

#2 DNA

We are ateb - Values and Leadership





Contents

3/ Our Commitment to Our Customers

4/ What does our DNA look like?

6/ Leadership Matrix

7/ What does our Leadership Style look like?

8/ Our Leadership Roles

9/ Our shared corporate responsibilities

10/ Our Shared Characteristic & Attributes

14/ Role Profile Framework

15/ Achieve Framework

17/ @ ateb

19/ Summary



Our Commitment to Our Customers

ateb exists to serve its customers as efficiently and effectively as possible.

Having the right DNA and leadership style is essential to delivering our customer commitment. This handbook looks at what it means to be part of the ateb team.

If it matters to our customers, it matters to us ...

Our shared commitment...

We will always aim to deliver...
the right **service outcomes**,
efficiently with **great customer experience**...

for the people and communities of West Wales.



What's in our DNA?

As a part of the ateb team we have a collective responsibility to live 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 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.**



What does our DNA look like?

#InYouWeTrust TRUST

How will this look?

- > Support for colleagues
- > Putting others first
- > Sharing information freely
- > Admitting and learning from mistakes
- > Being open and honest
- > Listening to others
- > Delegating
- > Involving others
- > Respecting others

How will this NOT look?

- > Too much control
- > Lack of respect
- > Being secretive
- > Not involving others
- > Undermining others
- > Not communicating with others
- > Being dishonest and closed

#AccessAllAreas TOGETHERNESS

How will this look?

- > Involving others
- > Being approachable
- > Ensuring there is equality of opportunity
- > Being open to change
- > Communicating with others
- > Encouraging and listening to feedback
- > Understanding and respecting others

How will this NOT look?

- > Not Involving others
- > "Closed door" approach
- > Lack of understanding
- > Disrespectful
- > Discrimination/harassment
- > Inconsiderate and uncaring
- > Unprofessional

#GetThingsDone EMPOWERMENT

How will this look?

- > Taking ownership
- > Being supportive of others
- > Taking responsibility for own actions
- > Communicating with others
- > Admitting and learning from mistakes
- > Sharing information freely
- > Being a team player
- > Encouraging others
- > Being open to change

How will this NOT look?

- > Unhelpful "can't do" mentality
- > Inflexible
- > Resistant to change
- > Apathy
- > No risk taking
- > Problems with no solutions



Leadership Matrix

What does good leadership look like?

An empowered organisation should allow us to make sure the customer always gets their service outcomes, efficiently with great customer experience.

Promotes our purpose

Use my role to make sure that I understand our corporate purpose and communicate it effectively to others within my team or sphere of influence.

Supports our DNA

Make sure I show our DNA in all my interactions and support my team, peers or sphere of influence to do the same.

Sets clear outcomes for our efforts

Delegate clearly to make sure that the outcome required is understood, deliverable and achievable within the time and resources available.

Defines operating boundaries

Always take care to understand and set out the boundaries to the actions I am asking my team, peers or partners /suppliers to undertake to make sure my team are empowered to make decisions.

Promotes learning over failure

Make sure that we learn from good and bad experiences; promote accountability – banish blame.

Supports colleagues to innovate to achieve more

Be open for new suggestions from my customers, team, peers or partners/suppliers I will encourage experiment and trial and I will capture opportunities to improve when they have been demonstrated.

Appreciates colleagues achievements, efforts and commitment

Tell and show my appreciation of effort at all opportunities – why wouldn't you?

Pays attention to people

Take time to listen; notice others especially at busier times.

Understands people's needs

Listen carefully; What people say is not always what people mean, understand the issues that will really make a difference.

Shows empathy in responses

Adapt my style; Everyone is different; one size does not fit all!...

Helps to resolve issues

Be supportive/proactive; Taking responsibility for actions. Looking for solutions rather than blaming others. Encouraging team to work together to agree best course of action.



What does our Leadership Style look like?

ateb recognises the impact that leadership plays on the success of the Association and the development of its DNA. This is why we believe that we all have a role to play in creating a great leadership framework.

This is our Leadership Framework:

Boards & Committees

Governance (Strategy, Risk and Performance)

- > ateb group limited (Parent Board)
- > Mill Bay Homes Limited
- > West Wales Care & Repair Limited
- > Effective Building Solutions Limited
- > Assurance Committee
- > People & Remuneration Committee
- > Customer Forum

Senior Team (EMT + MG)

Strategic and Operational Monitoring/Challenge

- > Corporate Group

All

Outcome Delivery, Improvement and Risk monitoring

- > Team Meetings
- > Assure Group
- > Safety Team
- > e2i
- > Service Group
- > i2i

We all have our part to play



We all have a connected role to play in making sure that we have great leadership at ateb, don't rely on someone else to make it happen – lead by example and make that difference.

These are our Leadership Roles:

Ref	Role Profile	Leadership Role	Responsible for...
RP/01	Board	Governance Framework	<ul style="list-style-type: none"> > Collaboratively establishing and monitoring our Purpose; DNA/Leadership Style; Strategic Aims and the parameters for Service Delivery, Operating and Improvement Frameworks (Governance Framework). Communicating the Governance Framework through The Vision and its supporting documents: #1 Expect; #2 DNA; #3 Plan; #4 Deliver; #5 Assure.
RP/02	Chief Executive	Overall Leadership Framework	<ul style="list-style-type: none"> > Establishing the right systems, resources and environment for the group to maximise its Purpose, DNA/Leadership Style, Strategic Aims and Service Delivery whilst giving assurance that our Operating and Improvement parameters are being met.
RP/03	Director	Leads on the Development and Translation of Strategic Priorities to meet our Strategic Aims	<ul style="list-style-type: none"> > Embedding our DNA/leadership style. > Identifying and delivering our Strategic Priorities. > Challenging and monitoring the performance and improvement of the Service Delivery Plan. > Testing that service delivery is within the Operating and Improvement parameters.
RP/04	Manager	Leads one or more service areas as detailed in the Service Delivery Plan	<ul style="list-style-type: none"> > Delivering the stated service outcomes in the Service Delivery Plan within the agreed operating framework. > Promoting our DNA/Leadership Style. > Identifying service improvement and risks. > Helping to identify and deliver our strategic priorities.
RP/05	Team or Service Leader	Leads a particular team or service	<ul style="list-style-type: none"> > Delivering the service area or managing their team within the agreed operating framework. > Promoting our DNA/Leadership Style. > Identifying service improvement and risks. > Helping to identify and deliver our strategic priorities.
RP/06	Delivery Lead	Leads an aspect of Service Delivery	<ul style="list-style-type: none"> > Delivering service area processes within the agreed operating framework. > Promoting our DNA/Leadership Style. > Identifying service improvement and risks. > Helping to identify and deliver our strategic priorities.



Our shared corporate responsibilities:

Each role will lead on key aspects of the service areas detailed in our service delivery plan, but all roles will share varying levels of leadership for our corporate service areas as follows:

All roles must work together to ensure we deliver the best corporate services we can.

Share leadership for corporate service areas			RP/01, 02 and 03	RP/04	RP/05 and 06
SA/16	Board Management	Governance meets the required regulatory requirements.	✓		
SA/17	Strategy	Clarity on how we will maximise our purpose.	✓	✓	✓
SA/18	Assurance Management	To be assured we are always compliant and doing the right things	✓	✓	✓
SA/19	H&S	We meet our legislative and regulatory H&S requirements.	✓	✓	✓
SA/20	PR/Marketing & Communications	Positive growth of our brand. The right messages to the right audience at the right time.	✓	✓	✓
SA/22	Performance Management	We know where we need to improve, where we are not compliant and where we are at risk	✓	✓	✓
SA/23	Procure/Supplier Management	To ensure we compliantly deliver Value for Money services	✓	✓	✓
SA/24	Data analysis /Management	Information is available at the right time and in the right format to deliver and improve services	✓	✓	✓



Our Shared Characteristic & Attributes

We all have different accountabilities and things to do, but collectively the sum of our individual efforts should add up to be greater than the whole.

Minimum Role Requirements	RP/01 – Board	RP/02 – Chief Executive	RP/03 – Director	RP/04 – Manager	RP/05 – Service or Team Leader	RP/06 – Delivery Lead
<p>Technical Competency: We will make sure we have the right skills and expertise.</p>	<p>The Board will seek to retain the following areas of specialism on the board:</p> <ul style="list-style-type: none"> > Financial > Housing/ Customer Services > Property Development > Regulation/ Governance 	<p>The Chief executive will hold a professional qualification in one of the following technical competencies:</p> <ul style="list-style-type: none"> > Financial > Housing > Property > Business Management <p>They will also have relevant experience.</p>	<p>The Directors will have a degree in their area of expertise and/or hold a relevant professional qualification e.g.:</p> <ul style="list-style-type: none"> > CIH > CIOB > ACCA <p>They will also have relevant experience.</p>	<p>The Managers will be educated to degree level in their expertise with relevant experience. Specific professional qualifications will be sought depending on the role e.g.:</p> <ul style="list-style-type: none"> > H&S: NBOSH > ICT: Software Dependant > HR: CIPD > Trades: As required by regulations 	<p>The Service or Team Leaders will have a high level of experience within their area of expertise. Specific professional qualifications will be sought depending on the role e.g.:</p> <ul style="list-style-type: none"> > Trades: As required by regulations 	<p>The Delivery Leads will have a developing to good level of experience within their area of expertise. Specific professional qualifications will be sought depending on the role e.g.:</p> <ul style="list-style-type: none"> > Trades: As required by regulations
<p>And another thing... we will always look at equivalent qualifications, experience or transferable skills and expertise that can be easily applied to the role. We will also consider the ability of formal qualifications to be obtained whilst in the role subject to the latter factors being achieved, timescale and cost. Everyone at ateb must be able to demonstrate a reasonable level of literacy and numeracy to be able to fulfil our roles, for us that usually means achieving success at GCSE/Key Skills or equivalent qualifications, but we are happy to discuss this with you.</p>						
<p>Decision Making: We need people throughout our organisation to make the right decisions at the right time.</p>	<p>Assess and make effect strategic, risk and performance based decisions that impact all aspects of the group and its customers; the right governance decisions with a Board of Management and Executive Management Team this promotes assurance amongst others.</p>	<p>Make effective strategic, risk and performance based decisions that impact all aspects of the group and its customers.</p>	<p>Make decisions to ensure the organization is effective and successful by taking on responsibility for the implementation of strategy, targeting resources towards success, and monitoring performance. Decisions often have long term implications.</p>	<p>Need a high level of confidence to assess and make the right decisions to promote assurance amongst all. Makes decisions which affect plans, policies or procedures either independently or after discussion with others.</p>	<p>Make decisions using professional or technical judgement; to resolve problems, assess risk, and understand impact on the group and its customers.</p>	<p>You will be confident to make the right decisions to ensure the best service outcomes. Making decisions involving checks and comparisons, using personal /professional judgment and knowing when to seek advice.</p>



Our Shared Characteristic & Attributes

Minimum Role Requirements	RP/01 – Board	RP/02 – Chief Executive	RP/03 – Director	RP/04 – Manager	RP/05 – Service or Team Leader	RP/06 – Delivery Lead
People Management: We must always get the best from our people.	Be able to delegate, support and inspire, motivate the Executive Management Team and other colleagues across the organisation. Promoting the right environment for effective people management. Able to initiate change across a large diverse team and show leadership style in all interactions.	Create the environment for Inspiring and motivating others across the group to develop confidence to realise their potential. Positively challenges others to deliver work to a high standard. Supports others through change. Ensure regular feedback on what has been done well and where there is room for improvement.	Inspires and motivates others to develop confidence to realise their potential. Positively challenges others to deliver work to a high standard. Supports others through change. Ensure regular feedback on what has been done well and where there is room for improvement. Able to show leadership style in all interactions.		Uses departmental goals to develop meaningful objectives for the team. Gives timely feedback on performance and maintain positive working relationships within the team to achieve high performance, challenging others when this is not achieved.	Willing to learn from others and share own experience and knowledge. Let team members know what is expected of them.
Team Working: So much more can be achieved through good team work.	Need to create the right environment for teamwork to thrive both internally and externally. Be able to lead and participate in teams effectively.					
Financial Control: To help as many people as we can we must be financially aware and astute.	Set, monitor and review financial arrangements, proposals and strategies across the group.	Strategically leads and monitors financial undertakings and transactions across the group.	Strategically leads and monitors financial undertakings and transactions relating to the areas of responsibility.	Contributes to the overall strategic financial planning, manages budgets and maintains accurate and transparent financial information to assist with effective financial monitoring relating to the areas of responsibility.	Sets, monitors, reviews and reports on the budgets relating to the areas of responsibility, will also be able to be responsible for any purchasing required.	May have responsibility for purchasing, cash or stock and should be able to review and report on budgets as and when required.



Our Shared Characteristic & Attributes

Minimum Role Requirements	RP/01 – Board	RP/02 – Chief Executive	RP/03 – Director	RP/04 – Manager	RP/05 – Service or Team Leader	RP/06 – Delivery Lead
<p>Communication: Is the glue that will keep our organisation together.</p>	Use all forms of communication (verbal, physical, written) to effectively articulate governance decision making.	Create the environment for developing and maintaining communications. Deals with people on complex, challenging matters and issues, requiring tact and diplomacy at times. Monitors the effectiveness of communication across the group.	Create the environment for developing and maintaining communications. Deals with people on complex, challenging matters and issues, requiring tact and diplomacy at times. Monitors the effectiveness of communication across the group.		Be able to promote good communication throughout the organisation (verbal, written, face to face) ensuring teams are involved, informed and engaged at all times.	
<p>Organisational Skills: Agility and flexibility can only be achieved through well organised and connected systems.</p>	Organise oneself and others in team working environments.	Need to prioritise own and others efforts to make sure our outcomes are achieved efficiently with great customer experience. Identifies departmental/organisational activities and resources required to meet strategic aims.			Will be able to effectively set own work plan and prioritise key tasks, supervising teams' work plan as required.	Will be able to effectively set own work plan and prioritise key tasks.
<p>Innovation: To make our resources go further, we need to be thinking... What if?</p>	Cultivate innovation by empowering the organisation to improve what we do through safe experiment and empowerment.	Create the environment for develop and encouraging ways of capturing innovation and creativity across the organisation and delivers through others.	Develops and encourages ways of capturing innovation and creativity across the organisation and delivers through others.	Need to cultivate continual innovation by empowering others to creatively improve service delivery through safe experiment and empowerment.	Must show a desire to improve and challenge what we do to constantly improve our service outcomes, efficiency and customer experience. Identifies, plans and implements improvements within the team which support service delivery.	



Our Shared Characteristic & Attributes

Minimum Role Requirements	RP/01 – Board	RP/02 – Chief Executive	RP/03 – Director	RP/04 – Manager	RP/05 – Service or Team Leader	RP/06 – Delivery Lead
Customer Services: Is at the heart of what we do, we are a customer service focused organisation.	Provide a great customer experience both internally and externally. Demonstrate the importance of customer service to team and colleagues by always putting the customer first.					
Project/ Process Management: Improvement can only be embedded where there is effective project/process management.	Act as a sponsor to project management, improvement project to ensure the desired strategic outcomes are achieved. Able to assess and promote change/transformation.	Strategically leads and monitors the progress of projects across the group.	Project manage improvements within own and others service areas to ensure the desired outcomes are achieved. I will be able to manage significant programmes of change or transformation.	Project manage improvements within own and others service areas to ensure the desired outcomes are achieved. Ability to support programmes of change or transformation.	Project management improvements within own and others service areas to ensure the desired outcomes are achieved. Takes responsibility for achieving individual objectives and contributing to team and group projects.	
Enthusiasm: We are here to make a difference, not to make up the numbers.	Self-starter bringing personal drive and positive attitude to help all find solutions to problems. Be able to promote our DNA at all times.					
Technology Competency: In our fast moving digital world we must be technologically adept.	Confidently use ICT systems.	Confidently use ICT systems to deliver and improve my service delivery. In particular, have good working knowledge of typical software solutions relating to your area of expertise, the Microsoft office suite and communication devices.				



Role Profile Framework

We will develop our individual Role Profiles from our leadership framework.

The role profiles will all relate to The Vision and its supporting documentation with specific emphasis on #2 DNA and the Service Delivery plan:

1/ Our Role Profile Process

Each role profile will detail:

- > What teams and groups the role will be a part of.
- > The service areas where the role has a primary responsibility.
- > Any overarching function that applies across all service areas.
- > The corporate service areas.
- > The personal characteristics and attributes that a person in that role requires.
- > Terms, conditions and benefits.

The role profile is not a constraint to doing more, it is a starting point from which we will excel.

2/ We Value Each Role

Role profiles will be evaluated for remuneration on an independent basis having regard to the #2 DNA framework, remuneration policy, the employment market place, affordability and impact to service delivery.

ateb reserves the option to market test role profiles, to assure that the organisation remains competitive in retaining and attracting the best skills and expertise.

Role profiles with the exception of terms, conditions and benefits will be available for review by all.

ateb will continually seek to evolve the role profile framework to reflect our DNA /leadership and service delivery priorities.

Summary

The role profiles sets the minimum expectations for each role. They will help to promote agility and flexibility across ateb. They will also be shared to allow us all to understand our collective responsibilities to each other and our customers.





Achieve Framework

The Vision has established a corporate vision of what 'good' should look like for ateb, the job of delivering this vision is down to us!

The Achieve Framework

– What we individually need to focus on to improve our outcomes efficiency or customer experience. It aligns our collective effort to the achievement of The Vision.

So what does good alignment look like?

- > We have a shared vision of what represents good for ateb.
- > We know where we need to improve to be good.
- > We all understand the impact we can have on each other – positively and negatively.
- > We know when good has been delivered.

We must be clear on our individual achievement targets and how achieving them will better our service to customers and strengthen our core DNA.

So how does it work?

The achieve framework has the following steps:

Step 1: Annual Business Review

Annually we will review our performance against the requirements of The Vision.

Step 2: Team Review

The teams will review their objectives in relation to The Vision.

Step 3: 121 Meeting

Everyone will meet with their managers to set what they need to achieve to help their team, ateb and ultimately its customers to achieve our vision of good i.e. The Vision.

1/ Annual Business Review

Annually the Board and teams will:

- > Review performance against The Manual and report on achievements and set priorities for improvement.

2/ Team Review

In our Team Reviews we will discuss the following:

- > DNA/Leadership Style – does our team show and receive the ateb DNA/leadership style and where do we need to improve?
- > Have we identified and prioritised the right improvement actions for the service areas we help deliver?

Service Delivery Group will coordinate the outcomes from the Team Reviews.





Achieve Framework

3/ 121 Meeting

At the 121 we will:

- > Review actions previously agreed.
- > Identify any achievements in the last period.
- > Review any special praise or thanks received.
- > Set any follow on actions that are required.
- > Set new actions.
- > Discuss DNA and leadership style.
- > Wellbeing Barometer.
- > Identify any support, learning or development required.

You and your manager will agree a schedule of the 121's (there is no set time frame) to keep an eye on whether your actions are delivering the desired outcomes.

All 121 meetings will be confidential between line management and team member. The teams overall wellbeing barometer will feed into a company wellbeing barometer i.e. teams and individual team members will be anonymised. Line management will work with HR to agree, action and record support needs, reporting of support will be anonymised.

Supporting Our Teams To Do More

On a twice yearly basis we will prioritise learning and development based on:

- > Maintaining statutory compliance for services.
- > Supporting service improvement activities.
- > Improving DNA and Leadership performance.

Learning and development will be a mixture of individual and corporate

approaches and could be delivered through a range of methods e.g. internal courses, coaching and mentoring, eLearning etc. Every role profile will have a Passport to Work that states what learning and development is required for each role profile, this will mean keeping your passport up to date with the required learning and development.

Summary

We all have our role to play in making ateb a great company to work for and be a customer of. The achieve framework establishes we must individually achieve to collectively improve our services and promote our DNA and leadership style.

By setting your improvement actions you are making a statement about your commitment to improving and growing our services for our customers, ateb in return will commit to supporting you to achieve your outcomes.



@ ateb

We aspire to having a working environment that attracts and retains the right skills and expertise to allow us to improve and grow our services for the people and communities of West Wales.

This means having the right working practices, Terms & Benefits and infrastructure aligned to The Vision with a particular emphasis on our DNA:

#InYouWeTrust

#AccessAllAreas

#GetThingsDone

Our DNA promotes an environment of trust, togetherness and empowerment, to create this we have developed a **Leading Principle...**

Supporting Principles @ ateb

The leading principle will be supported by a range of further commitments aimed at creating a great place to work and a great service to customers

@ ateb Leading Principle...

"We must always put the customer, business, team and H&S first when planning and delivering our role profile responsibilities and service area outcomes."



Summary

If it was easy to be great then every organisation would be?

Make the difference...

#WeAreAteb

What does turning up @ ateb in the morning mean?

Well it means I will want to:

- > Put our customers first.
- > Help others to make a difference – its so easy to say no.
- > Enjoy what I do – why waste my time if I don't?
- > Be curious – who wants to be boring?
- > Create better living solutions.

Choose to be a part of something.

Summary

*better living
solutions*

ateb *better living solutions*