

A smiling man in a plaid shirt is sitting at a desk, looking towards the right. On the desk in front of him are several books and a blue folder. The background shows a window with white frames and a staircase railing. A large purple shape is overlaid on the bottom left of the image.

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Vision

What good looks like for ateb...

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Creating
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Living Solutions

Introduction

What does good look like?

Our Vision and its 6 supporting documents sets out what we need to do to be the best we can for the customers we serve.

Our world doesn't stand still so nor should we, our 'Vision of good' will constantly evolve to reflect our customers changing circumstances, demands, operating conditions and relationships.



Customer Commitment



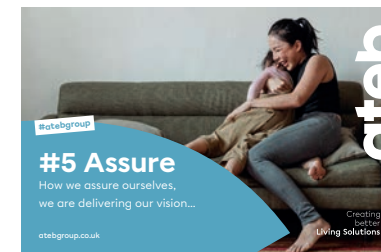
DNA & Leadership Style



Longer term Aims & Priorities



Operational Delivery



Assurance & Risk



Planning Improvement



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Group

The ateb Group & more...

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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 reports to the parent Board.



The Group companies have the following attributes:



	ateb	Mill Bay Homes	West Wales Care & Repair	EBS
Key Activity	Social and affordable housing and related support	New build homes	Adaptation advice and works	Property and development services
Turnover	£18m	£10m	£700K	Dormant
Team*	100	3	19	0
Formed	1981	2012	2014	2017
Legal Status	Registered Social Landlord & FCA Community Benefit Society	Wholly owned subsidiary limited by shares	FCA Community Benefit Society	Wholly owned subsidiary limited by shares

*Figures correct at time of publication.

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#1 Purpose

What you can expect from us...

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Purpose

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**

Purpose

We believe that:

Better living starts with a place that we can call home. A home is more than just a house; it's a safe, stable, secure environment from which people can live their lives.

Not everyone can achieve this without help, we will create a variety of solutions to help and support people and communities to make more homes.

This means that we must find creative ways of:

- Responding to housing need.
- Helping people to maintain their tenancy.
- Supporting communities to build capacity and be self-sufficient.
- Regenerating communities through social, economic, environmental and physical programmes.
- Helping older and vulnerable people to stay in their homes and communities when their lifestyles change.



Purpose

Customers should **EXPECT US**
to always deliver the ...

**Right
customer
outcomes as
effectively
as we
can**

for the people and communities
of West Wales

**“If it matters to
you, it matters
to us!”**



Purpose

These are ateb's 'living solutions':



Key Customer Services:

- Social rented homes
- Affordable/intermediate rented homes
- Shared ownership homes
- Benefit and financial planning advice
- Tenancy support services
- Employment and training opportunities
- Tenancy and community engagement



Key Customer Services:

- New homes for sale [100% recycled profits to create more social and affordable homes and add value for our customers]



West Wales Care and Repair
Gofal a Thrwsio Gorllewin Cymru

Key Customer Services:

- Benefit and adaptations advice to private owners and renters
- Adaptations for private owners and renters



Key Customer Services:

- Currently dormant



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#2 DNA

Values, leadership & more...

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DNA

We believe that having the right culture is important to our performance and success.

We aspire to a culture or DNA that has:

- Inspiring vision and strategy
- Positive inclusion and participation
- Enthusiastic teams and collaborative working
- Support and autonomy for staff to innovate

If it matters to you, it matters to us!

Our DNA will help us to deliver a great service to our customers, utilise our resources effectively, develop ourselves and others, collaborate with partners and have fun making a difference.

#InYouWeTrust

#AccessAllAreas

#GetThingsDone



DNA

What's in our DNA?

#InYouWeTrust

TRUST

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

TOGETHERNESS

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

EMPOWERMENT

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

The ateb Group leadership hierarchy is as follows:



ateb Group will continually develop its leadership style.
We have the following leadership framework:

LEVEL	DESCRIPTION	LEADERSHIP ROLE
G	Boards	Governance leadership
F	Group Lead	Overall leadership framework responsibility
E	Strategic Leads	Lead on the development and monitoring of our strategic objectives
D	Senior Leads	Lead on strategic and operational delivery
C	Senior / Service Leads	Lead one or more service areas as detailed in the #4 Deliver
B	Service / Team Leads	Lead a particular team or service
A	Delivery Leads	Lead on aspects of service delivery

DNA

ateb Group recognises that great leadership must exist throughout the organisation.

The leadership hierarchy must encourage a leadership style throughout the ateb Group that:

- 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 colleagues' achievements, efforts and commitment



We believe that good leaders will always:

- **Pay attention to people**
- **Understand people's needs**
- **Show empathy in their response**
- **Help to resolve issues**

DNA

All our people will need to demonstrate the following personal characteristics and attributes appropriate to their role and their leadership group:

Technical Competency	Decision Making	People Management	Team Working	Financial Control	Communication
We will make sure we have the right skills and expertise	We need people throughout our organisation to make the right decisions at the right time	We must always get the best from our people	So much more can be achieved through good team work	To help as many people as we can we must be financially aware and astute	Is the glue that will keep our organisation together

Organisational Skills	Innovation	Customer Service	Project / Process Management	Enthusiasm	Technology Competency
Agility and flexibility can only be achieved through well organised and connected systems	To make our resources go further, we need to be thinking... What if?	Is at the heart of what we do, we are a customer service focused organisation	Improvement can only be embedded where there is effective project management	We are here to make a difference, not to make up the numbers	In our fast moving digital world we must be technologically adept

A smiling couple, a man and a woman, standing in front of a brick house. The man is wearing a plaid shirt and dark pants, and the woman is wearing a light-colored sweater and dark pants. They are standing in front of a brick wall and a window with a white frame. The man has his arm around the woman's shoulder.

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#3 Plan

Keeping us on track.

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Plan

The ateb Group has established the 3 strategic aims that will help us to create better living solutions for more people and communities across West Wales over the longer term:



Plan

Each strategic aim has 3 strategic priorities as follows:

AIM ONE

Improve Customer Service

Performance

Ensure we **measure and target the right metrics** to understand whether **customer outcomes are being delivered effectively**. Analyse, scrutinise and use performance data to **underpin decision making** at all levels of the groups structure.

Engagement

Ensure we **understand our customers diverse needs** and that we **listen and understand their voice effectively** through **multiple engagement channels**. Ensure Engagement Outcomes **shape both operational and strategic decision making**.

Improvement

Ensure our **improvement plans reflect performance needs and engagement outcomes**, they **maximise resource availability** and **are managed and communicated effectively to all**.

AIM TWO

Serve More People

Demand

Ensure we **understand long term customer demand** for existing and new services and products in terms of **social, economic and risk parameters**.

Growth

Ensure we **plan to grow** through **service and product extension, vertical integration, market extension and diversification**. All growth proposals to consider **collaboration and partnership opportunities**.

Prioritise

Ensure any growth is **prioritised by and maximises**, our **purpose, resource availability and risk appetite** as well as our continued ability to **meet agreed service and product effectiveness** for existing and new customers.

AIM THREE

Increase Business Effectiveness

Social

Ensure the **Affordability, Security, Safety and Quality** of our homes. Listen to our **customers voice** ensuring **we support our customers and Placemaking**.

Environmental

Ensure we respond to **Climate Change**, minimise our impact to **Ecology** and **manage our resources effectively**.

Governance

Ensure an effective decision-making **Structure and Governance** model with the right **Board skills and experiences**. **Ensure Team Wellbeing** and **effective supply chain, operational and performance management**.

Plan

Every 3 years our Board with our Customers, Teams and Partners, will produce a Strategic Plan detailing the Strategic Objectives that we will concentrate on.

The Strategic Plan will be supported by a base 5 and 30 year business and financial plan.



A close-up photograph of two women laughing joyfully. The woman on the left is Black with her eyes closed and a wide, open-mouthed smile. The woman on the right is white with her eyes closed and a bright smile. They are outdoors, with a blurred green background. A large red curved shape overlaps the bottom left of the image.

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#4 Deliver

The right customer outcomes
as effectively as we can...

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Deliver

ateb Group has 38 different service areas that must each deliver their right customer outcomes as effectively as they can:

CUSTOMER OUTCOMES



EXTERNAL FACING SERVICES

Lettings*
 → **Development**
 Income Collection*
 Customer Advice & Support
 Supported & Older Person*
 Customer Engagement
 Community Development
 Tenancy Management
 Maintenance
 → **Strategic Asset Management**
 Shared Spaces Management*
 Compliance Works
 Planned Improvement
 → **Major Repairs**
 Recruitment
 PR/Marketing
 Procurement/Supplier Management

MBH – Sales*
 → **Development**
MBH – After Sales

WWCR – Customer Advice & Support*
WWCR – Quick Response*
WWCR – Adaptations*
WWCR – Technical Services*



INTERNAL FACING SERVICES

Strategy
 Board Management
 Risk Management
 H&S
 Performance Management
 Learning & Development
 Wellbeing
 People Management
 Data Analysis/Management
 ICT Service Desk
 ICT Management
 Communication
 Commercial Facilities
 Financial Accounting
 Management Accounting
 Treasury Management
 Payments & Collections
 Payroll & Pensions

MBH = Mill Bay Homes
WWCR = West Wales Care & Repair
 All other services are delivered by **ateb Group**.
 *Services that raise income or grant.



RESOURCES

People
 Finance
 Infrastructure
 Partners
 Land
 Equipment
 Materials



Deliver

Each service area must focus on its **customer outcomes** and its **effectiveness**



Customer Outcome = Customer Demand.

Deliver

Our 100% Value for Money challenge!

We will AIM to offer the best Value For Money services we can by measuring and monitoring whether we are achieving the right customer outcomes as effectively as we can:



We will always challenge ourselves to seek more by actively planning our improvement actions based on improving customer outcomes and delivery effectiveness.

Each service area will identify and manage a service hub consisting of:

- Process maps
- Key operational risks
- Measures and targets
- Improvement planning

A woman with dark hair in a ponytail, wearing a black sleeveless top and grey jeans, is sitting on a green sofa and hugging a young girl. The girl is wearing a pink long-sleeved shirt and tan pants. They are both smiling and laughing. The background is a plain, light-colored wall.

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#5 Assure

How we assure ourselves,
we are delivering our vision...

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Assure

We are working towards the achievement of our Vision,
how can we be assured we are heading in the right direction?



Our approach to assuring we are doing everything we can to be as good as we can

DATA VALIDITY
Is this the right data to tell us what we need to know..?

DATA ACCURACY
Is this data 100% accurate..?

DATA ANALYSIS
Are we using the data to make the right decisions..?

Our strategic risks, controls and tests ...

OUR 16 STRATEGIC RISKS

PURPOSE

- We don't relate to our customers' expectations

DNA

- Bad employer or partner

PLAN

- We fail to make the right investments e.g. new property developments or strategic asset management
- We fail to manage our funding requirements effectively

DELIVER

- We do not manage our operational costs effectively
- We don't manage our income streams effectively
- Poor levels of service or product quality
- Failure to deal with customer and community issues effectively

ASSURE

- We fail to meet H&S legislation and regulatory requirements
- We fail to comply with employer and landlord legislation
- We fail to operate within our regulatory framework
- We fail to meet our lenders covenants
- We fail to deliver our contractual requirements
- Poor governance systems and decision making

IMPROVE

- We do not understand how our services are performing
- Lack of improvement planning and delivery

CONTROLS eg.

- Legislation
- Regulations
- Company / Governance rules
- Key contractual arrangements
- Strategic documents
- Policies
- Terms of Reference

TESTS eg.

- Internal Audit
- Regulatory Judgements
- Specialist audit / review
- Peer reviews
- Board / team reviews
- Light-touch / In-depth assessments



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#6 Improve

We will always seek to
improve what we do...

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Improve

Improvement is the day job

We will always seek to improve what we do

“Improvement is the process of a thing moving from one state (Current) to a new state (Future) considered to be better, usually through some action intended to bring about that better state.”

Our 4 stage Improvement Process



Improve

Improvement Systems

We use the following tools to embed improvement within the day job...

Improvement built in...

Purpose	DNA	Strategy	Engage 2 Improve	Improve Process	Deliver	Assure	Report
Our Group's aspirational purpose should drive us to aim for better	Culturally we should all be seeking to improve what we do every day	Our long term improvement plan that we review each year to see whether we are improving	Our initiative aimed at listening to our customers' needs, prioritising issues and agreeing improvement actions	The approach we will take to identifying and planning improvement	Our operational structure focused on customer outcomes and effectiveness	The controls and tests including reporting we will undertake to make sure we are improving	Our annual review and self evaluation on whether we have improved our services over the last year

 **REPEAT...**

Vision

This Vision establishes the core framework that we believe will deliver the right customer outcomes as effectively as we can in a trusting, inclusive, 'get things done' environment

... this is what good looks like for ateb

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