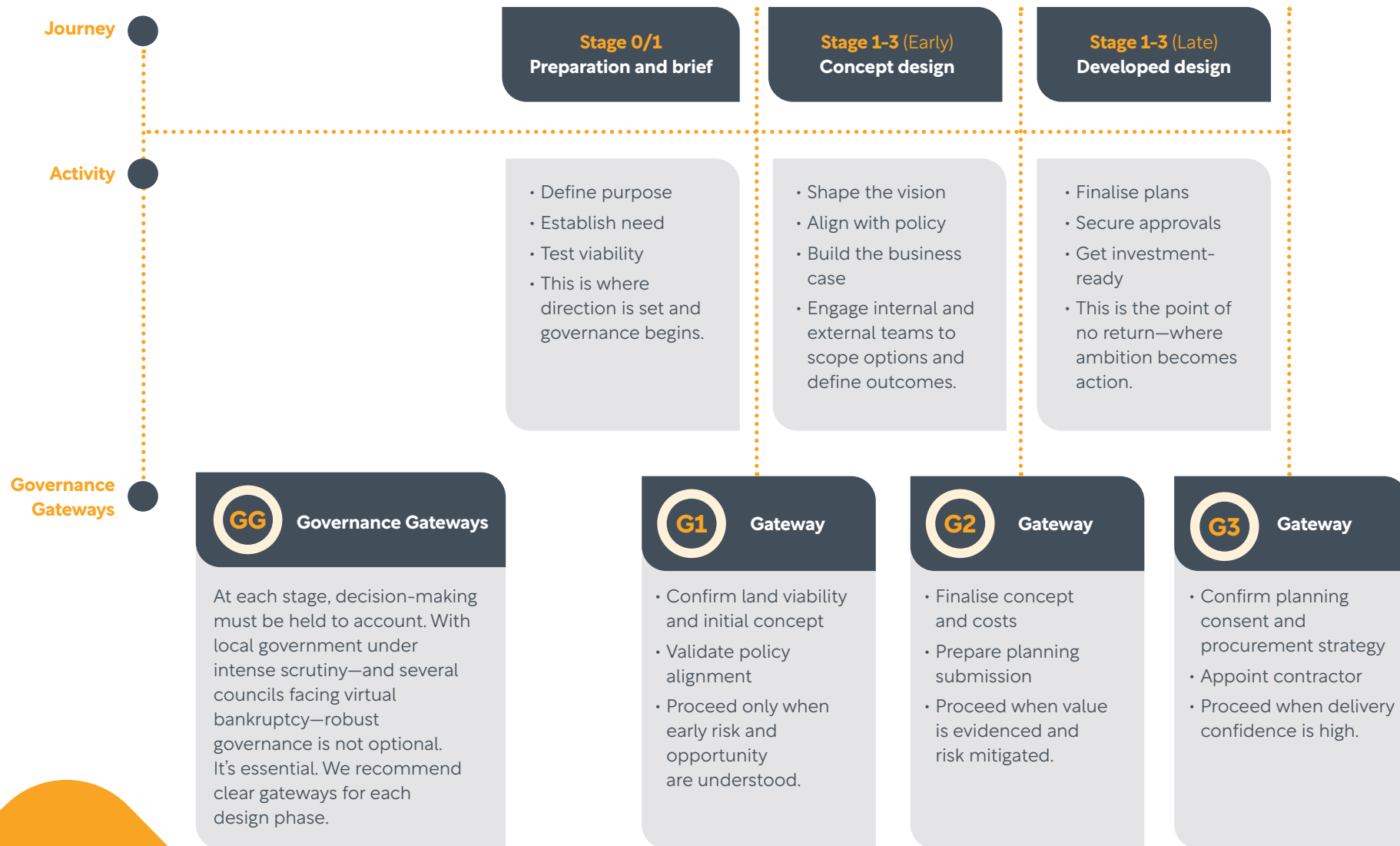
This is not just about answering the government's call to deliver 1.5 million homes. It's about becoming less reliant on central funding—and more in control of our own towns, communities, and regions.

Optimisation starts here.

Homes aren't just buildings. They're the catalyst for regeneration, resilience, and reform.



From vision to delivery



Aligning with reorganisation and net zero

Local Government Reorganisation (LGR) is reshaping the landscape.

The first wave of new authorities will go live between 2027 and 2028. But councils can't afford to wait. Housing demand is rising now. Waiting lists won't pause for reform nor reorganisation.

That means local authorities must deliver today while preparing for tomorrow. Strategic change is coming—but operational delivery must remain relentless.

This creates a rare moment of alignment.

Local authorities can build homes that do more than meet current need. They can lay down a legacy—one that fits the shape of future governance, demand, and climate targets.

Legacy projects must look forward, not just reflect the past.



**Harewood Road,
40 net zero carbon
(in use) homes.**





Ingleton House,
27 net zero carbon
(in use) homes.

Aligning with reorganisation and net zero

Net Zero

Sustainable housing isn't a cost—it's a multiplier.

Better homes lead to better health. Warmer, drier, well-ventilated homes reduce pressure on the NHS and social care.

Passive design approaches—insulation, orientation, natural ventilation—make homes efficient without relying on complex systems.

Like electric vehicles, they require less maintenance, produce fewer emissions, and offer higher performance over time. Sustainable homes last longer, cost less to run, and provide a higher-quality product for residents.

Good for tenants.

Good for councils.

Good for communities.



A well-designed
home can reduce
NHS demand by
up to 30% in
vulnerable
groups



The cost of inaction

Doing nothing is not neutral.
It's expensive.

**Every delay in housing
delivery means:**

- 1 More families stuck on waiting lists
- 2 Rising temporary accommodation costs
- 3 Lost opportunities for growth and regeneration
- 4 More pressure on health and social care
- 5 Greater dependency on government funding
- 6 Less control over your local future

Low-quality homes mean higher energy bills, more maintenance, and poorer health outcomes.

Poor planning today becomes financial crisis tomorrow.

Without action, the gap between ambition and reality will only grow—**and so will the cost.**



**Local
government
manages over
1.6 million
homes — its role
is critical**

A legacy worth landing

Housing is more than a roof over someone's head.

It's a statement of intent—a visible, lasting legacy for future generations.

You have a once-in-a-generation opportunity to shape places that are:

- 1 Designed for people, not just policy
- 2 Built for longevity, not just targets
- 3 Anchored in sustainability, not short-term fixes

Legacy means creating homes that support health, dignity, and opportunity. It means aligning today's investment with tomorrow's needs, future-proofed for changing demographic, governance, and climate. And knowing, years from now, you'll have left places stronger than you found them.



Take action – your next 90 days

You don't need to wait for reform to start building a better future.

You can take action now.

Here's where to begin:

1 Audit your land and assets

Identify what's viable for housing. Focus on underused, high-potential sites.

2 Create your delivery roadmap and Pipeline of Housing Development

Align short-term schemes with long-term ambitions. Prioritise what's fundable, scalable, and sustainable.

3 Strengthen your governance

Put clear gateways in place. Make decisions transparent, accountable, and resilient.

4 Unlock internal and external expertise

Bring the right people to the table—project managers, designers, planners, and community leads.



Take action – your next 90 days

5 Think beyond policy

Plan for future need, not just current targets. Build homes that reflect where your place is heading.

6 Act like an investor

Focus on outcomes, not outputs. Prioritise value, longevity, and impact over volume.

**Your journey can start now
—with the right partners,
process, and purpose.**



How we can support your housing journey

We provide a full range of services to help you plan, design, and deliver housing with pace, precision, and purpose:

1 Governance gateway and reporting support

Strengthen decision-making, accountability, and audit-readiness

2 Housing strategy, Sustainable Pipeline and Delivery Planning

Align housing ambition with local plans, reform, and community need

3 Site identification and asset optimisation

Unlock underused land within your estate and housing revenue account

4 Feasibility studies and viability modelling

Understand what's possible—and what delivers value



How we can support your housing journey

5 Design and planning support

From concept to planning submission, tailored to policy and place

6 Client-side project and development management

Keep control with expert support from project brief to handover

7 Multidisciplinary delivery teams

Full-service design, cost consultancy, and engineering in one place

8 Procurement and contract advice

Navigate frameworks and contractor selection with confidence



Inside



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