

Adra

Staying Strong

Annual Report and Accounts

2019/
2020



0300 123 8084

adra.co.uk    @adrataicyf

A word from the Chair

The year began full of promise with the approval of our new corporate plan, firmly setting out our goals to deliver excellent services to our customers, providing more affordable homes and well-maintained properties in north Wales that people can call their home.

It was also the year where we celebrated a decade as a housing provider – and we embarked on a new name and look from Cartrefi Cymunedol Gwynedd to Adra. This was a great chance for us to modernise our brand to better reflect our maturity as a company and showcase our growth.

We also refinanced the company to increase our borrowing capacity and have more flexibility to grow as a company and reduce our overall interest rate payable by half. We promised in our Corporate Plan to deliver 550 homes by 2022 and I'm pleased to report that we are on track to do just that.

We're proud of our strong community focus and our track record to deliver excellent local services. Plans are now well underway to improve how we do things, and our teams are focussed on hitting even higher levels of satisfaction with our services.

In March we entered uncharted territory with the onset of the Coronavirus pandemic. I'd like to thank all our customers for their understanding as we worked to maintain essential services during this time. We had a strong team that ensured vital welfare calls to support some of our most vulnerable residents as well as keeping essential services like gas checks to keep tenants safe. This was a true test of being a company with a social heart pulling together to support some of the most vulnerable people locally.

We are proud that our Customer Care team was shortlisted for a prestigious award from the Welsh Call Centre Awards and shortlisted for the Welsh Housing Award for our work with partners to support tenants through the welfare reform changes. We successfully recruited more staff to join our teams, as well as enabling 22 apprenticeships to work for us to gain meaningful employment.

Remaining a well-governed organisation is at the heart of our future ambitions and we continue to retain the highest rating for governance and financial viability with the Social Housing Regulator.

Part of our commitment to communities is to build more new homes – so that as many people as possible can meet their housing needs across north Wales. Adra is growing by creating more homes, jobs and opportunities. Wherever we build and sell houses, we will create money to spend locally in new affordable housing, updating, upgrading and refurbishing existing properties, and providing services to support customers.

We cannot do all this without the hard work and commitment from members of our Tenant Partnership and my fellow Board members – challenging and inspiring us to do even better. I want to thank them for all their diligence, expertise and passion to make Adra the successful company it is.

Mark Jones
Chairman



DURING THE YEAR WE:



Answered over **81,000** calls



Carried out over **17,000** repairs



Arrived on time to **98%** of repairs appointments



87% of our customers telling us they find us trustworthy



Visited **431** customers' homes as part of our estate walkabouts

DURING THE YEAR WE:



Ensured that **100%** of our homes met the Welsh Government's Welsh Housing Quality Standards (WHQS)



Carried out **21,000** safety checks including electrical condition reports, heating services and fire safety checks



Kept over **17,000** appointments for repairs to homes



Made **634** adaptations so that customers can live independently in their own home

Our Services

Improving Customer Satisfaction

Our staff are determined to deliver great services that keep customers safe and comfortable in their homes. During the year we were awarded Customer Service Excellence status. This accreditation shows a determined commitment to provide good quality services to all our customers and that we are identifying ways of continuing to improve.

“Adra have shown a determination in providing a high quality of customer services”

CUSTOMER SERVICE EXCELLENCE ASSESSOR

Our staff, senior management and Board members went on estate walkabouts – visiting customers at home and listening to any concerns. Over 1,200 customers were asked about their thoughts on our services through our tenant satisfaction surveys, and we established a new research programme with our tenants (TAID) to look in more depth at issues which impact on our customers.

We were also shortlisted for the Contact Centre of the Year award in the Welsh Contact Centre Award, and together with our partners our work to support our tenants through the change to Universal Credit was shortlisted for the Welsh Housing Awards.

Nine out of 10 of our customers told us that they were satisfied or very satisfied with the service they received from our front-line services, which includes support from our rents team and lettings team. We've improved satisfaction levels by listening to our customers. 83% of customers were satisfied that we listened to and acted on their views. We believe that this work has contributed to a 26% reduction in the number of complaints we received compared to last year.

Our repairs services continued to improve, with an increase in the appointments we kept to over 98%. It's great to know that 99% of customers were satisfied or very satisfied that they were treated politely and fairly by us, and 95% said the quality of our work was good.

“I felt that my best interests were put forward - a good customer-focused service”

ADRA CUSTOMER

"A great community where everyone knows each other and everyone helps each other"

ADRA CUSTOMER

Our communities

Creating strong communities is an important part of our work. We supported 18 community and voluntary projects during the year, including projects by Dyffryn Nantlle 2020, Morfa Cadfan Tenants and Residents' Association, Pwllheli Hockey Club, Bala and Penllyn Rotary Club, The Old Palace Tenants Association, Tafarn Y Plu, Llanystumdwy, and the Cylch Meithrin in Barmouth.

We partnered with the Urdd and Cwmni Frân Wen to support youth projects to improve young people's skills, confidence and wellbeing. Sixteen children from Maesgeirchen and Pwllheli took part in our Junior Warden project and we worked with Groundworks on gardening and environmental projects in Caernarfon, Maesgeirchen and Llay (Wrexham). We also provided a fundholder role to the MaesNi project in Maesgeirchen, and invested the time and expertise of our officers and contractors to support the community to develop projects such as a new playground for the estate.

Before the pandemic over 96% of our staff told us they believe we had a positive impact on our communities. The established community links provided strong foundations to support our partners and communities during the uncertain times we find ourselves in. We worked with our partners to support food distribution, donations of PPE to care facilities, and local volunteer

scheme. We also adapted our services so that we could provide welfare calls to support people most impacted by the crisis.

Last year we looked at the way we awarded contracts so that local small and medium-sized businesses could work with us to deliver some of our external and capital schemes. Customers told us that there was an increase in satisfaction in the work done and this has helped support the local economy.

Supporting our partners in safeguarding members of our community from harm is important to us. We recognise that both adults and children can be victimised and placed at risk of serious harm that can have a devastating impact. That's why we developed a more robust policy on safeguarding and worked in partnership with agencies like North Wales Police, Betsi Cadwaladr University Health Board and the local authorities to fulfil our social and legal duty to identify and reduce the risk of harm where we can.



"My daughter loved every minute of the experience. She always came home with a lot to talk about and she has become a confident young girl. Thank you for giving her an experience she will remember for the rest of her life"

PARENT, 2019 JUNIOR WARDEN

DURING 2019/2020 WE:



Funded **18** community projects



Supported **405** customers with anti-social behaviour complaints. **81** related to noise nuisance, **45** related to drugs and **32** related to harassment



Supported **108** customers experiencing domestic abuse



96% of staff felt that we had a positive impact on our communities

Our Governance and Performance

Board of Management

During the year, our rules stated that the Board would have 12 members, made up of four tenants, two local authority nominees, six independent members and up to three co-opted members. All hold non-Executive positions and collectively bring with them a wide range of professional, commercial, and local knowledge. Board Members set our priorities and strategic direction so that we remain solvent, well run, and deliver the outcomes for which the business has been set up.

Being a Board Member brings important responsibilities. Adra undertakes annual appraisals of its Board, offering appropriate training and support where required and identify any recruitment needs. We successfully targeted housing and development skills in the most recent recruitment efforts, and

have a strong and diverse level of skills, knowledge, and experiences needed at Board level.

We are fully committed to achieving good governance and complying with Community Housing Cymru's Code of Governance. The Board are supported by two Committees: Audit and Assurance, and Customers and Assets, which have delegated powers to make decisions and scrutinise matters. An Appointment, Remuneration and Disciplinary Panel meets as required. Strategy Days take place for Board Member training and future planning.

To help expand the work, products and services we offer, (including those outside our core charitable objectives) the wholly owned subsidiary 'Medra' was set up in 2017.



OUR BOARD MEMBERS DURING 2019/20

Tenants

Linda Campbell
Lynn Rowlands

Independent

Mark Jones
Abigail Tweed
Robert Lewis
Paula Jewson
Selwyn Hayward
Huw Gareth Pritchard

Members nominated by Gwynedd Council

Berwyn Parry-Jones
Cai Larsen

Co-opted Members

Hywel Eifion Jones

Shareholders

Adra had 45 Shareholders at the end of 2019/20. Shareholders influence decision-making at Adra through their right to vote at General Meetings.

Regulation

As with all Registered Social Landlords in Wales, Adra is assessed by Welsh Government, through an ongoing co-regulatory relationship between the Regulator and the Association. Welsh Government's most recent Regulatory

Judgement was published in December 2019. It is designed to provide Adra, its tenants, service users, and other stakeholders with an understanding of how well Adra is performing then, in relation to Governance and Service Delivery, and Financial Management.

The Regulatory Judgement gave a 'Standard' status (the best available) for both aspects, noting of governance that Adra 'identifies and manages new and emerging risks appropriately'; and of finance, that Adra 'meets viability requirements and has the financial capacity to deal with scenarios appropriately.'



A look to the future....

A word from our Deputy Chief Executive, Iwan Trefor Jones.

As one of the leading housing providers in north Wales we know full well that we have a housing crisis on our hands. No-one should be on a housing list if they need a roof over their heads, and no-one should be sleeping rough on our streets or be homeless. But the supply of new housing is not, by any stretch of the imagination, keeping up with the demand across north Wales.

Put simply, there are not enough available homes to meet the needs of our local communities. There is an urgent need to build new homes in suitable locations to meet the changing needs of the housing market.

Our goal is to build homes that are easy to maintain, efficient, secure and comfortable for our customers. The focus of our development programme will be the delivery of new affordable homes. But we anticipate limited grant availability in future. So we'll need to subsidise affordable housing by building some new homes to sell on the open market where there is real evidence of housing demand. This means we can safely fund the development of new affordable homes in communities where the need exists.

By 2025 we want to build over 1200 new homes of mixed tenures, supporting the development of sustainable communities and the regeneration objectives of our key partners. A large proportion of these new homes will be based on local housing need and our programme will include more affordable units for rent or to buy, section 106 affordable units, and rent to own homes.

We'll also build new homes for open market sale and rent to meet the increasing demand for housing across the region. Wherever we build and sell houses, we create money to spend on our social objectives. We will work closely with local authorities and other public services across the region to create strong partnership working to deliver our ambition. We will also build on our recent success and explore more opportunities to develop joint ventures with developers across the region.

Our approach is characterised by strong community engagement whenever there is a new development under consideration, with every effort made to achieve consensus and listen to the feedback of existing and new tenants.

We look forward to work closely with our partners to increase the pace of our new development programme, to build more affordable homes and to support our communities in such challenging times.



Our Business

To drive improvements in our homes and services, our business needs to be well managed and fit for the future.

We refinanced our borrowings in December 2019 to a total of £155m to have more flexibility to grow as a company and reduce the overall interest rate payable by nearly £1million. This means we can fulfil our potential to build new homes and invest even more to update, upgrade and refurbish existing properties, and providing services to support customers.

We also reviewed our work plans as part of our annual budget challenge so that we continue to invest in the right things. We identified a further £261,670 of efficiency savings and this money was reinvested in improving services

Our values guide what we do and drive our commitment to be a company that is fair, open, ambitious and accountable. We know that getting the best from staff will give our customers the best services and opportunities and we were proud of the staff survey results with 97% of our staff stating that Adra was a good employer.

We have maintained our Health, Safety, Quality and Environment (HSQE) accreditations, and successfully migrated to the ISO 45001: 2018 health and safety standard and pleased to have achieved compliance with international standards across all areas of our business.

All these achievements form a sound basis for the future growth and development outlined in our new Corporate Plan.

DURING 2019/2020:



We provided **22** apprenticeships through our appointed contractors



We provided **6** graduate and post graduate opportunities



87% of our tenants regarded us as trustworthy or very trustworthy



We successfully complied to safety, quality and environmental standards, ISO 45001:2018, ISO 9001:2015 and ISO 14001: 2015

"Proud to have the opportunity to work for a company that is growing and modernising for the benefit of people."

ADRA STAFF SURVEY RESPONSE

Financial Report 2019/20

	2020	2019
Income and Expenditure Account	£'m	£'m
Turnover	36.414	34.654
Operating Surplus	12.837	10.631
Surplus for the Year*	-11.585	6.843

Note 2020 stated after Mark to Market adjustment*

Interest Payable	3.357	3.798
------------------	-------	-------

Cash Flow

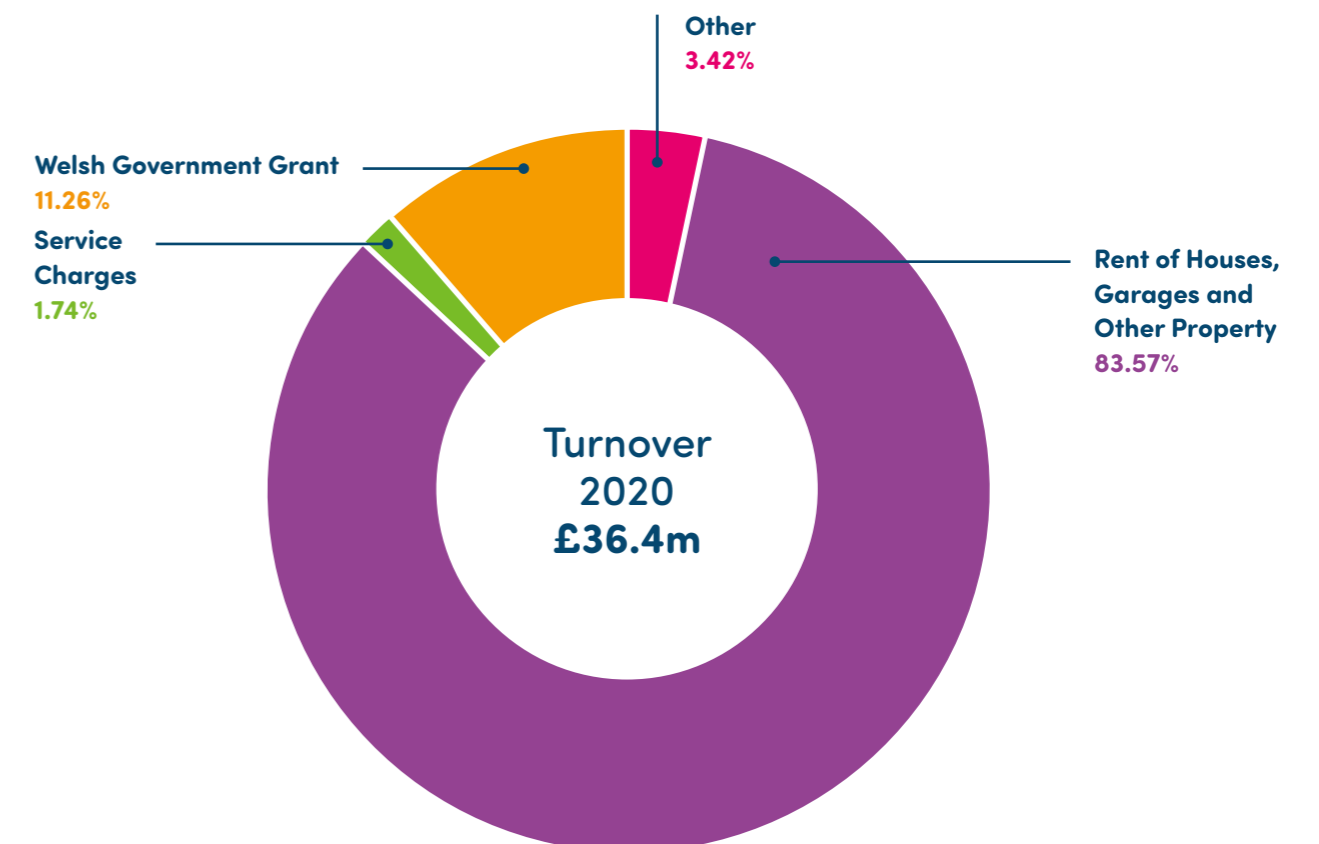
Net Cash Generated from Operating Activities	16.397	14.212
Net Cash Inflow / (Outflow)	0.326	1.283

Balance Sheet

Net Tangible Fixed Assets	168.874	147.527
Net Long Term Loans	95.544	68.684
Net Assets	51.572	60.924

Financial Report 2019/20

	2020
Turnover	£'m
Rent of Houses, Garages and Other Property	30.4
Service Charges	0.6
Welsh Government Grant	4.1
Other	1.2
	36.4



Financial Report 2019/20

	2020
Expenditure	£'m
Services	2.0
Management	9.4
Repairs & Maintenance	9.3
Improvements to Housing Stock	7.2
New Developments	19.2
Interest	3.4
Housing Depreciation	5.9
	56.4

