



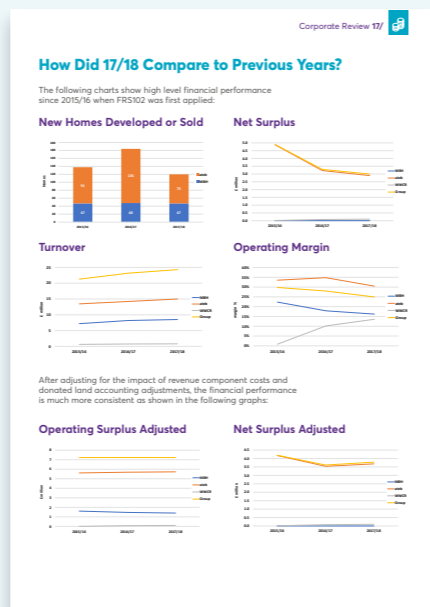
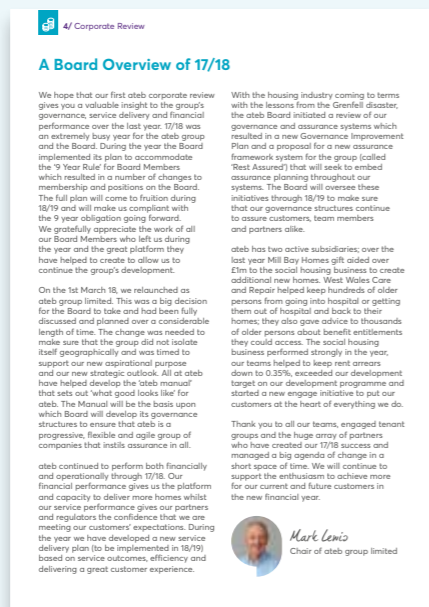
# ateb *stories*

Our self evaluation and annual review of 2017/18.

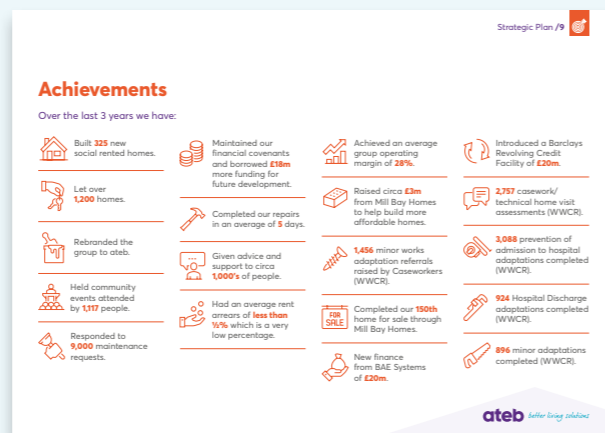
[#betterlivingsolutions](#)

Please also see our...

# 17/18 Corporate Review



# 3 Year Strategic Plan



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PLEASE NOTE!

All quotes and stories have been received by ateb in relation to services received last year. To align with people's new data protection regulations we have only used peoples names or images where specifically agreed, meaning the majority of images are commercially sourced.



# ateb stories

## Mark Lewis — Chair

Welcome to a collection of ateb stories that help to show and explain our evaluation of our performance across the year ending 31st March.

The last year has been a busy year! In the background there was a lot of work put in to improve our governance arrangements, things like the rules of the company and the way in which our Board should operate were changed to make sure we meet the new regulations issued by the Welsh Government.

Our biggest investment in Board's time was to develop and launch the ateb manual. Called 'The Manual' for short it explains what we believe 'good would look like' for ateb. Covering areas such as our purpose, culture, strategic aims and improvement process, it will focus our efforts to make sure we are creating better living solutions for the people and communities of West Wales.

We were very excited to launch the Engage to Improve and Digital Inclusion initiatives in 2017. Both will help with our understanding and communication with our customers that will ultimately lead to better services and more customer involvement at the heart of what we do.

ateb has had strong financial and customer service performance for many years and the ateb team want to ensure this continues even with the challenges posed from the economic and political uncertainty (e.g. Brexit) affecting our environment. As a consequence, the ateb team developed The Service Delivery Plan to focus ateb's services on always achieving the right service outcome, efficiently with a great customer experience. ateb exists to serve and support its customers, the Service Delivery Plan will help our team to be in the best position to be able to do this both now and in the future.

On the 1st March 2018 we changed our name to ateb. The commitment we have made to our customers is that the change must be more than just a name change, the ateb team will work hard to make sure this is the case.

I hope you enjoy reading our ateb stories from last year and our reflection on how we think we have performed, please let our team know what you think!

*Mark Lewis — Chair*

**ateb**



**ateb exists to serve and support its customers, the Service Delivery Plan will help our team to be in the best position to be able to do this both now and in the future.**

*— Mark Lewis*

# A: Delivering the best services we can.

Last year we launched our customer service commitment called — **"what you can expect from us"**. The commitment sets the level of expectation for our customer services and customer experience. We will need to continue to listen, understand and learn from all feedback i.e. where we got it right and where we need to improve.

# See what we achieved...



# Letting homes — we aspire to making sure our homes are always let.

We continued to let our homes to people in housing need in West Wales, letting 266 homes during the year, of which 80 were brand new homes.

## In facts:



New homes made available in...

2016/17	2017/18
<b>137</b>	<b>80</b>



Average days taken to let a home...

2016/17	2017/18
<b>10.7</b>	<b>7.2</b>



Percentage of total lettable days that were not let...

2016/17	2017/18
<b>0.3%</b>	<b>0.2%</b>



Percentage of total lettable days...

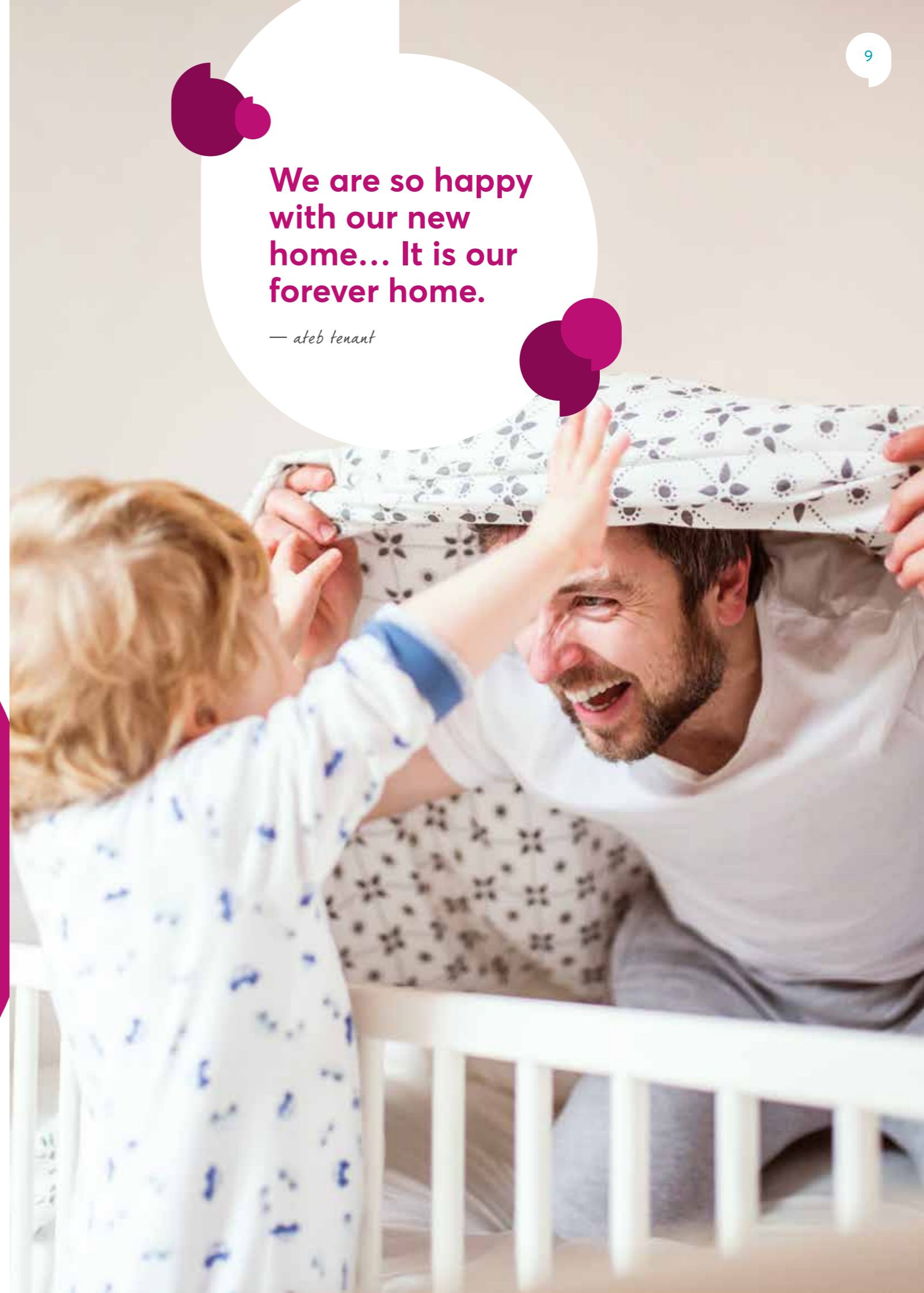
2016/17	2017/18
<b>99.7%</b>	<b>99.8%</b>

The entire experience from the initial application to my mother moving into her new home has been exceptional, with prompt communication, direction and response throughout the entire process.

— ateb tenant

We are so happy with our new home... It is our forever home.

— ateb tenant



# Rent services — we want our customers to be able to afford and pay their rent on time.

We continue to support people with the sustainment of their tenancies. Our Benefit and Money Advisors supported a large number of our tenants to maximise their income and manage debt.

## In facts:



Total rent arrears in...

2016/17	2017/18
<b>0.54%</b>	<b>0.35%</b>



Total rent received in...

2016/17  
**£12,196,356**  
 of which  
**£6,798,945**  
 was HB

2017/18  
**£12,849,323**  
 of which  
**£7,092,702**  
 was HB

October last year, I found myself in financial difficulties... They have helped me visit the bank, and get my bills set up with direct debits. They both supported me to look at my outgoings and how I managed my money.

Once on track they continued monthly to support me with any issues or questions I had. I am now more confident with my finances and I am financially better off. I no longer worry about money!

— ateb tenant

I am so pleased to have applied for Attendance Allowance. The application was successful, due mainly I am sure, because of your help.

— ateb tenant





# ateb *stories*

## A new ateb tenant

I am a teacher with three young children and had previously been living in various private rented accommodation in the local area.

The private rented accommodation was never appropriate for my circumstances as they were often damp and mouldy and were very expensive to heat due to old and insufficient boilers. The service I received was also patchy especially when I was trying to get repairs completed.

I was due to have my third child and was keen to find a place that my family could call home. I was made an offer from ateb and two days after signing the tenancy for our new home my baby was born, the timing was perfect.

Bringing my family and new baby back to our new home was special. The home is warm as it has good insulation and a modern boiler, which I know will help me lower my fuel bills compared to our previous places.

The home feels well designed and the rooms and spaces suit our family's needs, the lounge is so spacious! My rent has gone down by about £50 per month, this will help me to budget for my family going forward.

I am also reassured that renting from ateb will mean I will get the repairs and advice that I need when I need it, as I will be able to contact people who will be able to help and assist me with my home and my family.

The place is lovely and it's nice to be somewhere warm, clean and safe for me and my children, I sometimes look around and can't believe I'm here.

**The place is lovely and it is nice to be somewhere warm, clean and safe for me and my children.**

— ateb tenant





# Customer support and advice — we want our customers to be able to access the right advice and support to maintain their tenancy.

We continue to support our customers in sustaining their tenancies through first point of contact with our Customer Service Teams. We have successfully worked with customers to maximise income, manage debt, access additional support services and sustain their tenancies.

## In facts:



Tenancies that failed in...

2016/17	:	2017/18
<b>11</b>	:	<b>10</b>



Tenants that received face to face support in...

2016/17	:	2017/18
<b>810</b>	:	<b>798</b>



Approximate number of calls to contact centre...

2016/17	:	2017/18
<b>31,997</b>	:	<b>32,524</b>

I was going through a huge learning curve, I hadn't dealt with the family money before, the service enabled me to manage my finances.

— ateb tenant

I was ushered through the process, Sharon was knowledgeable and approachable.

— ateb tenant

Very handy to have some help, forms can be difficult, I have three young children so I have a lot to deal with. We feel secure.

— ateb tenant





# Maintenance — we want to get things fixed to your satisfaction.

We continually strive to deliver an in-house maintenance service that meets the expectations of our tenants and supports them to maintain their homes to a high standard.

## In facts:



Number of repairs made in...

2016/17	2017/18
<b>10,419</b>	<b>11,181</b>
(Appointment)	(Appointment)

2016/17	2017/18
<b>314</b>	<b>303</b>
(Emergency)	(Emergency)



Satisfaction with repairs in...

2016/17	2017/18
<b>97%</b>	<b>99%</b>



Repairs made inhouse vs outhouse in...

2016/17	2017/18
<b>80%</b>	<b>82%</b>
(Inhouse)	(Inhouse)

2016/17	2017/18
<b>20%</b>	<b>18%</b>
(Outhouse)	(Outhouse)

Recently a member of your Maintenance Solutions team came to our home to replace faulty door handles.

I wanted to take the opportunity to praise the excellent customer service delivered during his two visits.

He did the job required, but his overall customer service demonstrated empathy and interest in us as customers.

— ateb tenant

I wanted to take the opportunity to praise the excellent customer service delivered during the two visits.

— ateb tenant





# Shared spaces — we want every customer to experience clean, well kept, safe, shared environment.

We manage a number of shared spaces including communal living areas in our Sheltered and Extra Care schemes, communal areas within general needs flats, open spaces and parking facilities within our communities.

## In facts:

Shared spaces we support...



Block of Flats

**25**



Extra Care Facilities

**2**



Sheltered

**5**



Semi Sheltered

**3**

Service works delivered across our estates throughout the year...



**£1m**

ateb received a request from the tenants at Williams Court, an older person's sheltered scheme, for a large screen TV in the communal lounge that would help them to be able to get together to enjoy films in the monthly movie club or enjoy events such as the Wimbledon final.

We have already christened it by watching The Royal Wedding. It was such a pleasure seeing it on the big screen. We also celebrated the occasion with cucumber sandwiches, cream scones and cake. We are now organising our Film Club. Again, many thanks for all your help.

— Williams Court Tenant

Could you please convey to the powers concerned our very grateful thanks for the lovely big TV.

— Williams Court Tenant





# Compliance — we want all our properties to be compliant with the required regulations.

ateb takes customer safety very seriously for example we provide, along with a number of other checks, a free of charge annual safety check on heating appliances and flues. Allowing access to complete this work tenants have the reassurance that heating appliances are safe to use.

## In facts:



Gas servicing checks completed in...

2016/17	:	2017/18
<b>1907</b>	:	<b>2077</b>



Electrical inspections made in...

2016/17	:	2017/18
<b>178</b>	:	<b>360</b>



Fire safety inspections made in...

2016/17	:	2017/18
<b>55</b>	:	<b>43</b>



Asbestos inspections made in...

2016/17	:	2017/18
<b>144</b>	:	<b>18</b>



Lift inspections made in...

2016/17	:	2017/18
<b>30</b>	:	<b>30</b>

I think it is very important that ateb carry out the gas servicing, particularly as I have never lived anywhere with gas before, it gives me peace of mind and makes me feel safe. I also like the flexibility of arranging an appointment or rescheduling.

— ateb tenant

I feel safe knowing that the boiler is serviced and maintained every year and I am so happy with the way that I am contacted and notice given for arranging the service.

— ateb tenant



# Planned improvements — we want our improvement programmes delivered to the customer's satisfaction.

We continued improving our existing homes, investing £2.9m during 2017/18 on replacement kitchens and bathrooms, windows and doors as well as a variety of other improvements.

## In facts:



Number of properties that received improvements in...

2016/17	2017/18
<b>2,020</b>	<b>1,959</b>

Breakdown of improvements...



New Kitchens	2016/17	2017/18
	<b>102</b>	<b>62</b>



Fencing	2016/17	2017/18
	<b>81</b>	<b>145</b>



New Bathrooms	2016/17	2017/18
	<b>36</b>	<b>78</b>



Windows & Doors	2016/17	2017/18
	<b>342</b>	<b>189</b>



Heating	2016/17	2017/18
	<b>102</b>	<b>201</b>



Cyclical Painting (Homes)	2016/17	2017/18
	<b>386</b>	<b>438</b>



External Walls	2016/17	2017/18
	<b>3</b>	<b>59</b>



Other	2016/17	2017/18
	<b>968</b>	<b>787</b>

I just wanted to say thank you for everything — my bathroom is now complete. I am over the moon with the finished result, it looks amazing!

— ateb tenant

I just wanted to say how impressed I have been with the contractor and his team. They got on with the job, cleaned up after themselves, pleasant and polite to tenants, completed the job with minimal fuss and disruption.

— ateb tenant



# Customer engagement — that we improve service delivery through customer experiences.

We launched Engage to Improve (e2i) during the first half of 2017/18. It provided a structure where our customers and staff together collate and review data and tenant feedback on prioritised engagement themes – six every full year.

The e2i initiative has changed the traditional tenant engagement model of a few people trying to deal with a lot of issues into a model where a few key issues are discussed by many people. It is about putting the customer at the heart of service delivery and service improvement planning.

## In facts:

### 01# CUSTOMER ENGAGEMENT

August 2017...



Customer engagement responses

**366**

**3** improvement actions identified/**2** complete/**1** being worked on

### 02# HELP GETTING ONLINE

October 2017...



Help getting online responses

**535**

**4** improvement actions identified/**2** complete/**2** being worked on

### 03# HANDOVER PROCESS

February 2018...



Handover process responses

**147**

**10** improvement actions identified/**0** complete/**10** being worked on

**Far more tenants overall are participating, even if they are not yet fully aware, hopefully as time goes on more tenants may feel that e2i is worthwhile.**

— Helen Wright Tenants Panel



# ateb stories

## Helen & Maggie — Tenants Panel

We are really pleased with the early stages of e2i, which in less than a year has seen over 1000 customer engagements on specific subjects that most affect our customers.

The initiative is helping us to reach a wider audience and gain greater insight into the key issues ateb needs to improve or support. The e2i initiative will see us working with ateb to develop and implement improvement ideas. By working with the ateb teams, we hope to be able to help them improve services for the ateb tenants.

e2i is all about engagement in a variety of different ways, with the common aim of focusing on a small key set of issues. This means that we will continue to develop face to face opportunities as well as tenant volunteering and learning opportunities. Through the tenants' panel's work and community events etc. – we have engaged with over 1300 tenants across the year. This has involved BBQ's, hygiene qualifications and digital training through the Get Connected project.

We are pleased that far more tenants are now participating with ateb and this will grow as more become aware of the e2i opportunities they have.



*Helen Wright*  
— Tenants' Panel

I think e2i is a much more open, friendly way of doing things and it will engage a lot more people.

We now have our very own e2i brand and logo, it's a more personal approach.

I feel that the old 'tenant:landlord' differences will be broken down and that bridges will be built instead meaning communication will be loads better.



*Maggie Kirby*  
— Tenants' Panel



### Get Connected

**Our Big Lottery supported 'Get Connected' project was launched in 2017/18 with the aim of helping our tenants and communities to get online.**



# Tenancy and community management — we have helped create a great place to live.

We work hard to ensure our homes, communities and neighbourhoods are great places to live. We work in partnership with a range of other agencies to effectively manage neighbour nuisance or any anti-social behaviour. We aim for quick and meaningful resolution to issues impacting on people's lives or within the wider community.

## Cases Dealt With 2017/18

On average over the period 2016/17 and 2017/18, we dealt with approximately **250 cases**; the majority of which were low level nuisance cases.

At the close of the quarter of 2017/18, we dealt with a total of **52 cases** and 42 were closed through taking an early intervention approach – 44 of which were classed as low level and just seven required a multi-agency approach and none of those required legal intervention.

## Achievements in 2017/18

We strive to meet the needs and aspiration of our customers by investing in community settings and local neighbourhoods.



In 2017/18 we **invested just under £37,000 on community projects and initiatives** ranging from gardening projects, improvements to parking, installation of new natural play parks, garden furniture and a Buffalo BBQ Griddle.

Opening of new natural trim trail at Ashdale Lane, Pembroke with activities for children, BBQ and children's entertainer.



We **invested over £53,000 in our older persons living schemes** doing more practical improvements such as providing an additional lift at Kensington Court, Steynton.

The service was perfect, he did everything, made phone calls, filled in forms, did a lot of work on my behalf.

— *ateb tenant*

Thank you again for all your wonderful help and advice. You've turned this worried woman into a happy bunny.

— *Tenancy and Community Management*

# Supported living — promoting wellbeing of customers who require additional support.

We provided support, housing and a 24 hour community alarm service to older people living across our Sheltered and Extra Care housing schemes, ensuring they were able to continue to live as independently as possible.

We worked with a number of partners in providing homes for people who required a safe and supportive environment.



ateb and Elliots Hill joined forces for the first time on a new respite and care facility at Merlin's Bridge, Haverfordwest. Elliots Hill who celebrated their 30th year of care operations in Pembrokeshire in 2017, are helping local people with a new respite service that caters for a range of mobility and care requirements. The facility also has the flexibility for long term care where needed, Simon Clarke, Director at Elliots Hill has been pleased with the first few months of operation.

## In facts:



Supported living bed-spaces delivered partnership with other agencies...

2016/17	:	2017/18
<b>86</b>	:	<b>92</b>



Community alarms for illness or disability provided in...

2016/17	:	2017/18
<b>63</b>	:	<b>55</b>



**We were delighted to be working in partnership with ateb to deliver high quality care and support in such a fantastic facility as Perrots Lodge. We look forward to working with ateb to develop innovative solutions to the future needs of the people of Pembrokeshire.**

— Simon Clarke Director Elliots Hill



# A: Delivering the best services we can — where we think we could do better?

We think our key customer services all performed well, however, we have identified some areas we will review and try to improve:



## Lettings —

Our handover process could be better, we have identified several improvement actions from the e2i handover review.



## Rent —

With Universal Credit arriving in 2018/19 we know we need to keep reassuring customers about the impact it may have on their circumstances.



## Advice —

We want to be able to give more tailored information over the phone/reception or via social media, to meet our customers' growing communication demands.



## Maintenance —

There are areas we can improve in terms of how we schedule our trades team to their appointments, we will come up with better ways to get the right person to the right repair at the right time.



## Shared Spaces —

We need to look at how we undertake grounds maintenance, communicate shared space issues and review where we can save costs.



## Digital Services —

We need to continue to improve our digital offering and support our customers to access these new services.



## Planned Improvements —

We have identified a need to look at the way we specify, procure and manage planned maintenance works to make sure we always achieve our quality, time and customer experience expectations.



## Customer Engagement —

The e2i initiative is at an early stage, we need to keep developing the process, learn from our feedback and update our approach.



## Compliance —

We need to always look for ways to improve our compliance work. The investigations into the Grenfell disaster will propose changes and learning that we will seek to adopt. We will seek to keep H&S at the forefront of our planning.



## Tenancy & Community Management —

We need our specialist team of housing professionals to be given the right time and information to be able to help the more detailed changes facing our customers and communities.



## Supported Living —

We introduced some changes through the year due to the change in grant funding support, however we think we need to continue to listen, understand and learn where we could do more to improve what we do in an ever-increasing challenging environment.

## **B:** Increasing our ability to do more.

Our 2017/18 Corporate Review demonstrates the amount of work we undertook to improve the basis of our governance and commitment to maintaining our corporate strength. But the ability to do more is not all down to our finances.

# See what we achieved...



## Governance — assurance, strategy, risk, performance.

- > We updated our company rules and code of governance arrangements.
- > We recruited new members to the Board.
- > We launched 'The Manual' a document that captures 'what good would look like' for ateb.
- > We received a Standard assurance from the Welsh Regulator for both our Financial and governance and services performance.
- > The ateb brand was launched on the 1st March 18 with the new purpose of 'creating better living solutions'.

## Health & Safety — to be fully compliant with all H&S legislation.

- > We undertook an internal audit of our H&S governance arrangements.
- > No RIDOR events reported in 2017/18;
  - 2015/16 – 1
  - 2016/17 – 0
  - 2017/18 – 0
- > 34 training events held on H&S during the year.
- > 100% quarterly gas servicing compliance.

## Finance — maximising our resources.

- > Maintained a 35+ operating margin.
- > Met all our lenders' covenants
- > Delivered savings against our budgeted expenditure.
- > Have adequate funding to fulfil our short-term development plans.

## ICT — a great platform upon which we can deliver a great service.

- > New mobile maintenance software.
- > New website launched.
- > New social media sites.

## People and wellbeing — creating great teams.

- > We established our Involve to Improve team. The i2i team work with the Board and senior teams to explore how we can create better environments for our team to deliver more customer care. The i2i team are heavily involved in a new strategic priority called Our Future Workplace.
- > Developed new approaches to help our teams deliver the best they can. The role profile and personal achievement frameworks will be implemented in 2018/19 and will help our teams integrate their efforts to maximize our services to customers.
- > We welcomed 8 new starters to the ateb team through the year, that gave us an annual retention rate of 92.5%.

# ateb *stories*

## Sam Stalbow — i2i Chair

The Pembrokeshire Housing's Staff Forum was set up in 2013 with the aim of seeking the views and ideas of employees and provide the opportunity to contribute to the decisions and actions that affect their lives at work.

Meeting quarterly, the Staff Forum discussed any agenda items raised by staff. This resulted in protracted outcomes with agenda items sometimes slipping through several meetings if representatives were not able to attend. Ultimately this began to lead to an attitude of apathy and inertia toward the Staff Forum. The Association's rebrand to ateb group brought with it the perfect opportunity to begin to right the ship and the wheels were set in motion; the Staff Forum's evolution into i2i.

The rollout took place at the 2017 Big Event, a team conference organised by i2i. The conference has since become an annual event and aims to get the team together for an afternoon to reflect on the year gone by and look to the future together.

Speakers, presentations, workshops and team awards all feature in the event.

i2i aims to address the shortcomings of the Staff Forum and continuously strive to improve areas including, but not limited to; communication, feedback, morale, management of expectations and the formation of new ideas.

In order to achieve this i2i has doubled the meetings held each year and has begun to arrange ad hoc meetings where necessary to address time sensitive matters. There is also a social media (Yammer) page, accessible to all staff to allow open communication and discussion. i2i also has a direct feedback link with the company Chief Executive following each meeting as well as presenting to both the Executive Management Team and Board of Management several times a year.

*Sam Stalbow* — i2i Chair



**It's a fantastic initiative that ensures staff are fully engaged in the development of the organisation.**

— *Sam Stalbow*





# B: Increasing our ability to do more — where we think we could do better?

We think ateb has increased its corporate strength through the year particularly around the changes to our governance arrangements across the group. However, there are some areas where we are planning to improve as follows:



## Governance —

We have a new Governance Improvement Plan which includes a range of proposals such as increasing diversity on the Board and considering Executives on the Board.



We will commence a review of our Assurance Framework next year with the aim of improving and broadening the scope of our assurance work with an emphasis on Health & Safety.



We will launch a new 3 year strategy in 2018/19 that we will use as the basis for our self-evaluation next year. The strategic plan will have a range of priorities that we think we need to concentrate on to make sure we continue to be successful.



We want to develop our information and data systems to allow us to have better visibility of where improvements need to take place.



We will continue to recruit the right skills, diversity and expertise to our Board.



## Health & Safety —

With the lessons from the Grenfell enquiry emerging, ateb will use this and other reference points to continually monitor our approach to discharging and exceeding our Health & Safety responsibilities.



## ICT —

Our ICT infrastructure is critical to our service delivery; the Board have established the need to develop a digital transformation project that sets the scene for our next stages of ICT investment.



## ateb Brand —

We will continue to reinforce the new ateb purpose and brand in accordance with our new corporate documentation.



## People & Wellbeing —

We have agreed how our ateb DNA and leadership style should look and feel, we now need to make it real. Our i2i team will continue to feed into the Future Workplace Place project that forms one of the Board's new Strategic Priorities.



## Finance —

We will relook at our funding needs across the next 3 years and agree new arrangements.

## **C:** Developing our business for the future.

ateb's new purpose of creating better living solutions means we need to be constantly developing and growing our business to help as many people and communities as we can across West Wales.

# See what we achieved...



## New homes — maximise our new build investment.

We continued to develop high quality homes for people across Pembrokeshire, completing 80 new homes and investing £22.3m in new builds during 2017/18.

### In facts:



New homes completed...

**80**



New homes started...

**184**



Invested in new homes in the year...

**£22.3m**



New build satisfaction...

**84%**

**New sites in Milford Haven, Haverfordwest and Johnston were commenced with a combined value of £19m.**

## Collaboration — working together.

- > We have made a commitment to explore opportunities to work with like minded organisations to help us to develop our business.
- > We continued to work with a number of key partners such as Pembrokeshire County Council and The Welsh Government, as well as many contractors, consultants and support providers.

## New business — growth activities that support our purpose.

- > ateb's Mill Bay Homes subsidiary returned over £1m gift aid that will allow ateb to reinvest in more affordable homes in West Wales.
- > The Board have established a business development working group to examine new ways to increase our ability to maximise return from new business activities.
- > We developed 80 new homes.



# ateb stories

## Dean Campbell — Board Member

I was co-opted onto the Board in 2004 and, after 14 years, I will be retiring this year. I joined as I felt that with my extensive health and social care background I had something to contribute to the organisation, particularly the links between health and good quality housing.

In the early days I was able to use my background and skills to help inform the work of the organisation, for example, building design particularly for our older peoples schemes and with Care and Repair who play such an important role in helping people maintain their independence, saving health and social care considerable sums every year.

There has been significant change in the last 12 months, a new name for the organisation, changes to the Board with many members retiring and new Board members joining, along with a new Chief Executive. There has been a fresh impetus and new energy, but with change comes the challenge of continuity at Board level, which is why last year we developed a new purpose and set of corporate documents to help Board to manage change.

I have found that the Board is more empowered and there is greater openness and inclusiveness, particularly around decision making, with this has come a greater demand on time, with more communication via email and yammer. It has at times been challenging to keep pace with all the change, but it should be change for the better.

As the organisation develops and grows, it will be important that Board members come from different disciplines and use initiatives like 'Engage to Improve' to become more engaged with customers. The organisation over the years has become more than purely a social housing organisation and has diversified its business by taking forward the work of Mill Bay Homes – this has been very positive for the organisation but it is important not to lose a sense of purpose.

There are many opportunities for ateb going forward and I am very proud to have been associated with Pembrokeshire Housing and now ateb for the last 14 years.

*Dean Campbell* — Board Member

**ateb**

**As the organisation develops and grows, it will be important that Board members come from different disciplines and use initiatives like 'Engage to Improve' to become more engaged with customers.**

— *Dean Campbell*



# Developing our business for the future — where we think we could do better?

ateb has had many successful years of new homes development but with the current operating environment, ateb will need to evolve its approach to new business development if it is to continue to be successful:



## New Homes —

Invest in our land bank and be prepared to operate over a wider geographical area where the need arises. We need to understand why the new homes satisfaction is not higher.



## New Business —

Develop new ways to do more for less against an agreed risk appetite.



## Customer @ The Heart —

We need to ensure we continue to place our current and future customers at the heart of our new business development.



## Collaboration —

Be able to support local authority and health partners to unlock the potential of the Welsh Government's cross cutting themes.



## Strategic Plan —

We have been working on our new Strategic Plan that will set the priorities we need to work on to ensure that we continue to improve and grow.



## Tenure Options —

Continue to work in partnership with the Welsh Government to offer rent to own and shared ownership options to our local communities.



## Procurement —

Rethink the way we procure new homes to establish if we can quicken new homes delivery.



## Housing Horizons —

Community Housing Cymru produced the Housing Horizons report that challenges the private and public sectors to produce more homes. It also proposes that a decent home should be a right to everyone in Wales and a home should be environmentally neutral. We will work with CHC, the Welsh Government and other partners to help develop these proposals.



## Environmental —

Following the partnership with Ty Solar we want to continue to develop our understanding of environmental technology aimed at lowering costs to our customers living in our homes.



## Strategic Asset Management —

We need to develop new approaches to better understand how we can get more from our new homes investment over the long-term.



## Partnerships —

We need to explore partnerships with other housing/support providers to unlock potential opportunities to develop new homes and regenerate community areas.

# **D** Meeting our regulatory framework 10 performance standards.

What we did in 2017/18 to help meet our 10 Welsh Government performance standards.

# See what we achieved...



Performance Standard	What we achieved last year...	What we are working on...
<b>PS1/</b> <b>Effective Board and executive management with a clear and ambitious vision for the Registered Social Landlord.</b>	<p>We have developed a new suite of corporate documentation with an overarching ateb group purpose of... 'creating better living solutions' for the people and communities of West Wales. Our new 3 year strategy will have 3 clear aims;</p> <p>1/ Increase Corporate Strength</p> <p>2/ Improve Service Delivery</p> <p>3/ Develop New Business Growth</p> <p>Board routinely monitor and update their ongoing Governance Improvement plan.</p>	<p>Over the next three years (starting 2018/19) we will look to implement the new corporate documentation and strategic priorities including our new approach to assurance management called Rest Assured.</p>
<b>PS2/</b> <b>Effective and appropriate tenant involvement and high quality and improving services.</b>	<p>We have implemented the Engage to Improve (e2i) initiative aimed at giving customers more ways to express their views on the issues that most affect them. e2i is supported by our Tenants' Panel, Tenant Associations, Disability Group and Quality Assurance Assessors.</p> <p>i2i is our internal staff team that will look at ways we can offer better service through better ways of working.</p> <p>We have developed a new Service Delivery Plan, which we will implement during 2018/19 aimed at prioritising our improvement.</p>	<p>The e2i and i2i teams will meet with Board 3 times a year to update on tenant feedback and areas for improvement.</p> <p>The Board will see 4 quarterly reports detailing performance across all our service areas, where necessary, the Board will identify service areas for monthly reporting where performance exceptions have been noted.</p> <p>We will share our performance online.</p>
<b>PS3/</b> <b>Comprehensive assessment of the business impacts of current and emerging risks, including new business and development opportunities, with robust risk management arrangements.</b>	<p>We have an externally reviewed risk management system, internal audit and annually review and sensitivity test our business plan.</p> <p>We work with local authorities to allocate tenancies in accordance with local housing demand.</p>	<p>We are looking to evolve our Audit Committee into the Assurance Committee who will take on a wider role in the management of risk and delivery of outcomes.</p>
<b>PS4/</b> <b>Clearly evidenced self-evaluation and statement of compliance.</b>	<p>We will be issuing our new self-evaluation format called 'ateb stories' in 2018/19 to showcase what we have achieved and where we need to do more.</p> <p>We are seeking to link our statement of compliance to our Assurance Committee's agenda.</p>	<p>We want to continue to be more transparent on our performance and our identified areas of improvement.</p>

Performance Standard	What we achieved last year...	What we are working on...
<b>PS5/</b> <b>A track record of achieving positive outcomes, responding appropriately to new challenges and performance issues.</b>	<p>The new Service Delivery Plan will set service outcome expectations for all the services ateb undertakes. We will monitor our success in achieving our desired outcomes.</p> <p>The third aim of our Strategic Plan is to develop new business growth, we have identified the areas for service growth and created a framework for each new challenge to be appropriately assessed to ensure we maintain our corporate strength.</p>	<p>Implementing the new Service Delivery Plan will take time, we will need to ensure we support our teams through this change, monitor improvements made and make sure the customer remains at the heart of service delivery design.</p>
<b>PS6/</b> <b>Delivering value for money in all areas of the business.</b>	<p>We are working towards a new service commitment to deliver the right service outcomes, efficiently with great customer experience for the people and communities of West Wales. This will also be our value for money commitment.</p>	<p>We will need to develop better measurement systems to understand whether we are achieving our value for money commitment across the whole of our business.</p>
<b>PS7/</b> <b>Compliance with regulatory and statutory requirements and guidance.</b>	<p>We achieved a standard regulatory judgement for both Governance and Services and Financial Performance.</p> <p>We are creating new teams to help ensure we always meet our compliance and regulatory obligations.</p>	<p>We are seeing a lot of change in the approach to compliance and regulation e.g. Health &amp; Safety. We will need to make sure that we are equipped with the right processes and resources to always be ahead of the regulatory expectations.</p>
<b>PS8/</b> <b>A financial plan which delivers and supports the business plan and effective monitoring of financial performance.</b>	<p>We have produced consistent financial performance over a number of years that has allowed us to confidently plan our longer term business aspirations.</p> <p>We have set ourselves business plan targets that we hope to achieve or better over the next 3 years.</p>	<p>The current volatile economic and political environment will mean that we will need to build in contingency to our planning to ensure we can respond to fast changing conditions.</p>
<b>PS9/</b> <b>Effective management of treasury operations ensuring sufficient liquidity at all times.</b>	<p>We regularly have external advice and verification of our treasury management systems.</p> <p>We have good levels of liquidity and meet all our lender covenants.</p>	<p>We will continue to work with our lenders and external consultants to make best use of treasury resources and maintain a strong liquidity position.</p>
<b>PS10/</b> <b>A clear understanding of liabilities and asset performance.</b>	<p>We have completed our Asset &amp; Liabilities Register that is monitored by our Audit Committee.</p> <p>We inspect around 20% of our homes every year and look at their expected performance over the next 30 years.</p>	<p>We are looking to develop our Strategic Asset Management systems to better understand where we can improve our asset performance.</p>

# Summary:

**A lot was achieved last year, but we do have more to do!**

Our customer facing services have generally been consistent with previous years as has our financial strength. We have instigated our engage initiative and formed the e2i team to coordinate its work. Critically we continued to support our existing customers and provided 80 new homes for new customers in the year.

2017/18 saw changes in our governance arrangements, including our rebranding to ateb. The Board launched our vision for ateb called The Manual, which sets out 'what good look likes' for ateb. This will be followed up with subsequent launches of our strategic and operational plans with the latter document being known as the Service Delivery plan.

Assurance planning is essential to good governance, we will be reviewing our approach to Assurance through a new Rest Assured project in 2018/19.

ateb has developed growth ideas and plans so that we can continue to help more people and communities across West Wales.

*We look forward to bringing you more ateb stories over the next year...*

## Our commitment to you...

We will always aim to deliver...

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

for the people and communities of West Wales.



# ateb

*better living solutions*

Get in  
touch...

**ateb** *stories* 2017/18

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