



Annual Report and Accounts 2023/24

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Foreword

It is a great honour to be introducing our annual report for 2023/24. And what a busy year it has been.

At Adra, we have a clear ambition and direction.

We want to be one of the most progressive and top performing organisations in Wales.

We want to be recognised for our values and ambition, our positive culture and 'one-team' approach, and the talent of our workforce.

We will have a reputation for placing the wellbeing of tenants at the heart of all our activities, and for championing the needs and aspirations of the communities we serve.

We will have a strong relationship with key partners and will transform people's lives by working collaboratively with others.

That is reflected in all areas of our work, with a clear focus on our main priorities:

- Providing an excellent customer service
- Providing homes that people can be proud of
- Decarbonising our homes
- Supporting individuals and communities to thrive
- Strengthening our business.

We are pleased to be operating across north Wales, with a particular focus on supporting the communities of Gwynedd to meet the need for homes locally and enhancing the Welsh language.

We have made great strides in our programme of activities that contribute to our key priorities and some achievements are highlighted in this report.

We are pleased to be transforming so many people's lives on the back of developments such as Academi Adra and Tŷ Gwyrddfai.

Of course, we cannot do this work alone and we value the input of our tenants that work with us to shape our services. We also value the work of our partners – having a good relationship and committing to working together is paying dividends for our communities.

Our flagship decarbonisation hub – Tŷ Gwyrddfai in Penygroes is establishing itself as a centre of excellence for decarbonisation, training and skills. More information about Tŷ Gwyrddfai can be found on page 7.

The National Eisteddfod visited Gwynedd in August 2023 and we were proud to have a presence on the Maes. It was great to see so many of you at the Eisteddfod and it was a valuable opportunity to showcase our work. More about the Eisteddfod can be found on page 14.

Of course, we are facing challenges like every other housing association in Wales. The cost of living continues to affect our tenants and the financial climate has resulted in rising costs, less availability of developers and contractors and an increasing demand for jobs and training.

This current financial year looks set to be equally as busy and we are working together as one team to support each other to deliver our ambitious programme of activity.



Hywel Eifion Jones
Chair of Adra Board



Iwan Trefor Jones
Chief Executive, Adra

Priority 1: Providing an excellent customer experience

Providing an excellent customer experience continues to be one of our key priorities. Our customers are at the heart of what we do – it is why we are here and why we will always look at ways to improve the customer experience. We know that we need to do more so that we meet the expectations of all our customers. Our ethos is to listen, understand and act on what our customers are telling us.

Your Voice

Over the past year, we have implemented Your Voice, the tenant participation strategy which guides how we engage with our tenants. We have placed a lot of focus on listening to tenants, but also involving them in shaping our services and providing feedback.

And our efforts seem to be paying dividends, as we have seen a lot of our tenants have their say.

Key headlines:

- **450** customers registered on our customer panel, who are invited to take part in quarterly questionnaires online or through the post
- **2456** tenants shared their views with us during 2023/24
- **82%** of tenants were satisfied or very satisfied with the opportunities given to participate in our decision-making processes. This is 20% higher than the average performance of landlords in Wales, with Adra ranking 3rd out of 46 landlords.



We consulted on a wide range of topics, including how tenants want to communicate with us, service charges, damp and mould, the use of the Welsh language, value for money, setting annual rents, annual self evaluation reports, lifts policy, customer portal and the community as a place to live.

We have met many of our tenants face to face as part of our estate walkabouts, but also engaged with tenants at events such as agricultural shows, environmental days and area chats.

At a glance:



93% tenants were satisfied with our front facing services



79% tenants were satisfied with our overall level of service



76% tenants were satisfied that we listen and act on their views



81% tenants were satisfied that we give them a say in how services are managed



89% tenants were satisfied that we are trustworthy

Priority 2:

Providing quality homes to be proud of

Our aim is to create quality homes to be proud of, for both existing and new customers.

A safe and secure home is the foundation for a fulfilling life. We believe that everybody has the right to live in quality homes in safe communities. As the largest housing association in north Wales, we are here for the long term.

We want to make sure that we meet our regulatory and compliance obligations and manage all associated risks. We make sure that our homes are safe by assessing their compliance against the recognised 'Big 6' health and safety areas: legionella, gas safety, electrical safety, lift safety, asbestos and fire safety.

At a glance:

- **100%** of asbestos safety reviews were undertaken within timescales
- **100%** water hygiene (legionella) testing was undertaken within review date
- **99.9%** of properties had a valid heating certificate
- **98.15%** overall compliance with landlord health and safety requirement for the 'Big Six'
- **98.06%** tested for electrical safety
- **96.61%** fire risk assessments completed within timescales
- **92.59%** of lifts met the required safety standards

We continued to invest in our existing stock of properties. **£15.2m** was spent on upgrading our existing properties and **463** homes received improvement works.

This year, we have successfully delivered numerous refurbishment schemes aimed at improving the quality, safety, and energy efficiency of our housing stock. The works included re-roofing, window and door replacements, loft insulation, fencing, path repairs, boiler replacements, solar PV installations, battery installations, electrical rewires and kitchen and bathroom upgrades.





We have a target in corporate plan to complete around 900 new homes between 2022 and 2026. We have committed to making sure that our development activity includes new homes across all tenure types with a focus on social and affordable homes.

In the last year we invested **£49 million** in new homes, completing 250 by the end of the financial year (about 55% of this was funded through grants). During 2023/24 we also passed the milestone of **7,100** homes.

Our new homes are not only affordable homes; they are completed to a high quality, using modern methods of construction and we work with local contractors to help minimise our carbon footprint.

Energy efficient homes

We continued to invest and improve the energy efficiency of our existing homes in 2023/24, reducing the environmental impact and reducing the costs for our tenants. To support our decarbonisation ambitions, we have trained our property inspectors to target energy efficiency matters during inspections. We follow a 'fabric first' approach when decarbonising our homes. This helps ensure that our properties are ready to receive the retrofitting of new technology carbon reducing measures over the next few years.

As of 31 March 2024 we had **7,139** homes under our management, with **74%** being EPC C rated or above. The new homes we completed during the year had an EPC rating of band A or B.

At a glance:

- **£3.9 million** spent on improving the energy efficiency of our homes
- **463** homes received energy efficiency works
- **14,453m²** of external wall insulation was installed
- **£485,000** spent on new double glazed windows
- **189** boilers replaced with energy efficiency boilers
- **£176,000** spent on installing solar PV panels
- **1,804m²** of loft insulation installed
- **137** homes received replacement uPVC
- **£2.1 million** spent on external wall insulation in 128 homes

Adaptations

Over the past year we have created specialist adapted homes for individuals and families with additional needs.

In 2023/24, **5** properties have been completed by Adra, all designed and built to the requirements of the families and individuals in need: 2 in Treborth, 2 in Pwllheli and 1 in Prestatyn.

Priority 3:

Decarbonising our homes



The climate change challenge means we all need to take action to reduce carbon emissions wherever and whenever we can. As a business we know that most (over 90%) of our carbon emissions are emitted from our homes. Our asset management strategy focuses on improving the energy efficiency of our homes and, where possible, the installation of new green technologies as standard.

It has been a big year for Tŷ Gwyrddfai, our flagship decarbonisation hub in north west Wales. It's the first of its kind in the UK and will be a sector leader in innovation and training - a game changer for local communities as we plough ahead with our decarbonisation programme.

It is a collaborative project between Adra, Busnes@LlandrilloMenai and Bangor University and we have transformed the site into a decarbonisation hub that will ensure that north west Wales will be at the forefront of the decarbonisation agenda, working with communities and businesses to retrofit homes over the coming years.

And this year has been its first full year in operation, with numerous conferences and meetings held and training facilities are in use.

Busnes@LlandrilloMenai's specialist training team from the Centre for Infrastructure, Skills and Technology are managing training pods on the site. They are delivering a bespoke and tailored decarbonisation curriculum, as well as training programmes for existing members of the construction workforce, especially in areas such as exterior wall insulation, installation and servicing of solar panels, air source heat pumps and battery storage. Apprenticeship programmes are also being delivered.



Through the involvement of Bangor University, Tŷ Gwyrddfai will also promote innovation in new products, materials and technology to support decarbonisation and climate change adaptation and an environmental lab is being established to test and trial new technology and materials aligned to the decarbonisation agenda.

We were successful in a bid for UK Government funding through the Shared Prosperity Fund for training and innovation purposes.

Tŷ Gwyrddfai already accommodates the head office for the Trwsio workforce, Adra's in-house contractor which employs over **150** staff. Travis Perkins have also set up a depot on site to provide us and our contractors with materials and supplies.



In the longer term, the development will lead to a more qualified and skilled workforce locally. It will support the local construction sector through enabling businesses to apply for contracts and ensure that any value generated through decarbonisation and related capital investment will be retained locally.

It will also contribute towards reducing carbon emissions in our homes, which in turn will reduce the impact of increasing fuel and energy costs by making our homes more energy efficient and improve the quality of life for our tenants.

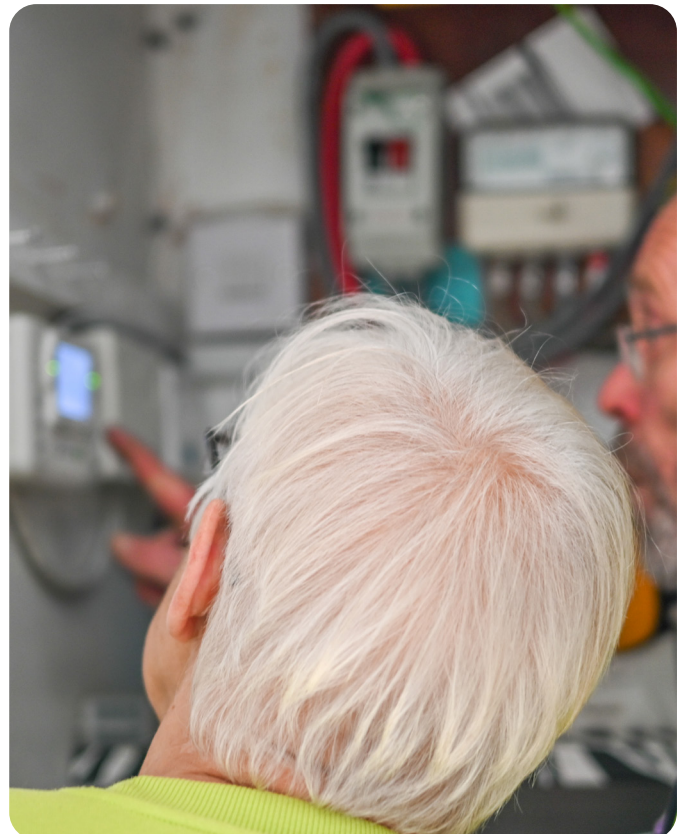
Prosiect Sero Net Gwynedd

Prosiect Sero Net Gwynedd benefitted from **£300,000** from the UK Government's Shared Prosperity Fund.

The project, which we lead, is based on a partnership established in 2021 with the aim of tackling issues of fuel poverty and decarbonisation across Gwynedd.

Several organisations across Gwynedd are part of the partnership, including Cyngor Gwynedd, Grŵp Cynefin, DEG, Ogwen Partnership, Ynni Llŷn, CydYnni, Siop Griffiths and MaesNi.

Funding has been made available for **6** new energy wardens. Their role is to raise awareness of the benefits of energy saving, supporting tenants to reduce their energy use, and look for practical solutions to improve the energy efficiency of their homes by providing energy saving equipment for example LED light bulbs.



Priority 4:

Supporting people and communities to thrive



Our social purpose means that as well as providing people with a quality home, we also look at how we can support people to find and take opportunities to improve their lives. We pride ourselves on the support we give to our customers and recognise that because of the cost of living crisis, this support could be more important than ever.

Reducing the impact of fuel poverty has been a major challenge for us. We want to support our customers who are impacted by poverty, an issue that is becoming more prominent with increasing inflation, interest rates, fuel costs and energy bills.

Financial inclusion

The cost of living crisis continues to affect tenants and over the past year, we have provided a programme of support through our financial inclusion officer to help tenants with money matters.

Their role is to:

- Promote financial well-being
- Support and enable staff to help our tenants
- Collaborate with a number of departments within Adra
- Create new partnerships
- Attend external events to support tenants
- Maintain the hardship fund

The work involves a partnership with a number of agencies, including Citizens Advice, Shelter Cymru, Step Change, Dŵr Cymru, Grŵp Cynefin, Foodbank, the Fuelbank Foundation and the Good Things Foundation.

At a glance:

- **124** people were referred to Citizens Advice
- **518** people were referred to the Fuelbank Foundation, with 758 fuelbank vouchers secured
- **72** successful applications were made through the Discretionary Assistance Fund – worth over £60,000
- **427** successful applications through the hardship fund
- **228** referrals were made to food banks
- **£160,00** has been put into the hardship fund. To date, £109,00 has been committed, with 158 individual applications approved
- **250** individuals / families received support and 98 applications approved for debt support (worth £18,000)
- **187** individuals received support through the energy wardens, which is equivalent to **£507,976** of social value

Tackling anti-social behaviour

The level of tenant satisfaction with how we deal with anti-social behaviour is among the best in Wales.

93% of tenants felt their homes were safe and secure; **89%** were happy with the neighbourhood as a place to live and **69%** felt we were dealing with reports of anti-social behaviour. In a regulator's report about tenants' opinions, we were the only social landlord in North Wales to appear in the top 10 out of 46 landlords.

The police, fire and rescue service, youth services, voluntary organisations, health board, courts of law, local councils and services that deal with substance misuse are among the growing number of partners that we work with in this field.

Employment and skills



Academi Adra, our skills and employment initiative continues to go from strength to strength.

In 2023/24, **231** individuals were supported to improve their skills and employability either through Adra or through our contracts delivered by partners and contractors.

It won an award at the National TPAS Cymru Good Practice Awards 2023, set up to share, recognise and celebrate the fantastic work carried out by housing organisations and tenants in communities.

Launched in February 2021, Academi Adra brings together the range of opportunities we can provide through Adra and our partners to help tenants, and those living within our communities, to develop their skills and find employment. Working with partners, Academi Adra offers work experience, work placements, apprenticeships, traineeships, volunteering and much more.

It has successfully worked in partnership with more than 20 external organisations and contractors to date. The partnership consists of Adra, Procure Plus, Gwaith Gwynedd, JobCentre Plus, Welsh Contact Centre Forum, Richmond Bright, Citizens Advice, North Wales Training, Grŵp Llandrillo Menai, GISDA, DU Construction Ltd, WF Clayton & Co Ltd, Wynne Construction, NWRC, Kickstart, Welsh Government, HM Prison & Probation Service, Careers Wales, Môn CF, GH James Cyf and Williams Homes (Bala).

At a glance:

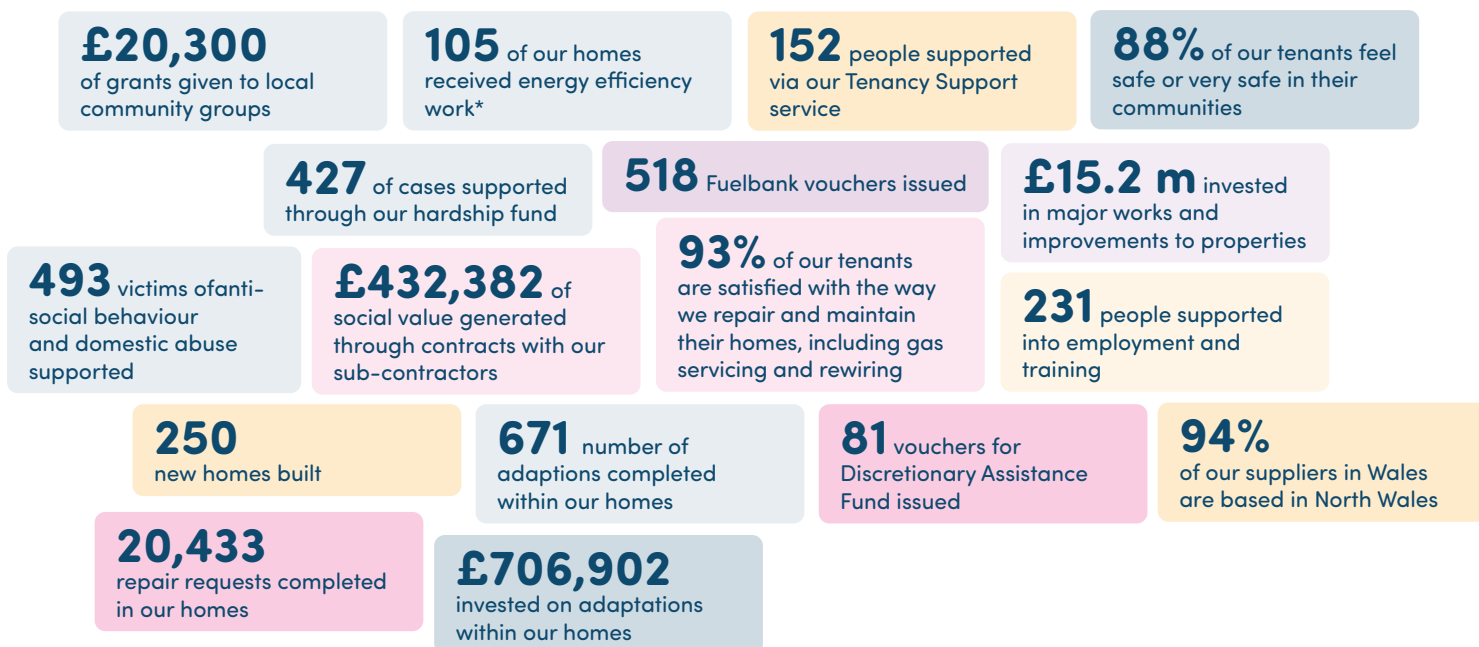
- **102** individuals have been supported with apprenticeships or traineeships with us or our partners
 - **15** provided with paid work placements through Academi Adra
 - **56** people received vocational training*
 - **10** Academi Adra courses held (5 x construction, 3 x customer services/admin, and 2 x supporting people)
- *Recognised construction tickets and accredited training

Achieving social value

As a business, we are now three years into our social value journey. We started looking at how we could capture our social and added value in 2021.

We mainstream social value across the business and embed it into everything that we do. Our aim is to continue this journey and improve the way we capture the added benefit that our activities create for our tenants and partners, year on year.

The total social value created during 2023/24 was **£9,582,635**.



A significant element of our work is around investing in communities and creating opportunities for local businesses and making sure the pound is kept local.

We work closely with our contractors to help fulfil our social purpose within our communities. Our contractors commit to supporting the delivery of social value initiatives as part of their tender submissions when they applied for contracts.

Supporting small construction companies to thrive



We have proudly unveiled our latest initiative called Tendra, aimed at fostering growth and development within the local construction sector.

Tendra has been set up to break down barriers faced by small construction firms, particularly in dealing with administrative hurdles when applying for contracts. With the strapline “building the future, one tender at a time,” the project aims to help small businesses to navigate paperwork and gain confidence to bid for work, including larger contracts through platforms like Sell2Wales.

Tendra has been supported by the ARFOR Challenge Fund, a joint venture by Carmarthenshire, Ceredigion, Gwynedd and Anglesey Councils to explore solutions strengthening the relationship between the Welsh language and the economy and is funded by Welsh Government.

Priority 5: Strengthening our business

We have maintained our ISO accreditations for health and safety, environmental management and quality assurance standards. The ISO integrated management systems provides reassurance that our processes are streamlined and enhance operational efficiency and ensure compliance with regulatory requirements.

We have also maintained certification to ISO 45003 which is the standard for psychological health and safety in the workplace.

The standard underlines our commitment to provide an environment that contributes to the long-term health and wellbeing of our employees through the Gwna Wahaniaeth strategy.

Gwna Wahaniaeth – making a difference

We have an aspiration to influence, change and reinforce the internal culture of the organisation in a positive way to help us achieve the company’s priorities and to face challenges that will come our way in the coming years. These positive gains can only be achieved with a dedicated organisational development programme.

We have launched our Gwna Wahaniaeth strategy. Our vision is to be the company where others want to work for us, where staff work as one team and are valued and empowered to make a positive difference.

This strategy focusses on developing an organisational culture that is healthy, robust, inclusive and ensures that all members of staff are valued and feel part of the Adra team. The most recent staff survey showed that 96% of staff were happy with us as an employer.

Equality, diversity and inclusion

We are committed to the values of equality, diversity and inclusion, to enable our staff, tenants, Board Members and partners to achieve their full potential. We also aim to create an inclusive culture for the organisation and for the communities in which we work.

Our Prosiect Perthyn (belonging) recognises that a diverse organisation is able to provide services for different customer needs, carries out its core functions more effectively as services are appropriately designed for its users and is therefore more cost effective.

Hand in hand with Prosiect Perthyn is the delivery of our strategic equality plan. Our policy states that everyone will have equal opportunity and that no person or group, whether accessing services or applying for a job or advancement, will be disadvantaged.

Innovative framework goes live

Ffrâm24, an innovative all-Wales Framework is set to revolutionise the way organisations buy building materials and associated products.



Ffrâm24 has been set up to offer comprehensive solutions for building materials and associated services. It stands out for its significant social impact, directing investment into Welsh companies and making sure that the social value generated remains within Wales. It will help support local communities and the local economy.

The Framework will support the circular economy by keeping the spend locally. The success of Ffrâm24 will not only help the organisations taking part but also have a significant positive social impact.

Welsh Language

We have a robust Welsh Language Scheme in place with the basic principle of ensuring that Welsh and English are treated equally.

At the end of 2023/24, **98%** of our staff could speak Welsh and we encourage non-Welsh speaking staff to learn the language to ensure they can provide services to customers in the language of their choice. We achieved a great deal during the year in relation to the Welsh language including the launch of the Work Welsh course for employees in the social housing sector jointly with the National Centre for Learning Welsh.

We also ran a campaign on our social media under the banner 'Use your Welsh' to encourage our customers to make the most of the many Welsh services available to them and to encourage them to use the Welsh language they have.

A number of community activities were also held where the Welsh language was a core part of the events - from a tour of schools to promote our work and the opportunities available to work through the medium of Welsh in the housing sector, to events celebrating St David's Day on our estates.

Adra celebrates partnerships at the Eisteddfod



Many of you attending the National Eisteddfod in Boduan last summer may well have come along to our marquee on the Maes.

This was a great opportunity to engage with our tenants and our communities and promote our work.

We got involved in many arranged events on the Maes, as well as launching our social value report and celebrated the work of our various partnerships. It was great to get everyone together to recognise how joint working benefits our tenants and communities and to recognise the social value of all our efforts.

We celebrated the role of women in the housing and construction sectors, as well as a focus on Academi Adra and the training and development opportunities offered by the programme.

We also focussed on our community development work and shared information about a number of our community schemes and initiatives.



Corporate governance

Our Board members set our priorities and strategic direction so that we remain solvent, well-run, and deliver results in accordance with the society's purpose. We have a non-executive Board with a flexible size of between 9 and 12 members (not including co-opted members).

Our Rules provide that two of the Board members are to be tenant members, and up to 24% are nominated by the local authority. The rest are independent Board members. The Board may also appoint up to three Co-opted Members.

There are important responsibilities associated with being a member of the Board. We carry out annual appraisals of our Board Members – offering training and support where needed.

Our Board presently has a wide range of professional and commercial expertise and local knowledge. We undertake collective Board skills appraisals, and succession planning.

Our Board is supported by two committees: Audit and Assurance, and Customers and Assets. These have delegated powers to make decisions and scrutinise specific issues.

There is an Appointment, Remuneration, and Disciplinary Panel of the Board which meets as necessary. We are fully committed to achieving good governance and complying with the Community Housing Cymru Code of Governance.

The Board's remuneration levels are set in accordance with the 'Board Remuneration Policy'.

As with all registered social landlords in Wales, the Welsh Government assesses us through an on-going co-regulatory relationship with the regulator. The Welsh Government gives a Regulatory Judgement – the purpose of the judgement is to give the Association, our customers, and other partners an understanding of our performance in terms of Governance & Tenant Services, and Financial Management.

Our most recent Regulatory Judgement was in October 2022, and Adra retained the highest rating of 'Compliant – Green' for Governance and Tenant Services, and Financial Viability.



Governance
(Including tenant services)
GREEN



Financial Viability
GREEN

Our Board Members during 2023/24



Independent

Hywel Eifion Jones

Sasha Davies

Huw Gareth Pritchard

Robert Lewis

Dafydd Edwards (progressed from Co-optee to a Independent Member in July 2023)

Mark Jones

William Nixon

Deiniol Evans (appointed July 2023)

Tenants

Denise Stone (progressed from Co-optee to a Tenant Member in July 2023)

Sharyn Williams

Nominated by Cyngor Gwynedd

Cai Larsen

Dawn Jones

Co-opted Members

Gwenda Crawford

Shareholders

We had 29 shareholders at the end of 2023/24. Shareholders influence decisions at Adra by voting at General Meetings.

Financial report 2023/2024

2024
£'m

2023
£'m

Income and Expenditure Account

Turnover	46.7	42.9
Operating Surplus	12.1	9.2
Surplus for the Year	8.1	5.2
Interest Payable	-4.2	-4.1

Cash Flow

Net Cash Generated from Operating Activities	19.9	23.8
Net Cash Inflow / (Outflow)	-0.05	-1.9

Balance Sheet

Net Tangible Fixed Assets	353.6	299.7
Net Long Term Loans	-189.7	-154.0
Net Assets	93.8	86.0

Turnover

Rent of Houses, Garages and Other Property	39.0	35.2
Service Charges	0.9	0.9
Welsh Government Grant	4.1	4.1
Other	2.6	2.7
Total	46.7	42.9

Expenditure (including capital expenditure)

Services	2.4	2.3
Management	11.0	11.6
Repairs and Maintenance	11.6	10.9
Improvements to Housing Stock	14.6	11.6
New Developments	49	44.8
Interest	4.2	4.1
Housing Depreciation	9.4	8.6
Total	93.5	93.9