

# Vision

of what good looks like for ateb

**ateb** *better living solutions*

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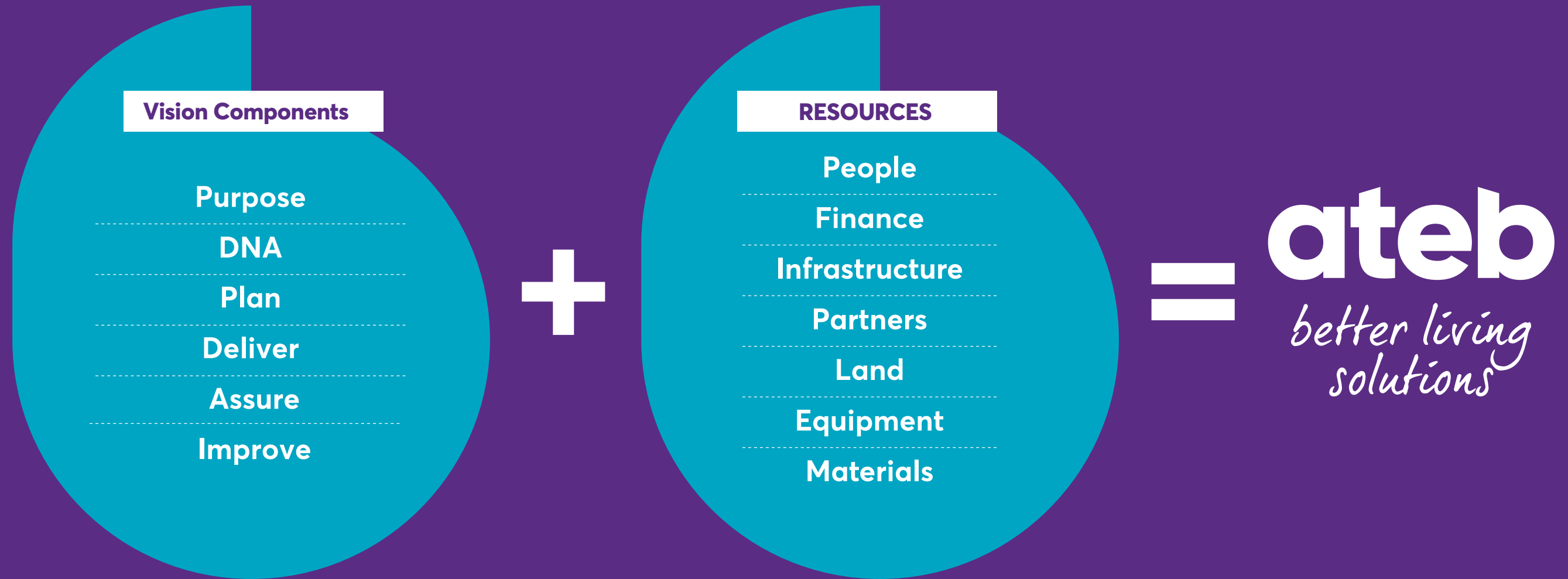
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Our **Vision** describes how **6** components will collectively get the best from the resources we use:



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

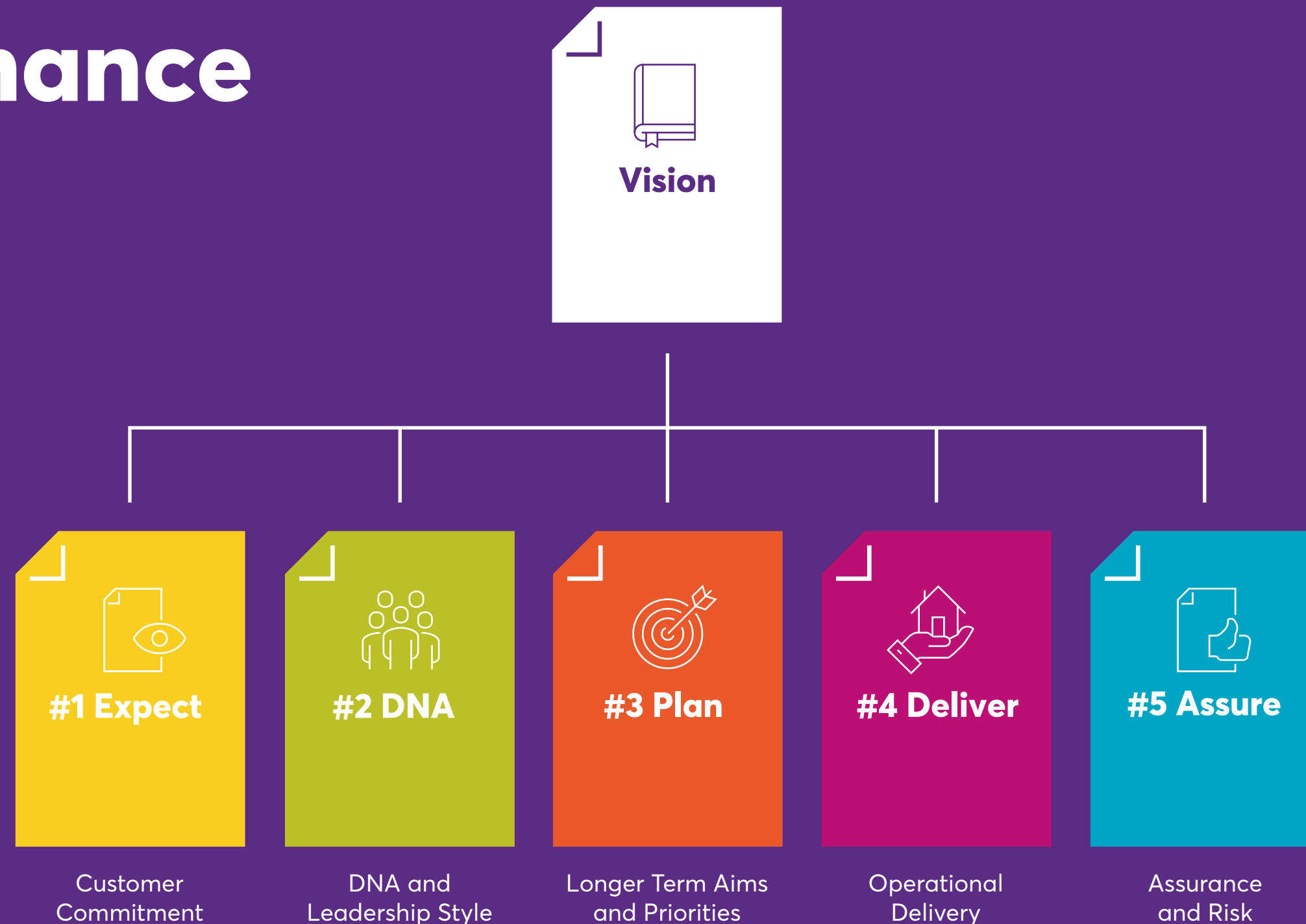


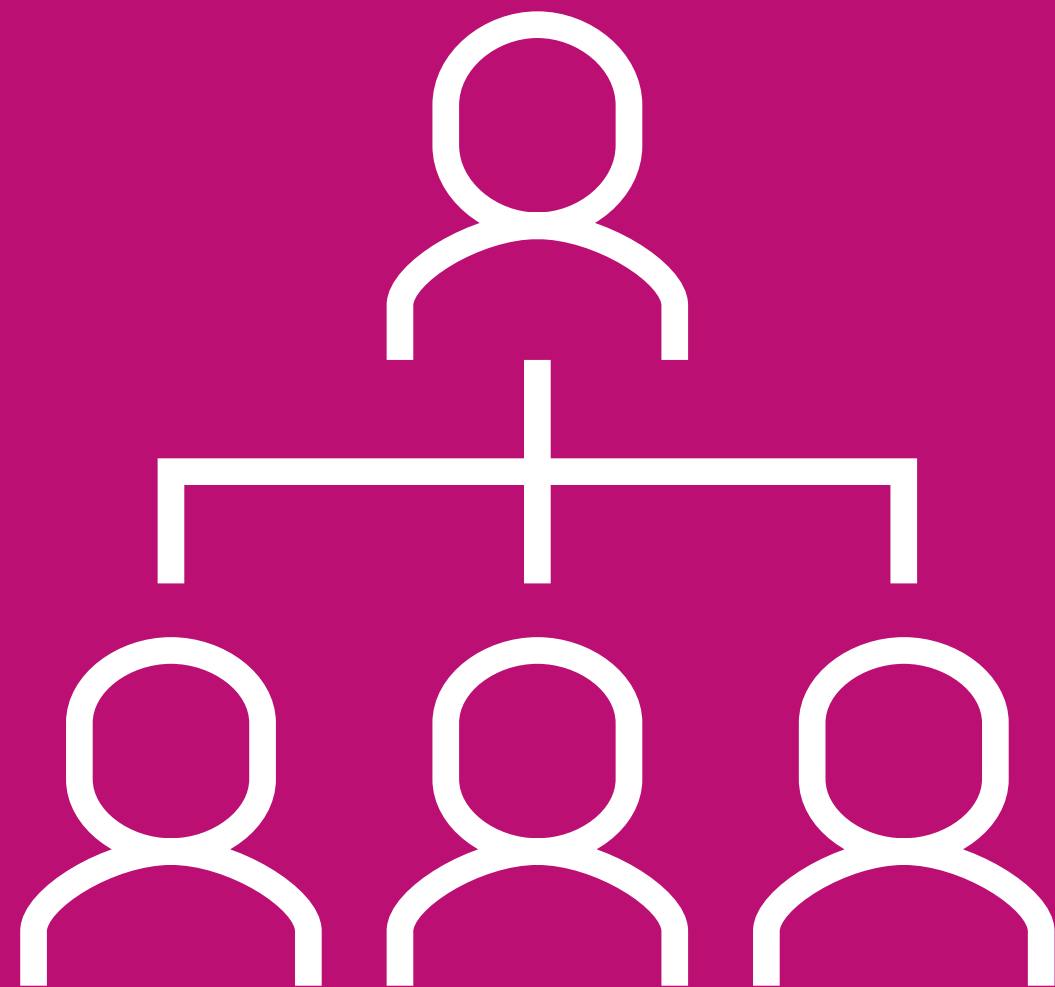
# Good Governance

## What does good look like?

Our Vision and its 5 supporting documents form our Governance Framework as it provides the framework for the supply of Value for Money services to meet the demands of the people and communities we serve throughout West Wales ...

"The VISION is what we believe our 'good' will look like".

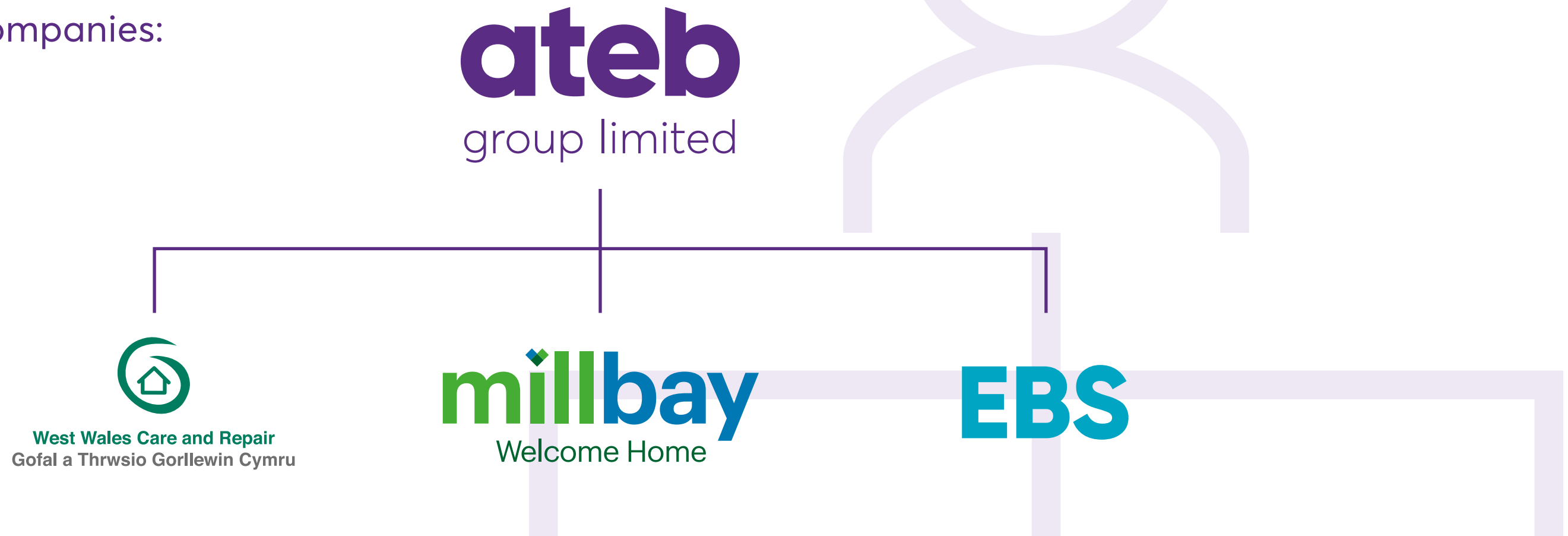




**Group**



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 reports to the parent Board.



The group companies have the following attributes:

	<b>ateb</b>	<b>Mill Bay Homes</b>	<b>West Wales Care &amp; Repair</b>	<b>EBS</b>
<b>Key Activity</b>	Social and affordable housing and related support	New build homes	Adaptation advice and works	Property and development services
<b>Turnover</b>	£15m	£10m	£700K	Dormant
<b>Staff</b>	100	5	19	0
<b>Formed</b>	1981	2012	2014	2017
<b>Legal Status</b>	Registered Social Landlord & FCA Community Benefit Society	Wholly owned subsidiary limited by shares	FCA Community Benefit Society	Wholly owned subsidiary limited by shares



# 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.



### **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;**

1. Responding to housing need
2. Helping people to maintain their tenancy
3. Support communities to build capacity and be self-sufficient
4. Regenerate communities through social, economic, environmental and physical programmes
5. Help older and vulnerable people to stay in their homes and communities when their lifestyles change



These are ateb's  
'living solutions':

## ateb

### 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

## millbay

Welcome Home

### KEY CUSTOMER SERVICES:

- New homes for sale  
[Recycled profits to  
create more social and  
affordable homes]

## EBS

### KEY CUSTOMER SERVICES:

- Currently dormant



**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



# DNA



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

We aspire to a culture or DNA that has:

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

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

**#InYouWeTrust**

**#AccessAllAreas**

**#GetThingsDone**



# 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 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 groupings within our team structure:

Level	Title	Leadership Role
1	Board	Governance
2	Chief Executive	Overall leadership framework responsibility
3	Director	Leads on the development and translation of strategic priorities to meet our strategic aims
4	Manager	Leads one or more service areas as detailed in the Service Delivery Plan
5	Team or Service Leader	Leads a particular team or service
6	Delivery Leads	Leads on aspects of service delivery



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:

1/ Pay **attention** to people

2/ **Understand** people needs

3/ Show **empathy** in their response

4/ Help to **resolve** issues





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

<p><b>Technical Competency</b></p> <p>We will make sure we have the right skills and expertise</p>	<p><b>Decision Making</b></p> <p>We need people throughout our organisation to make the right decisions at the right time</p>	<p><b>People Management</b></p> <p>We must always get the best from our people</p>	<p><b>Team Working</b></p> <p>So much more can be achieved through good team work</p>	<p><b>Financial Control</b></p> <p>To help as many people as we can we must be financially aware and astute</p>	<p><b>Communication</b></p> <p>Is the glue that will keep our organisation together</p>
<p><b>Organisational Skills</b></p> <p>Agility and flexibility can only be achieved through well organised and connected systems</p>	<p><b>Innovation</b></p> <p>To make our resources go further, we need to be thinking... What If?</p>	<p><b>Customer Service</b></p> <p>Is at the heart of what we do, we are a customer service focused organisation</p>	<p><b>Project/Process Management</b></p> <p>Improvement can only be embedded where there is effective project management</p>	<p><b>Enthusiasm</b></p> <p>We are here to make a difference, not to make up the numbers</p>	<p><b>Technology Competency</b></p> <p>In our fast moving digital world we must be technologically adept</p>



**What our  
customers  
should  
expect ...**

## **Our Shared 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.



# 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:



**Aim 1:**  
Increase  
Corporate  
Strength



**Aim 2:**  
Improve  
Service  
Delivery



**Aim 3:**  
New  
Business  
Growth



The group has defined each strategic aim as follows:

### Aim 1: Improve Corporate Strength

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

### Aim 2: Improve Service Delivery

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

### Aim 3: New Business Growth

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





Every 3 years our Board will produce a Strategic Plan detailing the **Strategic Priorities** that are required to achieve our Strategic Aims. The Strategic Plan will be supported by a 5 and 30 year business and financial plan.

## STRATEGIC AIMS

Aim 1: Increase Corporate Strength

Aim 2: Improve Service Delivery

Aim 3: New Business Growth



Agree our  
**STRATEGIC PRIORITIES**



Issue and monitor  
our 3 year

**STRATEGIC PLAN**

Assess our  
Risks and  
Opportunities

Develop our  
5 and 30 YEAR  
BUSINESS AND  
FINANCIAL  
PLANS



# Deliver



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



MBH = Mill Bay Homes | WWCR = West Wales Care & Repair

All other services are delivered by ateb group income/grant generating services.

\*Services that raise income or grant.





Each service area must measure and understand the following:

### Outcome

What outcomes do our customers want? (customer insight)  
Are we delivering those outcomes? Can we offer better outcomes for our customers?

### Efficiency

How much does it cost to deliver this service? Is this the best way of delivering the service? Can we be more efficient?

### Customer Experience

What experience does the customer want to have? Are we delivering that experience? Can we offer more experience?



To know if our services are Value For Money we must have measures to monitor whether we are **achieving the right outcomes**, efficiently with great customer experience i.e.

$$\begin{array}{l} \text{Optimum Delivery} \\ \text{[Our Value for} \\ \text{Money criteria]} \end{array} = \begin{array}{l} 100\% \text{ of the} \\ \text{Right Outcome} \end{array} + \begin{array}{l} 100\% \text{ Delivery} \\ \text{Efficiency} \end{array} + \begin{array}{l} 100\% \text{ Customer} \\ \text{Experience} \\ \text{Satisfaction} \end{array}$$

Where we are not achieving optimum delivery, we will seek to implement improvement actions to help improve our service delivery.

The Service Delivery Plan will be owned and used by everyone and managed and monitored by the managers' group. Our Strategic Priorities will shape the development and **improvement of services over the longer term.**



# Assure



**A/ Our Assurance Systems** will need to demonstrate the delivery of our **Vision**, i.e.

- 1/ **Purpose** – are we achieving our purpose?
- 2/ **DNA** – have we got the right DNA?
- 3/ **Plan** – have we got and are we achieving the right long term strategic aims?
- 4/ **Deliver** – have we established the right service delivery model that gives the customers what they want?
- 5/ **Assure** – do we know our boundaries and are we operating within them? - **Operating Boundaries**
- 6/ **Improving** – are we an improving organisation?

**B / The data we use in our Assurance Systems** must be.

- 1/ **Validated** – are we looking at the right data/information?
- 2/ **Accurate** – is the data/information 100% accurate?
- 3/ **Analysed** – Are we using the data/information to correctly make the right decisions?

**Assuring Customers are @ the Heart ...**

Are we... **"100% assured that we are delivering the right customer outcomes, efficiently we great customer experience, 100% of the time, to the people and communities of West Wales?"**



Working within our **Operating Boundaries** will be fundamental to achieving effective governance and assurance :

**1/ Company Rules and Terms of Reference**

**2/ Code of Governance**

**3/ Financial Regulations and Standing Orders**

**4/ Terms of Reference and Schedule of Delegated Authority – For Boards, Senior Team and Team etc.**

**5/ Regulation and Audit – We meet all statutory, regulatory and contractual requirements**

- > Regulatory framework
- > Statutory Obligations
- > in particular - Health & Safety and compliance systems
- > Effective Internal audit
- > Effective external audit
- > Policies & procedures
- > Contract terms and particulars monitoring - lenders, insurers etc

**6/ Financial Reporting – To meet statutory and lender requirements**

- > Management accounts
- > Statutory accounts and financial statements

**7/ Asset & Liability Register – we understand our liabilities**

**8/ Risk Register – we work within an agreed risk appetite**

**9/ Assurance Framework – we test assumptions and data**



Monitoring and reporting our Vision assurance will be delivered in a number of ways:

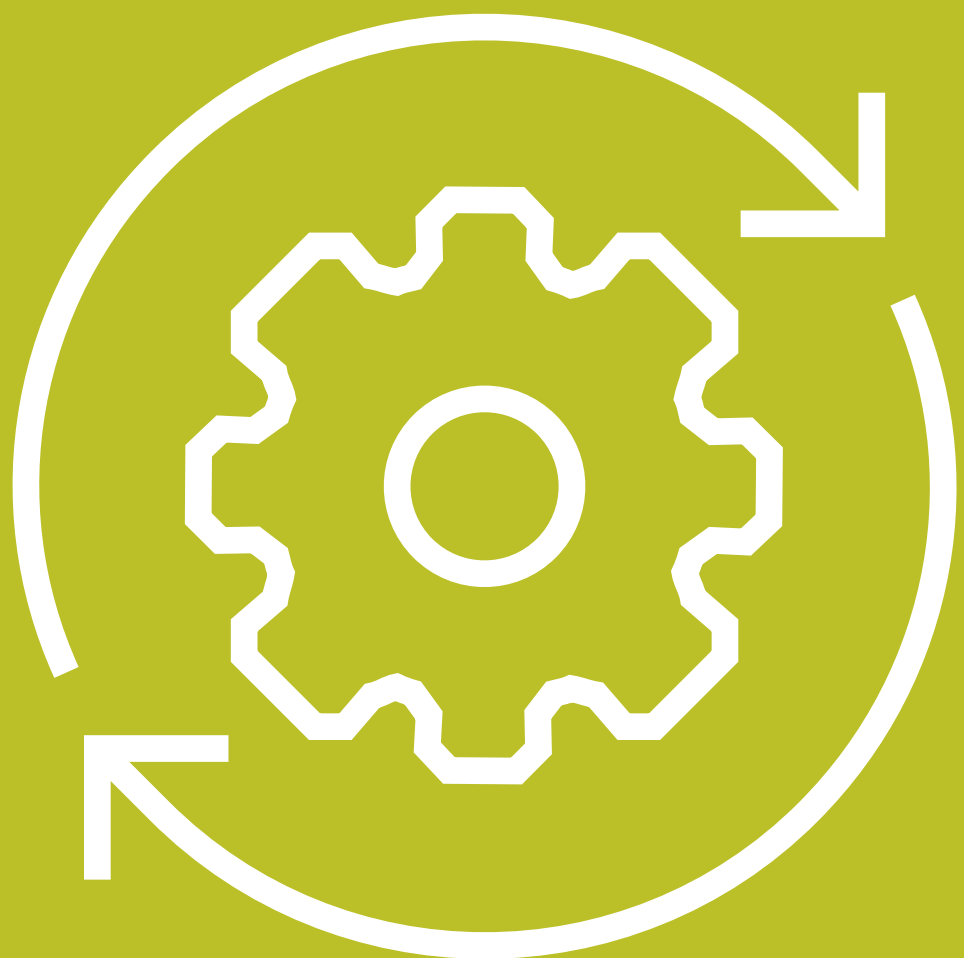
## Assurance Monitoring

- 1/ **Board** – have overall responsibility for governance of the associations affairs
- 2/ **Assurance Committee** – have a delegated role to test and report on the Associations assurance systems
- 3/ **Senior Management** – have a delegated responsibility to administer the agreed assurance systems through the organisation
- 4/ **All** – Have a responsibility to ensure assurance at all times

## Assurance Reporting

1/ **Reports** –  
**We will report our assurance position in number of ways, e.g.**

- > Board Meeting Reporting
- > Assurance Committee Reporting
- > Annual Purpose Review
- > DNA Barometer
- > Service Delivery Reports
- > Annual Strategic Plan review
- > Annual Review & Self Evaluation
- > Annual Statement of Assurance
- > Financial Statements
- > Corporate Review



# Improve



## A/ Improvement Processes

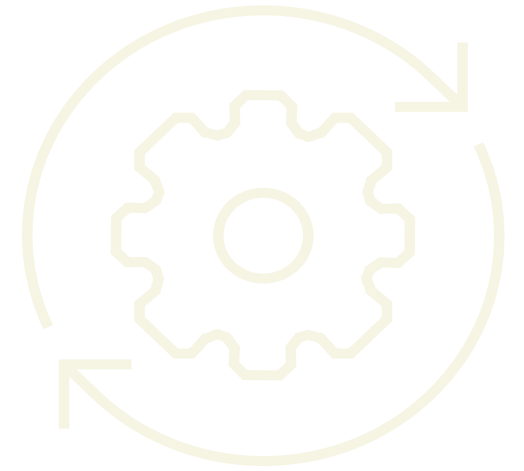
ateb group will adopt a number of improvement processes to help establish itself as a learning organisation:

**Purpose Review** – We will regularly test whether we are delivering against our purpose and identify where we could do more.

**DNA and Leadership Health Checks** – Barometer testing will be developed to make sure we are displaying our DNA and leadership styles at all times.

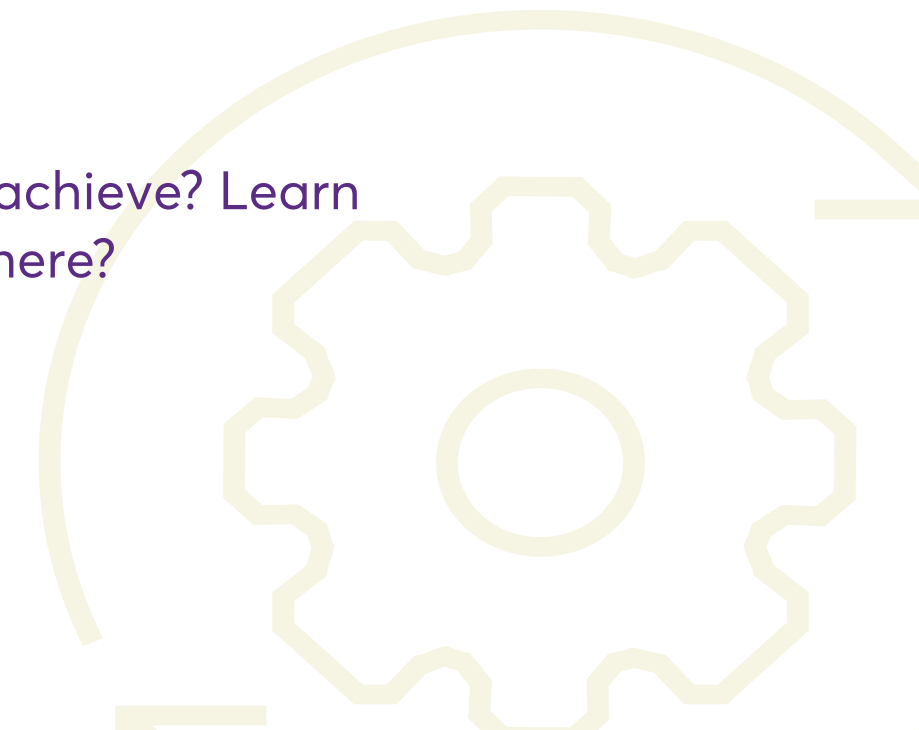
**Strategic Plan** – The group will set a 3 year strategy based on the delivery of our purpose and 3 strategic aims. The plan will highlight the strategic improvement priorities or projects and will be supported by a financial plan with agreed financial assumptions. Board will monitor the implementation of the plan and the development of new strategic priorities.





**Service Reviews** – Using the right data we will undertake reviews of our services to identify what improvements can be made to improve our outcomes, be more efficient and offer more customer experience. A service review will need to:

- > **LISTEN** to what our data (measures) and customers are telling us, in particular, what is stopping us achieving more?
- > **UNDERSTAND** the changes needed to our current service delivery to achieve better service outcomes, more efficiently with greater customer experience. We need to consider 'what if...?' proposals
- > **DELIVER** the agreed changes and monitor impact to the service measures
- > **LEARN** from implementation of changes, identify if we achieved what we set out to achieve? Learn what we could have done differently? Establish if this learning can be applied elsewhere?





### **Improvement Actions –**

From the service reviews, we will keep a running log of the improvement actions proposed so that we can project manage change and identify successful improvement or learning opportunities.

### **Personal Achievements –**

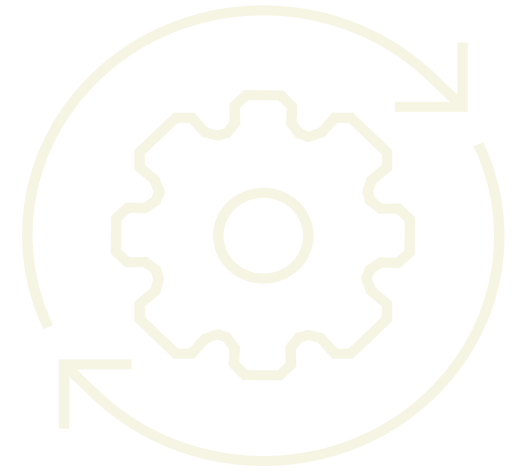
We will highlight what we individually need to achieve to help towards improving our outcomes, our efficiency and our delivery of customer experience.

**Support –** We will invest in the right support (Learning & Development etc.) at the right time to equip us to improve

**The Big Event –** We will annually hold a group event to review whether we are improving our service delivery.

**Engage 2 Improve e2i –** An initiative to put tenant issues to the heart of our improvement process.

**Involve 2 Improve i2i –** An initiative to involve all our colleagues in the future direction and improvement of the organisation.





## B/ Improvement Reporting

Improvement progress will be monitored by all and reported in accordance with the following schedule:

**Strategic Plan** – Issued 3 yearly by the board following full 360 degree engagement of service users and providers.

**5 and 30 Year Business and Financial Plans** – Issued annually with a comparison to the base plan (set with every new strategic plan) and a change statement listing the reasons for changes from the previous year.

**Strategic Plan Review** – Issued annually to show progress on our strategic priorities and address whether we are;

- 1 > Increasing Corporate Strength
- 2 > Improving Service Delivery
- 3 > Delivering New Business Growth

**How are we doing reports** – Customer focused quarterly reports based on the service delivery report approved by Board.

**Board Reporting** – Board reports will be split into;

- 1 > For Decision
  - 2 > For Discussion
  - 3 > For Information
- For discussion items will be focused on the 3 strategic aims supported by our engage and Involve projects.

The 'for discussion' sessions will be a range of written reports, workshops, training and presentation approaches focused on improvement.



**Management Accounts –**

Quarterly accounts to Board, Welsh Government and lenders. Monthly accounts to senior team.

**Statutory Accounts and Statements –** Annually to Board, Welsh Government and lenders.

**Annual Assurance Report –** Issued annually to Welsh Government detailing our progress on achievement of the regulatory performance standards.

**Annual Review/Self Evaluation –** Issued annually to Welsh Government detailing our view of our performance across the year.

**Quarterly Service Delivery Reports –** Board will have 4 service delivery reports per year to show service delivery performance, performance trends and actions being taken to improve service outcomes, efficiency and customer experience.

**Corporate Review –** Issued annually to describe changes and improvements to corporate issues over the last year

**Newsletters –** We will issue a range of publications to promote the work of the group and how people and communities can engage with us to improve.

**Engage 2 Improve e2i –** An initiative to put tenant issues to the heart of our improvement process.

**Involve 2 Improve i2i –** An initiative to involve all our colleagues in the future direction and improvement of the organisation.





## C/ Co-ordinating Improvement

In addition to Boards and committees etc. we will use the following meeting structures to organise our improvement progress:

### **Team Meetings –**

Monthly team meetings focused on the service areas of the individual teams.

### **Business review –**

Quarterly meetings focused on progress of service delivery plan and strategic priorities.

### **Corporate**

#### **Delivery group –**

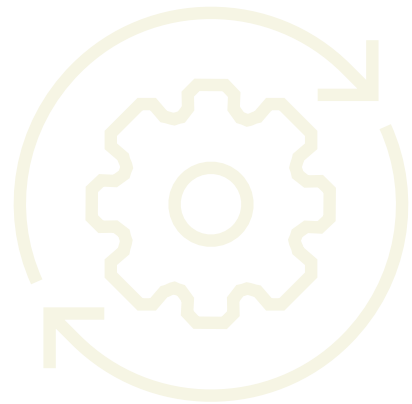
Monthly meetings focusing on strategic priorities, governance and operating framework performance.

### **Service Delivery**

**Group –** Monthly meetings focusing on service delivery plan priorities.

### **Partner Events –**

We will hold an annual partner event to promote business connections and our strategic priorities across our supply chain.





**Strategic Away Days –**

The Board, EMT, Senior Team and full team, will each have a strategic away day focused on performance against current strategy, our operating framework and development of new strategic priorities.

**Engage Events –**

Monthly tenant engagement activities coordinated by the e2i group centred on an identified area of tenant service improvement or discussion. Three workshops with Board per year.

**Involve Events –**

6 weekly i2i meetings with twice yearly feedback to Board.

**Tenant/Community events –**

We will undertake a number of events to listen to our current and potential customers as well as the wider community.



# Summary

This vision establishes the core framework that we believe will deliver the right outcomes, efficiently with great customer experience in a trusting, inclusive, get things done environment ... this is what good looks like for ateb

**ateb** *better living solutions*