

# Adra

# Corporate Plan

2019 –  
2022



Find out more

**0300 123 8084**

adra.co.uk    @adrataicyf



Adra owns and manages over **6,320** homes in North Wales, provides services to almost **14,000** people, and employs over **300** members of staff.

This plan sets out what we want to accomplish by 2022.

It reflects our vision and values, our fundamental principles, and the key goals we want to achieve.

# Executive Summary

Since starting out in 2010, Adra has developed into one of Wales' leading social landlords. Our success is due to our sustained investment in housing stock, and our continued commitment to provide affordable rented homes to those in housing need. What we've achieved to date present us with many opportunities for the future; these represent an exciting journey of growth and service improvement that will benefit current and future customers, not only in Gwynedd, but also throughout the rest of Wales.

Today we see unprecedented change, both in society as a whole and in the lives of individuals. Current political upheaval and welfare reforms pose serious challenges, and at a local level, there is continued instability in the economy and a deepening housing crisis with greatly increased numbers of people in housing need. So that we can address these significant challenges, we must continue to maintain investment in the homes of our customers and the communities in which they live, but we also need to evolve and adapt. In order to safeguard against reduced funds, for example, we need to diversify our business model to include other sources of income. Therefore, to enable us to reduce costs and respond effectively to the needs

of our customers, we are transforming the way we work: we're improving our services and increasing our efficiency, and we're making significant advances in our programme to build new houses.

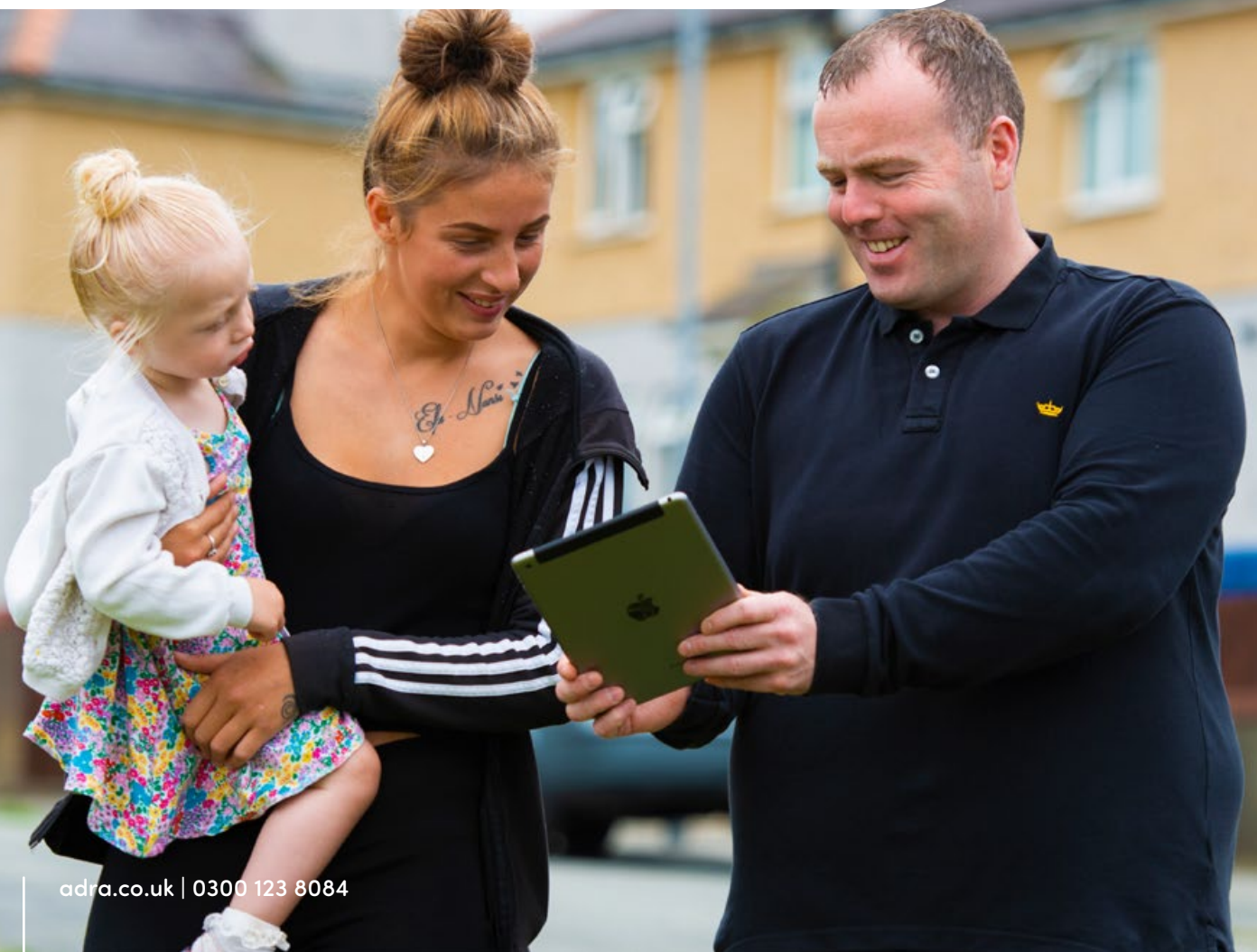
Looking forward to 2022, this plan sets out the sort of organisation we want to be and what we aim to achieve; the ways in which we intend to deliver our objectives, and how we will measure success. Of course, what we've already achieved would have been impossible without the hard work of our dedicated staff and the substantial involvement of our customers and their communities. This will continue to be the case as we move forward



# Our vision

**“ As a leading provider of quality homes and services, we want to make a positive difference to people and their communities. ”**

Specifically, by 2022 our vision is to provide all our customers with first-rate services as standard; to have provided 550 new affordable homes to those in housing need; to have established a trusted presence throughout Wales; to be generating 10% of our surplus from new commercial activity; to be regarded as a great place to work by staff and potential staff, and as a partner of choice by other reputable organisations.





## Our Values

Our goals for 2022 will be undertaken in accordance with our core values:

### Fair

We act **fairly** and **impartially**, respecting the dignity and individuality of everyone.

### Open

We are **trustworthy** and **transparent** in the way we work and make decisions.

### Ambitious

We are a **dynamic** and **ambitious** organisation that supports innovation and creativity, and seek opportunities to enhance all aspects of our business.

### Accountable

We take responsibility for our decisions and actions and for finding solutions.

# Our Fundamental Principles

Four key principles form the foundation of our work: working in partnership; ensuring value for money; promoting the Welsh language, and empowerment in the workplace.

## Working in partnership

To achieve our vision, we need to attract reputable organisations to work with us. We will, therefore, actively seek to form partnerships that will enable us to expand our reach into new markets. Additionally, sharing the responsibility of costs and risks will limit the financial impact of new-build projects, placing us in a position of strength as we continue to grow.

The continued participation of our customers will be a key factor in shaping our current and future services. Working in partnership we want to ensure that our customers can have a direct and positive impact on our activities.

## Promoting the Welsh language

The Welsh language is very important to us. It is integral to the life and culture of many of the communities in which we operate and forms a crucial aspect of our own work. As such, we will always seek to promote and encourage the use of Welsh by customers, staff and partners.

## Ensuring value for money

To make sure that our services address customer needs in a cost-effective way, we will continually review how we do things, carefully balancing cost, quality and customer expectation. We will procure goods and services fairly and ethically, continuing to support a culture that promotes economy, efficiency and effectiveness throughout the business, with regular reviews to ensure we undertake relevant improvements.

We will aim to maximise opportunities to create added social value through our activities ensuring that our customer and wider community feel the benefit of improved economic, social and environmental wellbeing of their area.

## Empowering workplace culture

Our workplace strategy, 'Gwna Wahaniaeth', has helped foster the principles of empowerment, aspiration and achievement within our workplace culture. In order to achieve our ambitions and implement lasting change, we need to continually encourage a rewarding, high-performance culture. Therefore, we will continue to support the positive changes that allow us to foster a learning environment where ideas, knowledge, skills and resources are shared, and to enhance our effectiveness so we can focus on delivering excellence.

# Our Key Themes



There are four themes to our plan. Each has a set of ambitious objectives and targets we want to achieve over the next three years so that we provide the best possible service to all our customers. They are:

- Homes and Services
- Growth
- Our Communities
- Our Business

# Homes and Services

We want to continue to invest both in our properties and our services. Our customers are our focus and we will continue to listen to them and act positively in their interests. We remain committed to meeting the needs of our customers and continue working to improve their access to high quality, cost-effective homes and services. We know that the condition of a person's home can have a significant impact on their wellbeing, so we're committed to improving such aspects as energy-efficiency, for example, so that our homes are inexpensive to heat.

We will improve our homes and services by achieving the following goals:

- **We will continue to invest in our properties** so that all current and future customers are provided with quality homes. By 2022, we aim to have **maintained 100% of our homes** meeting the Welsh Housing Quality Standard.
- **We want to improve the energy efficiency of our properties** in order to reduce the cost of living in them. By 2022, we aim to reduce property **running costs and CO<sub>2</sub> emissions by 10%** in our most energy in-efficient properties through investing in energy efficient measures including new technology.
- **We want to ensure that our service provision is as good** or better than other comparable housing associations. By 2022, services aimed at customers will be operating in the top quartile, with all services **achieving over 90% customer satisfaction**.
- **Our customers will continue to be at the heart of what we do**. By 2022 we anticipate that **over 85% of our customers will be satisfied** that we listen to, and act upon, their comments or concerns.

## By 2022 we will achieve:

**Over 90%** customer satisfaction with our services

**10% reduction** in running costs and CO<sub>2</sub> emissions in our most energy inefficient properties

**Over 85%** customer satisfaction that we listen to and act on their comments and concerns

**Maintaining 100%** of our homes to the Welsh Housing Quality Standard





## By 2022 we will:

Build  
**550 new**  
affordable homes

Generate  
**10% surplus**  
from new  
commercial  
activity

Build **50 new**  
innovative homes  
to as near to zero  
carbon standards  
as practicable

## Growth

We want to be recognised as a trusted, major-provider of quality affordable new homes with a prominent presence throughout Wales. To achieve this recognition, we need to diversify our areas of income, take advantage of commercial opportunities and re-invest profits into our building projects.

We will continue to grow by achieving the following goals:

- **We aim to expand our operation** to offer quality homes and services to new markets. Our vision is that, by 2022, we will have **obtained housing stock outside Gwynedd**, and be providing services to other housing associations across Wales.
- **We want to explore new methods of construction** and aim to build a number of innovative homes. Our vision is that, by 2022, we will have built **50 new innovative homes** in Wales to as near to **zero carbon** standards as practicable.
- **We aim to become a sizeable property developer**, increasing the number of available affordable homes. By 2022, we will have supplied 500 new homes of all types (social rent, intermediate rent, market rent, market sales and low-cost home ownership).
- **We aim to diversify our sources of income** and engage in more commercial activity, and by 2022, **10% of our surplus** for the year will be derived from new commercial ventures.

# Our Communities

Our ambition is to help create communities that are healthy, safe, prosperous and cohesive; communities in which our customers can be proud to live. Working together with our partners, we will provide support to communities facing poverty, and for individuals, will focus on improving employability through training and skills development, volunteering opportunities, work placements, and paid employment.

We will make a social impact by achieving the following goals:

- We will channel resources and **investment into community economic, social, health and wellbeing enhancement**. To ensure we have reached this goal, we will conduct an impact assessment of our activities in these areas between 2019 and 2022.
- We want to **create better and safer environments** in which our communities can thrive. By 2022, we anticipate that **more than 90% of our customers will be satisfied with their community**; that we will see a 5% increase in our customers' sense of pride in their homes and environments, and that there will be a decrease in the perceived threat of crime in our communities.
- We want to **support our customers** to improve their employability, and subsequently their opportunities overall. Our vision is that, by 2022, we will be **assisting 60 of our customers per year to move towards employment** and created an annual minimum of 30 volunteering opportunities with us, and our partner organisations.
- We aim to provide postgraduate, undergraduate and apprenticeship positions, and anticipate that, by 2022, each year we will be **creating two apprenticeships** (per £3m investment expenditure), and **four graduate opportunities**.

## By 2022 we will achieve:

**90%**  
customer  
satisfaction with  
their community

**60**  
Customers a  
year assisted to  
employment

**6** Apprenticeship  
and graduate  
opportunities  
created each year



# Our Business

We place a great deal of value in our staff, and we want to continue to encourage a strong and empowering workplace culture, where each staff member is rewarded for their contribution.

We will continue to work towards providing financial support for both existing services and future growth, and we will respond positively to change and new challenges. We want to be the partner of choice for other reputable organisations, so will continue to seek beneficial working partnerships. We want to make a positive contribution to the local economy, so local supply chains and contractors will always be our first port-of-call.

We will improve our business by achieving the following goals:

- We want to ensure that the business has a **solid financial foundation** and that we can continue to offer cost-effective services. By 2022 we anticipate that we will have successfully refinanced the business and secured new lending facilities, and that we will have consistently **achieved an operating margin in excess of 30%**.
- In order to **increase efficiency, improve customer access, and meet future demands**, we want to invest in our core ICT business systems. By 2022, we anticipate that we will have implemented a new system and achieved both **internal and external user satisfaction of over 90%**.
- We aim to make a sustained **positive impact on the local economy** and envisage that, by 2022, for every **£1 spent**, we will have consistently achieved a **Welsh local multiplier of more than £1.90**.
- We want to attract and **retain the best and brightest talent** to work for us. Our vision is that, by 2022, we will be consistently achieving more than **90% staff satisfaction across the company**.
- We want to **reduce the impact of our carbon footprint** in all we do and anticipate that we consistently achieve a **10% reduction year on year compared to that of 2018**.

## By 2022 we will achieve:

An operating margin in excess of **30%**

**£1.90**  
Local economy impact for each £1 spent

**Over 90%**  
User satisfaction by all customers with our core business system

**Over 90%**  
Staff satisfaction

A reduction in our carbon footprint impact each year by **10%**

