

ateb *stories* 19/20

Our annual review and self-evaluation.

#betterlivingsolutions



Please also see our...

19/20 Corporate Review



18/ Corporate Review

The following tables show a headline analysis of our 2019/20 financial performance:

Headline SOCI Summary

Statement of Comprehensive Income 2019/20	Group £m	ateb £m	WWCSR £m	M&B £m
Revenue	25.6	16.5	0.7	8.3
Operating Costs and Costs of Sales	(18.7)	(11.5)	(5.7)	(6.9)
Operating Surplus	7.3	5.8	0	1.4
Net Interest and Other Costs/Income	(0.5)	0.8	0	(1.4)
Surplus for the Year	6.7	6.6	0	-0

Headline Group Financial Position

Statement of Financial Position 2019/20	Group £m	ateb £m	WWCSR £m	M&B £m
Tangible Fixed Assets/Investments	225.5	231.2	-0	-0
Net Current Assets	12.7	6.2	0.6	5.8
Total Assets	238.2	237.4	0.6	5.8
Payables > 1 Year	(202.7)	(202.5)	(5.1)	5.8
Reserves	35.5	34.9	0.5	-0

Key Financial Indicators for the Group

Key Financial Indicators 2019/20	Group	ateb	WWCSR	M&B
Operating Margin	28%	33%	3%	37%
Months Cash/Secured Loans Available	-0	15	-0	-0
Interest Cover (3m 15)	-0	2.4	-0	-0
Gearing (max: 80%)	-0	56%	-0	-0

Welsh Government Global Account Indicators

Indicator	Welsh Sector 2019/20	Welsh Sector 2018/19	ateb group 2019/20
Operating Costs Per Unit	£3,003	£3,203	£2,771
Management Costs Per Unit	£1,031	£1,108	£655
Service Repair Costs Per Unit	£995	£1,062	£965
Capitalised Component Costs Per Unit	£629	£670	£424
Bad Debts Per Unit	£31	£38	£21
Weighted Average Cost of Capital	4.29%	4.23%	3.74%
Free Cash Flow	£496	£728	£1,406
Gross Rent Arrears/Settling	4.28%	4.49%	4.95%
Total Rent Charges Per Unit	£3,309	£3,469	£3,443
Rent Void Loss Per Unit	£60	£54	£32

28/ Corporate Review

ateb group limited Board of Management
Year End 2019/20

David Birch

Appointed to the Board in October 2017
Chair of ateb-group limited

On completion of his apprenticeship as a Mechanical and Electrical Engineering Draughtsman David joined BT and worked for Building Services during which he completed an NVQ in Business Studies. When BT was privatised David managed the change from the public to the private sector for building services across South Wales. He was then sponsored full time for a post graduate Management Studies course. David managed Building Services Midlands, Wales and West which involved new builds and major maintenance schemes. He then joined the NHS where he became Director of Facilities in Gwent then Powys where he was Director of Support Services. David is currently a Director of a Property Management Company and is a Member of the British Institute of Facilities Management.

Hugh Watchman

Appointed to the Board in October 2016
Vice Chair of ateb Group limited
Chair of Assurance Committee
Board member of WWCSR

Hugh is an experienced Board level Manager working at strategic level on an international basis with major blue-chip FTSE 100 companies in the key areas of Sales, Marketing, IT, Procurement and Logistics. Hugh is educated to post graduate level and was a Commissioned Army Officer having served in both the Australian and British Army. David is currently a Director of a Property Management Company and is a Member of the British Institute of Facilities Management.

Hannah Belton

Appointed to the Board in October 2017
Chair of People and Remuneration Committee

Hannah is an Director of Employment Law based in Carmarthen. She holds a master's degree in Employment Law and a Post Graduate Diploma in Human Resource Management. Hannah is an associate member of the Chartered Institute of Personnel and Development and a mentor with Business Wales. Hannah lives in Pembrokeshire with her young family.

ateb Group Strategic Plan Review



12/ Strategic Plan

Challenges

We have established the following issues that may impact our strategic aims:

- Welfare support post Covid-19** – dealing with the welfare and social impacts of the 2020 pandemic on our customers and our teams and partners.
- Recession economy post Covid-19** – will impact our customers and communities and potentially our ability to build more homes and access funding etc.
- Resilient** – uncertainty in the financial and housing markets generally making our operating environment very changeable.
- New Regulation** – there will be a new approach to regulation from the Welsh Government within the life of this plan.
- Independent Affordable housing review** – changes emerging from the review undertaken in 2018.
- Cloud technology** – adoption and security across our operations.
- M&B Homes** – uncertainty with the private housing market leading to reduce gift aid to the parent.
- Carbon reduction** – the cost and technology needed to reduce carbon within our existing homes.
- Uncertain funding** – streams for WWCSR.
- Changing colleague expectations** – of work/life balance, Office facilities and remote working design.
- Housing Horizons** – challenges of doubling output over the next 20 years; aligning housing with health and making a good home a right for all.
- Universal Credit** – the continuing migration of customers from Housing benefit to universal credit.
- Construction supply chain** – availability puts a greater emphasis on Modern Methods of Construction and new procurement techniques.
- Foundational Economy principles** – Learning, training, employing and enterprise support for local communities.

Contents

P4

Introduction by the Chair

P6

A: Delivering the best services we can

P32

B: Increasing our ability to do more

P40

C: Developing our business for the future

P46

D: Value for Money

P50

E: Welsh Government Performance Standards

P56

Summary of the year

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 people's names or images where specifically agreed, meaning the majority of images are commercially sourced.

ateb stories

Board stories, a word from our Chair...

Another year of tremendous effort from all those connected to ateb, Mill bay Homes and West Wales Care & Repair. This year's collection of stories from the Financial Year of April 2019 to March 2020 (FY 2019/20) demonstrates how ateb Group supports many people across a wide range of communities and with varying needs. Our three Boards have worked with our customers, wider teams, and partners to ensure the outcomes of our work and efforts do 'create better living solutions'.

This year's stories capture the impact of ateb services on the people as we believe this best demonstrates whether we are delivering what we should. Reflecting on the year we do feel as if we have had a steady year across the Group with some services or improvement actions being ahead of expectation and others taking longer.

ateb continued the development of the compliance and H&S changes we started at the end of the financial year (FY) 2018/19, this work will invariably be ongoing as new opportunities to improve H&S systems and culture will always be available. Our key customer services all consistently performed well, our corporate strength remained good with big steps forward with the introduction of our flexible approach to 'working @ ateb' but we had hoped to achieve more in the areas of collaboration and new service innovation.

West Wales Care & Repair equally had a stable year with similar outputs to previous years, new business development was due to start towards the end of the financial year, but the pandemic events overtook this plan. Mill Bay Homes returned over £1.1m in gift aid receipts, these receipts go directly to supporting new social/affordable homes that would not be built if it wasn't for Mill Bay Home's hard efforts.

The dominating story occurred towards the end of the financial year and will be a feature of all our lives through the next year. The whole of ateb, Mill Bay Homes and West Wales Care & Repair teams will continue to support our customers and partners as best we can during the fallout of the Coronavirus pandemic, the response to date has been amazing – Please keep safe.

David Birch — Chair ateb Group limited
On behalf of the ateb Board and team

ateb



"It's great to see the large numbers of customers engaging with us to improve what we do"

— *David Birch*

A: Delivering the best services we can.

ateb, West Wales Care & Repair (WWC&R) and Mill Bay Homes (MBH) exist to serve its customers and we have an obligation to ensure we are constantly striving to improve our service where we can. In this section you will see how we think we are performing in terms of customer service and where we need to do more, let us know what you think.

What we achieved...

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

We continued to provide affordable living solutions to the people and communities of West Wales with 102 new properties being made available and 268 existing properties re-let during the year.

In facts:



New homes made available...

2017/18	2018/19	2019/20
80	102	101



Average days taken to re-let a home...

2017/18	2018/19	2019/20
7.2 days	6.6 days	5.9 days



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

2017/18	2018/19	2019/20
0.2%	0.2%	0.2%



% of total lettable days that were let...

2017/18	2018/19	2019/20
99.8%	99.8%	99.8%

Our team assisted a young mother with 2 small children who was struggling financially following a relationship breakdown. Our Money Solutions Team assisted by working with other agencies to provide food parcels and help her to become debt free and in a position to move to another home in a different area. Delighted with the support we gave she said,

"I would always want to remain an ateb tenant."

— ateb tenant

We continue to let homes to those in need across West Wales and aim to make the experience a positive one by offering the right support and information at the right time.

We assist those looking for an ateb home or wanting to move to a different size of home, or a home in a different location, through our lettings service. We recognise that people's circumstances and housing needs can change over time.

We also assisted a customer who was facing homelessness, living in insecure private rented accommodation, with her husband and elderly mother. She was extremely distressed and anxious for our help and advice. She said

"Thank you so much for your kindness to me today, I have never felt so low as I have the past weeks, but after talking to you I feel as if there's a light at the end of this awful tunnel, once again thank you so much."

— ateb tenant



WE SAID...

We would continue to improve the information and interaction at handover to ensure the customer can settle into their new home.



WE DID...

We carried out a full review of the customer handbook that will provide key information to our customers when moving into their new home, the new handbook will be rolled out during the summer of 2020. We also continued to carry out follow up visits and calls post moving in, to check customers were happy with their new home.



OUR EVALUATION OF OUR LETTING SERVICE...

We continue to receive high levels of satisfaction from our customers after moving into their new home. We continue to see an improvement on the number of days taken to re-let our properties.

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

We continue to support our customers to pay their rent and sustain their tenancies, particularly where customers are in receipt of Universal Credit. We have seen an increase in our total current rent arrears this year because of an increase in the number of customers transitioning to Universal Credit.

In facts:



Total rent arrears in

2017/18	2018/19	2019/20
0.35%	0.60%	1.7%



Approximate rent received that was paid by housing benefit

2019/20
£7,212,773

2018/19
£7,256,105

2017/18
£7,092,702



Total rent received in (excluding service charge income)

2019/20
£14,627,934

2018/19
£13,698,629

2017/18
£12,849,323



WE SAID...

At least 15% of customers are receiving Universal Credit, we will continue to support our customers through our Money Solutions Team to be as equipped as they can be to cross over to the new benefit



WE DID...

We continued to support our customers transitioning to Universal Credit. We introduced a Living Rent Policy to ensure rents are affordable for all customers.



OUR EVALUATION OF OUR RENT SERVICE...

We have focussed our energies into supporting our customers to sustain their tenancies and with the transition to Universal Credit. We have seen an increase in our current tenant arrears due to an increase through the year of customers transitioning to Universal Credit.

The Money Solutions Team offer advice to our customers on a range of benefits and budgeting to help them to maintain their tenancy and their home.

We may in some instances deal with issues directly or in some circumstances signpost customers to more specialist services. A customer contacted us last year as they were struggling to pay their rent on a regular basis and were finding themselves in an ever-increasing cycle of debt, constantly in arrears with their rent payments.

The team are trained to be supportive and understanding of our customers circumstances and in this instance, it resulted in the customer opening up to us and explaining the position they were finding themselves in. This made the team aware that the customer had a multitude of debts and was struggling to pay several bills; this was having a significant impact on their health and wellbeing.

The team then helped to identify and contact, on behalf of the customer, a debt charity who provided a free tailored action plan for the customer to follow and ultimately help them to tackle their multiple debt situation.

After several months the customer now has an affordable debt management plan; further support was given that helped them repay their rent arrears, and access a grant to provide some essential furniture that will help them make their property a home they can cherish and flourish in.

When staff spoke to the customer and asked them how they were feeling now they told us that

'For the first time in years I can sleep at night and I had the best Christmas in a very long time'

This means a lot to us at ateb as the team take great pleasure in being able to help and improve the lives of our customers.

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 through first point of contact. We understand that customer expectations on how they access their services is changing, we will be implementing a new software system during FY 2020/21 to enable greater customer experience.

In facts:



Number of visits to our reception in

2017/18	2018/19	2019/20
N/A	14,319 (Approx.)	10,280 (Actual)



Number of telephone calls handled by our contact centre

2017/18	2018/19	2019/20
32,524 (Approx.)	59,497 (Approx.)	57,666 (Actual)



Number of telephone calls handled out of hours

2017/18	2018/19	2019/20
N/A	2,986	2,313 (Actual)



WE SAID...

As last year, we want to be able to give more tailored information over the phone/reception or social media, to meet our customer's growing communication demands.



WE DID...

We developed a specification for a new Housing Management System that will be implemented during FY 2020/21 and improve our customer experience when they contact us.

The Customer Services Team are the first point of contact for anyone getting in touch with ateb. The team can help to find a solution for almost anything. The team hold a wealth of housing knowledge, from supporting customers with the Choice Homes Lettings process, to advising on maintenance issues. Our team are the first port of call for everything housing for our customers.

Customer Service Advisors aim to resolve maintenance issues as quickly and safely as possible. For issues that customers cannot resolve themselves or the team cannot talk them through over the telephone, we can book in repairs with our highly skilled heating and plumbing engineers, maintenance team, or electricians. Specialist jobs can be booked with our trusted contractors.

Over the year we have had lots of positive feedback from our customers, but one stood out. This involved our in-house maintenance teams and our local contractors. The team arranged for multiple trades to make repairs to our customer's bathroom and kitchen. The work was organised in a way that ensured our customer was not left without the use of these all-important rooms, with all contractors working collectively to get the work complete within the day.



OUR EVALUATION OF OUR ADVICE SERVICE...

We continue to see a high demand for advice and support at our reception and via our contact centre and consistently receive positive feedback from our customers regarding the advice and support offered by the teams.

Once the work had been completed, our customer sent us a short email showing their thanks:

"I would like to thank everyone, for sorting out our recent repair requests so quickly. Our shower room is now perfect, having been renovated thoroughly, & expertly! The oven too was fixed properly, and very quickly. All very much appreciated."

— ateb tenant

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

We recognise that one of the most important services for our customers that we provide is the service that ensures our customers are living in warm, secure and well maintained homes, and we continually strive to meet our customer expectations.

In facts:



Number of repairs made in

2017/18	2018/19	2019/20
11,181	11,691	12,616



Satisfaction with repairs completed in

2017/18	2018/19	2019/20
99%	99.1%	99.7%



Repairs made in house vs out of house in

2017/18	2018/19	2019/20
82% (In-house)	82.3% (In-house)	77% (In-house)
18% (Outsourced)	17.7% (Outsourced)	23% (Outsourced)

The in-house trades team take great pride in their work and aim to deliver an outstanding service to our customers. The team are always seeking feedback as to how they can improve the service they deliver.

High levels of satisfaction were again reported FY 2019/20 and we regularly receive very positive feedback from the work the team do in customers' homes to maintain them in good repair.

"He was brilliant the boys don't get enough praise for the work that they do."

— ateb tenant

"In house team was fantastic, very respectful, clean and tidy in his work and so trustworthy - a real credit to the organisation."

— ateb tenant



WE DID...

We developed our requirements and procured a new housing management system that will be implemented during FY 2020/21, this will enable us to improve how we schedule our trades team to their appointments.



WE SAID...

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



OUR EVALUATION OF OUR MAINTENANCE SERVICE...

Customer feedback continues to be extremely positive and has improved year on year.

A member of the team went a step further to support our customers in an emergency. He turned up to the property when Mr A was having a heart attack. Mrs A said he was very helpful, and she was very grateful as she was on her own with her husband and very scared as the ambulance took 45 minutes to arrive. He kept her calm and did what he could for Mr A. Thanks to him Mr A is feeling a lot better now and says it's thanks to the ateb team member for persuading him to take the aspirin as he was refusing to take it from his wife.

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

Delivering services that provide high levels of satisfaction for our customers and good value for the money that our customers pay is important to us. We know we need to do more to achieve these objectives and to evidence how we are doing.

In facts:



Completed Quarterly and Annual Safety checks on our **12** Play Areas



Spent **£9,577** on ensuring trees on ateb land are safe including ash dieback works



Provided **92** meals on average every week in our Extra Care schemes



Completed **62** fire safety checks on average every week



Cleaned the internal communal areas of **56** ateb properties every week



Undertook grounds maintenance at **157** sites throughout the year



Cleaned windows at **11** ateb properties throughout the year



WE SAID...

Our new shared spaces team will be in place for FY 2019/20 and will prioritise H&S surveys across all our internal and external spaces.



WE DID...

Our new shared spaces team has been created and have implemented new processes for carrying out H&S inspections across our shared spaces.



OUR EVALUATION OF OUR SHARED SPACES SERVICE...

We have made good progress in ensuring our shared spaces are safe for our customers. We know we need to do more to ensure our services offer value for money and that service charges are affordable.

We want everyone to experience clean, well kept, safe shared environments and will always do what we can to respond quickly and efficiently to customers' concerns. ateb received a request through our general enquiries regarding a problem with an overhanging tree from a neighbour's garden. He reported,

"It is causing us problems with constant blockages of gutters and down pipes, hence maintenance problems."

Our Facilities Coordinator discussed the problem and arranged a visit to carry out an inspection of the tree. The tree was 20-30 feet high and showed sign of 'ash die-back'. As children were tempted to climb its branches, both neighbours were also concerned about their safety too! We acted quickly and arranged for the tree to be felled.

"I would like to thank you all for your prompt response to the issue in question, from my initial email raising the issue to being contacted by your Facilities Coordinator, everything has been really efficient. He was very nice and approachable and kept me up to date regularly, I must say this was like a breath of fresh air, I was not left wondering for weeks/ months what if anything was going to happen. Well done ateb "

Trees are not the only concern our customer raise! ateb received a request to help with a rat problem in one neighbourhood.

"I am writing in the hope you are able to help me and my family.... I feel compelled to draw your attention to an ongoing rat problem. There are several rats coming into the garden and are digging holes under the fence and running up and along the fence!"

ateb has a service level agreement for pest control with the local authority and following referral we continued to work in close partnership to swiftly deal with the problem. Our welfare team provided ongoing support as our maintenance team repaired the damage caused by the rats and helped to make the garden rodent free!

"I just wanted to pass on my huge thanks for all the help and support that is being given to me. It helps more than anyone will ever know. Please would you pass on my huge thanks to the team who came today, they did an amazing job. Knowing that I now have people behind me doing their utmost to help means such a lot. I am so grateful."

Compliance — all properties are compliant with the required regulations.

Ensuring the H&S of our customers and staff will continue to be the highest priority for us.

In facts:



Gas servicing checks **100%** compliant at year end



Electrical Safety inspections **100%** compliant at year end



Fire Safety Risk Assessments **100%** compliant year end



Lifting Equipment and Passenger Lifts **100%** compliant at year end



Cleaned the internal communal areas of **56** ateb properties every week



Legionella **100%** compliant at year end



Asbestos – **557** asbestos surveys and 11 visual inspections were completed

We aim to ensure our homes are safe environments for our customers to live. Throughout the year we co-ordinate a program of safety inspections from gas servicing to testing smoke alarms.

Customers welcome the effort we make to ensure their homes are safe. We deliver many of the safety inspections through our in-house team but also use specialist contractors when we need to.

"..... is a proper gentleman, very kind and especially to older people, you should employ more people like him. Nothing out of place and put everything back. Has a lovely smile."

— ateb tenant

"The electrician was wonderful and totally professional."

— ateb tenant

"Really pleased she was able to book an appointment after 15:30, and the lady I spoke to was really nice."

— ateb tenant



WE SAID...

We will be implementing a new software solution to manage our compliance works in FY 2019/20, the system must be able to identify our compliance position on any given day.



OUR EVALUATION OF OUR COMPLIANCE SERVICE...

We have made good progress in ensuring our homes and shared spaces are safe for our customers.



WE DID...

We implemented phase 1 of a new software solution and we are now able to identify our compliance position at any time in relation to Gas Servicing and Electrical Safety.

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

We continued to improve our existing homes investing £2.2m on replacement kitchens, bathrooms, windows, and doors, as well as several other improvements.

In facts:



New Kitchens fitted in

2017/18	2018/19	2019/20
62	54	50



New fencing in

2017/18	2018/19	2019/20
145	31	113



New Bathrooms fitted in

2017/18	2018/19	2019/20
78	103	71



New windows and doors in

2017/18	2018/19	2019/20
189	315	149



New Heating Installed in

2017/18	2018/19	2019/20
201	65	48



Homes painted in

2017/18	2018/19	2019/20
438	446	299

We aim to ensure our customers' homes are a great place to live. We undertook 730 planned improvements to our customer homes during FY 2019/20. We always appreciate feedback as it helps us to improve the service we deliver. This is just some of the feedback we had from our customers.

"The painters were all polite, kept us all informed. All work carried out professionally, did an amazing job. Neat & tidy & did it fast. They were amazing!"

— ateb tenant

"Very polite, kept me informed what was going on, excellent work, very efficient (cleans better than me.)"

"An excellent job. I am so very pleased with the result. Such a polite and hard-working plumber. I could not have wished for a better result. Thank you so much"



WE SAID...

Following customer feedback during the year we will undertake a review of our planned improvements processes and our property service team resources to make sure we have the right platform to do better.



WE DID...

We agreed the approach but did not make the progress we would have liked.



OUR EVALUATION OF OUR PLANNED IMPROVEMENT SERVICE...

We continue to invest in our homes, but we know we can do better in how we manage planned works and communicate with our customers.

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

Our Engage to Improve (e2i) initiative has continued to put customers' issues at the heart of the improvements we make. Thank you for everyone's input into making ateb better.

In facts:

e2i	2018/19	2019/20
Customers engaged	1,170	1,615
Improvement actions identified	31	56
Improvement actions implemented	21	26
Improvement actions being worked on	10	30
Customer satisfaction with the way ateb listens to their views and acts upon them	74%	N/A

Last year we engaged with you on the following areas where customers said they wanted to see improvement.

- Anti-Social Behaviour
- Compliance Works
- Out of Hours Service
- Day to Day Repairs
- Estates Management
- Customer Engagement



WE DID...

We held our first customer conference attended by approximately 100 of our customers who told us what we were doing well and where we could improve.



WE SAID...

Great progress in the year but we want to make sure the engage initiative continues to develop and embed within our improvement efforts.



OUR EVALUATION OF OUR CUSTOMER ENGAGEMENT SERVICE...

The e2i initiative continues to reach more customers and putting customers at the heart of everything that we do is continuing to be a priority for ateb

96 ateb customers and over 20 staff gathered at the Beggars Reach Hotel in November 2019 to take up the offer of discussing service improvements. Chief Executive, Nick Hampshire, and Executive Director for Customer, Mark Lewis, gave an overview of the achievements, organisational changes, and future direction for ateb. Following that, Mark & Ali Evans, Engage Coordinator, ran workshops giving customers an opportunity to share their valuable opinions on such topics as affordable rent and customer engagement, exploring with customers what more ateb can do to improve how we engage with our customers and continue to improve our services.

Our enthusiastic customers took up every opportunity to use the mic and get their voices heard. We caught up with two customers who attended the event and who shared their experience.

"We just wanted to say thank you very for inviting us to the Big Customer Event. Dad and I both thoroughly enjoyed it."

We were also asked, in our discussion groups, about how we felt about ateb's response to repairs – we said we felt that it is fantastic – so quick & efficient."

The ateb staff mingled with us all and sat at our tables throughout the discussion groups; they were very approachable, not superior, or official, so lovely. The staff who sat at my and my Dad's table were Tony Dyer & Dave Tovey, who took notes of everyone's contributions on an A1 sheet of paper. The other customers on our table were a lady on her own and a couple. One of the discussions was about how fair we felt the rent was and we said we felt that it was reasonable. We feel that it's a cost-effective home to live in. Dad had lived in his previous home in Jameston for 67 years, but, when we moved to our ateb home, we found we were saving about £800 a year in bills. This was mainly down to the change from oil to gas fuelled central heating."

By coming to this event, my Dad and I learned so much about ateb, that we previously did not know. It made us aware of things that we were not aware of before. I have read the book, but it is so much easier to listen to people explaining the things that ateb do like the forums and events for customers. It was also helpful to put faces to names and to learn what you all do. Mark, (Lewis, Executive Director for Customer) came to talk to us too, and that was lovely."







As a result I would like to get involved more but I don't drive and Dad and I have quite serious health problems; we might consider video conferencing with ateb in the future and I'm hoping to join customer forums, and will keep an eye out for meetings and events in our area."

We would also like to thank all the staff for being so friendly and welcoming. Thank you very much again for an excellent well organised informative event."

Tenancy & Community management — we have helped create a great place to live.

We continue to work hard to ensure our homes, communities and neighbourhoods are great places to live. We aim for quick and meaningful resolution to issues impacting on our customers lives.

In facts:

Anti-Social Behaviour		2018/19	2019/20
	Total cases	152	152
	Low level nuisance	114	137
	Required intervention from ateb	30	15
	Required a multi-disciplinary approach	8	0
	Customers satisfaction with how we deal with complaints of anti-social behaviour.	72%	95%
Failed Tenancies		2018/19	2019/20
	Total failed tenancies	16	7
	Due to abandonments	10	2
	Due to evictions	6	5



WE SAID...

We will develop a new case management approach to dealing with complex or involved queries and issues.



WE DID...

We did not make the progress we would have liked and will refocus our efforts during FY 2020/21 to achieve this objective.

Community investments



Community projects and initiatives

2018/19

£37k

2019/20

£40k



Improvements in our Older Persons housing

£71k

£101k



Adaptations to homes to help wellbeing

£30k

£26k

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 a quick meaningful resolution to issues impacting on people's lives or within the wider community.

We received a report of anti-social behaviour affecting one of our neighbourhoods.

"I was awoken again in the early hours by the police. There has been an almost constant police presence since the family have moved in and they are slowly destroying our community."

— ateb tenant

We worked in close partnership with the police and other agencies, to restore community harmony.

"I would like to take this opportunity to really give praise to the team who acted with the upmost professionalism and understanding."

— ateb tenant



OUR EVALUATION OF OUR TENANCY AND COMMUNITY MANAGEMENT SERVICE...

We receive consistently good feedback about how we support our customers. We have seen a significant reduction in the numbers of failed tenancies in FY 2019/20, only 7, down from 16 the previous year.

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

We help support around 268 older and more vulnerable people in conjunction with our partners. ateb will continue to ensure we support people to be as independent as they can.

In facts:



Total number of people supported in

2017/18	2018/19	2019/20
N/A	211	174



Total number of support hours provided in

2017/18	2018/19	2019/20
N/A	2,332	2,090



Total number of supported living bed spaces delivered in partnership with other agencies in

2017/18	2018/19	2019/20
92	96	94



Total number of customers benefiting from a community alarm

2017/18	2018/19	2019/20
55	63	69



WE SAID...

We will carry out a review of management agreements with our partners to ensure that we continue to meet our partner agencies expectations

A story from a Scheme and Community Co-Ordinator

In October last year I visited Mrs. A following a community referral as her health had deteriorated and she was on the lower rate of DLA and wanted to put in a claim for the higher rate. I filled in the forms for her and posted them off in October 2019. It took quite a few months for them even to acknowledge the paperwork had been received.

In February 2020 she finally received a letter to say her claim had been dealt with and she had been awarded the higher rate and she would get it backdated to October 2019. While the claim was being dealt with it was discovered she had no pension credit, so this was also looked into and she was awarded the pension credit backdated, which then meant she was entitled to more housing benefit. Colleagues in the Money Solutions Team checked the housing benefit and sorted that out and Mrs. A then had a big credit on her rent account which is being refunded back to her.

Mrs. A's finances prior to our support were very bad and she had quite a few debts and she was trying to pay them off a little at a time but was very worried.

Since receiving the benefit and the back payments she is debt free as she has cleared all of her debts. She is now one happy lady and calls me her guardian angel as she can relax and enjoy life without worrying and when COVID is over go out and buy herself some new clothes as she could not afford to buy new things before. This is life changing for her.



WE DID...

We started a review of management agreements with our partners and aim to complete this during FY 2020/21.











OUR EVALUATION OF OUR SUPPORTED LIVING SERVICES...

We continue to provide a highly valued service to older people living in ateb homes.

West Wales Care & Repair (WWC&R)

WWC&R has successfully supported a large number of older people across Pembrokeshire and Ceredigion to remain in their own homes, safe, warm and secure through the advice service, Handy Person services and Rapid Response Adaptations program funded by Welsh Government, Local Authority and Third Sector partners.

In facts:

WWC&R Services	2018/19	2019/20
 People helped with adaptations	1,165	1,514
 Home Safety Assessments completed	648	696
 Customers who said they were satisfied with the service received	97%	99%
 Customers who told us that their quality of life had improved	94%	96.5%
 Customers supported to maximise their income	44	62
 Total additional income raised	£258,792	£343,499
 Customers helped through Rapid Response adaptations	1,190	1,166
 Customers supported with works through locally funded Handy Person services	357 Pembrokeshire 80 Ceredigion	348 Pembrokeshire

A story from one of our Caseworkers

Mrs B is 82 years old and lives alone, she has been diagnosed with C.O.P.D, Osteoarthritis, gout and has very poor mobility. Mrs B has a history of falls and has previously been admitted to hospital due to fall related injuries. She self-referred herself to WWC&R in 2019 as she had been a previous client a few years back in 2015, having had external rails to the front of the house and stair rails supplied and fitted.

We visited Mrs B and conducted a home safety check, she explained that she struggled with steps and would like to enjoy her garden which was accessed via steps without any rails for support. It was clear that for Mrs B to access her garden safely she would require handrails on posts to either side of the steps.

We submitted a Safe Warm and Secure Grant to Ceredigion County Council, which was approved, and WWC&R Craftsmen completed the works.

West Wales Care & Repair have an excellent name in this area and are ultimately saving the NHS both ambulance and hospital time and money."

— WWC&R customer

"Now in my eighties and having had three falls with balance problems requiring ambulance and Bronglais Hospital attention and being nervous re: steps, it is good to be able to now have safe access to my back garden."

— WWC&R customer



WE SAID...

The team have developed a new approach to how they work behind the scenes. These process improvements will enable us to give better quicker advice and support.



WE DID...

We embedded the process improvements to ensure the best possible service to our customers.



OUR EVALUATION OF OUR WW&CR SERVICE...

WWC&R continues to provide much needed support and advice to older people across Pembrokeshire and Ceredigion with consistently positive feedback from people who use the service.

A: Where we think we could we do better?

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



Letting

- We will launch a new information pack for customers for when moving into their new home.



Rent

- As part of our commitment to providing homes with an affordable rent we will be carrying out a review of service charges and agree new approaches in delivery of service where necessary to ensure they are affordable.



Advice

- We will implement the new Housing Management System to improve the information and advice we are able to provide our customers at first point of contact.



Maintenance

- We will implement the new Housing Management System to improve how we schedule our trades team to their appointments, and how we get the right person to the right repair at the right time.



Shared Spaces

- We will continue to improve our approach to health and safety inspections in all our shared spaces.



Compliance

- We will be implementing Phase 2 of a new software solution to manage our compliance work; the system will be able to identify our compliance position on any given day.



Planned improvements

- We will be concluding a review of our planned improvements processes and our property service team resources to make sure we have the right platform to do better.



Customer engagement

- Great progress is being made but we want to carry out a review of how we are doing to inform how the engage initiative continues to develop.



Tenancy and Community Management

- As last year we want to develop a new case management approach to dealing with complex or involved queries and issues.



Supported living

- Following feedback from our customers we want to review how we respond to requests outside of normal office hours to people living in our Extra Care and Sheltered Housing.



WWC&R

- We will implement a new digital solution that will enable the team to track works to a conclusion and improve services to our customers.

B: Increasing our ability to do more.

Our FY 2019/20 Corporate Review demonstrates the amount of work we undertook to improve the basis of our governance and commitment to maintaining our corporate strength. Here are some of the highlights...

What we achieved...

Governance – Assurance, Strategy, Risk, Performance.

- We recruited 2 new members to our Boards
- We received a Standard assurance from the Welsh Regulator for both our financial and governance and services performance
- We agreed a risk appetite which will inform our assurance framework
- Following a business case, approved the remuneration of our Boards
- We made good progress on our year 2 strategic plan priorities



WE SAID...

We would introduce remuneration of Board Members to attract the right skills to our Board and retain the Members we have to deliver our Vision for our customers.

To align with the remuneration proposals, we would introduce an appraisal process with the feedback from this feeding into our dynamic Governance Improvement Plan (GIP).

We would continue to review our Board Membership and skills mix to ensure we have the right mix of expertise on the Board to deliver our Vision.

We would continue the development of our #5 Assure and produce a new assurance framework, an essential tool for the business to evaluate compliance with our operating boundaries, manage risk, report key information to our Board and achieve what we said we would for our customers and stakeholders.



WE DID...

Following a reasoned business case Board approved the remuneration of Board Members for ateb and MBH Boards following Board Member's agreement to enter into an Agreement for their Services which sets out the expectations of the role and the requirement for annual Board Member appraisals.

The first Board appraisal process ran from May – September and was led by an external consultant. The findings of the appraisal process were discussed at the Board away day with follow up actions being added to the GIP.

Good progress was made on the GIP FY 2019/20 with seven out of the thirteen actions having been completed and the remaining six nearing completion. In January 2020 Board added further actions to the GIP to be the focus in the next financial year.

Significant progress has been made on the development of the integrated risk and assurance framework with the principles of the framework in place. The development of #5 Assure will improve how we manage risk across the Group, embedding it into the practices of all employees across the Group. It is large project and work on this will continue throughout the next financial year.

Following a review of our Board Membership we recruited a new member with financial skills to the ateb Board and a new member with an experienced health and social care background to the WWC&R Board.

We strengthened the oversight of our parent Board and agreed a Subsidiary Assurance Agreement with subsidiary Boards which clearly sets out the expectations of Group Boards and the reporting requirements to the parent.



OUR EVALUATION OF OUR GOVERNANCE SERVICES

Following the launch of our Vision document last financial year, the focus has been to embed the principles of the Vision throughout the Group. The introduction of our Group Leadership Framework last year and core constitutional documents such as our updated Terms of Reference and new Subsidiary Assurance Agreement have helped us connect the Vision with our processes, systems and teams across the Group.

Our Year 2 Review of the Strategic Plan illustrates a lot was achieved with notable advancements in compliance works and H&S planning. Some areas were not advanced as much as we had planned e.g. new business, but this did not detract from what was a solid year of delivery against our strategic priorities.

Health & Safety – to be fully compliant with all H&S legislation

- Undertook a full review of H&S systems
- Increased systems and software support in relation to compliance works
- Agreed a two year H&S action Plan



WE SAID...

We would adopt a H&S Improvement Framework to deliver our strategic priority of ensuring our H&S responsibilities are being met.



WE DID...

We brought forward the external review of our H&S practises planned for next FY in the improvement framework and engaged an external consultant to audit our occupational H&S practices across the Group. Following this review, we have agreed a 12-month action plan to strengthen our practices and give all employees the tools they need to always put the H&S of our teams, customers and partners first.



OUR EVALUATION OF OUR H&S SERVICES...

We have made good progress in identifying and planning improvements within this area to strengthen our practices across the Group and work on this will continue throughout the next FY.

Finance – maximising our resources

- Achieved an operating margin of 35% and a net surplus margin of 30%
- Met all our lenders covenants
- Delivered savings against our budgeted expenditure
- Have adequate funding to fulfil our short-term development plans



WE SAID...

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



WE DID...

We arranged a new £10m loan facility with the Principality Building Society and started the process of preparing for new funding over the next 2 years.



OUR EVALUATION OF OUR FINANCE SERVICES...

We continue to ensure that the organisation is financially sound with sufficient resources to deliver our plans.

People – a great team

- Launched 'Working @ ateb' a new approach to terms and benefits and flexible working, Central to this is our 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."
- Recruited 2 new Executive Directors
- Transferred all team to new role profiles, terms and benefits



WE SAID...

We would engage with our teams on Our Future Workplace (OFW) changes, (new terms, conditions and agile ways of working) to support our leading principle. We said we would obtain feedback on the pilot of our new appraisal system (Achieve).



WE DID...

We completed phase 1 of OFW in December 2019. A brief for phase 2, a remuneration review, has been completed with an implementation date of FY 2021/22. Feedback has been obtained on Achieve and we are developing the final system for implementation in 2020/21.



OUR EVALUATION OF OUR PEOPLE SERVICES...

A busy year with solid foundations being developed to support our teams.

ICT – a great platform upon which we can deliver a great service

- Implementation of Windows 10 and Microsoft 365
- Cloud based solutions for HR and location monitoring
- Agreed our new Housing Management System provider
- Infrastructure and security upgrades



WE SAID...

The digital transformation project will continue with the identification of a new housing database that will form the basis of an improved service offer to our customers. In conjunction with the housing database we will be assessing our office, finance and HR solutions for future implementation.



WE DID...

The upgrade to Windows 10 and Office 365 has put us in a strong position when remote working was required during COVID-19.



OUR EVALUATION OF OUR ICT SERVICES...

It was a busy and productive year with great interaction from our internal Digi team to help us achieve the digital transformation we set out in the previous financial year.

B: Where we think we could we do better?

We think ateb has a good corporate strength across the ateb group of companies, but with a changing political and economic environment we cannot be complacent. Therefore, there are some areas where we are planning to improve as follows:



Governance

- We will continue to work on our GIP and focus on how Board hears our customers' voice.
- We will finish the development of our #5 Assure framework which will improve how we manage risk across the Group and monitor whether we are achieving what we said we would for our customers.



H&S

- Continue to work through our 12-month improvement action plan and build on processes within the service areas to strengthen our Group practices.



Communication

- Develop a Tone of Voice/ Brand Guide to ensure we have consistency of approach in how we communicate with our customers across the Group.
- We will re-launch our Instagram page and develop a range of How to videos on You Tube.



Finance

- Have secured a new long-term £20m loan to repay our short-term Barclays Revolving Credit Facility by the end of 2020.



People

- Complete phase 2 of Our Future Workplace project.
- Implement our new personal appraisal system called 'Achieve'.
- Develop and implement our Wellbeing Plan to support our teams with their physical, mental, and emotional health.
- Commence our Passport To Work project that will give every team member a clear picture of what learning and development they need to undertake to deliver their role effectively.
- Develop a new induction program to ensure that we equip new members of the team with all the necessary skills and knowledge to support them in their new role.



ICT

- Implement a new Housing Management System that will form the basis of an improved service offer to our customers.

C: Developing our business for the future.

The need for new homes has never been greater both ateb and Mill Bay Homes must play a role in making sure we create homes for more people across West Wales.

What we achieved...

New homes — maximise our new build investment

ateb

ateb have continued to develop high quality social and affordable homes for the people and communities of West Wales completing 101 new homes in FY 2019/20, including 2 for Welsh Government home ownership schemes.

In facts:



Number of new homes available in

2017/18	2018/19	2019/20
73	102	101



Number of new homes started in

2017/18	2018/19	2019/20
184	62	120



Invested in new homes in

2017/18	2018/19	2019/20
£8.6m	£19m	£18.1m



New Build Satisfaction

2017/18	2018/19	2019/20
84%	100%	100%

Moving to a new adapted ateb home

We were pleased to help one family, who were also registered on the Pembrokeshire Accessible Housing Register, having a daughter with a severe disability, and needing an adapted home. Keeping the family informed on progress with the letting was welcomed.

"Thank you so much for the information. Much appreciated and thanks for getting back to me, I really appreciate your help."

We were pleased to 'handover' a new adapted ateb home adapted with a level access shower.

"It was nice to meet you today and thank you letting me look around. It is a nice property! I am so pleased"

Moving to a brand-new home

We were approached by the mother of a young woman, who was sight impaired and desperately needed to move to a suitable home before her condition deteriorated. Working closely with the family and the Occupational Therapist, we were able to offer a brand-new home to this customer, fit for the future. A delighted customer came to Meyler House to especially say,

"a massive thank you for my new home"

— ateb tenant

MBH

MBH has a proven track record of delivering successful developments and enhancing local communities in which they work. With a commitment to providing helpful friendly advice and support from experienced staff to all customers before and after the purchase of their new home.

In facts:



Financial return for ateb in

2017/18	2018/19	2019/20
£1m	£1.1m	£1.3m



Number of completed sales in

2017/18	2018/19	2019/20
47	42	41



Number of new homes built in

2017/18	2018/19	2019/20
46	35	40



Future development capacity of land acquired in

2017/18	2018/19	2019/20
28	32	60

We asked a number of customers who had moved into new homes why they chose a MBH property

Why choose a MBH property?

"We had not heard of MBH until we discovered the site at New Hedges. We did some research about the developers and discovered that you are well established in Pembrokeshire. We looked at other "new builds" and thought that MBH had a better finish by far, in comparison."

How do you feel in your new home?

"It is a dream come true!!"

How do you feel the estate looks now?

"It is coming along nicely - however, Covid-19 has held up operations recently, such as finishing off tarmacking the road etc. Staff are now back on site, so things are looking up. The help, understanding and ongoing support throughout the whole process of purchasing our property was amazing."



Collaboration – Working together

- We continued to commit to exploring opportunities to work with likeminded organisations to help us to develop our business. We have developed several potential opportunities including regeneration projects with Pembrokeshire County Council.



New Business – Growth activities that support our purpose

- We have been working with key partners to develop an approach to Community Land Trusts (CLT). A CLT puts the community at the heart of the procurement and long-term management of the housing, it seeks to address local demand to maintain local community vibrancy.



WE DID...

We continued to explore options in other geographical areas.



WE SAID...

We would invest in our land bank and be prepared to operate over a wider geographical area where the need arises.



OUR EVALUATION OF NEW HOMES DEVELOPMENT IS...

We maximised opportunities to secure grant funding and we were awarded additional grant funding of £3.7m to build more homes for people in Pembrokeshire. We saw significant improvement in the satisfaction of our customers moving into new homes.

C: Where we think we could we do better?

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



New Homes

- Develop a strategy that will determine future growth. support our purpose



Collaboration

- Continue to support local communities, local authority, health and third sector partners in the development and delivery of better living solutions and communities for the people of West Wales.



New Business

- Develop further our approach to CLTs.

MBH will develop proposals to sustain higher levels of return to the Group without increasing the risk exposure.

We will develop a new development strategy that explores new ways of increasing our new homes delivery in a tougher operating environment.

D: Value for Money (VFM)

Does ateb meet its VFM criteria?
How do we know we are
providing the right outcomes,
efficiently with great customer
experience?

What we achieved...


Value for Money (VFM)


ateb believes that if it could show it was delivering 100% of our required outcomes, 100% efficiently with 100% customer satisfaction, 100% of the time, we would be pretty sure we were providing a VFM service!


Our VFM statement considers the Group as a whole in terms of the outcomes it delivered throughout this document, the corporate review and our strategic plan review, against the costs it incurred and the satisfaction it received from its customers. We will always work towards our optimum 100% targets as we want to continually improve what we do, but in considering VFM there will always be an element of subjective opinion. Please let us know if you think we deliver VFM.

OUTCOMES

-  **101** new homes let
-  Of these **2** new homes for Shared Ownership / Rent to Own
-  **268** existing homes let within **6** days
-  **98.3%** of rental income due collected
-  Solved **95%** of neighbourhood related problems where our help was requested
-  Asked our customers **31** questions on **6** subjects to help improve our services
-  Carried out **1,993** gas safety inspections
-  Handled **57,666** calls dropping **7%** of those calls
-  Created **£1.1m** from MBH in additional funds to support the delivery of approximately

 **25** new affordable homes

 Helped **696** older or more vulnerable customers with advice on staying in their home


 Carried out **1,514** adaptations to keep people in their homes or return people to their homes from hospital or similar

EFFICIENCY


1. ateb

Property Type	Average Social Rent (exc. SH/EC)	LHA Rent
Bedsit	£58.50	£60.00
1 Bedroom	£76.25	£78.61
2 Bedroom	£90.91	£95.00
3 Bedroom	£103.39	£115.07
4 Bedroom	£127.24	£138.08
5 Bedroom	£135.27	£138.08

We have introduced a Living Rent from FY 2020/21 to ensure rents are affordable.

 Operating costs per unit **£2,711** in FY 2019/20 compared to sector average of £3,203 (FY 2018/19)

 Rent void loss per unit **£12** in FY 2019/20 compared to sector average of £54 (FY 2018/19)

 Bad debt per unit **£21** in FY 2019/20 compared to sector average of £38 (FY 2018/19)

2. WWC&R


Helping people stay out of hospital through our Rapid Response adaptation programme which provides an average saving of **£7.50** to public sector services for every £1 we invest.


3. MBH


£1.1m additional funding from MBH that will be used to develop new affordable homes over and above those we build using traditional grant from the Welsh Government.


Please also see our corporate review and strategic plan year 2 review for more detail on costs and progress against our plans and the Welsh Governments global accounts.


SATISFACTION


 **100%** of customers happy with their new ateb home


 **99%** of customers satisfied with the lettings process


 **95%** satisfied with the outcome following reporting anti-social behaviour

 **82%** satisfied rent provides value for money

 **99.6%** satisfied with the way ateb completed gas safety inspections

 **99.7%** satisfied with the way ateb completed repairs through in-house teams

 **99%** of WWC&R customers told us that they were satisfied with the standard of service provided

 **96.5%** of WWC&R customers told us that their quality of life had been improved

Our VFM Statement

"ateb group will always strive to deliver more customer outcomes, efficiently with great customer service where we don't, we want to learn why not and try and do something about it."

In FY 2019/20 we believe we provided a good level of VFM across our services but we know there is more we can do to ensure our customers are getting VFM when paying for the services they receive."

ateb group limited Board of Management

E: Welsh Government Performance Standards

What we achieved...

WG Performance Standards

Performance Standard	What we achieved last year...	What we are working on...
PS1/ Effective Board and executive management with a clear and ambitious vision for the Registered Social Landlord.	<p>Following the launch of our Vision document at the end of the last financial year, the focus has been to embed the principles of the Vision throughout the Group. The introduction of our Group Leadership Framework last year and core constitutional documents such as our updated Terms of Reference and new Subsidiary Assurance Agreement have helped us connect the Vision with our processes, systems and teams across the Group.</p> <p>We made significant progress on the development of the integrated risk and assurance framework with the principles of the framework in place.</p>	<p>The Coronavirus pandemic has instigated our business continuity measures and the focus of our teams throughout the next financial year will be to recover our services safely following any periods of lockdown. Our Board and Senior Management Teams will be re-evaluating our strategic priorities to align them with the recovery plans we've put in place to support our teams and customers through the pandemic.</p> <p>The development of #5 Assure will improve how we manage risk across the Group, embedding it into the practices of all employees across the Group. It is large project and work on this will continue throughout the next financial year.</p>
PS2/ Effective and appropriate tenant involvement and high quality and improving services.	<p>The e2i Team and Customer Forum has been providing quarterly updates to our Board and measures how well improvements originating from customer feedback have led to improved service delivery and improved Value for Money (VFM) for customers.</p> <p>The Customer Forum ran successfully over the last financial year (FY) and was successful in engaging new customers and focusing on the areas that matter to you. Our Service Group has been providing quarterly performance reports to Board and evaluating the quality of our services to help us make the right decisions and continuously improve. We share these reports with you on our website and you are told where your feedback has led to improvements on the e2i pages of our quarterly magazine.</p> <p>Following the launch of our #4 Deliver plan last FY year we have been working to embed our customer commitment ethos and continuous improvement process throughout the Group to ensure we are always improving and always putting your needs first.</p>	<p>e2i's purpose is to ensure your demands are leading our service delivery designs and improvements and this work will continue throughout the next FY.</p> <p>Due to the coronavirus pandemic we have had to suspend our customer forum and engagements events but over the coming months we will be exploring new ways to run these services safely.</p> <p>During the pandemic we have been reporting key performance indicators to our Board monthly as well as producing our quarterly report. This is to ensure we can be pro-active and mitigate any risk areas that arise due to the pandemic. The Regulator has also been receiving monthly performance reports which covers key areas of H&S and financial viability.</p>

Performance Standard	What we achieved last year...	What we are working on...
PS2/ Continued	Our compliance team have been working hard throughout the past FY to improve our compliance services and keep your homes safe.	
PS3/ Comprehensive assessment of the business impacts of current and emerging risks, including new business and development opportunities, with robust risk management arrangements.	<p>Significant progress has been made with the development of our #5 Assure Integrated Risk and Assurance Framework which will be our tool to manage and control risks across the Group.</p> <p>In line with our strategic priority of increasing our new homes provision by 50% over the course of the next 3 strategic plans (#3 Plan), we built 102 new homes in FY2019/20 and continue to look for new opportunities.</p>	<p>Over the next year we will continue to develop our Integrated Risk and Assurance Framework with the aim of launching the framework across the Group in FY 2020/21.</p> <p>We will be focusing on mitigating the risks which may prevent us from reaching our target of increasing our new homes provision by 50%. The pandemic has and will likely continue to affect the delivery of our development plans throughout the next FY however our teams are focused on delivering new homes and will work with partners to continue to do this safely.</p>
PS4/ Clearly evidenced self-evaluation and statement of compliance.	<p>Being transparent about our services and performance continues to be important to us. This is our third edition of 'ateb stories' which gives you a review of what we have been doing over the past year. In addition to this we have also been publishing quarterly performance reports on our website.</p> <p>We received our last Regulatory Judgement for FY 2018/19 in September last year and the published judgement can be found on the website. The Regulatory Judgement Processes for FY 2019/20 was delayed due to the coronavirus pandemic, but we are keeping in contact with the Regulator on a monthly basis during this time.</p>	We will continue to be transparent with you and publish our performance data, reviews and judgements on our website.

Performance Standard	What we achieved last year...	What we are working on...
PS5/ A track record of achieving positive outcomes, responding appropriately to new challenges and performance issues.	Our #4 Deliver sets outcomes for each of our 37 service areas. Teams across the Group have been developing and amending processes to put you first and make sure their services are delivering the right service outcomes, efficiently and with great customer experience.	The Coronavirus pandemic has been a significant challenge and instigated our business continuity measures. Our teams have worked hard in response to this challenge and have continued to put you and your safety first. This includes the development of a welfare service to support our most vulnerable customers during the lockdown period. Over the next year we will be working to recover our services and support customers.
PS6/ Delivering value for money in all areas of the business.	Our Customer Commitment in #1 Expect and #4 Deliver tells you that we are committed to delivering the right service outcomes, efficiently with great customer experience. We believe that if we deliver this commitment to you, you will be receiving VFM in your services.	VFM continues to be important to us and our teams will continue to review processes to ensure they are delivering what you want.
PS7/ Compliance with regulatory requirements, statutory and other guidance.	<p>We have been keeping the Regulator informed throughout the year about the work we have been carrying out and about any new/emerging risks to our business through our regulatory touchpoints and update notices.</p> <p>Our dedicated compliance team have been working with you to keep your homes safe and complete our programme of landlord safety checks</p>	<p>During the coronavirus pandemic we have been keeping the Regulator updated monthly with key performance data focusing on areas such as H&S and financial viability.</p> <p>Our dedicated compliance team has been working hard during the pandemic to put your safety first and where necessary due to shielding requirements, rearrange appointments with customers. The pandemic has hampered our ability to carry out all our safety checks and we will be working hard over the next year to carry out these checks, as your safety is our priority.</p>

Performance Standard	What we achieved last year...	What we are working on...
PS8/ A financial plan which delivers and supports the business plan and effective monitoring of financial performance.	Our Year 2 Review of the Strategic Plan illustrates a lot was achieved with notable advancements in compliance works and H&S planning. Some areas were not advanced as much as we had planned e.g. new business, but this did not detract from what was a solid year of delivery against our strategic priorities.	The Coronavirus pandemic has and will continue to impact our ability to deliver our Year 3 strategic priorities as our priorities have been focused on business continuity. We have carried out rigorous financial stress testing and we will be focusing on ensuring the recovery and continued financial viability of our services over the next year.
PS9/ Effective management of treasury operations ensuring sufficient liquidity at all times.	Over the past FY we have continued to sustain good levels of liquidity and meet all our lender covenants making the best use of our treasury resources.	This FY will focus on sustaining good liquidity levels and lender covenants following the impact of the coronavirus pandemic.
PS10/ A clear understanding of liabilities and asset performance.	Our Asset & Liability Register is monitored by our Assurance Committee on a quarterly basis. We had a positive Asset and Liability Register Internal Audit which made a few recommendations for areas to improve.	We are continuing to develop our Strategic Asset Management systems to better understand where we can improve our asset performance.

Summary:

Reflection on FY 2019/20

FY 2019/20 will probably be remembered for the last 2 weeks where the Coronavirus pandemic changed the way we live. In evaluating the 50 preceding weeks we would conclude it was a year of consolidation rather than huge steps forward.

Our accompanying documents to this report i.e. strategic plan year 2 review and corporate review FY 2019/20 give a lot more detail on our strategic, governance and financial performance which overall had some positives and some areas where we had hoped to be further ahead.

MBH had a good gift aid return that was made more difficult due to construction timelines being drawn out, the positive factor is that a good level of sales were made before the pandemic lockdown that limited MBH's exposure to housing market slowdown in later years.

WWC&R also had a steady year during which we welcomed Jayne O'Hara as the Agency Manager to lead the team. WWC&R helps 100's of older or more vulnerable private renting or owning customers to stay in their homes independently for as long as possible which is a big contributor to achieving our group purpose.

ateb invest a lot of time in developing new systems to support of service. We appointed a preferred housing software provider to implement a new housing management software solution in FY 2020/21, this system will greatly increase our customer delivery capabilities in the future and support our service delivery plan objectives to ensure we know if we are giving our customers the outcomes they want, efficiently and with great customer experience. Time was also committed to increasing our compliance and H&S systems which involved the creation of new compliance and facilities teams and a new action plan to help us develop a holistic H&S culture throughout our customer, team and supply chain framework.

The last 2 weeks of Coronavirus will dominate planning and delivery for the next year but we firmly believe that due to the efforts of all connected with the ateb group, ateb, MBH and WWC&R will remain in a positive position to continue to create better living solutions for the people and communities of West Wales even in periods of national difficulty. Thank you for your continued support.



Nick Hampshire

Chief Executive
On behalf of the ateb team

ateb
better living solutions

Get in
touch...

ateb stories 2019/20

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