

A woman with blonde hair and sunglasses, wearing a maroon jacket and a yellow high-visibility vest, gives a thumbs up. Next to her is a young child wearing a grey beanie, a black jacket, and a yellow high-visibility vest. They are standing in front of a two-story residential building with solar panels on the roof. A large white stylized logo is on the right side of the image.

#atebgroup

# Our Strategy

Greater Customer Impact  
and Service Resilience

[atebgroup.co.uk](http://atebgroup.co.uk)

Creating  
better  
**Living Solutions**

VERSION 1

# FOREWORD

**We have enjoyed a positive relationship with our customers and have had good support from our customer groups, but if we want to ensure greater transparency and customer engagement we need to do more.**

This strategy proposes the development of the **'Customer Committee'** a new committee formalised within our Board and Committee structures that will oversee the development of the customers voice into practical improvements and outcomes over future years.

We will support 3 specialist committees concentrating on **Assurance, Development and People matters**. These committees along with the Customer Committee and MBH and WWCR Boards will support the ateb Board to fulfil its governance functions including the monitoring and development of strategic improvements.

Strategy is made up of a lot of moving parts, for this reason we have broken our strategic thinking and plans into 15 smaller areas.

These areas will be monitored across the Boards and Committees appropriately, with those Boards and Committees ensuring that each area is achieving what it needs to achieve in a timely fashion. Each year we will report back overall to showcase what has been delivered and what is left to do.

The changes we are making to our approach this year, will make strategic planning more dynamic and more relevant to both our customers and our ateb vision; giving us greater flexibility and agility to respond to challenges and opportunities as they arise.

As always, my thanks to our customers, teams and partners along with all our committed Board, Committee and Customer Forum members for their efforts in supporting ateb.

**Siwan Davies**

CHAIR, ATEB GROUP LIMITED



# INTRODUCTION

**Hi** Looking forward with certainty is very difficult as we contemplate how best to keep on course with our ateb Vision. Our Vision has, and always will, place our customers at the heart of what we do - regardless of the constraints placed on us from global matters such as the climate crisis, to national matters such as cost of living crisis and economic pressures.

**The last few years have shown us how things can change rapidly, and for this reason we are changing the way we report on our longer-term improvement planning and monitoring within this year's strategy.**

**Going forward, our strategy will not be time limited, it will be monitored and updated as circumstances require.**

We will continue to ask ourselves...

**“how do we best create better living solutions?”**

and ensure at our core we are improving customer service, increasing business effectiveness and serving more people. To help prioritise what improvements we need to make, the strategy will highlight the prevailing focus areas for our attention. Using this simplified approach, we are going to be concentrating improvement on **two key areas**:

## **ONE**

We know we need to make sure that the **business is resilient to external forces** as far as we can manage, without a strong operational and financial basis, we cannot achieve any of our customer aspirations.

## **TWO**

We want to make sure we prioritise those **services and products that mean the most to our current and future customers.**



## PURPOSE

# Creating better living solutions...

for the people and communities of West Wales.

We see our core activities as:

### Creating Affordable Homes

Addressing the need for affordable, safe, stable, secure environments from which people can live their lives.

### Promoting Independence

Supporting people to live safely and independently

We will always strive to add additional value by:

**ENVIRONMENT** Reducing our customers and our partners carbon and ecological footprint, and be Carbon Neutral by 2050

**PEOPLE** Supporting individual's skills and local economic development

**COMMUNITY** Empowering our communities to be self sufficient

**DIGITAL** Enhancing our customers' ability to take advantage of digital opportunities

“...Making  
sure we keep  
sight of our  
ateb Vision.”

# CHALLENGES

**“...We don’t work in a vacuum; we must be equipped to face a range of pressures.”**

**The operating environment we find ourselves in is changeable and more short term than ever.**

**We see several challenges that we must overcome or mitigate to enable improvement and the delivery of our strategic aims and ultimate purpose.**

The key challenges we have considered in our planning are as follows:

- Supply chain cost increases
- Access to and cost of borrowing
- Cyber security and recovery
- Net Zero expectations and costs
- Welsh Housing Quality Standards 2023
- Renting Homes Wales Act implementation
- Changing technological solutions and expectations
- More regulatory changes – a new regulatory framework
- New build and maintenance contractor availability
- Cost of Living crisis – customers and business
- Availability of skills – attract, recruit, retain
- Additional demands on top of our core services
- Changing customer expectations and support needs
- Rent affordability levels and SHG availability
- Availability and competition for new land supply

This unfortunately is not an exhaustive list and will change over time. We will use our Assure reporting process to track risk and potential risk events as they arise.

# AIMS

**“...We will always aim to: Improve Customer Service | Serve More People | Increase Business Effectiveness.”**

**The world does not stand still so nor should our strategy.**

**Our Boards & Committees will annually agree any improvement priorities to meet the following outcomes...**

**(1) ASSURANCE**

Aware of prevailing risks, controls, evidencing and testing against our Vision

**(2) FINANCE**

Able to safely maximise our financial opportunities

**(3) ENVIRONMENT**

Being planet aware and aiming for Net zero by 2050

**(4) CUSTOMER**

Providing affordable, safe and secure homes with great support & services

**(5) COMMUNICATIONS**

Able to listen, understood and tell the right stories

**(6) DIGITAL**

Able to safely leverage technology to the customers and business benefit

**(7) VALUE FOR MONEY**

Able to always maximise outcomes and effectiveness

**(8) PEOPLE**

Offering a great place to work and develop a career

**(9) ENGAGEMENT**

Able to use the customers voice to shape what we do

**(10) DEVELOPMENT**

Able to build new homes to meet demand

**(11) GOVERNANCE**

Making corporate decisions based on the right strategic risks and performance understanding

**(12) HEALTH & SAFETY**

Compliant with H&S Legislation at all times

**(13) INCLUSIVITY & TOGETHERNESS**

Being accessible to all ...  
Access All Areas

**(14) PROPERTY**

Managing our homes to the right standards and our customers expectations

**(15) WWCR**

Able to Help older people in Pembrokeshire and Ceredigion to live independently at home

**(16) ASSETS**

Able to Maximise customer and business return from our asset investment

# FOCUS

**“...With a lot of expectation and challenges to manage, what must we focus on now to move us towards our Vision?”**

**We have ambitious plans to achieve more over the next couple of years but face many challenges in, and outside of our control.**

**By focusing our current efforts on the following, we believe this will best shape our development over the longer term:**

## **ONE:**

### **Creating Greater Resilience**

#### **Enhancing resilience now to be more effective in the long term**

The challenges impacting our current operating environment are multi-faceted. To be in the best place to serve our customers, respect the planet, develop our teams and effectively manage our resources, we must ensure the Group is resilient over the long term

## **TWO:**

### **Creating Greater Customer Impact**

#### **Prioritising the right customer outcomes for the long term**

Through the development and integration of our Customers Voice, we will develop our systems to make a difference to those outcomes that our customers are telling us they value the most

# OUTCOMES

“...What will focusing on resilience and customer impact achieve?”

## impact & resilience



We will:

1. Create a Customer Committee
2. Better Customer Communications & Welsh Language offer
3. Increase repairs service satisfaction
4. Invest an additional £10m in our existing homes
5. Build 300 new West Wales homes
6. Improve our customer service systems and data security
7. Increase VFM management

When will this be achieved:

- We will commence these 7 actions in Financial Year 25/26
- We will continually monitor and update progress

So That:

**Customer Committee** - Our customers voice is engaged and helping to shape our future.

**Customer Communications** - We are encouraging the right engagement and feedback about our services about our services across all our customers.

**Repairs service** - Our customer expectations on our key ateb service are met.

**Existing Homes Investment** - We help make our homes more energy efficient and work towards the Welsh Government Quality Standards.

**New Homes** - We help more people gain new homes and support the Welsh Government's 20,000 new homes target.

**Customer systems** - We allow better access to customer services and information and to ensure our systems are safe, secure and effective.

**Increase VFM** - Our customers services are kept as affordable as possible and the Group has resilience to external operating pressures.



# NEXT STEPS

We will:

- Monitor our strategic development and improvement through the financial year across our Board and Committee structure. We will keep our regulator updated quarterly on progress with the current strategic improvement actions
- Review and report on improvement outcomes in the previous year in the Groups annual performance and compliance
- Agree an annual business plan to align with strategic focus and improvement plans
- Continually update our strategic thinking and focus to ensure the Groups priorities keep us aligned to the ateb Vision.



ateb Group Limited

#3 Plan: Part of the ateb Vision

Version 1: Date April 25

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