

21/22

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#atebgroup

Improvement Plan Summary

The Group's improvement activities over the last financial year and for the year ahead.

Creating
better
Living Solutions

ateb

Contents

Forward.....	3
We are ateb	4
ateb Vision.....	6
Did we improve... over the last year – FY 21/22	7
Key Improvement activities... from across the ateb Group for FY 22/23	10

Foreword

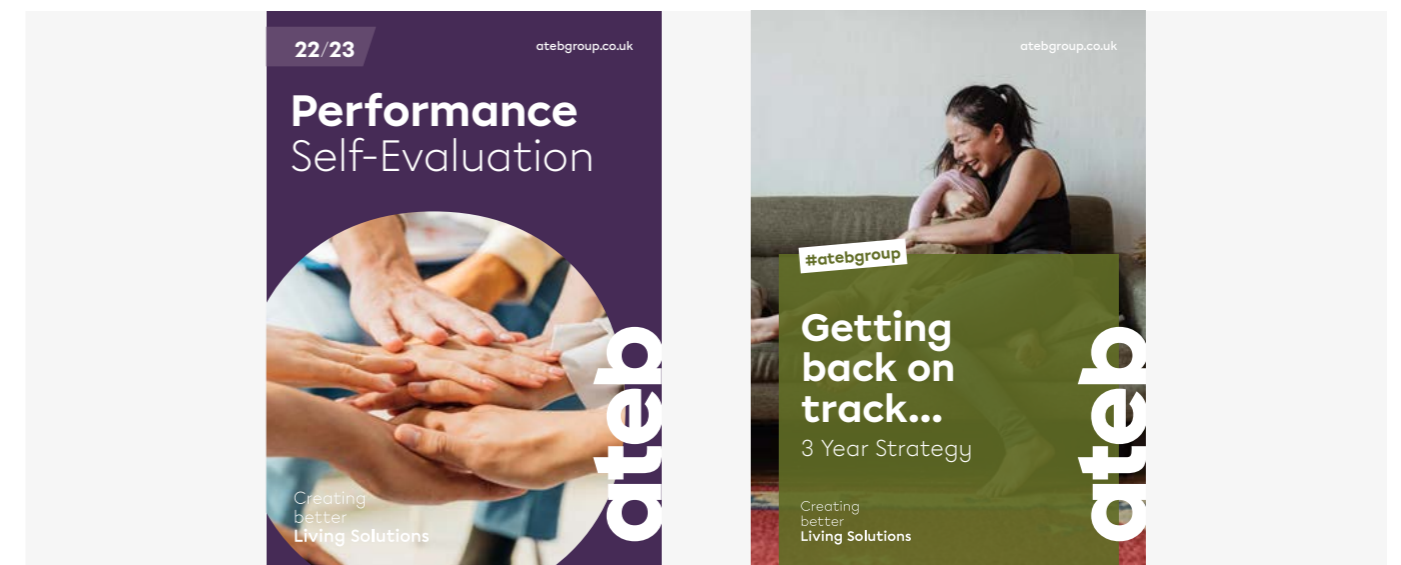
The ateb Improvement Plan is a forward and reflective look at the Group’s improvement activities over the last financial year and for the year ahead.

This Improvement Plan should be read as part of our wider self-evaluation exercise that can be found in the following accompanying documents:



Governance
Self-Evaluation
FY 22/23

Financial
Self-Evaluation
FY 22/23



Performance
Self-Evaluation
FY 22/23

Getting back on track...
3 Year Strategy
FY 22/23

Please let us know your thoughts or queries on anything we raise,
if it matters to you, it matters to us.

Introduction

We are ateb

ateb Creating better Living Solutions

housing association

MILL BAY
HOMES

house builder who recycles 100% of profits back to ateb each year



West Wales Care and Repair
Gofal a Thrwsio Gorllewin Cymru

advice and adaptations

Our Group of companies

has the shared purpose of ...

Creating better living solutions...

For the people and communities of West Wales

We will always aim to deliver...

The right customer outcomes as effectively as we can

ateb Vision

Our Vision sets out what good should look like for ateb, section 6 'Improve' focuses on the tools and approach we should employ to deliver improvement effectively.

At ateb...

Improvement should be seen as the day job.



Strategy

Our strategy sets the scene for where our improvement efforts should focus. We have the following 3 strategic aims:

- Improve customer service
- Serve more people
- Increase business effectiveness

Did we improve...

over the last year – FY 21/22

We came to the end of our last strategy at the end of FY 21/22, so what did we manage to achieve? Here is a summary of what we achieved against our strategic objectives (the objectives relate to all Group companies - apart from where specifically mentioned)

Improve Customer Service

Objective	What we did
Review our approach to engagement	With the disruptions of last year, we were unable to formally review our engagement process in the way we would have wanted but we did get feedback and have ideas for a future review.
Maintain our teams' wellbeing in difficult circumstances	We needed our teams to continue to operate in difficult circumstances, so it was important we focused on team wellbeing. We received positive feedback on how the team felt supported in going about their work during these exceptional times and our general service performance remained high throughout the year.
The right people in the right place at the right time	We have refocused our team resources towards the areas where we can have the most impact on customer services. The refocus implementation will take time to complete.
Flexible terms of working and remuneration	We recognised the need to improve our ways of working at ateb if we are to retain and attract the right skills and experience to deliver the level of customer service that our customers expect. We introduced new terms and benefits and contracts for all Group members aimed at improving our flexibility and agility in the workplace.
Decarbonise our operations	We have developed our high-level strategy for decarbonisation but need much more information and support to tackle the issues relating to decarbonising our existing homes.
Reduce, reuse, recycle	Some environmental initiative improvements were made as a by-product of Covid e.g., paper and printing use significantly reduced but we did not progress our environmental ideas as much as we had planned.
Support our local supply chain to grow more skills	Again, due to Covid, developing our local supply chain was disrupted and we did not make any new progress in this area. This objective will feature in future improvement planning.
Introduce customer outcome management	We made some progress with the development of our service delivery plan but not as much as we would have wanted. This objective will be continued in future improvement plans.
Develop the right leadership structures	Making sure that the right decisions are made at the right time is crucial to the development of an empowered culture. More work needs to be done with our decision-making structures to allow this empowerment to happen.



Increase Business Effectiveness

Objective	What we did
Improve our assurance systems	We implemented our new Assure system that seeks to monitor strategic risks to the Group. We received a good internal audit for this objective.
Improve our governance capabilities	We improved our Board appraisal systems and completed a number of governance improvements; we did have to delay our external audit of our governance systems to FY 22/23.
Improve our H&S systems	We completed phase 2 of our H&S improvement plan and continue to increase our H&S effectiveness generally
Increase our teams' accountability and ownership of customer demand	Last year really tested our Group's DNA, we didn't do all the things we wanted to do but will continue to ensure we promote and establish the right DNA throughout our teams and services. We introduced our Achieve process that seeks to better align our individual efforts to customer outcomes and effectiveness
Long term office solutions	We purchased a site in Haverfordwest for our new HQ. We hope that the redevelopment of the old library will include a range of collaborative community opportunities.
Improve our HMS system to add more value to customer service	Our new Dynamics Housing Management Software went live in the year. It will provide a great platform for future customer service improvements; we will need to develop the system over the coming years.
Move our systems to the cloud	We are nearly 100% cloud based; the remaining, small number of software solutions will be relocated early in FY 22/23.
Mirror our desire to be agile within in our employment contracts	Our employment contracts now formally recognise hybrid or home working as our mode of operation. We will continue to develop our version of hybrid over the coming years.
Maximise our financial capabilities	Our push to increase our credit rating was hampered by the pandemic and economic disruptions. We will continue to do all we can to secure the best long term financial solutions.

Serve More People

Objective	What we did
Build more homes	We planned to deliver 291 new homes (218 ateb Group, 73 MBH) over the course of the last strategy. Although our progress was impacted by Covid and material/resource shortages over the last 2 years, we have achieved the following: ateb Group - 178 new homes MBH - 76 new homes
More Welfare & Health integration	We secured 2 years of funding from the Big Lottery to deliver a Community Welfare project based on what we learnt during the pandemic that works for customers.
More Community Support	From our wellbeing engagement at the outbreak of Covid to the appointment of our Community Development Team Leader and continuation of our Big Lottery funded Community Welfare Project, we have increased our community support impact and developed a plan to deliver more.
Collaborate with local authority partners	We are now working with 2 Community Land Trusts (CLTs) and we are joint partners with Pembrokeshire County Council (PCC) and the Welsh Government (WG) with the Pembrokeshire Rural Housing Partnership initiative, more to come.
Generate more MBH gift aid	In total 76 homes were sold over the last 2 years and circa £4.6m was returned to ateb which was higher than expected.
Develop more lines of business in WWCR	We did help more people than we had planned and received more grant over the period. We are now seeking to build on this strong platform going forward.

So, did we improve last year?

When looking back at our 2-year strategy covering the last 2 years of Covid, we can report that a lot of improvement actions were achieved but we would have liked to have improved more if we hadn't had the disruptions.

The impact of remote working has kept things going but it has meant we have had to adapt our systems accordingly which will take time to adjust and settle. It is reassuring that our customers give good feedback generally but there are areas we need to concentrate on to ensure we maintain their trust.

In summary, we do believe that the improvement actions have made a difference but with the testing times still upon us, we will need to keep pushing for more over the next 3-year period.

Looking forward

Given the current operating environment, we have highlighted the following objectives as being important in the achievement of our aims:

- **1 | Lower energy costs by making our customers' homes greener**
 - climate change needs to be addressed, our homes must lower their carbon output
- **2 | Keep our customers' homes and services compliant**
 - there is significant change over the next 3 years to the regulation that governs our work, we must accommodate and adapt to these challenges
- **3 | Work with others to help our customers more**
 - we need to work with likeminded organisations to solve ever increasing and more complex problems
- **4 | Invest in our customer services**
 - we know we can do things better for our customers so we will be working on things behind the scenes to ensure customers can get what they want, when they want.
- **5 | Keep our services affordable**
 - in the current climate, this is a critical issue to our customers



Key Improvement activities... from across the ateb Group for FY 22/23

These are the improvement actions proposed for this financial year with the idea that they will help us to achieve our 5 strategic objectives by March 2025:

1 | Lower energy costs by making our customers' homes greener

We will invest in lowering our carbon footprint over the next 3 years to get us on track for net zero carbon by 2035:

Ref	What are we planning to do?	What should this improve?
IP/01	Plan A - Save costs by lowering carbon in our operations. We will review our operations and identify the areas we can reduce carbon over the next 5 - 10 years. (Corporate) (RS1)	Reduce our carbon footprint associated with our Group operations
IP/02	Plan B - Help with our customers' energy bills by lowering carbon in existing homes. We will increase our knowledge of our homes' environmental footprint to allow informed investment decisions to be made. Including WHQS 23 consultation feedback. (Customer) (RS3)	Reduce our carbon footprint associated with providing our customers' tenancy and support services
IP/03	Plan C - Help with our customers' energy bills by lowering carbon in new homes. We will improve the environmental standards of our new build specifications to meet WG requirements. (Development) (RS3)	Reduce our carbon footprint associated with providing new homes and estates.

2 | Keep our customers' homes and services compliant

We will need to deliver our regulatory requirements:

Ref	What are we planning to do?	What should this improve?
IP/04	We will Implement the changes required to our systems (inc. ASB) to be compliant with RHWA in the timelines prescribed including effective communication and training with our customers, teams and partners. (Customer) (RS3)	We are compliant with Renting Homes Wales Act (RHWA) when we let and manage our homes.
IP/05	We will continue to evolve and improve how we use and report equalities data relating to customers applying for and moving into ateb homes. (Customer) (RS3)	ateb homes and services are accessible to all.
IP/06	Explore how we handle voids and disrepair claims in relation to Fitness For Human Habitation (FFHH). (Customer) (RS9)	We respond appropriately to disrepair claims.
IP/07	We will review ateb policies to ensure full compliance with the Building Safety Act. (Customer) (RS9)	ateb is compliant with new legislation.
IP/08	We will implement our Passport to Work (PTW) to ensure our teams are compliant with legislation and best practice and have the skills/knowledge to work competently and safely. (Corporate) (RS3)	We will be compliant with legislation and best practice.
IP/09	Develop our strategic asset management capabilities including review and understand the implications of the WHQS 23 on ateb's Business Plan. (Customer) (RS9)	To ensure our homes are compliant to the proposed new standards

3 | Work with others to help our customers more

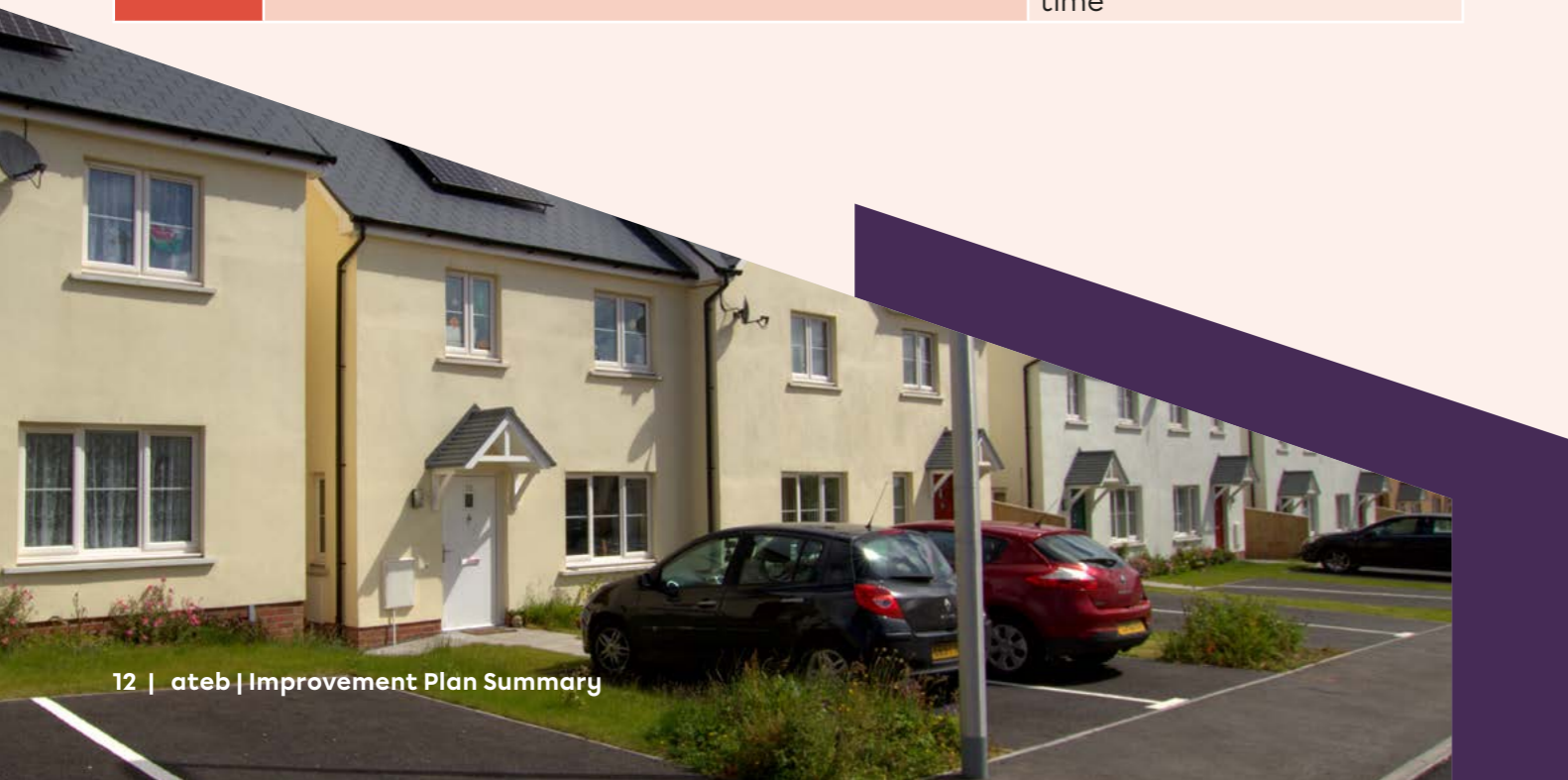
We will work with others to deliver more:

Ref	What are we planning to do?	What should this improve?
IP/10	We will develop a relationship map of all key stakeholders who can support the delivery of our Community Development improvements. (Customer) (RS4)	ateb is seen as a trusted partner.
IP/11	We will develop a relationship map of all key stakeholders who can support BAME customers. (Customer) (RS4)	All ateb customers are empowered and included.
IP/12	We will work with community partners to further enhance our “welfare service” offer. (Customer) (RS4)	The health and wellbeing of our customers.
IP/13	We will actively engage with other statutory and third sector organisations to promote the health and wellbeing of our customers at events and through social media. (Customer) (RS4)	The health and wellbeing of our customers.
IP/14	Agree and set up options for hot desking/desk spaces with potential co-location opportunities with health, housing, and social care, for WWCR teams. (Customer) (RS3)	Team has greater opportunities to collaborate with key partners.
IP/15	Develop a Business Growth strategy for WWCR that considers options for collaboration. (Customer) (RS3)	We deliver the best possible outcomes to customers of WWCR.
IP/16	We will continue to explore and develop collaborative relationships to build new homes. (Development) (RS3)	The provision of new homes that relate directly to the needs of our community
IP/17	Continue to support smaller local suppliers and contractors to join our supply chain. (Corporate) (RS6)	To help develop opportunities in the communities we serve
IP/18	Review Mill Bay Homes’ purpose to better support long term ateb Group priorities	Flexible solutions agreed for each site MBH undertakes against ateb priorities at the time

4 | Invest in our customer services

We will improve the way we resource and deliver our services:

Ref	What are we planning to do?	What should this improve?
IP/19	We will complete our phase 2 customer services’ organisational review, which will include how we deal with repairs, lettings and first point of contact. (Customer) (RS3)	We have the right roles and resources to deliver an excellent customer service.
IP/20	We will communicate our community development aspirations to all teams, customers, and key stakeholders. (Customer) (RS4)	Our Community Development Improvement strategy is accessible to all.
IP/21	We will review how Tenant and Resident Associations (TARA) are constituted and supported by ateb practically and financially. (Customer) (RS4)	We support our communities effectively and help create and support more TARA.
IP/22	We will explore the creation of an “ateb trust” to fund community initiatives. (Customer) (RS4)	ateb can support communities financially to meet their aspirations and ambitions.
IP/23	Develop a Hate Crime Policy and deliver training to all customer facing teams. (Customer) (RS1)	We respond appropriately to reports of hate crime.
IP/24	Implement post inspection procedures in full including independent Quality Assurance (QA) inspections for responsive and planned maintenance repairs. (Customer) (RS3)	Repairs are carried out to a high standard and to the satisfaction of customers.
IP/25	Improve our WWCR IT systems to ensure that performance reporting is fully functional. (Customer) (RS3)	Performance reporting is streamlined.
IP/26	Develop a Business Growth strategy for WWCR. (Customer) (RS3)	We create better living solutions for the people of West Wales where we have identified opportunities
IP/27	Upgrade our finance systems including new Procure-to-Pay (P2P) and budgeting/business planning monitoring and reporting. (Finance) (RS7)	More effective ways of paying our suppliers and managing our costs
IP/28	Review our Digital team processes and resources. (Finance) (RS7)	A better alignment of resources to the long-term digital needs of the group
IP/29	Complete the integration of our new homes development/Project Management software. (Development) (RS7)	Better modelling of risk with new sites and better project management of sites under contract
IP/30	Launch our new 3-Year strategy, self-evaluation, Improvement Plan and updated Vision documents. (Corporate) (RS1)	Better clarity of what we need to do and why over the longer term
IP/31	Increase our commitment to Deeds Not Words in respect to ED&I. (Corporate) (RS1)	More understanding and engagement with all to ensure we achieve #AccessAllAreas



IP/32	Continue to Develop our Boards' governance systems and resources including adoption of the 2021 Code of Governance and increased ED&I governance integration. (Corporate) (RS1)	Our governance systems and resources are aligned to our regulatory needs and Vision outcomes
IP/33	Review/update our Financial Regulations, Schedule of Delegated Authority and Constitutional Framework. (Corporate) (RS1)	Our key control documents align to the needs of the business and regulatory standards
IP/34	Continue our working @ ateb improvement programme by embedding Achieve and the new Reward framework. (Corporate) (RS1)	The hybrid workplace environment allowing us to attract and retain the best skills
IP/35	Implement our communications strategy to ensure we engage with our customers and raise awareness of the services/support we offer. (Corporate) (RS1)	Raise customers' awareness and understanding of ateb's services and support.
IP/36	Implement phase 1 of our new procurement strategy. (Corporate) (RS6)	Improve our procurement effectiveness over the long term
IP/37	Further develop our H&S communication, awareness and monitoring programmes. (Corporate) (RS1)	To ensure we remain compliant at all times and H&S is embedded in our DNA
IP/38	Increase our budgeting, business planning, ALR and financial reporting capabilities to give more detailed and quicker information to the business. (Finance) (RS8)	To allow the business to make quicker and better investment and financial decisions.
IP39	Review our Business Continuity Planning approach post Covid experience. (Corporate) (RS2)	To learn how we could do things better in situations where the continuity of the business is being impacted

5 | Keep our services affordable

We will ensure we seek to keep our homes and services affordable to use or purchase:

Ref	What are we planning to do?	What should this improve?
IP/40	We will review our Affordable Rent Setting policy annually to ensure rents and charges continue to be affordable to our customers. (Customer) (RS5)	This should keep our homes and services as affordable as possible
IP/41	We will complete a review of service charges to ensure services provided and charged for are affordable and provide good value for money to customers living in Independent Living schemes. (Customer) (RS5)	We minimise the risk of occupancy failure due to unaffordability
IP/42	Develop a fuel poverty and cost of living strategy that informs how we will further support customers including reviewing our home energy project and hardship fund support. (Customer) (RS5)	Customers are provided with money advice and support, rent arrears are reduced and homes sustained
IP43	We will increase our understanding and reporting of VFM across the group and highlight cost/value savings. (Corporate) (RS6)	Our cost effectiveness will be improved meaning we can do more

Talk to us...

if it matters to you, it matters to us.

Please **have your say**, contacting us by:

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N.b This is a postal address only and does not have facilities for walk in visitors.

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