

DEVELOPMENT STRATEGY

2025-30





People. Housing. Community.



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KEY FACTS

New Planned Homes



249

This represents one of our most significant development programmes to date.

The programme builds on new land opportunities, package deals and strategic partnerships.

Stock Growth

10%

Every additional home strengthens our role as an anchor organisation.

This expansion shows our ambition to tackle the housing crisis locally.

Our Geography

Castle Vale continues to be the heart of our work.

Our developments remain focused on Castle Vale and nearby areas.

This “close footprint” approach keeps services cost-effective.



It helps us stay present, connected and responsive to residents.

It supports high-quality homes alongside strong wrap-around support.

Planned New Borrowing

£40million

This funding will support delivery of the 2025–2028 programme.



It gives us the capacity to progress multiple schemes at pace.



Burcote Road, Erdington

Build Partner: Seddon
Land: Birmingham City Council
10 new social rent homes a mix of two-bed and three-bed houses

Bromford Lane, Pye Hayes

Build Partner: Seddon
Land: Birmingham City Council
12 new social rent homes a mix of one-bed flats and two-bed maisonettes

Lindridge Drive, Minworth

Build Partner: Morro Partnerships
26 new social rent homes a mix of maisonettes, two-bed and three-bed houses.

ABOUT US

Our development work plays a key part in delivering our wider purpose, to provide homes where people can thrive and to sustain the long-term regeneration of Castle Vale.

This strategy sits alongside our Corporate Plan and supports its core aims: great homes, great services and strong, resilient communities. While the Corporate Plan sets our overall direction, this strategy will focus on how our development programme will help us meet that ambition.

We may be a smaller housing association, but our scale means we stay close to our communities and can respond quickly to changing needs. This agility helps us target investment where it does the most good, creating homes that are right for the people who need them.

We plan to grow our stock by around 10%, one of our most significant development programmes to date. This strategy sets out how we'll do that, the challenges we need to navigate, and the opportunities ahead as we deliver around 250 new homes.

Our strategy focuses on building future ready, low carbon homes that support the government's Net Zero 2050 target by ensuring new properties are energy efficient and do not require costly retrofits later.

Guided by the Future Homes Standard, we will design and deliver sustainable, high quality homes that meet evolving expectations while reducing environmental impact.

DRIVERS

- A national commitment to the biggest increase in social and affordable housebuilding in decades, with social housing at the heart of the 1.5 million homes programme.
- £2 billion ringfenced by government to deliver 18,000 new social homes, signalling a renewed focus on secure, affordable renting.
- A significant and growing housing crisis, with demand far outstripping supply across England and the West Midlands.
- Rising numbers of households in temporary accommodation across the West Midlands, including thousands of children.
- Major shifts in policy to accelerate affordable and social housing delivery, including stronger obligations for affordable homes and a clear emphasis on social rent.
- Reinstated mandatory housing targets to create consistency for local authorities and embed social housing within local plans.
- The need to build future-ready, low-carbon homes aligned with the Future Homes Standard and the UK's Net Zero 2050 target.



OUR PLAN

We're aiming to deliver 249 new homes during and beyond the life of our current Corporate Plan.

This programme builds on a mix of land acquisitions, package deals and strong partnerships that help us make the most of every opportunity.

We're focusing on key areas across Birmingham where new homes can have the biggest impact, including Minworth and Erdington. Much of our programme will be delivered in partnership with Seddon and Morro Partnerships, with several schemes brought forward on land purchased from Birmingham City Council.

Confirmed schemes contributing to our 249-home target



Lindridge Drive, Minworth

Build Partner: Morro Partnerships

26 new social rent homes a mix of maisonettes, two-bed and three-bed houses.



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Bromford Lane, Pype Hayes

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Together, these developments form a key part of our wider objective to deliver 249 homes, strengthening our contribution to Birmingham's housing supply and supporting the long-term regeneration of the areas we serve.

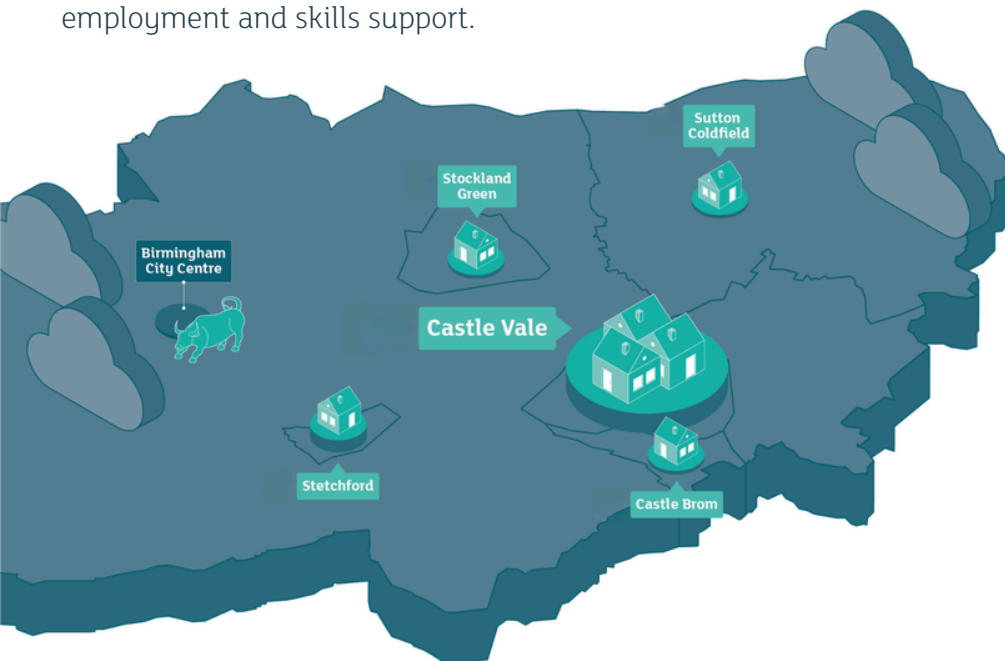
GEOGRAPHY

Our roots are firmly in Castle Vale, and that remains the heart of our work.

While we've successfully delivered homes in nearby areas such as Sutton Coldfield and **Stechford**, our priority will continue to be the communities in and around Castle Vale. This reflects our role as an anchor organisation and our belief in staying close to the people and places we serve.

Our strategic partnership with Birmingham City Council and Morro to deliver new homes on the Bromford Estate aligns with that commitment and supports our aim to focus on areas where we can make the biggest difference.

By keeping our geographic footprint close, we can deliver high-quality homes alongside the wrap-around services that help people thrive from housing support and rapid repairs to financial guidance and employment and skills support.



This approach also helps us manage costs effectively, ensuring that support for residents extends well beyond the day they receive their keys.

Staying local means we stay present, connected and responsive and that's central to how we work.

FINANCIALS

Our strong core business means we can borrow commercially to fund our development programme.

We currently have a £15 million revolving credit facility with Santander, which runs until October 2027.

With our new 2025–2028 development programme in place, our Finance Director is now approaching the market to secure the extra funding we need to deliver the homes in this strategy. Our aim is to agree an additional £40 million in revolving credit facilities for at least five years.

Securing funding early gives us certainty, but it also increases the importance of delivering this strategy so that new homes, our new assets, can generate the income needed to meet our loan commitments.

We will deliver 249 homes through our partnership with Matrix, as part of their role as a Homes England Strategic Partner. We will also be submitting a bid in the next Homes England funding round, SP3, to support our proposed 2026–2028 programme.

Early guidance indicates that our bid will include a mix of grant-funded schemes and Voluntary Right to Buy receipts.

If opportunities arise beyond our planned 249 homes, we will explore them through our governance structure and may engage directly with Homes England through their Continuous Market Engagement route.

WORKING WITH OUR PARTNERS

We know we can achieve more by working with others. Where new opportunities arise, we'll look to build relationships with additional delivery partners who can help our small team identify and secure new development sites.

We'll also continue to work with SMEs that share our values, especially those who bring fresh ideas, strong value-for-money and meaningful social value.

We will keep working closely with the Matrix Housing Partnership, where we currently hold Homes England Strategic Partnership status. This partnership remains a key part of delivering our development ambitions.

We also recognise that building homes is only one part of supporting our residents.

Many people who need social housing face wider challenges, so we'll continue to work hand-in-hand with our colleagues in the Housing & Community Team and through services delivered through The Sanctuary.

Staying aligned with our values of Accountability, Community and Together (ACT) will guide our decisions and help us achieve the best outcomes for the people who live in our homes.



RISKS

We will carry out an annual review of our risk appetite through our governance structure and amend our viability assumptions accordingly, ensuring we manage risk responsibly while enabling measured development activity.



OVERSIGHT & DELIVERY

We'll monitor this strategy throughout its life using a clear framework that works across different timeframes.

Our Corporate Plan 2025–2028 sets out the Group's overall objectives. These shape our annual business plans, which focus on short-term delivery and feed into individual staff targets.

These targets are agreed with staff and reviewed regularly through one-to-ones and annual performance appraisals. This creates a strong 'golden thread' from this strategy to day-to-day activity, keeping us focused on what we've committed to while giving us the flexibility to respond to changing priorities.

With the Development Committee now concluded, responsibility for approving development schemes sits with ELT and the Group Board. This ensures all opportunities are considered at the highest level, align with our strategic priorities, and receive the right level of scrutiny.

OUR OPERATING AREAS

Map to be included



The Pioneer Group

pioneergroup.org.uk
