

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

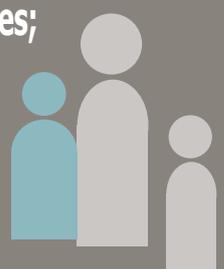
Helping People to Thrive
in their Homes and their
Communities

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

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 1st 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)

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
- ✦ 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

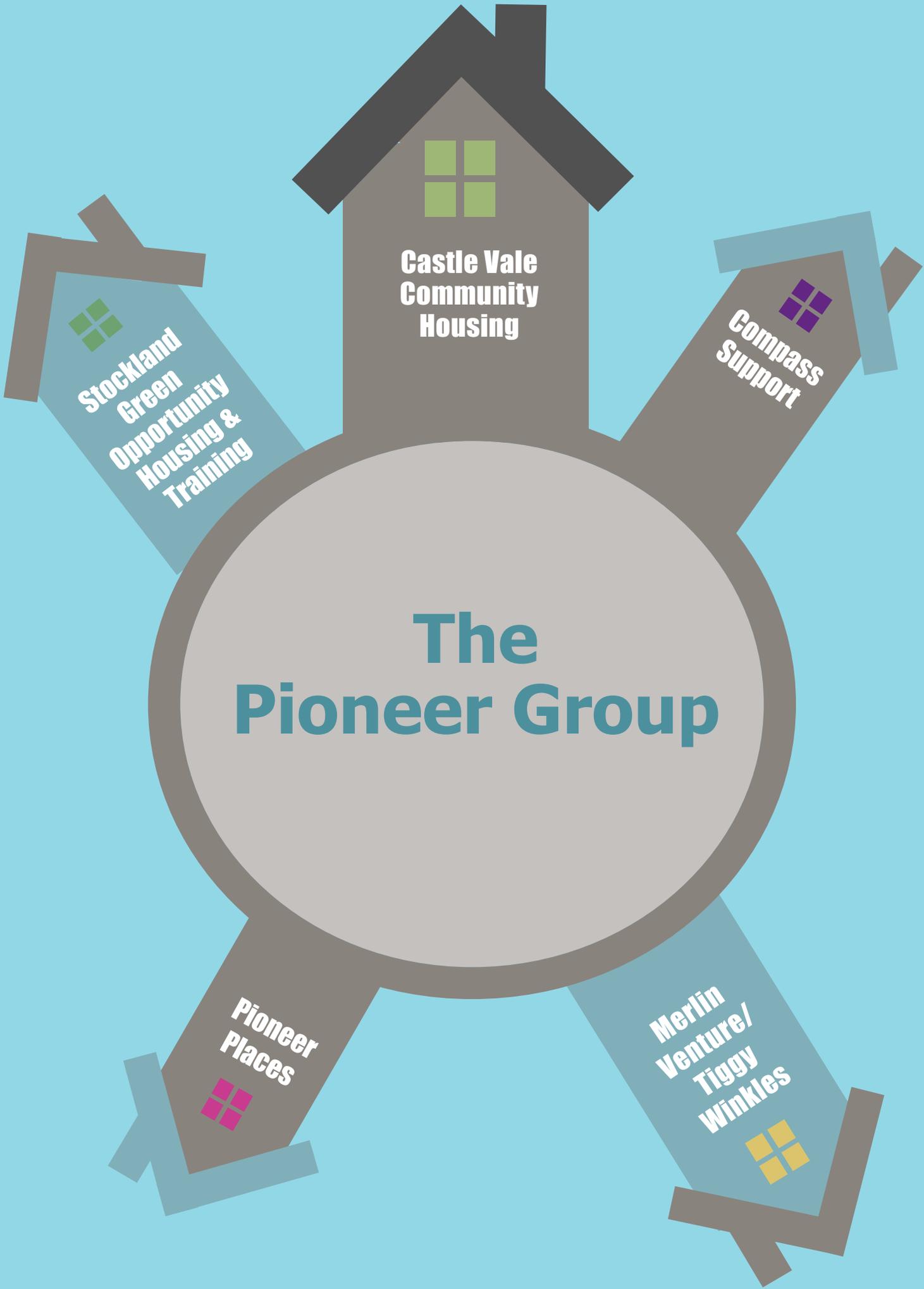
The Pioneer Group started as Castle Vale Community Housing Association (CVCHA), which succeeded the Castle Vale Housing Action Trust in 2004 (though it had been formally set up in 1997). Following the tenants' vote for stock transfer on completion of the regeneration, CVCHA took responsibility for the 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

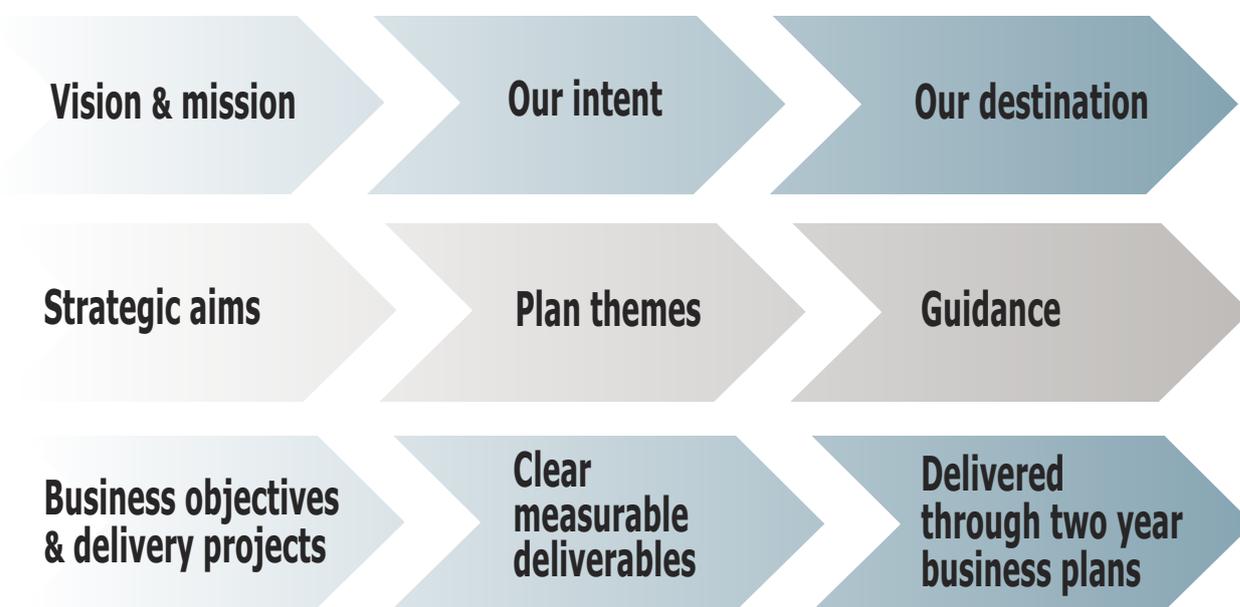
Merlin
Venture/
Tiggy
Winkles

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

SHIFT⁵ 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:

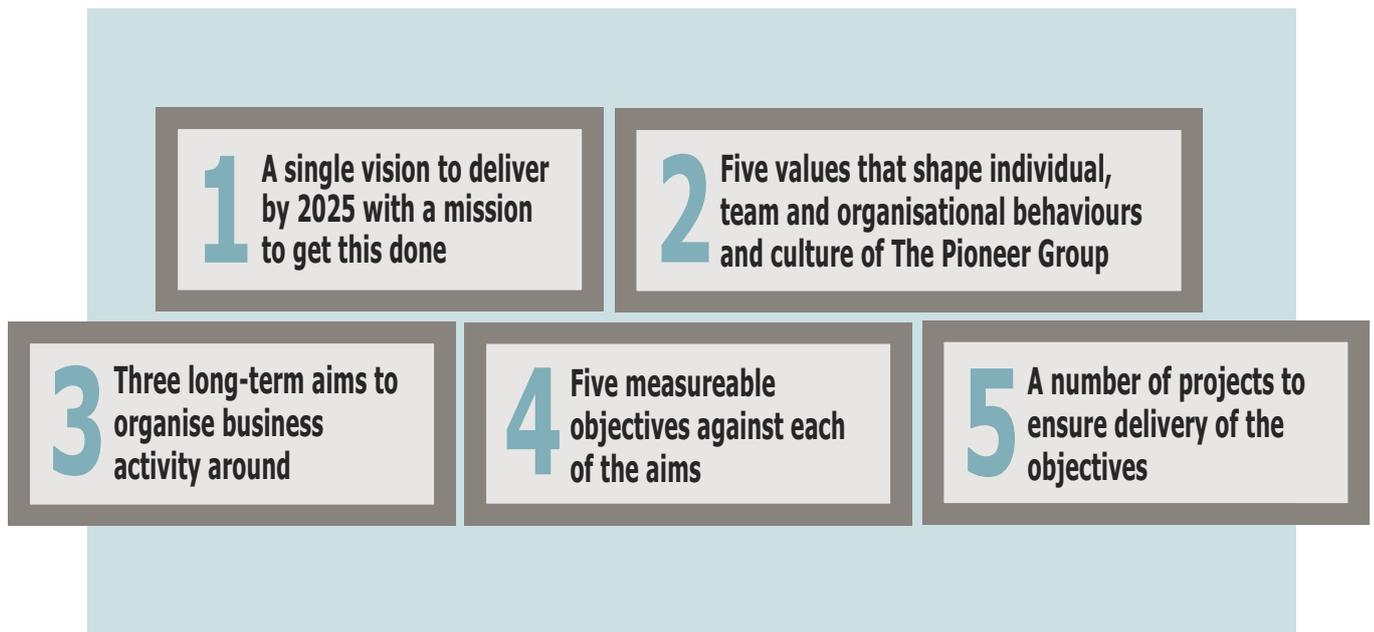
- 1** Continue as a partnership of people and organisations delivering a range of **housing, people and community services** in our core neighbourhoods and wider communities across Birmingham.
- 2** Retain the **independence of the Pioneer Group**, working in partnership with a range of organisations, professional bodies and networks.
- 3** Continue to invest in the communities we serve through a **community pledge** to the value of £2.5m⁶ 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.

⁵SHIFT is the sustainability standard for the housing sector.

⁶This 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.

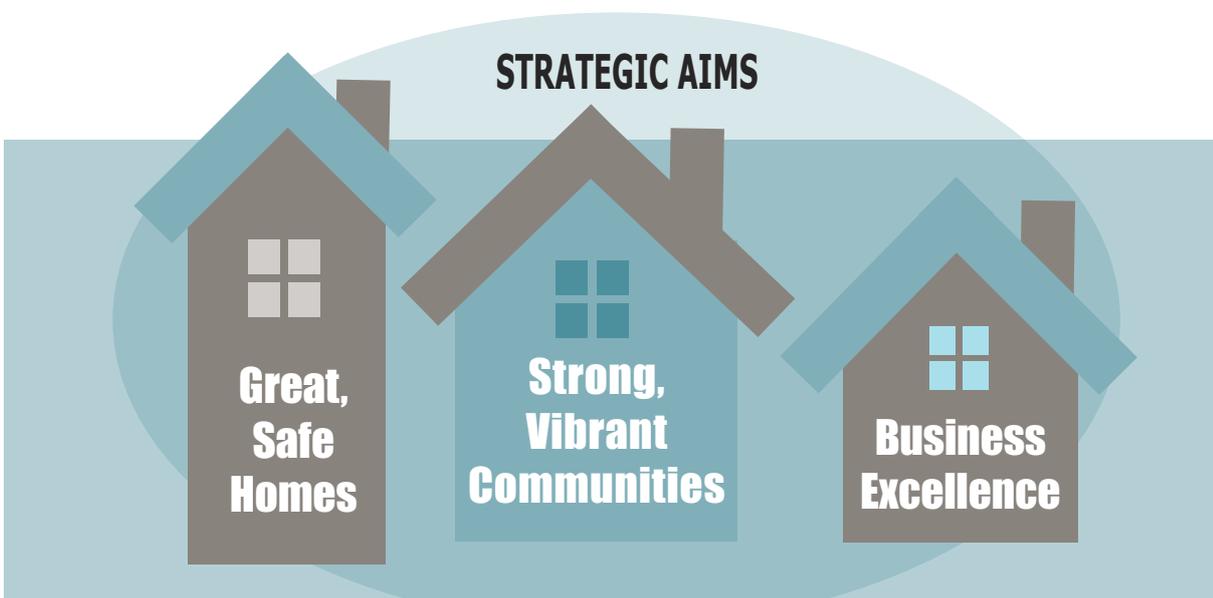


We have been shaping and delivering four key strategies under a banner of 'getting to great' over the last 18 months. These aim to re-shape our approach to customers, modernise information technology, improve customer experience and take forward our organisational development. We will now use the 'Getting 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.

AIM 1: Great safe homes – will be a great landlord		
objectives	measures of success <i>To define alongside projects over the next 6 weeks</i>	delivery projects
1 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.
2 Continue to significantly invest in our stock by replacing 1400 Bathrooms, 1100 Kitchens and 600 properties to receive new windows. ⁸	Deliver the programme in full by 2025.	Asset Management Planned Maintenance Plan.
3 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.
4 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.
5 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.
AIM 2: Strong vibrant communities		
measurable objectives	performance measures	delivery projects
6 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.
7 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.
8 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.
9 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.
10 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
11 PEOPLE 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
12 MONEY 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)
13 GOVERNANCE 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
14 PROCESS We will have the right technologies and internal processes to deliver great services.	New technologies driving performance for our customers	Service Improvement Plan
15 SECTOR LEADERSHIP 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'⁷. We will further refine our evaluation framework in 2019.



⁷National 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.

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.

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.

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 th &16 th September 2019	Work on developing our organisational culture building on the foundation of our core values
Community & Customers Workshop	19 th September 2019 Castle Vale Community Campus 6-7.30pm open to all residents 27 th September 2019 Stockland Green 6-7.30pm open to all residents	Community feedback on the draft plan framework
Pioneer Staff Conference	20 th September 2019	Work on link between annual business planning and the corporate plan
Partners & Stakeholders Workshop (Invite Only)	18 th 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 th September 2019 24 th October 2019 December 2019	Aims, objectives & projects Final approval - consultation draft Final approval

