

The Pioneer Group

Consultation on our

# CORPORATE PLAN 2020-25

For engagement with  
customers, staff & partners:  
July – October 2019



**The Pioneer Group**  
*People. Housing. Community.*

The Pioneer Group corporate plan:  
**People, Housing and Community**

# vision

To be the best housing and community organisation in the country



## MISSION

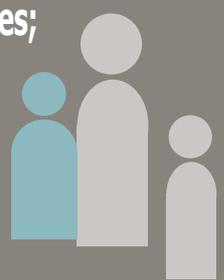
Helping People to Thrive  
in their Homes and their  
Communities

## VALUES

Customer and Community;  
Dignity and Respect;  
Integrity and Personal  
Responsibility; Innovative;  
Quality and Excellence

## AIMS

Great, Safe Homes; Strong  
Vibrant Communities;  
and Business,  
Excellence



HAVE YOUR SAY: [planconsultation@pioneergroup.org.uk](mailto:planconsultation@pioneergroup.org.uk)

# INTRODUCTION

## OVERVIEW OF THE CORPORATE PLAN CONSULTATION

This consultation draft will enable us to engage with residents, staff and stakeholders for their feedback on our draft plan. With this input we will complete our plan and seek final approval from our board before 'going live' from 1<sup>st</sup> April 2020.

We have produced two versions of our consultation document.

**1** A fuller version which includes detail on the background, context, vision, mission, aims and objectives. This will be posted on our website ([pioneergroup.org.uk](http://pioneergroup.org.uk))

**2** A shorter version detailing the vision aims and objectives. This will also be posted on our website.

The document has three parts

**PART ONE** outlines the background and context for The Pioneer Group Corporate Plan for 2020-25.

**PART TWO** – sets out the corporate plan framework for engaging with stakeholders.

**PART THREE** – includes questions we would like to ask partners, customers and staff and how to get involved.

### You can have your say by:

- ✦ Responding to the seven questions at the end of the document and emailing your answers to [planconsultation@pioneergroup.org.uk](mailto:planconsultation@pioneergroup.org.uk)
- ✦ Completing a SurveyMonkey questionnaire (link on our website)
- ✦ Completing a TP Tracker survey if you are a Castle Vale resident
- ✦ Attending one of our consultation events detailed on the back

## PART 1

### 1 THE PIONEER GROUP

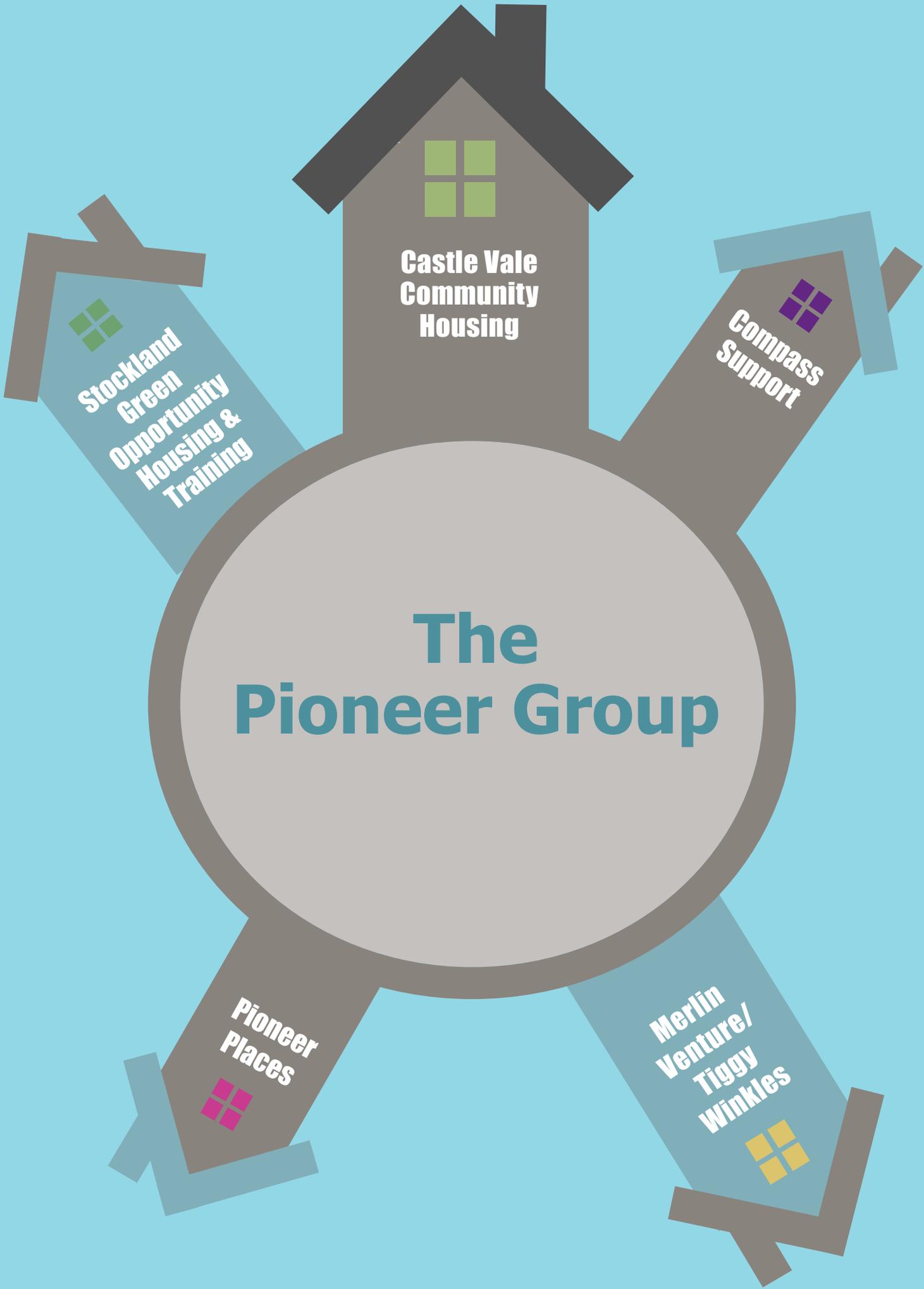
The Pioneer Group started as Castle Vale Community Housing Association (CVCHA), which succeeded the Castle Vale Housing Action Trust in 2004 (though it had been formally set up in 1997). Following the tenants' vote for stock transfer on completion of the regeneration, CVCHA took responsibility for the management of housing and community services in Castle Vale until 2015. At this point, following a strategic review, CVCHA created 'The Pioneer Group' with a revised mission to work in new communities around Castle Vale, building and acquiring homes to meet housing needs whilst continuing to deliver people, housing and community services.

The Pioneer Group was formed in 2015 as an independent alliance of people and organisations with the goal of empowering people and communities to be the best they can be. It has now been active for five years and is developing a corporate plan for the next five years from 2020 to 2025. The Group comprises:

A parent board **Pioneer Group Board** which provides the strategic and corporate oversight and decision making approvals for the organisation.

Three subsidiaries with charitable aims including **Compass Support** (delivering our people and community regeneration offer), **Merlin Venture** (which acceded into the group in 2017) and **Stockland Green Opportunity Housing and Training** (responsible for a rental housing portfolio, development and community development offers in Stockland Green).

A governance structure – **Castle Vale Community Housing** (providing oversight of the landlord and housing service in Castle Vale), **Tiggy Winkles** (delivering day care nursery services) and **Pioneer Places** (our private rental and property agency).



# The Pioneer Group

Castle Vale  
Community  
Housing

Stockland  
Green  
Opportunity  
& Housing &  
Training

Compass  
Support

Pioneer  
Places

Merlin  
Venture/  
Tiggy  
Winkles

## 4 BACKGROUND

The Pioneer Group's forerunner, Castle Vale Community Housing Association (CVCHA), produced two corporate plans running from 2005-10 and from 2010-15. These plans focussed on ensuring quality housing services and sustaining the regeneration of Castle Vale delivered by the Housing Action Trust between 1995 and 2003. In preparing for its third corporate plan for 20-15-2020 a number of changes affecting the housing sector meant that a different approach was required.

### a Drivers of change informing the 2015-20 corporate plan

- ✦ **Changes in national housing policy** – placing pressure on housing associations to use their resources to build new homes to contribute to the shortage of housing supply. This was strongly reinforced by the Regulator for Social Housing.
- ✦ **Reducing level of investment in public services** – in local government, health and policing meaning that CVCHA, as the main anchor organisation in Castle Vale, needed to consider the impact of this on the sustainability of local services in Castle Vale.
- ✦ **Capacity identified in 30-year financial plan (as at 2014/15)** – enabling a commitment to building new homes, whilst retaining a commitment to on-going community regeneration in Castle Vale.
- ✦ **Commitment to the importance of continuing to invest in community regeneration and local housing management** – which had, over a decade, ensured sustainability of the physical regeneration and made Castle Vale a place people from all over the city desired to live in.
- ✦ **Negative impact on CVCHA's medium term financial position by the annual rent reduction** – mandated by central government reducing revenue budgets by around £5m<sup>1</sup> over a four year period from 2015 to 2020.

### b Changes recommended in the 2015 strategic review:

- ✦ **Developing a small number of new homes in adjoining neighbourhoods<sup>2</sup>** – contributing to meeting housing need and satisfying the Regulator of Social Housing/wider government policy.
- ✦ **Creating a new independent organisational structure and identity under the banner of the Pioneer Group** – was proposed and constituted in 2015 for the start of the new corporate plan for 2015-20.
- ✦ **Making cuts to revenue expenditure** – over the period of the corporate plan including staffing reductions and overall organisational capacity.

The corporate plan developed for 2015-20 committed to delivering housing and people services in Castle Vale and ensuring the long-term sustainability of the estate. This included two key commitments:

- ✦ **Over £3m investment through the community pledge<sup>3</sup>** – on CCTV, advice, youth, employment, wellbeing, estates team and community facilities.
- ✦ **£5.4m investment in the housing stock through the tenant's promise** – delivering 2,000 kitchens replacements.

The Pioneer Group is now in the final year of the 2015-20 corporate plan. Analysis of the outcomes delivered over four and a half years shows that the ambition and mission set out has been delivered with:

- ✦ **Undertaking a two-year external painting programme** – covering 450 flats and houses in 2019/20.
- ✦ **Agreeing a community asset transfer of Castle Vale football stadium** – sustaining the asset and leveraging £1m investment for a new 3G pitch<sup>4</sup> and stadium improvements.
- ✦ **Building 116 new homes in Stockland Green and Stechford** – a total of £8m invested.
- ✦ **Social return of investment of £9.44 for every pound invested** – through Compass Support, in Castle Vale and other communities.

<sup>1</sup> The annual rent reduction was announced half way through the 2014 strategic review which impacted on the overall approach and reducing significantly capacity to deliver the vision that was being shaped.

<sup>2</sup> There was very little opportunity to develop new homes within Castle Vale due to limited land supply to meet the need for new housing.

<sup>3</sup> Our assessment of the return on investment on the 2019 programme is for an investment of £727,000 we are realising a return of over £4.5m. Over the lifetime of the Pledge this would broadly equate to an investment of £3m with a social return of £12m.

<sup>4</sup> Pitch Bookings at the stadium in 2019 are at their highest level in over ten years, including community use.

★ **Achieving a G1/V1 rating (the highest level possible)** – following the Social Housing Regulator’s 2019 In Depth Assessment (IDA).

These headline outcomes demonstrate success against the aims of the previous corporate plan. However, analysis of performance on key performance indicators show that after the first year of operations performance in 2015/16 these dipped below upper quartile (for the sector) and remained below this for the remainder of the plan. This may be explained, in part, by the loss of experienced and skilled staff and a smaller budget base over a four-year period, together with the external environment and the impact of austerity budgeting, particularly in Castle Vale where sometimes the identity of the Pioneer Group is blurred with the local authority. However, regardless of the cause the new corporate plan will prioritise improving performance and service quality for our customers.

## 5 CONTEXT FOR THE PLAN

Housing associations, public services, charities, community organisations and the private sector face an operating environment that is both challenging and volatile. For the last seven years public services have been subject to austerity budgeting impacting on local authority, policing, and health budgets as well charities and community organisations.

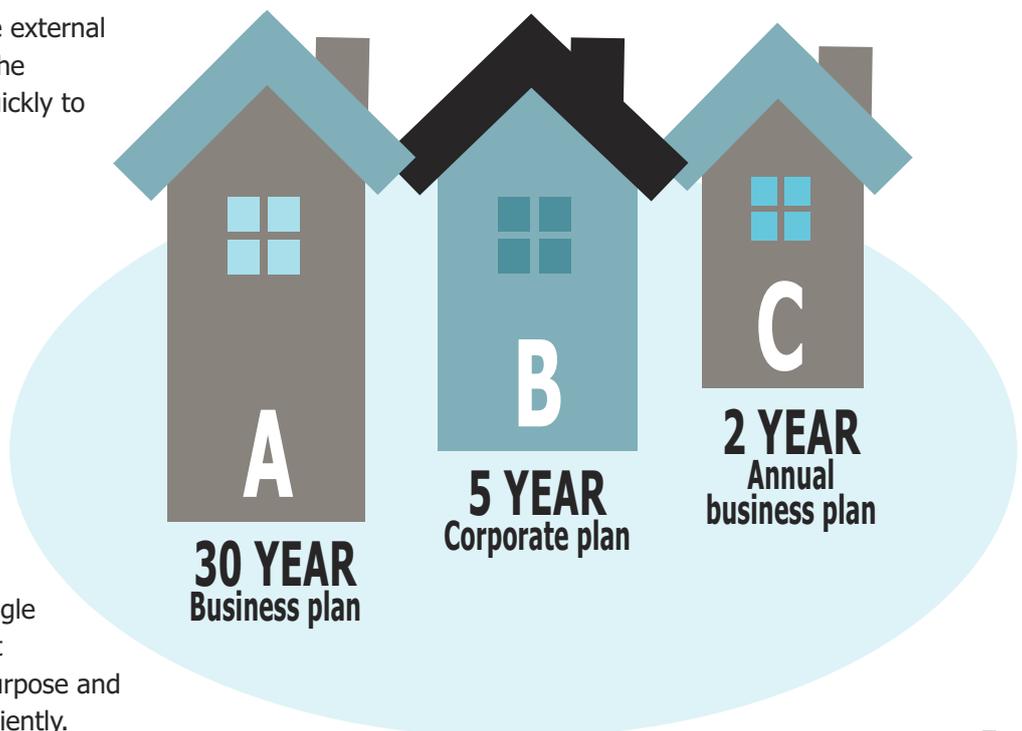
A detailed Political, Economic, Social, Technological and Legal (PESTL) analysis has been undertaken of the wider operating environment for the Pioneer Group. This starkly illustrates the depth of challenges, change and uncertainties at a global and national level impacting on economies and society with the likelihood that these conditions will continue at least in the first two years of the new corporate plan. Clearly, the impact of BREXIT for the remainder of 2019, will have a major bearing on government policy and finances together with the wider economy and society at large. The PESTL also identifies the policy developments impacting on the housing and third sectors. It will be updated annually over the life of the plan.

The implications of this challenging and uncertain working environment, for the period covered by our new plan, include:

- ★ Keeping focused on delivering the aims and objectives identified in the corporate plan.
- ★ Risk assessing carefully any new opportunities that emerge between 2020-25 before committing to them.
- ★ Ensuring that value for money is at the heart of everything we do.
- ★ Continuing to innovate and be entrepreneurial.
- ★ Being focussed on the external environment to enable the organisation to adapt quickly to change.

## 6 OVERVIEW OF THE PLANNING PROCESS

The Pioneer Group has a three-pronged approach to planning our business, which takes place over different time frames, as well as performing different functions but all link together to create a single coordinated framework that enables us to deliver our purpose and mission effectively and efficiently.



The **thirty-year business** plan incorporates all resource requirements over a thirty-year cycle. This includes:

- ✦ income generated from sales and rental of assets, interest from investment, grants, traded services and borrowing.
- ✦ expenditure on staffing, premises, IT services, investment in new and existing assets.

This plan shows that the Pioneer Group is able to meet all the expenditure commitments in the new corporate plan including service delivery, community pledge, asset management and new development. Any additional spending priorities identified would need to be funded from efficiencies or from new income streams. The thirty-year plan is updated annually and submitted to the Social Housing Regulator.

The **five-year corporate** plan sets out a medium term set of objectives that steers the delivery of the investment priorities set out in the thirty-year business plan. It ensures that the business stays on track and delivers the outputs defined over a five-year period. The new five-year plan will go live in April 2020 after Board approval in December 2019.

The **two-year annual** business plans provide short term planning to deliver the requirements of both the thirty-year business plan and five-year corporate plan. They include detailed work plans for service departments and their respective business units as well as a link to individual staff annual work plans. The business planning process commences in October, annually, alongside the annual budget development ready to go live annually in April each year.

### **a Strategic implications**

The current level of expenditure can be maintained throughout the lifetime of the corporate plan to 2025. It ensures that there will be a robust asset management programme that maintains good stock condition and delivers the promises made to the community. And it includes the development of 223 homes between 2020-25, delivering our housing growth strategy of 350 homes between 2015 and 2025. Ensuring our interest cover at an acceptable level of between 136% and 154% will be a key constraint with the tightest level being in 2022/23.

The implications for the new corporate plan are:

- a** Ensuring that the organisation does not incur additional expenditure over and beyond planned expenditure, placing a premium on our annual business planning on delivering value for money and efficiencies and in generating social value to support community projects. Value for Money in everything we do as an organisation, therefore, becomes key.
- b** There is scope in the first two years in 2020/21 and 2021/22 to deliver spend-to-save initiatives creating efficiencies in the remaining three years of the plan.
- c** Income will provide one of the main risks and our stress testing illustrates that the impact of welfare reform on the financial plan could be significant. This means that securing and maintaining core income will provide an overarching focus for the annual business planning process over the next five years.
- d** Interest rates are also a key variable and wider market conditions and volatility will determine these. Within the period of the forthcoming corporate plan refinancing will be a key objective for the next corporate plan.

### **b Golden rules and risk management approach**

Our business operates to defined golden rules agreed by our Board and these provide red lines which underpin our planning, financial and risk management approach. Our golden rules focus on two areas:

- ✦ Covenant – includes interest cover not less than 120 per cent in a given year, provisions on loan gearing and asset cover. Our target is between 136 per cent and 154 per cent.
- ✦ Liquidity – includes unutilised loan facility to cover unforeseen issues and time limits on loan facilities.

In advance of the 'go-live' date for the new corporate plan, in April 2020, and annually during the period of the plan, we will consider our plan forecast against value for money metrics (those we have set and those set by the social housing regulator). This will ensure that a strategic approach to value

for money is embedded in the 2020-25 corporate plan.

The new corporate plan will take account of the Pioneer Group’s risk management policy which recognises that the delivery of our aims and objectives is surrounded by uncertainty and sets out a clear methodology and process for assessing and addressing risks, providing risk assurance and a clear approach to risk appetite. Our annual planning process and project initiation of new initiatives incorporates a risk appraisal process, utilising a risk register and risk map with executive and board oversight.

Stress testing was introduced in the aftermath of the financial crisis in 2008 when credit between banks and consumers dried up. Initially, stress testing started as a methodology to assist businesses to protect themselves from the potential of dramatic shocks to the economy, principally to the banking sector; but this has subsequently spread across business including the housing sector. The Pioneer Group conducts stress testing annually as it updates its 30-year business plan looking at a range of financial scenarios and how these could impact on the business plan assumptions and critically what mitigations could be developed to limit the adverse effects of different scenarios.

### **c Approach to managing performance**

The organisation’s corporate assurance framework will sit alongside the new corporate plan 2020-25. This will detail both qualitative and quantitative measures of success, including outcome and output based key performance indicators (KPIs). We will set clear targets to measure our performance against the aims and objectives set in the corporate plan. Ultimately, success here will determine whether our ambition of being the best housing and community organisation in the country has been realised. Some of the indicators used will be hard metrics e.g. number of homes built, customer satisfaction with some softer metrics such as social return on investment scores.

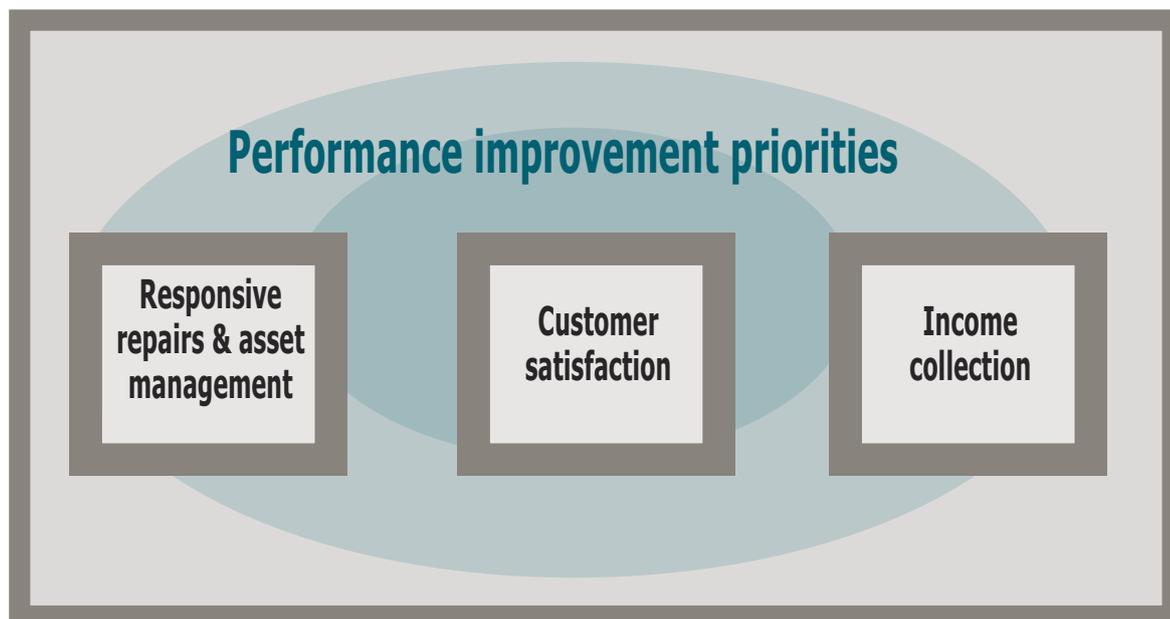
The analysis of the Pioneer Group’s performance on annual plan targets between 2015 and 2020 shows three areas where performance improvement is required. This will require a clear improvement focus, which will feature strongly in our project delivery through the life of the corporate plan.

### **d Priority areas for improvement**

Three areas for improvement are identified below but these go alongside a focus on delivering continuous improvement on the basics of our service delivery, across the range of services provided by the Pioneer Group.

## **7 COMPASS GROWTH PLAN**

Compass Support, one of Pioneer Group’s charitable subsidiaries delivering people based services,



developed their own growth plan to run in parallel with the 2015-20 corporate plan. They are now renewing this and producing a new five-year growth plan. The reason for having a stand-alone plan for Compass, is that the income generated, through its commissioned and funded work, generates over 75 per cent of its expenditure budget. Therefore, like other charities, it needs to have a clear and disciplined approach to generating new business to enable it to meet its operating costs.

## 8 THE PIONEER COMMUNITY OFFER

The 2015-20 corporate plan made a commitment to meeting housing need by building new homes and to share the approach to community led regeneration in other neighbourhoods. This has translated into successful delivery of new homes as well as innovative new people and community focussed services. However, the majority of the Pioneer Group's day-to-day services and the bulk of its resources have remained focussed on delivering housing and people focussed services to the 2,400 properties in Castle Vale and the wider community.

For the period of the 2020-25, the Pioneer Group will continue to serve communities in Castle Vale, Stockland Green and Falcon Lodge, as well as other communities where it develops new homes or delivers services through Compass Support. Our commitment to building 223 new homes by 2025 means, with the limited availability of land in Castle Vale, the majority of these will be built elsewhere. It is envisaged that a small number of properties could be developed in Castle Vale for example the old Greenwood Academy site, the Police Station together with development opportunities in Stockland Green. However, flexibility to develop in other areas will also be required to ensure that the Pioneer Group's targets can be delivered as part of our commitments through the West Midlands Matrix Partnership with Homes England.

The Pioneer Group is in a strong position to benefit from a number of inclusive growth opportunities in north and east Birmingham. For example the recently published *East Birmingham and North Solihull Baseline Economic Assessment* identifies, that whilst the area is characterised by significant deprivation, there are opportunities to draw down investment through infrastructure development, housing development and economic growth. For example, investment in transportation such as the proposed new train stations in Castle Vale and the Fort as well as new bus rapid transit routes. These will create easier pathways for residents to access job opportunities.

The recent announcement of investment in the Castle Bromwich JLR site, producing the UK's first all-electric car, will provide long-term employment opportunities for residents in the local communities surrounding the plant. The Pioneer Group, and other local agencies, are in early discussions with JLR on a local employment scheme. Other developments include HS2, Peddimore and Langley developments, which could also provide local employment opportunities as well as the opportunity to access funding for local groups and community projects.



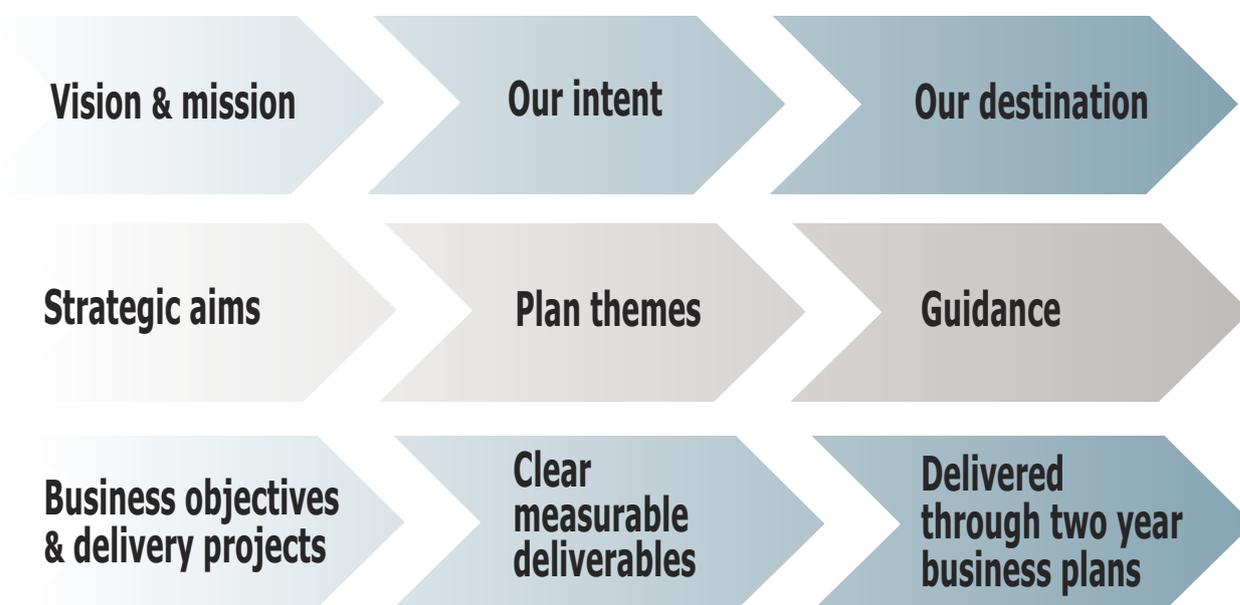


# PART 2

## 1 CORPORATE PLAN FRAMEWORK FOR 2020-25

A review of the last corporate plan for 2015-20 has been undertaken and key elements of its strategic approach have been incorporated into our new plan. This includes developing new homes to meet housing needs and continuing to deliver a range of services focussing on people, housing and communities. The plan has a new ambitious vision - to be the best housing and community organisation in the country. We have retained the mission and values from the last corporate plan. We have streamlined our strategic aims to bring a clearer focus on people, housing and communities. Underpinning these aims we have identified 15 measurable objectives, five against each aim. We are currently identifying the projects that will ensure that these aims and objectives are delivered.

The corporate plan framework comprises the following elements:



## 2 POLICY DRIVERS SHAPING THE CORPORATE PLAN

Our approach to people and community focussed housing services will secure a lifeline for customers challenged by their personal circumstances, such as the benefit difficulties posed by Universal Credit, low pay, family and child poverty, mental health and health issues. The Grenfell tower block tragedy, in Kensington and Chelsea, has placed resident safety centre-stage in sector thinking and provided an urgent call for action across the housing sector. Tenants' and customer safety should and will be the starting point for how we organise service delivery across everything we do.

The commitments signalled in the Housing Green Paper, in 2018, to *de-stigmatising* perceptions of social housing tenants have been widely welcomed in the housing sector. As an organisation steeped in the values of a community housing, the Pioneer Group is passionate about taking this agenda forward.

It is clear that there is a need to tackle global climate change and contribute to how we can deliver sustainable green housing – this an area we have worked on over the last five years for example our

SHIFT<sup>5</sup> silver accredited status but this is an area we will develop further. The Pioneer Group is also committed to sustaining and developing the practice of community housing supporting and empowering residents to lead and shape housing development and the ongoing management of their homes. We have signed up as one of the founder members of Birmingham Community Homes, which will support interested groups to take forward their own community housing projects across Birmingham and the West Midlands.

### 3 PIONEER GROUP KEY STRATEGIC COMMITMENTS 2020-25

The strategic commitments below will support the vision and mission for the plan and summarise our ambition providing clarity, inspiration and reassurance to the range of our stakeholders.

*The Pioneer Group will:*

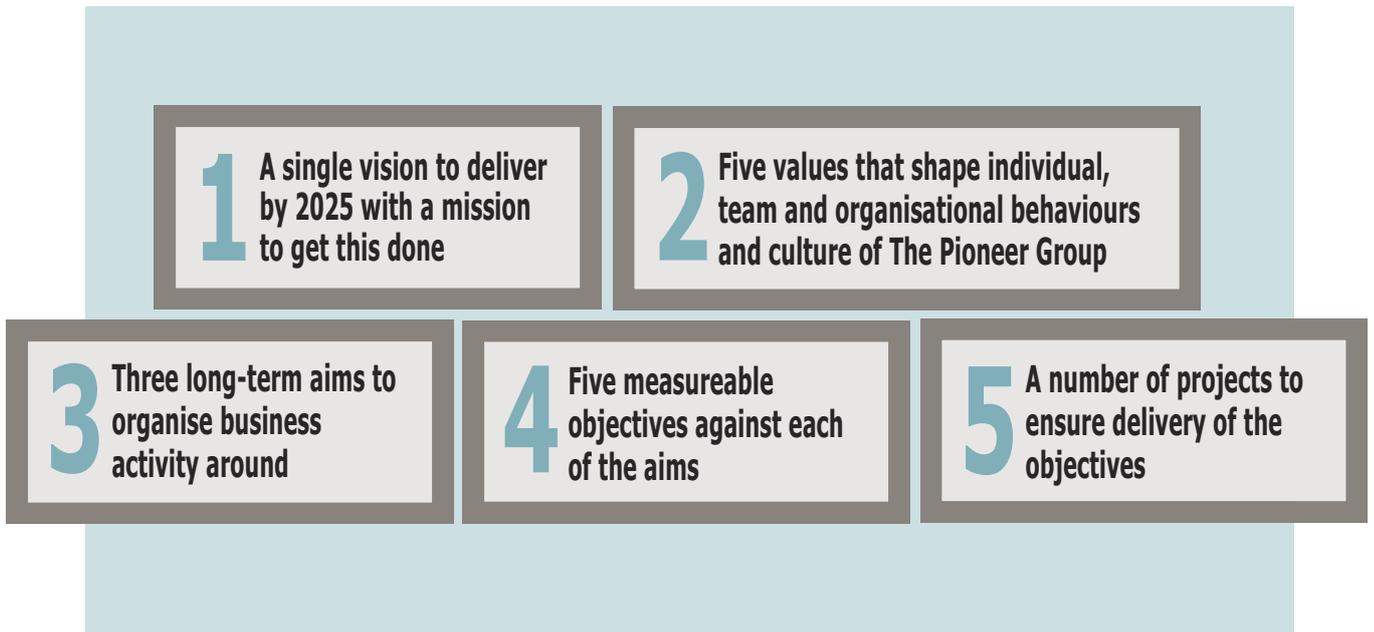
- 1** Continue as a partnership of people and organisations delivering a range of **housing, people and community services** in our core neighbourhoods and wider communities across Birmingham.
- 2** Retain the **independence of the Pioneer Group**, working in partnership with a range of organisations, professional bodies and networks.
- 3** Continue to invest in the communities we serve through a **community pledge** to the value of £2.5m<sup>6</sup> and develop a **new social investment strategy**, leveraging additional resources.
- 4** Harness **opportunities for inward investment** to support communities through inclusive growth – infrastructure, housing and economic development.
- 5** Deliver **community regeneration**, including employability, skills development, health and wellbeing and environmental improvements.
- 6** Work as one **team pioneer** through our group structure.
- 7** Develop our Pioneer Group's **voice of the customer** as a truly community led organisation.
- 8** Commit to an **investment of £42m on our existing stock and new homes**.
- 9** Be a **strong partner** active at a regional, city-wide and local level.

<sup>5</sup>SHIFT is the sustainability standard for the housing sector.

<sup>6</sup>This equates to a £1,000 a household over the lifetime of the plan.

## 4 CORPORATE PLAN FRAMEWORK

The corporate plan is built around five building blocks:



## 5 VISION AND MISSION

Our mission is **to help people thrive in their homes and in their communities**. Our vision sets out what we will achieve in the longer term through the life of this corporate plan. It charts a course for being **the best housing and community organisation in the country**. The vision statement reflects the journey we will go on over the next five years. This means having a clear focus on performance, being the best and ensuring we have measures in place to test how we are doing with milestones to demonstrate that we are on track. We will build on the strong foundations of the Pioneer Group and stay agile in turbulent times. Finally, we will have an even greater focus on our tenants and residents in completing the vision and sticking to our mission.



## 6 VALUES AND ORGANISATIONAL CULTURE

Our values underpin everything the organisation does as an alliance of people and organisations. This starts with the Chief Executive right the way through to staff delivering front line services, our members and our contractors delivering services to customers. Five values were established for the 2015-20 corporate plan to provide the long-term foundations to shape individual, team and organisational behaviours and these have been retained in the new corporate plan. We will work with our staff team in translating these values into our behaviours and our organisational culture to enable us to achieve our vision and mission.

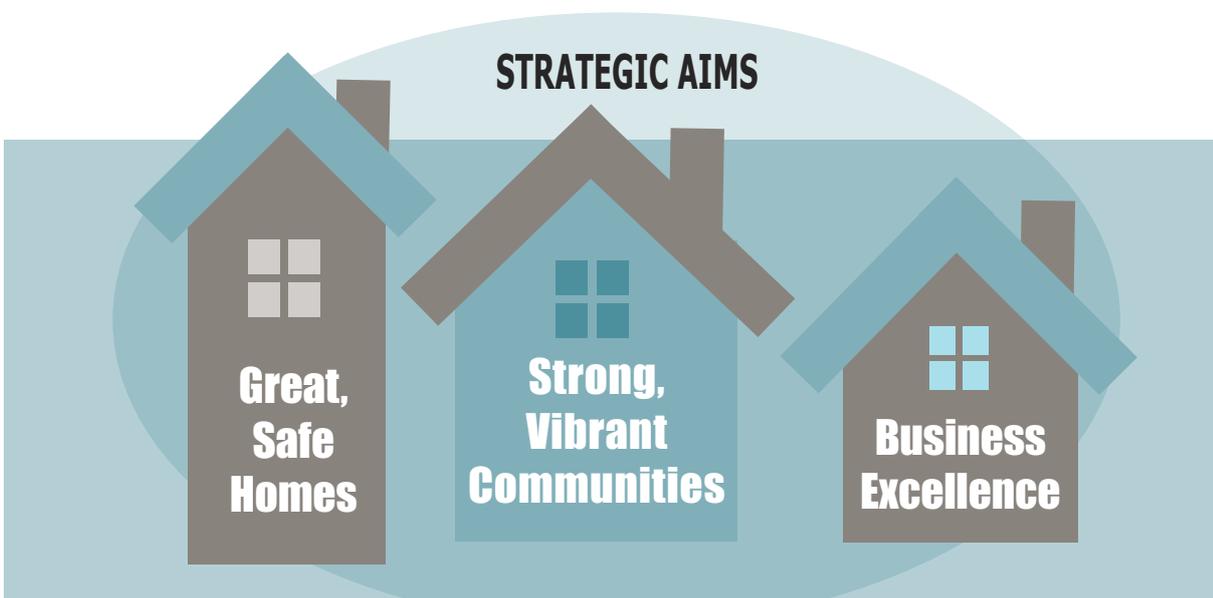


We have been shaping and delivering four key strategies under a banner of 'getting to great' over the last 18 months. These aim to re-shape our approach to customers, modernise information technology, improve customer experience and take forward our organisational development. We will now use the '**Getting to Great**' programme as the springboard for becoming the best housing and community organisation in the country.



## 7 STRATEGIC AIMS

Three strategic aims have been developed to organise the activities and focus of the business over the next five years. These do not have direct targets or measurable outcomes but represent the main themes around which we will organise our corporate plan:



## 8 AIMS AND OBJECTIVES AND PROJECTS

We have identified 15 objectives against our three aims and will identify measures of success (hard and softer metrics) against these with a number of delivery projects programmed over the lifetime of the plan to ensure that the vision, aims and objectives are delivered.

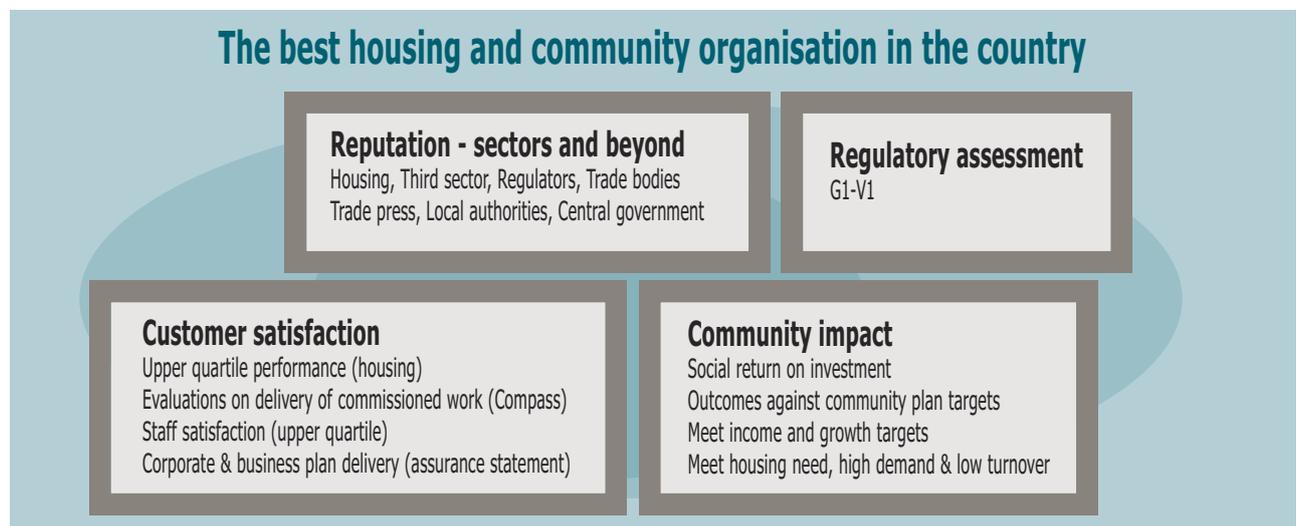
<b>AIM 1: Great safe homes – will be a great landlord</b>		
<b>objectives</b>	<b>measures of success</b> <i>To define alongside projects over the next 6 weeks</i>	<b>delivery projects</b>
<b>1</b> Deliver excellent landlord and asset management services evidenced by being upper quartile for resident satisfaction.	Achieve upper quartile resident satisfaction performance by 2025 for asset and landlord management.	Performance Improvement Plan.
<b>2</b> Continue to significantly invest in our stock by replacing 1400 Bathrooms, 1100 Kitchens and 600 properties to receive new windows. <sup>8</sup>	Deliver the programme in full by 2025.	Asset Management Planned Maintenance Plan.
<b>3</b> Increase our overall property numbers by nine percent (223 new units) by 2025 through our development programme.	Deliver the programme in full by 2025. Contribution to meeting city housing requirement and regeneration.	Development Plan.
<b>4</b> Drive down the number of customers trapped by fuel poverty, by delivering more efficient and affordable energy solutions across the stock.	Reduce numbers of residents living in fuel poverty from 2020 base (target to be established). Improve SAP rating of properties by at least 5%.	Tackling Fuel Poverty Strategy.
<b>5</b> Ensure we embed a culture of Health and Safety across our activities to continue to ensure that our assets and wider environment remain safe and secure for all.	Ensure residents live in a safe home and neighbourhood. Staff and contractors trained and prepared to deal with health & safety.	Health & Safety Policy and Plan. Departmental Business Plans.
<b>AIM 2: Strong vibrant communities</b>		
<b>measurable objectives</b>	<b>performance measures</b>	<b>delivery projects</b>
<b>6</b> Create vibrant, clean and green spaces in the places we work.	Achieve an above average score of the EQS measures.	Environmental Management Compass Growth Plan.
<b>7</b> Deliver a service offer to people supporting young people, adults, families and communities through a range of services.	Deliver improvements against targets included in our Community Plans by 2025.	Social Investment Strategy Departmental Business Plans.
<b>8</b> Continue with the Castle Vale Pledge investing at least £2.5m for a further five years. Explore how this is supplemented by generating social investment to enable investment in other communities.	Invest a minimum of £2.5m and £1m additional through the Social Investment Strategy.	Castle Vale Pledge Programme Social Investment Strategy.
<b>9</b> Continue to enable and support effective partnership working to support community regeneration.	Deliver improvements against targets included in our Community Plans by 2025.	Partnerships & Community Planning Strategy SGOHT Business Plan Castle Vale Community Plan Stockland Green and Falcon Lodge Community Plans.
<b>10</b> Strengthen the tenant and community 'voice' in the places we work.	Strengthened tenant and community engagement approach with a new body of resident and community leadership and new tools for continuous engagement.	Resident Engagement Strategy.

## AIM 3: Business excellence

measurable objectives	performance measures	delivery projects
<b>11 PEOPLE</b> Be an employer of choice, achieving absence, turnover and productivity targets and ensuring top quality staff satisfaction.	Create opportunities for our people – investing £75k each year on training and development. Have an organisational culture that embraces equality and diversity. Be ahead of the curve on gender pay gap.	Getting to Great Phase 2 Plan
<b>12 MONEY</b> We will remain financially strong and will achieve our five year operating surplus, interest cover and value for money targets.	Meet in full our regulatory and professional financial requirements leaving the Group in a sound position in 20225 for the investment and delivery for the 2025-30 Corporate Plan.	30-Year Business Plan Annual Budgeting and Corporate Business Plan Annual value for money assessments (internal and regulator)
<b>13 GOVERNANCE</b> We will have an effective governance structure, comply with all regulatory standards and maintain our G I rating.	Fit for purpose governance that enables retention of G I rating and robust strong oversight and direction of the business over the lifetime of the plan.	Assurance Framework  Governance Review
<b>14 PROCESS</b> We will have the right technologies and internal processes to deliver great services.	New technologies driving performance for our customers	Service Improvement Plan
<b>15 SECTOR LEADERSHIP</b> Ensure a high profile for the work of the Pioneer Group across the sector, city, region and country.	Reputation enhanced across housing and third sectors, at city, regional and national domains.	Marketing & Communications Plan Business Development Plan

## 9 AN EVALUATION FRAMEWORK

There are no league tables or methodologies for measuring our success as the best housing and community organisation in the country. There is a ranking for housing performance in the sector and achieving upper quartile performance will be a core target for the plan, as well as retaining our G1-V1 assessment by the regulator. It is more difficult to measure performance on the 'softer indicators' such as community investment, social capital, community cohesion, health and wellbeing and employment. Equally, measuring our reputation at a national, regional and local level for both the housing and third sectors is difficult, however there is a range of literature that would suggest that our reputation is strong, for example the National Housing Federation's *Great Places* report identifies Castle Vale 'as a good example of the value of long-term commitment to holistic regeneration'<sup>7</sup>. We will further refine our evaluation framework in 2019.



<sup>7</sup>National Housing Federation, *Great Places Commission*, July 2019

# PART 3

## RESPONDING TO THE CONSULTATION

This section sets out how you can respond to the consultation and actively engage in discussing this with us. You can do this by:

### 1 ANSWERING THE QUESTIONS WE HAVE POSED ON OUR DRAFT CORPORATE PLAN

#### 1 Our vision

We have set an ambitious vision to be the best housing and community organisation in the country by 2025? From what you know of the Pioneer Group do you think this is feasible? And what advice could you provide to help us realise the vision?

#### 2 Our mission

We have kept our mission from the last corporate plan as we believe it captures the heart of our approach and beliefs – to help people to thrive in their homes and their communities. Again from what you know of the Pioneer Group does this mission fit?

#### 3 Our values

We have also kept the five values we developed for our 2015-20 corporate plan. We will be working with our staff teams to look at how these can be communicated better and how they can translate into shaping high performing teams and an organisational cultures. From what you know of the Pioneer Group do these values fit? We would welcome advice on how we translate our values into action to enable us to be the best.

#### 4 Our strategic commitments

We have set out a number of strategic commitments to deliver 2020-25 so that our customers, communities and partners can get a measure of our ambition and programme during this period. We would welcome views on these – whether you consider they are deliverable and ambitious enough.

#### 5 Our community offer

We have set out our approach to communities and to the places where we work in Castle Vale, Stockland Green, Falcon Lodge and parts of North East Birmingham where we can develop new homes. We would welcome your feedback on this approach.

#### 6 Our aims and objectives

We have set three clear aims each with five measurable objectives each with measures of success to deliver over the lifetime of the plan. From reading the document and part 2 in particular do you think that our aims, objectives and success measures will enable us to realise our vision of being the best housing and community organisation in the country?

#### 7 General views

We would welcome any other comments on our draft corporate plan framework or the Pioneer Group generally. Please contact the consultation email address:  
[planconsultation@pioneergroup.org.uk](mailto:planconsultation@pioneergroup.org.uk).

### 2 COMPLETING OUR 'SURVEY MONKEY' QUESTIONNAIRE

These have been tailored to different audiences to cover off the range of customers and communities we serve as well as our partners and stakeholders. Details for completing will be on our website from 14th August [www.pioneergroup.org.uk](http://www.pioneergroup.org.uk).

### 3 ENGAGING IN DISCUSSION

The schedule below details the engagement and decision making process we are undertaking over the summer. To get involved in any of these sessions please contact the consultation email address:  
[planconsultation@pioneergroup.org.uk](mailto:planconsultation@pioneergroup.org.uk).

Who	Date	Purpose
Pioneer Staff Briefing	16 July 2019	Feedback on the draft plan framework
Pioneer Executive Team	17 July 2019	Steer on draft plan framework
Neighbourhood Tasking Community Meeting	16 July 2019	Community feedback on the draft plan framework
Neighbourhood Partnership Board	18 July 2019	Partner feedback on the draft plan framework
Pioneer Group Board	July/August	Steer on draft plan framework
Pioneer Managers Meeting	24 July 2019	Steer feedback on the draft plan framework
Pioneer Staff Teams	July/August	Aims, objectives & projects
Castle Vale Community Festival	23 August 2019	Community feedback on the draft plan framework
Staff Workshop – Values & Behaviours Workshop	9 <sup>th</sup> &16 <sup>th</sup> September 2019	Work on developing our organisational culture building on the foundation of our core values
Community & Customers Workshop	19 <sup>th</sup> September 2019 Castle Vale Community Campus 6-7.30pm open to all residents  27 <sup>th</sup> September 2019 Stockland Green 6-7.30pm open to all residents	Community feedback on the draft plan framework
Pioneer Staff Conference	20 <sup>th</sup> September 2019	Work on link between annual business planning and the corporate plan
Partners & Stakeholders Workshop (Invite Only)	18 <sup>th</sup> September 2019 Chamberlain Room, The Council House, Birmingham, BI 1BB 2-4pm	Strategic engagement on corporate plan and the role of The Pioneer Group in a wider a context
Pioneer Group Board	5 <sup>th</sup> September 2019 24 <sup>th</sup> October 2019 December 2019	Aims, objectives & projects Final approval - consultation draft Final approval

