ateb

Creating
better
Living Solutions

Service Delivery Directory

This is what we do!

Contents

Introduction

ateb Group has a shared purpose of:

Creating Better Living Solutions

for the **people** and **communities**

of West Wales

To do this we need to undertake a lot of different activities (or services) whose collective outcomes will achieve this purpose.

We have organised our service delivery by:

Directorates — broad groups representing 4 different strategic aspects of the business.

Management Team — 9 sub-groups that represent the key operational areas of the Group.

Service Areas — 38 services that capture what we do.

Each service area has the following attributes:

Outcome — what this service must aim to achieve.

Process — what we must do to achieve the outcome.

Perform — The targets and measurements needed to ensure we are on track.

Risk — how we manage our operational risk.

No service area can achieve its outcomes without the right team of people, this is why our role profiles are integrated with our service areas.

The role profiles detail:

Vision — how our efforts must link together to have the greatest impact for the customers we serve.

Key Service Areas — the services and outcomes that we will focus on.

Service responsibilities — the activities and accountabilities we will undertake to ensure we play our part in achieving the right outcomes.

Corporate responsibilities — our wider responsibilities in supporting the Group.

Attributes — what we must bring to the role to achieve the best outcomes.

The following gives more detail on our service areas, their outcomes and where they fit in the Group. All our service areas must aim to deliver...

The **Right** Customer Outcomes as **Effectively** as Possible

Directorates

The Group has 4 directorates as follows:

CORPORATE (DR/01) — Chief Executive

A support directorate covering governance, assurance (risk), H&S, procurement, people, learning and development and communications. This directorate has a key role in supporting how the various Boards and Committees discharge their roles. It makes sure we have the right people structures to attract and retain, it sets the framework for remaining compliant in the key areas of H&S and procurement, and it supports and delivers communications both internally and externally.

CUSTOMER (DR/02) — Executive Director for Customer

A customer facing directorate covering letting and management of homes, management of tenancies, development/empowerment of customers and communities, and the delivery of our care & repair older person services (WWCR). This directorate shapes and manages the key relationships with our customers with an emphasis on using customer feedback to design service delivery.

DEVELOPMENT (DR/03) — Executive Director for Development

A delivery directorate covering land purchases and construction and sales (MBH). This directorate's focus is to 'serve more people' through the procurement of new homes across West Wales. The directorate has other responsibilities around commercial property management.

FINANCE (DR/04) — Executive Director for Finance

A support directorate covering finance and digital services. All services require the right resources to function effectively, this directorate ensures we have the right financial structures and plans to deliver value for money services over the long term. They also ensure we have the right, integrated digital solutions (hardware, software, access to data etc.) to support the delivery of all our outcomes as effectively as we can.

Management Teams

The Group has 9 management teams that focus on operational delivery as follows:

Corporate	Customer	Development	Finance
Corporate Services People and Communications	Customer Services Property Services WWCR	Development MBH	Finance Digital Systems

Management Team	Lead	Responsibilities
Corporate Services (MT/01)	Head of Corporate Services	Governance and Corporate services.
People and Communications (MT/02)	People and Communications Manager	People management including learning and development, and communication services.
Customer Services (MT/03)	Head of Customer	Letting of homes, management of occupation contracts and engagement/empowerment of customers and communities.
Property Services (MT/04)	Head of Property Services	Management of properties over the short and long term.
WWCR (MT/05)	Head of WWCR	Benefit and adaptations support for private renting and owned properties in Pembrokeshire and Ceredigion.
Development (MT/06)	Head of Development	Acquires land, procures build contracts, and hands properties to ateb or sells homes through MBH, where 100% of profits are recycled back to ateb.
MBH (MT/07)	Head of Sales & Marketing	Sells open market homes and acts as an agent for the sale of shared ownership homes for ateb.
Finance (MT/08)	Financial Controller	Undertakes management and statutory account reporting, supports budget & business,

		planning, payroll and payment of invoices and insurances.
Digital Systems (MT/09)	Head of Digital Systems	Provides a secure framework of cloud and hardware solutions and supports and develops the integration of software to deliver the service areas required outcomes.

Service Areas

ateb has 38 service areas that are grouped into the following delivery team areas:

Corporate Services (MT/01)

Title	Service Area	Outcome	Delivery Teams	Description
SA/16	Board Management	Governance meets the required regulatory requirements	Governance (DT/01)	Plan and implement Board organisation, training, reporting, and recruiting.
SA/17	Strategy	Clarity on how we will maximise our purpose	Business Improvement (DT/03)	Development of purpose, strategic analysis, set strategic 3-year priorities, embed strategic plan through organisation, monitor strategic performance, adjust priorities over 3-year life of the strategy.
SA/18	Assurance Management	To be assured we are always compliant and doing the right things	Governance (DT/01)	Identify our regulation, risk and assurance framework. Develop and report risk register. Develop and monitor assurance controls and tests. Embed assurance management in service delivery.

Title	Service Area	Outcome	Delivery Teams	Description
SA/19	H&S	We meet our legislative & regulatory H&S requirements	Governance (DT/01)	Establish organisations H&S requirements; develop systems to make sure we are compliant. Embed H&S culture and systems throughout the organisation. Monitor H&S performance and report instances of H&S breaches as required.
SA/22	Business Improvement	We know where we need to improve, where we are not compliant & where we are at risk	Business Improvement (DT/03)	Monitor service delivery plan and report on improvement and growth progress. Complete the annual value for money assessment, self-evaluation report and annual strategic statement.
SA/23	Procurement / Supplier Management	To ensure we compliantly deliver Value for Money services	Procurement (DT/02)	Establish and maintain compliant procurement systems and contractor/supplier frameworks for use across the organisation. Support tendering activity and tender analysis. Monitor procurement system outcomes and develop supply chain relationships.

People and Communications (MT/02)

Title	Service Area	Outcome	Delivery Teams	Description
SA/12	Recruitment	Attract & retain the right talent	People (DT/04)	Support the identification of skills, develop, and implement a recruitment process, ensure legislative compliance, monitor

Title	Service Area	Outcome	Delivery Teams	Description
				recruitment to ensure process is effective.
SA/13	Learning & Development	Equipping our people to deliver a better service	People (DT/04)	Support identification of learning needs related to service delivery improvement, procure learning solutions, monitor learning solutions, implement corporate development programmes.
SA/14	Wellbeing	Ensure our people are mentally, physically & emotionally healthy to enable them to realise their potential	People (DT/04)	Identify and implement support programmes for teams. Embed wellbeing principles throughout the organisation.
SA/15	People management	Highly motivated & innovative team culture	People (DT/04)	Develop and implement systems to ensure we meet employment legislation requirements and our DNA and leadership expectations.
SA/20	PR / Marketing & Communications	Positive growth of our brand. The right messages to the right audience at the right time	Communications (DT/05)	Plan and implement programmes of PR and marketing aimed at promoting our key messages to the public, customers and key partners and suppliers. Support the implementation of the Share initiative. Develop and implement internal and external communication networks to disseminate the organisations key messages to our external customers

Title	Service Area	Outcome	Delivery Teams	Description
				and internal colleague teams. Support the implementation of the Involve and engage initiatives.

Customer Services (MT/03)

Title	Service Area	Outcome	Delivery Teams	Description
SA/01	Letting	All properties let, all of the time	Lettings (DT/07)	The letting of new and existing properties including all letting and void work required to let.
SA/02	Income Collection	All rent collected on the due date	Money Solutions (DT/08)	Support customers to allow collecting of current rent on-time, along with managing current and former arrears using accurate and relevant data.
SA/03	Customer Advice & Support	Adress and resolve customer enquiries / requests at first point of contact	Customer Services (DT/06)	Provide advice, support, and assistance to existing and prospective customers that ensures needs are met at first point of contact.
SA/08	Customer Engagement	That we improve service delivery through customer experiences	Engagement & Community Development (DT/09)	The delivery of the Engage initiative and the management and implementation of actions following formal customer feedback.
SA/09	Tenancy & Community Management	We have helped to create a great place to live	Tenancy Management (DT/10)	Case management of issues and concerns relating to our tenancy sustainment, properties, or estates, that

Title	Service Area	Outcome	Delivery Teams	Description
				cannot be resolved at first point of contact. Help maintain tenancies and take enforcement action where appropriate.
SA/21	Community Development	Our communities are empowered, supported, and engaged.	Engagement & Community Development (DT/09)	Undertake programmes of work and investment with like-minded partners to empower communities of identity and place to make a difference to their prosperity, health, and general wellbeing.
SA/25	Independent Living	We improve the wellbeing of customers who require additional support	Independent Living (DT/11)	The delivery of support within our Independent Living Schemes for older people and to older people living in other ateb homes. The delivery of our obligations to managing agents and care/support providers.

Property Services (MT/04)

Title	Service Area	Outcome	Delivery Teams	Description
SA/04	Maintenance	Fix issues to the customers satisfaction	Maintenance (DT/12)	The delivery of a repairs service in accordance with our tenancy terms and conditions and our Repairs Policy.
SA/05	Shared Spaces Management	Our shared spaces are clean, well-kept, and safe environments	Asset & Compliance (DT/13)	The identification, procurement, legislative management and delivery supervision of services in shared internal and external spaces and other works programme resulting from the tenancy and owned land obligations.
SA/06	Compliance works	All properties are compliant with legislative requirements.	Asset & Compliance (DT/13)	The identification, procurement, legislative management and delivery supervision of a Landlord Health and Safety works programmes relating to Gas, Electric, Fire, Asbestos, Legionella, playgrounds, LOLER and other legislative requirements.
SA/07	Planned Improvement	Improvement programmes delivered to the customers satisfaction	Planned Maintenance (DT/14)	The delivery of a property improvement service in accordance with our Strategic Assessment Management Plan (SAM).
SA/11	Strategic Asset Management	Maximise our asset investment	Asset & Compliance (DT/13)	Stock condition and appraisal, investment programme management. WHQS regulatory compliance, option appraisal process.

Title	Service Area	Outcome	Delivery Teams	Description
SA/24	Major Repairs	To maintain the asset value over the longer term	Planned Maintenance (DT/14)	Discrete packages of work that are either/both complex or more costly in nature that need a more hands on approach as compared to planned maintenance programme items.

West Wales Care & Repair (MT/05)

Title	Service Area	Outcome	Delivery Teams	Description
SA/36	(WWCR) Customer Advice and Support	Enabling people to live independently in their own homes	WWCR (DT/15)	Offer appropriate advice and support to customer enquiries. Signpost as appropriate. Undertake case management visits to establish what the customer needs and deliver services that promote the customers independence.
SA/37	(WWCR) Rapid Response	Prevent admission to hospital/care or get people out of hospital/care & into their home by agreed discharge date	WWCR (DT/15)	Provide rapid response adaptations to enable customers to remain in their own home or to leave hospital and return home. Secure grant funding for service. Report to WG and others as required.
SA/38	(WWCR) Adaptations	Enabling people to live independently in their own homes	WWCR (DT/15)	Provide an adaptation works programme to people homes. Secure grant funding for service. Report to WG and others as required.

Title	Service Area	Outcome	Delivery Teams	Description
SA/39	(WWCR) Technical Services	Generate income to support core activities	WWCR (DT/15)	Complete a PAG works package as required to meet the customers' requirements.

Development (MT/06)

Title	Service Area	Outcome	Delivery Teams	Description
SA/10	Land	Secure the right opportunities in the right locations	Land (DT/16)	Land strategy and acquisition, feasibility appraisal and risk assessment, WG liaison and approvals, planning and related pre-site purchase investigations and ongoing land management responsibility post purchase.
SA/27	Commercial Facilities	Effective working or letting environments	Commercial Facilities (DT/22)	Manage corporate and commercial properties. Corporate facilities to provide an effective environment for the group to deliver its outcomes. Commercial ventures to achieve the required returns.
SA/33	Construction	Develop the best homes possible for the long-term benefit of our customers and communities	Construction (DT/17)	Procurement and contract management of works, post contract management, cash flow management, scheme evaluation and legislative regulation relating to property development.

Mill Bay Homes (MT/07)

Title	Service Area	Outcome	Delivery Teams	Description
SA/34	Sales	Maximise return for the benefit of the ateb group priorities	Sales (DT/18)	Develop and implement marketing and sales plan, manage sales process, and report on current and forecast sales activity.

Finance (MT/08)

Title	Service Area	Outcome	Delivery Teams	Description
SA/29	Financial Planning and Analysis	To maximise financial resources for our short and long term service area priorities	Business Planning & Analysis (DT/20)	The management of the Groups budget, business, and financial planning activities. Ensuring that teams have the right current and long-term financial information to right decisions on how best to financially deliver their outcomes. Sensitivity and financially modelling for teams, Boards, and management to understand financial opportunities and risks over the short and long term. Maintain financial regulations framework in terms of management and approval of budget and business planning related activities.
SA/30	Treasury Management	To maximise returns from our loan portfolio	Finance (DT/19)	Management of all investments, new lending arrangements and reporting in accordance with operational and treasury framework requirements. Regularly reporting to Board

Title	Service Area	Outcome	Delivery Teams	Description
				on our treasury position and opportunities to do more with our Treasury portfolio. Maintain treasury and financial regulations frameworks in terms of treasury activities.
SA/31	Financial Reporting	To provide the right financial information, at the right time, to the right audience to ensure compliant and effective service delivery	Finance (DT/19)	Production and management of our key financial monitoring tools e.g. SOCI, balance sheet, Statutory accounts, compliance returns and lender reporting. Identification of risk and opportunities and supporting Board and management to use resources as effectively as possible to achieve outcomes.
SA/32	Financial Transactions	All income and payments are effectively processed	Finance (DT/19)	Full financial transaction management of invoices and payments across the Group's activities including Payroll. Supporting the Group to see spend management in real terms for budget holders. Maintain financial regulations framework in terms of approval and management of transactions.

Digital Systems (MT/09)

Title	Service Area	Outcome	Delivery Teams	Description
SA/26	Digital Systems Development and Management	We have access to the right information at the right time	Digital Systems (DT/21)	Development and management of our various business information systems (data and communication) to ensure they are integrated, dynamic and configured to allow all our service area users the interfaces to support effective and improving of customer service.
SA/40	Digital Systems Infrastructure Management	To provide secure, effective, and integrated data and communication software and hardware solutions	Digital Systems (DT/21)	Provision and maintenance of our cloud and inhouse software, hardware and data and communication infrastructure systems to ensure they are efficient, secure and accessible 24/7. Systems will constantly be evolving to enable innovation in service delivery and security of data at all times.

ateb Group organisational directory

Directorates

DR/01	Corporate
DR/02	Customer
DR/03	Development
DR/04	Finance

Management Teams

MT/01	Corporate Services
MT/02	People and Communications
MT/03	Customer Services
MT/04	Property Services
MT/05	WWCR
MT/06	Development
MT/07	MBH
MT/08	Finance
MT/09	Digital Systems

Delivery Teams

DT/01	Governance
DT/02	Procurement
DT/03	Business Improvement
DT/04	People
DT/05	Communications
DT/06	Customer Services
DT/07	Lettings
DT/08	Money Solutions
DT/09	Engagement & Development
DT/10	Tenancy Management
DT/11	Independent Living
DT/12	Maintenance
DT/13	Asset & Compliance
DT/14	Planned Maintenance
DT/15	WWCR
DT/16	Land
DT/17	Construction
DT/18	Sales (MBH)
DT/19	Finance
DT/20	Business Planning & Analysis
DT/21	Digital Systems
DT/22	Commercial Facilities

Service Areas

SA/01	Letting
SA/02	Income Collection
SA/03	Customer Advice & Support
SA/04	Maintenance
SA/05	Shared Spaces Management
SA/06	Compliance works
SA/07	Planned Improvement
SA/08	Customer Engagement
SA/09	Tenancy & Community Management
SA/10	Land
SA/11	Strategic Asset Management
SA/12	Recruitment
SA/13	Learning & Development
SA/14	Wellbeing
SA/15	People management
SA/16	Board Management
SA/17	Strategy
SA/18	Assurance Management
SA/19	H&S
SA/20	PR / Marketing & Communications
SA/21	Community Development
SA/22	Business Improvement
SA/23	Procurement / Supplier Management
SA/24	Major Repairs
SA/25	Independent Living
SA/26	DS Development and Management
SA/27	Commercial Facilities
SA/28	[unused]
SA/29	Financial Planning and Analysis
SA/30	Treasury Management
SA/31	Financial Reporting
SA/32	Financial Transactions
SA/33	Construction
SA/34	Sales (MBH)
SA/35	[unused]
SA/36	(WWCR) Customer Advice and Support
SA/37	(WWCR) Rapid Response
SA/38	(WWCR) Adaptations
SA/39	(WWCR) Technical Services
SA/40	DS Infrastructure Management