

# Executive Director for Development

## *Recruitment Pack*

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> Salary package:  
**c£95k per annum  
& relocation**

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> Closing date:  
**9am, 26th February 2020**

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> Stage 1 interviews:  
**5th March**

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> Stage 2 interviews:  
**25th March**

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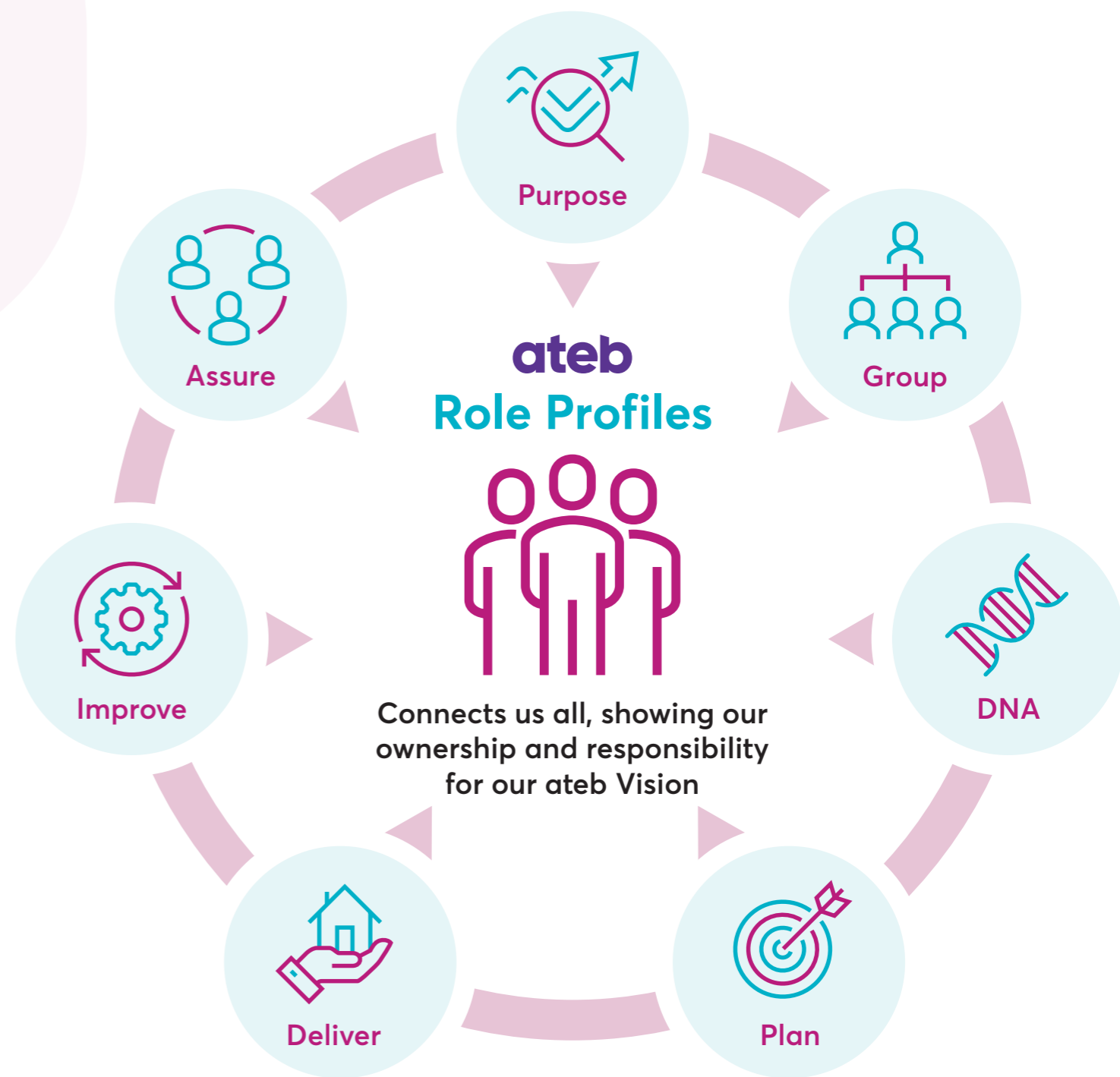


## > Section One

# This is no ordinary job, this is an ateb job!



Our Vision shows what good looks like for ateb, this job will be key to making that Vision a reality...



> Section One continued

## Our purpose:

The ateb group (where ateb means answer or solution in Welsh) is a unique set of companies that collectively has the shared purpose of...

**Creating better living solutions...**

For the **people** and **communities** of West Wales.

## ateb group

The ateb group consists of the following companies:



The group offers various services across the West Wales counties of Carmarthenshire, Ceredigion and Pembrokeshire. The parent of the group, ateb group limited, is regulated by the Welsh Government who in turn regulates the subsidiary organisations through a Welsh Government Circular 05/08 – Group Structures. Each Company has its own Board that report to the parent Board.



> Section One continued

# Our DNA

## What's in our DNA?

### #InYouWeTrust

**Trust** is the essential building block to our organisation, without it, things just won't be as good. We will be **open** in our approach so that we can learn from each other's experiences and we will **care** about what we do and how we do it.

### #AccessAllAreas

We will be **inclusive** in everything we do as diversity of background, experiences, skills and views enrich our work and services. We know we will need help, so we will seek out and sustain strong **collaborative** arrangements with our partners and stakeholders.

### #GetThingsDone

We will take **ownership** of our customer outcomes and be accountable for our actions. We will have a **proactive** attitude and always seek to **innovative** and improve what we do.

Things change, so we must always be **flexible** to adapt to situations and make sure that we are always delivering the right outcomes, efficiently with great customer experience.

## Our Shared Customer Commitment...

Above all, we will continually strive to deliver...

the right **outcomes, efficiently** with **great customer experience...**

for the people and communities of West Wales.



> Section One continued

# Leadership Style

ateb group recognises that great leadership must exist throughout the organisation. Our leadership framework must encourage the right style that always:

> Delivers customer expectations

> Promotes our Purpose

> Supports our DNA

> Sets clear outcomes for our efforts

> Defines operating boundaries and risk

> Promotes learning over failure

> Supports colleagues to experiment to achieve more

> Appreciates colleague's achievements, efforts and commitment

We believe that good leaders will always:

1/ Pay **attention** to people

2/ **Understand** people needs

3/ Show **empathy** in their response

4/ Help to **resolve** issues



# Strategic Aims

The group has defined each strategic aim as follows:



## Aim 1: Improve Corporate Strength

Purpose	We must ensure we have the right ambitious purpose
Governance	We must have the right skills, competencies and systems to govern effectively
Culture	We must have the right DNA and working arrangements running throughout the Association
Resources	We must have the right finances, people, partnerships and infrastructure

## Aim 2: Improve Service Delivery

Customers	We must always deliver the right outcomes, efficiently with great customer experience
Property	We should always maximise our property assets and property investment
People	We must attract and retain the right skills, experience and enthusiasm
Systems	We need to have the right process and infrastructure to be high performing

## Aim 3: New Business Growth

Service Growth	We should identify how we can grow our existing services
Market Growth	We should explore whether we can add value to our purpose by branching into complimentary market sectors
Diversification	We should evaluate whether there is merit in diversification that adds value to our purpose
Collaboration, Merger & Acquisition	We should explore all opportunities that add value to our purpose through working with others

> Section One continued

# Service Delivery Plan

ateb group has established a service delivery plan that has the following services:



## CUSTOMER OUTCOMES

## EXTERNAL FACING SERVICES

## INTERNAL FACING SERVICES

## RESOURCES

- Letting ..... Development
- Income Collection
- Customer Advice & Support
- Supported & Older Person
- Customer Engagement
- ASB
- Maintenance
- Service Works ..... Strategic Asset Management
- Compliance Works ..... Strategic Asset Management
- Planned Improvement ..... Strategic Asset Management
- Recruitment
- PR/Marketing
- Procure/Supplier Management
- MBH – Sales ..... MBH Development
- MBH – After Sales
- WWCR – Customer Advice & Support
- WWCR – Quick Response
- WWCR – Adaptations
- WWCR – Technical Services

- Development
- Strategic Asset Management
- MBH Development

- Strategy
- Board Management
- Risk Management
- H&S
- Performance Management
- Learning & Development
- Wellbeing
- People Management
- Data Analysis/Management
- ICT
- Communication
- Facilities Management
- Financial Accounting
- Management Accounting
- Treasury Management
- Ledgers & Cash Books
- Payroll & Pensions



- People
- Finance
- Infrastructure
- Partners
- Land
- Equipment
- Materials



MBH = Mill Bay Homes | WWCR = West Wales Care & Repair  
 All other services are delivered by ateb group income/grant generating services.

## > Section Two

# Go ahead, make the difference!



## Here is our Quick Start Guide to understanding what the Executive Director for Development role will look like at ateb?

### What you will need

To hit the ground running you will need to be fully knowledgeable and supportive of our Vision for ateb, you will have appropriate professional expertise and qualifications (e.g. RICS RIBA etc. and a relevant degree) for the role and you will have plenty of previous experience to draw from.

You **must be** an enthusiastic leader of our DNA principles that put trust, togetherness and empowerment at the forefront of a customer focused, agile and flexible service delivery. You will need strategic vision and listening skills and an empowered situational leadership style to make sure you get the best from our teams.

*Personal qualities of passion, innovation, pace, self-motivation and team work will all be needed to be successful at ateb as will the ability to embrace and lead constantly evolving systems.*

### Where the role sits in the ateb group

You will be part of the ateb group Executive Team that directly works with the Boards of management of the parent and subsidiaries.

You will lead the ateb development directorate and the Mill Bay Homes (MBH) subsidiary on behalf of the group. You will be part of the Corporate Group that meets monthly to oversee the delivery of the Boards key responsibilities.

Your line manager is Nick (Chief Executive) and your closest peers are Mark (ED for Customer) and the soon to be appointed ED for Finance. Ceri (Company Solicitor/ Company Secretary) will be a key link for the Board and our Chair David will be a regular contact for all things Board.

### ✔ Quick Checklist



RICS/  
RIBA  
qualified



Extensive  
experience



Enthusiastic



Part of  
Executive  
Management  
Team



Report to  
Boards



Lead Director  
for MBH



> Section Two continued

### Getting to know the team

You will line manage around 7 people in the ateb development team members and 6 people in the Mill Bay Homes team.

There is a significant amount of experience within these teams and they have a strong reputation with the Welsh Government and Local Authority, having delivered in excess of our development allocation for several years.

You will work with an extensive consultant and contractor supply chain.



### Your key responsibilities

We have split our operations into 37 service areas of which you will directly lead 4

For each service area you will be responsible for delivering the agreed service area outcome, efficiently with great customer experience, you will work with the teams to find the best ways of delivering these outcomes.

In addition, you will have a shared role for the delivery of our corporate service areas e.g. H&S Safety, governance etc. and with the Board, a shared responsibility to develop and deliver the groups 3 year strategic plan with emphasis on the areas under your direct oversight.

#### Quick Checklist

 7 Development Team


 6 Mill Bay Homes Team

 Enthusiastic

 SA/10 Development

 SA/33 (MBH) Sales

 SA/34 (MBH) Development

 SA/35 (MBH) After Sales

### The 100-day plan!

Both the ateb and MBH development teams have detailed plans for the next few years so you will take time to get to know them and understand our delivery process. Both teams are reviewing their processes so you will help support them to make sure we are delivering the best service we can in the most effective manner.

We know we need to procure differently in the future especially with the need to adopt Modern Methods of Construction and zero carbon construction. You will start the development of a new strategy for the delivery of our future homes and how we maximise our land bank to greater effect.

Collaboration opportunities with our Local Authorities, contractors and others will be identified and a plan to do more will be prepared. We believe that collaboration is important to future housing delivery. Especially in light of changes prioritised in the affordable housing review.

As part of executive team you will help the group to achieve its Vision by making sure our DNA is embedded across the group. That's it, we don't think you will be bored!

### And finally


To make a difference you need to believe, like we do, that it is important to enjoy what we do and that enjoyment is then reflected in our service to the customers we serve – if it matters to our customers, it matters to us.

### More information

There is a lot more detail available on our website under about us/documents. We also have a more detailed role profile that connects this role with the wider teams, the service delivery plan and our DNA documents. Of course if there is anything we have missed, or if you want to have an informal chat, please get in contact: [peopleteam@atebgroup.co.uk](mailto:peopleteam@atebgroup.co.uk)

#### Quick Checklist

 Get to know us

 New collaborative opportunities

 Process Mapping

 Future Homes Delivery Strategy





## > Section Three

# You matter to us



ateb careers

In 2019 the ateb team envisaged and agreed what it should be like to work '@ ateb', we believe our new approach to terms and benefits supports our desire to live and breathe our DNA, we hope you agree...

### Benefits of working with us...

- > **Annual Leave** – Our annual leave year runs from 1st January to 31st December with full time entitlement of 30 days per year, pro rata for part time working arrangements. You will be able to take your leave in hours.
- > **Pensions** – Defined contributions (DC) pension scheme. (5-10% matched contributions).
- > **Car Allowances** – Essential car users allowance or a 10% allowance depending on your role.\*
- > **Professional Subscriptions** – One professional membership fee will be paid per annum where membership is required for your role.\*
- > **Additional Leave** – Leave such as compassionate will be covered under the Special Leave arrangements. N.B. there are some leave entitlements set out in legislation e.g. dependents, parental etc. please refer to the relevant procedure to find out more.
- > **Sickness Entitlement** – 3 months half and 3 months full pay with an additional 3 months half pay if you are off with longer term critical illness as defined by the Association of British Insurers Minimum Standards for Critical Illness Cover.
- > **Simply Health Savings Scheme** – Entry level of benefits paid for by ateb.
- > **Volunteer Days** – All to be able to take 2 volunteer days a year to support ateb sponsored charities.
- > **Maternity, Adoption, Parental or Paternity Leave** – Please see relevant procedure for details.
- > **Learning & Development Supplements** – Payable depending on qualification and role.\*
- > **Wellbeing Initiative** – New programme of wellbeing activities through the year to be agreed by i2i e.g. cholesterol and blood pressure testing and complimentary health remedies. See Appendix 2 for example.
- > **Flu Vouchers** – Annual flu voucher provided if required.
- > **Free Eye Test** – and Contribution Towards Glasses.
- > **Corporate Gym Membership Rates** – Arrangements with PCC for discounted rates.
- > **Long Service Award** – £250 (net) after 10 years and £500 (net) after 20 years service.
- > **Car Parking** – Free car parking.
- > **Bike Facilities** – Secure bike shed available at Meyler House.
- > **Refreshments** – Free tea and coffee provided.
- > **Staff Saving Scheme** – Savings scheme directly deducted from your salary.
- > **Counselling Scheme** – Up to six sessions with external counsellor.
- > **Occupational Health** – Support and advice from external occupational health provider.
- > **Mileage Rates** – Paid at HMRC rates if you are required to travel to undertake your role.\*
- > **Annual Subsidised Team Party** – Our Charity & Events Committee plan this.

Benefits are not always contractual and are liable to change over time. We will always seek to develop and agree our benefits with i2i ensuring they are in line with our business priorities.

\*Will be included in a wider Pay & Remuneration Consultation in 2020/21.



## > Section Four

# Go on, you know you want to...



ateb careers

So, what's not to like! if you want to make a difference by creating better living solutions for the people and communities of West Wales, you have come to the right place.

Here's what to do to showcase why you are the person for this role...



### STEP ONE

Check out who we are and what we do on our website.



### STEP THREE

Once you've reviewed your CV and presentation and they're ready to go, e-mail this to [recruitment@distinctivepeople.co.uk](mailto:recruitment@distinctivepeople.co.uk)

Please use the Role Title as the Email subject.



### STEP TWO

Have a look at the recruitment pack and if you like what you see and think you match what we are looking for get your CV and presentations ready!

Your presentation should explain "what you would bring to ateb". It can be in a format of your choice e.g. PowerPoint, video, pdf, Prezi etc. but should be of a file size that is emailable to our consultants, no other rules apply!



### STEP FOUR

After the closing date, our consultants will be in touch to let you know if you've been invited for an interview.

Good luck!

**ateb**  
*better living solutions*

