



#atebgroup

#2 DNA

Values, leadership & more...

atebgroup.co.uk

Creating
better
Living Solutions

ateb

DNA

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

Our Commitment to Our Customers

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

Having the right DNA,
leadership style and working
arrangements are essential
to delivering our customer
commitment.

This handbook looks at what
it means to be part of the
ateb team.

**If it matters to you,
it matters to us...**

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

for the people and communities of West Wales



DNA

What's in our DNA?

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

#InYouWeTrust

TRUST

Trust is the essential building block to our organisation, without it, things just won't be as good. We will be **open** in our approach so that we can learn from each other's experiences and we will **care** about what we do and how we do it.

#AccessAllAreas

TOGETHERNESS

We will be **inclusive** in everything we do as diversity of background, experiences, skills and views enrich our work and services. We know we will need help, so we will seek out and sustain strong **collaborative** arrangements with our partners and stakeholders.

#GetThingsDone

EMPOWERMENT

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

Things change, so we must always be **flexible** to adapt to situations and make sure that we are always delivering the right **outcomes, efficiently** with **great customer experience**.

What does our DNA look like?

#InYouWeTrust

TRUST

How will this look?

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

How will this NOT look?

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

#AccessAllAreas

TOGETHERNESS

How will this look?

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

How will this NOT look?

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

#GetThingsDone

EMPOWERMENT

How will this look?

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

How will this NOT look?

- Unhelpful “can’t do” mentality
- Inflexible
- Resistant to change
- Apathy
- No risk taking
- Problems with no solutions

An empowered organisation will always ensure a customer gets the outcomes they require as effectively as possible.

Leadership @ ateb

Leadership Matrix = What does good leadership look like?

Promotes our purpose	◀ ▶ Use my role to make sure that I understand our corporate purpose and communicate it effectively to others within my team or sphere of influence.
Supports our DNA	◀ ▶ Make sure I show our DNA in all my interactions and support my team, peers or sphere of influence to do the same.
Sets clear outcomes for our efforts	◀ ▶ Delegate clearly to make sure that the outcome required is understood, deliverable and achievable within the time and resources available.
Defines operating boundaries	◀ ▶ Always take care to understand and set out the boundaries to the actions I am asking my team, peers or partners / suppliers to undertake to make sure my team are empowered to make decisions.
Promotes learning over failure	◀ ▶ Make sure that we learn from good and bad experiences; promote accountability – banish blame.
Supports colleagues to innovate to achieve more	◀ ▶ Be open to new suggestions from my customers, team, peers or partners / suppliers, I will encourage experiment and trial and I will capture opportunities to improve when they have been demonstrated.
Appreciates colleagues achievements, efforts and commitment	◀ ▶ Tell and show my appreciation of effort at all opportunities – why wouldn't you?
Pays attention to people	◀ ▶ Take time to listen; notice others especially at busier times.
Understands people's needs	◀ ▶ Listen carefully; What people say is not always what people mean, understand the issues that will really make a difference.
Shows empathy in responses	◀ ▶ Adapt my style; Everyone is different; one size does not fit all!...
Helps to resolve issues	◀ ▶ Be supportive / proactive; Taking responsibility for actions. Looking for solutions rather than blaming others. Encouraging team to work together to agree best course of action.

Leadership @ ateb

What does our Leadership Style look like?

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

This is our Leadership Framework:

BOARDS & COMMITTEES

Governance (Strategy, Risk and Performance)

- ateb Group Limited (Parent Board)
- Mill Bay Homes Limited
- West Wales Care & Repair Limited
- Effective Building Solutions Limited (Dormant)
- Assurance Committee
- People & Remuneration Committee
- Customer Forums / Groups

SENIOR TEAM

Strategic and Operational Monitoring / Challenge

- Senior Management Team
- Executive Management Team
- Leadership Group (SMT+EMT)

ALL

Outcome Delivery, Improvement and Risk Monitoring

- Team Meetings
- Assure Team
- Safety Team
- e2i
- Business Review
- i2i

We all have our part to play

Leadership @ ateb - These are our Leadership Roles:

Ref	Description	Leadership Role	Responsible for...
RP/G	Board Leader	Governance Framework	<ul style="list-style-type: none"> Collaboratively establishing and monitoring our Purpose; DNA / Leadership Style; Strategic Aims and the parameters for Service Delivery, Operating and Improvement Frameworks (Governance Framework). Communicating the Governance Framework through The Vision and its supporting documents: #1 Expect; #2 DNA; #3 Plan; #4 Deliver; #5 Assure; #6 Improve.
RP/F	Group Leader	Overall Leadership Framework	<ul style="list-style-type: none"> Establishing the right systems, resources and environment for the group to maximise its Purpose, DNA / Leadership Style, Strategic Aims and Service Delivery whilst giving assurance that our Operating and Improvement parameters are being met.
RP/E	Strategic Leader	Leads on the Development and Translation of Strategic Priorities to meet our Strategic Aims	<ul style="list-style-type: none"> Embedding our DNA/leadership style. Identifying and delivering objectives to meet our Strategic Priorities. Challenging and monitoring the performance and improvement of the group. Testing that service delivery is within the Operating and Improvement parameters.
RP/D	Senior Leader	Leads on designing and improving operational delivery	<ul style="list-style-type: none"> Designing operational delivery systems to maximise our strategic objectives and targets Ensuring our service delivery meets our required targets and improvement targets Promoting our DNA/Leadership style Helping to identify and deliver our strategic priorities.

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

Leadership @ ateb - These are our Leadership Roles continued:

Ref	Description	Leadership Role	Responsible for...
RP/C	Senior / Service Leader	Leads one or more service areas as detailed in Deliver	<ul style="list-style-type: none"> ■ Delivering the stated service outcomes in Deliver within the agreed operating framework. ■ Promoting our DNA/Leadership Style. ■ Identifying service improvement and risks. ■ Helping to identify and deliver our strategic priorities.
RP/B	Service / Team Leader	Leads a particular team or service	<ul style="list-style-type: none"> ■ Delivering the service area or managing their team within the agreed operating framework. ■ Promoting our DNA/Leadership Style. ■ Identifying service improvement and risks. ■ Helping to identify and deliver our strategic priorities.
RP/A	Delivery Leader	Leads an aspect of Service Delivery	<ul style="list-style-type: none"> ■ Delivering service area processes within the agreed operating framework. ■ Promoting our DNA/Leadership Style. ■ Identifying service improvement and risks. ■ Helping to identify and deliver our strategic priorities.

We all have our part to play

Leadership @ ateb - Our shared corporate responsibilities:

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

Share leadership for corporate service areas			RP/D to G	RP/C	RP/A & B
SA/16	Board Management	Governance meets the required regulatory requirements.	✓		
SA/17	Strategy	Clarity on how we will maximise our purpose.	✓	✓	✓
SA/18	Assurance Management	To be assured we are always compliant and doing the right things.	✓	✓	✓
SA/19	H&S	We meet our legislative and regulatory H&S requirements.	✓	✓	✓
SA/20	PR/Marketing & Communications	Positive growth of our brand. The right messages to the right audience at the right time.	✓	✓	✓
SA/22	Performance Management	We know where we need to improve, where we are not compliant and where we are at risk.	✓	✓	✓
SA/23	Procure / Supplier Management	Governance meets the required regulatory requirements.	✓	✓	✓

All roles must work together to deliver our best

Leadership @ ateb - Our Shared Characteristic & Attributes - Part 1

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

Minimum Role	RP/G – Board	RP/F – Group	RP/E – Strategic	RP/D – Senior	RP/C – Senior / Service	RP/B – Service / Team	RP/A – Delivery
Requirements Technical Competency: We will make sure we have the right skills and expertise	Will seek to retain the following areas of specialism on the Board: ■ Financial ■ Housing / Customer Services ■ Property Development ■ Regulation / Governance	Will hold a professional qualification in one of the following technical competencies: ■ Financial ■ Housing ■ Property ■ Business Management They will also have relevant experience.	Will have a degree in their area of expertise and /or hold a relevant professional qualification e.g.: ■ CIH ■ RICS ■ ACCA They will also have relevant experience relevant to the role and its responsibilities.		Will ideally be educated to degree level in their expertise with relevant experience. Specific professional qualifications will be sought depending on the role e.g.: ■ H&S: NBOSH ■ ICT: Software Dependant ■ HR: CIPD ■ Trades: As required by Regulations	Will have a high level of experience within their area of expertise. Specific professional qualifications will be sought depending on the role e.g.: ■ Trades: As required by regulations	Will have a developing to good level of experience within their area of expertise. Specific professional qualifications will be sought depending on the role e.g.: ■ Trades: As required by regulations
	And another thing... we will always look at equivalent qualifications, experience or transferable skills and expertise that can be easily applied to the role. We will also consider the ability of formal qualifications to be obtained whilst in the role subject to the latter factors being achieved, timescale and cost. Everyone at ateb must be able to demonstrate a reasonable level of literacy and numeracy to be able to fulfill our roles, for us that usually means achieving success at GCSE / Key Skills or equivalent qualifications, but we are happy to discuss this with you.						

Leadership @ ateb - Our Shared Characteristic & Attributes - Part 2

Minimum Role	RP/G – Board	RP/F – Group	RP/E – Strategic	RP/D – Senior	RP/C – Senior / Service	RP/B – Service / Team	RP/A – Delivery
Decision Making: We will make sure we have the right skills and expertise	Assess and make effect strategic, risk and performance based decisions that impact all aspects of the group and its customers; the right governance decisions with a Board of Management and Executive Management Team this promotes assurance amongst others.	Make effective strategic, risk and performance based decisions that impact all aspects of the Group and its customers.	Make decisions to ensure the organization is effective and successful by taking on responsibility for the implementation of strategy, targeting resources towards success, and monitoring performance. Decisions often have long term implications.	Confident to assess and make the right decisions for their service areas, effective translation of strategy into operational delivery, promotes clear proposals and reports to EMT and Board on key service area issues	Need a high level of confidence to assess and make the right decisions to promote assurance amongst all. Makes decisions which affect plans, policies or procedures either independently or after discussion with others.	Make decisions using professional or technical judgement; to resolve problems, assess risk, and understand impact on the Group and its customers.	You will be confident to make the right decisions to ensure the best service outcomes. Making decisions involving checks and comparisons, using personal / professional judgement and knowing when to seek advice.

Leadership @ ateb - Our Shared Characteristic & Attributes - Part 3

Minimum Role	RP/G – Board	RP/F – Group	RP/E – Strategic	RP/D – Senior	RP/C – Senior / Service	RP/B – Service / Team	RP/A – Delivery
People Management: We must always get the best from our people.	Be able to delegate, support and inspire, motivate the Executive Management Team and other colleagues across the organisation. Promoting the right environment for effective people management. Able to initiate change across a large diverse team and show leadership style in all interactions.	Create the environment for Inspiring and motivating others across the Group to develop confidence to realise their potential. Positively challenges others to deliver work to a high standard. Supports others through change. Ensure regular feedback on what has been done well and where there is room for improvement.	Inspires and motivates others to develop confidence to realise their potential. Positively challenges others to deliver work to a high standard. Supports others through change. Ensure regular feedback on what has been done well and where there is room for improvement. Able to show leadership style in all interactions.			Uses departmental goals to develop meaningful objectives for the team. Gives timely feedback on performance and maintain positive working relationships within the team to achieve high performance, challenging others when this is not achieved.	Willing to learn from others and share own experience and knowledge. Let team members know what is expected of them.

Leadership @ ateb - Our Shared Characteristic & Attributes - Part 4

Minimum Role	RP/G – Board	RP/F – Group	RP/E – Strategic	RP/D – Senior	RP/C – Senior / Service	RP/B – Service / Team	RP/A – Delivery
Team Working: So much more can be achieved through good team work.	Need to create the right environment for teamwork to thrive both internally and externally. Be able to lead and participate in teams effectively.						
Financial Control: To help as many people as we can we must be financially aware and astute.	Set, monitor and review financial arrangements, proposals and strategies across the Group.	Strategically leads and monitors financial undertakings and transactions across the Group.	Strategically leads and monitors financial undertakings and transactions relating to the areas of responsibility.	Contributes to the overall strategic financial planning, manages budgets and maintains accurate and transparent financial information to assist with effective financial monitoring relating to the areas of responsibility.		Sets, monitors, reviews and reports on the budgets relating to the areas of responsibility, will also be able to be responsible for any purchasing required.	May have responsibility for purchasing, cash or stock and should be able to review and report on budgets as and when required.

Leadership @ ateb - Our Shared Characteristic & Attributes - Part 5

Minimum Role	RP/G – Board	RP/F – Group	RP/E – Strategic	RP/D – Senior	RP/C – Senior / Service	RP/B – Service / Team	RP/A – Delivery
Communnication: Is the glue that will keep our organisation together.	Use all forms of communication (verbal, physical, written) to effectively articulate governance decision making.	Creates the environment for developing and maintaining communications. Deals with people on complex, challenging matters and issues, requiring tact and diplomacy at times. Monitors the effectiveness of communication across the Group.		Develops and maintains effective communication systems. Deals with people on complex, challenging matters and issues, requiring tact and diplomacy at times. Monitors the effectiveness of communication within their areas of responsibility.		Be able to promote good communication throughout the organisation (verbal, written, face to face) ensuring teams are involved, informed and engaged at all times.	
Organisational Skills: Agility and flexibility can only be achieved through well organised and connected systems	Organise oneself and others in team working environments.	Need to prioritise own and others efforts to make sure our outcomes are achieved efficiently with great customer experience. Identifies departmental / organisational activities and resources required to meet strategic aims.				Will be able to effectively set own work plan and prioritise key tasks, supervising teams' work plan as required.	Will be able to effectively set own work plan and prioritise key tasks.
Innovation: To make our resources go further, we need to be thinking... What if?	Cultivate innovation by empowering the organisation to improve what we do through safe experiment & empowerment.	Creates the environment for developing and encouraging ways of capturing innovation and creativity across the organisation	Develops and encourages ways of capturing innovation and creativity across the organisation with tangible improvement outcomes.	Takes responsibility for delivering innovation and creativity within their own and others service areas through the engagement of all.	Promotes continual innovation by empowering others to creatively improve service delivery through safe experiment & empowerment.	Must show a desire to improve and challenge what we do to constantly improve our service outcomes as effectively as we can. Identifies, plans and implements improvements within the team which support service delivery.	

Leadership @ ateb - Our Shared Characteristic & Attributes - Part 6

Minimum Role	RP/G – Board	RP/F – Group	RP/E – Strategic	RP/D – Senior	RP/C – Senior / Service	RP/B – Service / Team	RP/A – Delivery
Customer Services: Is at the heart of what we do, we are a customer service focused organisation.	Provide a great customer experience both internally and externally. Demonstrate the importance of customer service to team and colleagues by always putting the customer first.						
Project / Process Management: Improvement can only be embedded where there is effective project / process management.	Act as a sponsor to project management, improvement project to ensure the desired strategic outcomes are achieved. Able to assess and promote change / transformation.	Strategically leads and monitors the progress of projects across the group.	Project manage improvements within own and others service areas to ensure the desired outcomes are achieved. Ability to successfully deliver significant programmes of change or transformation.	Project manage improvements within own and others service areas to ensure the desired outcomes are achieved. Ability to lead programmes of change or transformation.	Project manage improvements within own and others service areas to ensure the desired outcomes are achieved. Ability to support programmes of change or transformation.	Project management improvements within own and others service areas to ensure the desired outcomes are achieved. Takes responsibility for achieving individual objectives and contributing to team and group projects.	

Leadership @ ateb - Our Shared Characteristic & Attributes - Part 7

Minimum Role	RP/G – Board	RP/F – Group	RP/E – Strategic	RP/D – Senior	RP/C – Senior / Service	RP/B – Service / Team	RP/A – Delivery
Enthusiasm: We are here to make a difference, not to make up the numbers.	Self-starter bringing personal drive and positive attitude to help all find solutions to problems. Be able to promote our DNA at all times.						
Technology Competency: In our fast moving digital world we must be technologically adept.	Confidently use ICT systems.	Confidently use and develop ICT systems to deliver and improve my service delivery. In particular, have good working knowledge of typical software solutions relating to your area of expertise and level of responsibility. Be able to make best use of the Microsoft 365 & office suite and usual business communication devices and systems.					

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

DNA

Working @ ateb

Role Profile Framework

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

The role profiles will all relate to the Vision and its supporting documentation.

Our Role Profiles

Each role profile will detail:

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



The role profiles set the minimum expectations for each role. They will help to promote agility and flexibility across ateb. They aim to reduce silo's and promote collective responsibilities to each other and our customers.

DNA

Working @ ateb

Leading Principle

We aspire to having a flexible and agile working environment built on our DNA.

This is why we developed the ateb leading principle. As long as we meet the leading principle, our team have the flexibility to decide how, where and when they discharge their role responsibilities.

The ateb 'TRUSTCLOCK'

Using the leading principle, the ateb **Trustclock** creates a flexible approach to balancing work and life commitments.

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

Working @ ateb Leading Principle...

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

#InYouWeTrust

#AccessAllAreas

#GetThingsDone

DNA

Achieve @ ateb

Achieve Framework

Making sure that improvement is the day job!

The Achieve Framework connects all of us to our service, personal, corporate and Vision outcomes. It also supports our learning and development needs.

We also use Achieve to understand how we are doing with our DNA commitment and how we feel at this point in time - our DNA barometer.

Achieve 121's will happen a minimum of once a quarter but can vary in timing across the year according to individual needs.

Achieve and Rewards@ateb

- Achieve will help inform the annual pay review, i.e. are we achieving, not achieving or overachieving our role profile expectations.

So how does it work?

The achieve framework has the following steps:

Step 1

Agree individual role expectations - We will regularly set role expectations for service, personal, corporate and Vision outcomes.

Step 2

Monitor and review - With our managers, we will monitor our progress against those expectations.

Step 3

Demonstrate expectations achieved - We will evidence whether the role expectations have been achieved.

Improvement Built In ... Achieve is about listening, understanding and improving what we do...

■ LISTENING

What is stopping us doing more?

■ UNDERSTAND

What needs to change?

■ IMPROVE

Work on those changes

By reflecting on how we feel, how we are performing and what more could we do... we will learn how to improve in the future.

Reward @ ateb

We will aim to have ...

“Systems that fairly remunerate our teams for their efforts and levels of responsibility.”

ateb Rewards Matrix

Our Role Profiles fit within a Reward Matrix consisting of 4 role profile bands bands A - D. Band A is subdivided into 4 levels and bands B - D into 3 levels. Each level has a min, mid and max point which create 2 zones per level as follows:

■ **Core** = Consolidated pay (Min - Mid)

■ **Core Plus** = Unconsolidated (Mid - Max)

Annually, using the Achieve Framework, Pay Awards will be proposed. Where the award or part of the award added to your current pay falls within the Core zone, this figure will be your next years pay.

Where the award or part of the award added to your current pay falls into the Core Plus zone, this pay will be paid as a one off lump sum. Each year the Reward Matrix will be reviewed and or adjusted by the Board depending on the prevailing operating environment.

Annual Pay Awards

Our annual percentage pay awards based on ‘achieve’ feedback will be one of the following:

Award 1 (Not Achieving)
Award Between 0% and the Award 2 percentage

Award 2 (Achieving)
Percentage agreed by the Board based on the prevailing operating environment

Award 3 (Over Achieving)
Percentage between Award 2 percentage and the max point of the role profile level

And there's more...

Encore Awards

Through the year, one off unconsolidated awards will be made to those team members who have shown exceptional customer or team support or service delivery. These awards will be published within the Group to share the recognition.

Strategic Awards

Where the Board have identified a step change improvement or event within the Group, the Board will make a board award in recognition. The Board award is not time bound, or tied to any particular set of circumstances.

DNA

Wellbeing @ ateb

Our 5 wellbeing pillars:

Mental | Physical | Social | Emotional | Financial

It's Good to talk ...

All help starts with a conversation. In our Achieve meetings, through our external support partners or with a colleague, we would encourage all to recognise signs that their wellbeing may not be what it should be. We will also monitor how our teams are feeling through regular check-ins with our DNA barometer.

- **Achieve** - Discuss Wellbeing with your line manager
- **Activities** - Get involved in events across the year

DNA Barometer

We will use our DNA barometer to understand how you are feeling. The barometer will help ateb and your line manager create a better understanding of what we need to do to make our work environment a better place to be

We will ask, "Are you feeling"

- **HAPPY**
- **OKAY**
- **BEEN BETTER**
- **NOT SO GOOD**

Each response will prompt a discussion to improve understanding and any support or changes needed.

5 Pillars

We want all to discuss and develop their wellbeing with their managers and participate in a programme of events, activities and services across the year.

Mental Culture of openness to discuss psychological and personal resilience support with access to advice.

Physical We must not neglect our bodies. Support, activity, advice and engagement with others through the year - keeping us moving!

Social Building capacity for relationships, collaboration and greater engagement across the group.

Emotional Building confidence and self worth through discussion, support and advice. Sharing positive experiences and learning with others.

Financial Greater awareness of finances, support and advice. Practical help with budgeting and financial options and tools. Reduce the burden of financial stress.

It's about you ...

Look out for the opportunities through the year, contact the people team for more.

DNA

DNA @ ateb

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

Make the difference **#WeAreAteb**

What does turning up @ ateb in the morning mean?

Well it means I will want to:

Put our customers first.

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

Choose to be a part of something.

If it matters to you, it matters to us!



DNA

Values, leadership & more...

#atebgroup

Creating
better
Living Solutions

atebgroup