

Adra

Board Member Recruitment Pack



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Dear Applicant,

I am pleased that you are considering applying to join our Board. As Chair, I enjoy seeing our good work and the impact the Board makes. Supporting our customers and communities is key in all we do, and underpins our visions and values.

It is an exciting time for Adra as we establish out new Corporate Plan to set our priorities for making a key difference within our homes and communities over the next five years. We have achieved a lot in the past few years and made significant progress on the implementation of key strategies such as the Decarbonisation Strategy; Asset Management Strategy; Development Strategy; and our Customer Participation Strategy.

Adra has also proudly set out our commitments to promoting the Welsh language and culture; and helping the Welsh Government to meet their target of reaching one million Welsh speakers. All these activities and plans will help us make an even bigger difference to people in our communities. We'll achieve this by growing the company and maximising opportunities with a sharp commercial approach and a social heart.

I'm proud to say that we achieved the highest Welsh Government regulatory ratings as part of our regular assessments. This gives us the firm base to drive our ambitions, and I know we will only maintain such excellence if we have a skilled and dynamic Board.

Who are we looking for?

Our purpose at Adra is to support our communities and provide quality homes where people feel safe and happy. We're making a huge difference to the lives of our customers and want to achieve more over the next five years. Our customers have always been at the heart of what we do – it's why we are here and why we will always look at ways to improve the customer experience.

One of our core values is that we are 'trusted' – providing an excellent customer experience helps retain that trust our customers put in us. During the last few years, we've maintained our Customer Service Excellence Accreditation, and we want to continue to provide quality services and improve on what we do. To achieve this, we want to make sure that we understand what our customers want and need, ensuring we meet the expectations of all our customers.

We've carefully considered the skills and attributes we require at Board level to effectively steer Adra in future, and are looking to recruit **two** Co-opted Members to the Adra Group Board with the following skills / experience:

- Legal and corporate governance; and separately
- Decarbonisation and / or asset management

Further, a strong track record of stakeholder engagement would be beneficial.

Equality and diversity are central to everything we do, and we welcome applications from individuals from different backgrounds. For this recruitment, we would particularly encourage applications from women who are currently under-represented on the Board. We are also a disability confident employer and member of Tai Pawb.

I hope this information pack has all the information you need to decide if you can help us achieve our ambitious aims. It includes:

- An introduction to Adra
- Role description
- Terms of appointment to the Board

Other useful information can also be found at our website at www.adra.co.uk including :

- A copy of our Annual Report
- Recent financial statements
- Our Corporate Plan

To apply please submit:

- An up-to-date CV which details your experiences, skills and career history (no more than three pages)
- A supporting statement explaining why you are interested in this role, why you are a good candidate for this post and how you fulfil the person specification (no more than two pages).

Please submit these to our Governance Team at: Governance@adra.co.uk

Applications must be received by **Friday 7th of February 5pm.**

I wish you every success and look forward to receiving your application.

Yours sincerely,

Eifion Jones
Chair, Adra (Tai) Cyfyngedig



About us



We are a Large-Scale Voluntary Transfer Housing Association formed in April 2010, following the transfer of 6,300 homes from Gwynedd Council. We are a Co-operative and Community Benefit Society registered with charitable rules. As a Registered Social Landlord, we are regulated by Welsh Government. The organisation was set up to deliver significant improvements to the housing stock, and in the first five years over £135m on bringing the entire stock up to the Welsh Quality Housing Standard (WHQS).

Adra is committed to its customers and communities; to establishing a trusted presence throughout Wales; and being a partner of choice with other organisations. Key principles form the foundation of our work, namely: working in partnership, ensuring value for money, promoting the Welsh language and empowerment in the workplace. 98% of staff are happy with Adra as an employer – something we are very proud of.

Our primary purpose is to provide social and affordable rented homes to those who need them. We successfully completed the initial Welsh Housing Quality Standard (WHQS) to improve our stock, and are about to embark on its successor scheme, WHQS2. This will see significant further investment in our homes over the next decade with ambitious goals to decarbonise the stock in line with Government targets.

We embarked on an ambitious development programme in 2016 and are building more new houses for social and affordable rent. By 2026 we will have built 1,400 new homes across all tenures. We are growing in our home county of Gwynedd, and also beyond – now having a number of homes and pipeline schemes in Conwy, Denbighshire, Flintshire, and Wrexham. Our goals always reflect our core values of being open and fair, trusted, and ambitious. We are proud to serve communities rich in Welsh heritage and culture.

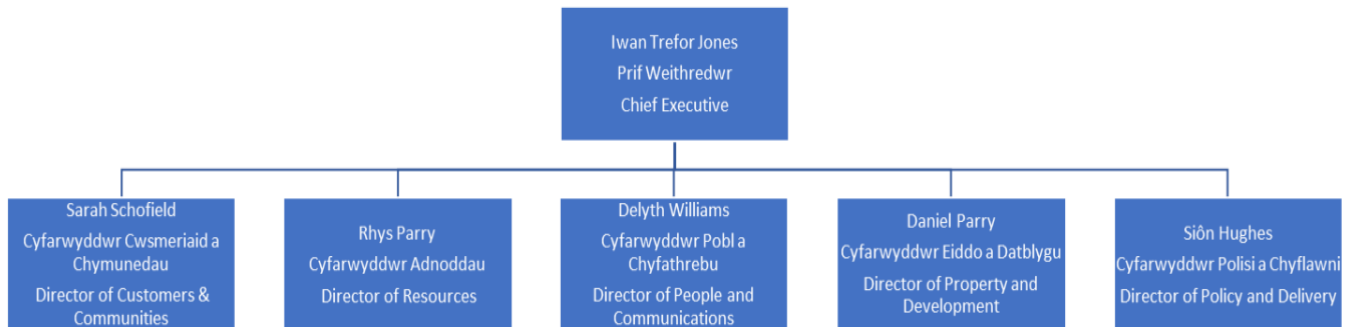
Adra also has a commercial subsidiary, Medra, to develop houses for market sale to generate surpluses that can be cross-subsidised back to the parent company to deliver more social housing and achieve further social objectives.

These exciting plans need to be achieved in a complex operating environment. We face increased expectations from Welsh Government, and significant external challenges, all whilst continuously delivering high quality services.



Company Structure

We underwent a Leadership Change Programme during 2023/24, with a focus on improving service delivery and further to strengthen leadership capacity. Our structure is shown below. We now have over 380 staff and turnover of circa £50m a year.



Governance

We have mature and robust governance structures in place to provide effective stewardship to the organisation in meeting the opportunities and challenges ahead. Adra has a flexible Board size (ranging from 9 and 12 full members). Our Board structure allows for up to eight Independent Members, two Tenant Members and up to two Local Authority Members. Our Rules also allow up to three additional Co-opted Board Member seats to bring in specific additional skills as required.

The Board has two standing committees to review specific business areas – the **Customers and Assets Committee** and the **Audit and Assurance Committee**. It also has an Appointment, Remuneration and Disciplinary Panel which meets as necessary.

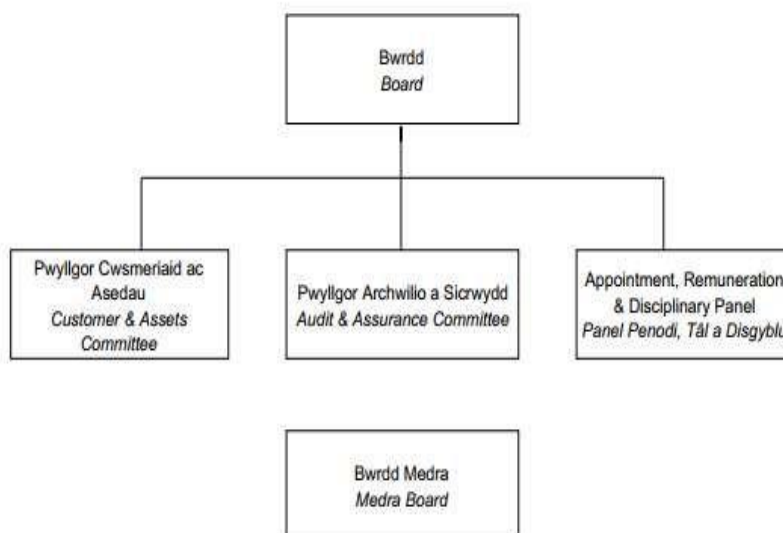


Our Board

The Board provides strategic direction to the company and leads on the governance and assurance framework. It defines and ensures compliance with our values and strategic objectives. It prioritises how we use our resources and monitors the performance of the management team who run the company day to day.

Within that overall purpose, the roles and responsibilities of the Board are:

- Strategic direction, including key workstreams like asset management
- Financial management
- Governance and board arrangements
- Strategic / high-value scheme approvals
- External relations
- Strategic / executive staffing matters
- Performance and risk management



The Board meets around six times a year, with a few additional strategy days and workshops. Board training days are also arranged for members to develop their skills. Additionally, Members sit on one of the Board Committees – these meet around four times a year. The scheduled dates for the 2025 year are:

- Board Meeting 5th February
- Board Strategy Day 19th February
- A&A Committee 5th March
- C&A Committee 12th March
- Board Meeting 26th March
- Board Meeting 9th April
- Board Meeting 21st May
- A&A Committee 11th June
- C&A Committee 18th June
- Board Strategy Day 2nd July
- Board Meeting 16th July
- A&A Committee 3rd September
- Board Meeting 10th September
- Annual General Meeting 24th September
- C&A Committee 8th October
- Board Meeting 22nd October
- Board Strategy Day 5th November
- A&A Committee 19th November
- C&A Committee 3rd December
- Board Meeting 17th December

Our meeting arrangements and times are flexible – we plan a mix of in-person, virtual, and hybrid formats and communicate the dates well in advance.

Our Board

Hywel Eifion Jones – Independent Board member, Chair

Eifion was appointed as Chair of the Board in 2021, and also sits on the Board's Appointment, Remuneration & Disciplinary Panel (ARDP). Prior to taking the Chair role, Eifion served as the Vice-Chair and as Chair of the Customer and Assets Committee. He is an Associate of the Chartered Institute of Bankers, following 34 years in senior appointments with Barclays. He also served as Anglesey County Councillor and as a member of the North Wales Police Authority. He now sits as a Magistrate and is a member of the Gwynedd Pension Board, and Residential Property Tribunal of Wales.



Sasha Davies – Independent Board Member, Vice-Chair



Sasha is the serving Vice-Chair, and is set to progress to the Chair role later in 2025. She also sits on the Audit & Assurance Committee and the ARDP. She is a director of her own business / consultancy, specialising in business and community development; and stakeholder engagement. Sasha also served as Head of Commercial at Natural Resources Wales; and prior to that, as Head of Strategic Development Wales at Horizon Nuclear Power. Other roles have included Strategic Director Economy & Place at Conwy County Council; and Programme Director for Anglesey Energy Island.

Mark Jones – Independent Board Member

Mark is the Chair of the Customer & Assets Committee, and has previously served as Chair of the Board. Mark served with North Wales Police for 30 years, including in Command positions across the force, but predominantly in Gwynedd and Anglesey. He is also a Member of Gwynedd Council's Standards Committee; as well as the Eryri National Park Standards Committee.



Dafydd Edwards – Independent Board Member



Dafydd joined the Board in 2022, and is the Chair of the Audit & Assurance Committee. He is a qualified accountant and had held several strategic roles at Gwynedd Council, including being involved in negotiations when the Council's housing stock was transferred in 2010; and serving as Treasurer for 19 years. Other roles have included Director of the Gwynedd Pension Fund; Statutory Finance Officer of Snowdonia National Park Authority; and Treasurer of North Wales Fire & Rescue Authority.

Cai Larsen - Local Authority Nominated Board Member

Cai sits on the Audit & Assurance Committee, as well as the ARDP. He has 20 years' experience as a Head Teacher of a local primary school, gaining experience in finance; change; and people management. He serves on a number of Council Committees.



Huw Gareth Pritchard – Independent Board Member

Gareth sits on the Audit & Assurance Committee, and the ARDP. He retired from North Wales Police after 34 years of service – this included serving as Chief Officer. In this work he led on national projects, including the Welsh language for Welsh forces. He also serves as a School Governor and a Search and Rescue volunteer.

Will Nixon – Independent Board Member

Will sits on the Audit & Assurance Committee. He is a member of the Chartered Institute of Housing, having spent over 30 years working in the housing profession. His experience has been in delivering major regeneration programmes, and senior roles within housing policy and housing management. More recently, Will was Deputy Chief Executive of Aspire Housing where he was also Managing Director of their award-winning social enterprise training subsidiary. He is a Board member of Social Enterprise UK, and has also served as a Board member on the Chartered Institute of Housing and Housemark Boards.



Sharyn Williams – Tenant Board Member

Sharyn sits on the Customer & Assets Committee and the ARDP. She has an MA in Social Policy and Social Research, and has worked as a Trainee Careers Advisor at Careers Wales. Sharyn has also worked for Bangor University as an Engagement Officer, and Student Liaison Tutor. She also serves as a Unit Leader for Girlguiding Cymru.

Denise Stone – Tenant Board Member

Denise sits on the Customer & Assets Committee. She has held management roles in residential care homes and a community cafe; and prior to that, was a Lecturer in psychology, health, social care, and counselling.





Dawn Jones – Local Authority Nominated Member

Dawn became an Adra Board Member in 2022, and sits on the Customer & Assets Committee. Dawn has over 30 years' experience in working with children, young people, and their families. She is the Vice Chair of the Governors of Ysgol Maesincla, and Treasurer of the Llygaid Maesincla community group. In her Councillor role, Dawn sits on a number of Gwynedd Council's Committees.

Deiniol Evans – Independent Board Member

Deiniol sits on the Customer & Assets Committee, and previously served on Adra's subsidiary company, Medra. He has over 40 years of diverse professional experience in the construction industry, with 28 years in the private, public and housing association sectors at senior management level. He is a Chartered Surveyor and prior to his retirement, was Director of Development and Technical Services with the Pennaf Housing Group. Before joining the Group in 2003 he was the Director of Development and Technical Services at North Wales Housing Association.



Nick Bennett – Independent Board Member



Nick sits on the Customer & Assets Committee. He has over 30 years of experience in public policy, with a particular focus on economic development and regeneration. He currently works for Savills as Director of Economics for Wales. Previous roles have included serving as the Public Services Ombudsman for Wales; as the Chief Executive of Community Housing Cymru. He has also previously been a Member of the Welsh Language Board; and the Ofcom Advisory Board for Wales. He is also especially proud of having established Menter Mon, a rural development agency.

Board Role Profile

Post title: Non-Executive Director

(The present recruitment is for Co-opted Board Members. This role is substantively the same as our other Board Members, including with the same remuneration).

Responsible to: Chair of the Board

Responsible for: Strategic direction and policy, directing the affairs of the organisation, sharing responsibility for Board decisions and acting in the interest of the organisation.

Overall objective is to:

- Ensure that we are governed effectively and in line with the requirements of the law, Welsh Government regulations and best practice
- Set, maintain and uphold our values, visions, objectives and core policies including equality and diversity
- Ensure that we are financially viable and that key risks are fully identified and mitigated
- Work to achieve an equal balance between the interests of current and future tenants, leaseholders and service users
- Measure and review our performance
- Contribute and share responsibilities for Board decisions.

Key tasks:

- Participate in discussions and decision making, to help form a consensus and share responsibility for upholding Board decisions
- Prepare for and attend Board and Committee meetings
- Read and consider reports for meetings, questioning these to ensure that decisions are well-founded and consistent
- Prepare for and attend training, seminars and conferences
- Ensure that decisions taken by the Board are in the company's best interests and that legal responsibilities are met
- Seek opportunities to promote, support and represent our work by visiting schemes and meeting tenants and agencies
- Treat information in confidence
- Develop and maintain good working relationships with other Board members and the Executive Team
- Approve policies and plans to meet the organisation's strategic objectives
- Appoint and, where necessary, appraise the Chief Executive (this responsibility is designated to Board Members who sit on the ARDP)
- Take part in appointing other members of the Executive Team (this responsibility is designated to Board Members who sit on the ARDP)
- Set clear targets for all activities and monitor the organisation's performance

- Always ensure that the organisation's work or reputation is not undermined
- Declare all relevant conflicts of interest and significant changes in personal circumstances
- Uphold our Code of Conduct
- Keep up to date with own specialist area of knowledge and with matters in the housing field
- Prepare, attend and participate in reviews linked to individual performance or that of the whole Board.
- Fulfil any specific brief agreed by the Board or the Chair

Relevant areas of skills could include

- Legal and corporate governance
- Decarbonisation
- Asset management
- Customer service and engagement
- Financial management
- Property Maintenance
- Development
- Governance and Legal
- Accountancy
- Treasury
- ICT and digital
- Organisational Management
- Human Resources
- Social Care or Social Enterprise
- Community Development
- Knowledge of Housing Associations' key service users
- Knowledge of RSLs and housing issues

Experience sought for current recruitment

- Legal and corporate governance; and separately
- Decarbonisation and / or asset management

Further, a strong track record of stakeholder engagement would be beneficial.

Term: Board appointments serve on renewable fixed terms, up to a maximum of nine years total in accordance with Adra's Rules.

Time commitment and additional duties

NEDs will be expected to:

- Attend and prepare for Board and Committee Meetings
- Devote time to acquaint themselves with Adra's business

On average, our NEDs estimate they spend around 2 days per month on Board business.

Welsh language

Board papers are provided bilingually, and a translation service is available in every meeting to allow members to use the language of their choice. The ability to speak Welsh is desirable, but not an essential requirement. Support will be available should successful applicants wish to learn. It is essential that all Members have an empathy for the Welsh language and culture.

Remuneration and benefits

Becoming a NED presents the chance to contribute positively to the organisation and its customers.

In line with the commitment and responsibilities required in the role, remuneration of £5,000 a year is offered. Board roles which take on further responsibilities might attract higher levels of payment.

As this is a paid role, mileage is not claimable for travel to the office for the standard meetings, but Adra will re-imburse other reasonable costs in line with the relevant Policy. We would also consider any additional assistances to support Members, such as childcare or care costs.

NEDs can also expect the following benefits in return for their commitment:

- The loan of IT equipment
- A variety of personal development opportunities, including relevant training and conferences
- Support from a dedicated Governance team

No terms of reference can cover every issue which may arise within the post and the post holder is expected to carry out other duties from time to time that are broadly consistent with those noted in this pack

Recruitment Timetable

Recruitment stage	Date
Closing date for applications	5pm Friday 7 th of February
Shortlisting decision and interviews for Adra Board	To be confirmed, but indicatively – the interviews would be held on some date(s) in the first two weeks of March.

Further information and how to apply

If you wish to have an informal discussion to understand more about the Board role, please contact Aled Davies, Head of Governance

To apply, please submit the following to Governance@adra.co.uk

- A detailed CV including details of positions held (and dates) please include key achievements of relevance to a non-executive position (no more than three pages)
- A supporting statement explaining your motivation in applying for a position and also addressing how you meet the requirements of the key tasks (no more than two pages)
- Full contact details (name, job title, organisation, phone and email) for two referees (including your current employer if applicable). Please note we will not take up references without your prior permission
- Completed Equal Opportunities Monitoring Form (a Word version is available on our website, or you can contact us by email for a copy).

Your application will be acknowledged and treated with strictest confidence.