



Corporate Plan

2025 - 2030

Adra

Introduction

Our purpose as a company is to provide quality homes and services to our customers. Over the next five years, we'll lead in creating sustainable, high-quality homes while fostering community well-being, driving innovation, and championing inclusivity across north Wales.

As we start on the next chapter of our journey from 2025 to 2030, we'll continue to provide more high quality and efficient to run homes across north Wales. We'll be ambitious and we'll work closely with partners to support tenants to transform their lives and improve their wellbeing.

Our commitment to meeting the Welsh Housing Quality Standards 2023 (WHQS) will guide our efforts to deliver high-quality, energy-efficient homes for all our customers.

As we move forward, our ambition to build more new homes remains unwavering. We're committed to addressing the housing needs of our communities by delivering high-quality, sustainable homes that enhance the well-being of our customers.

We want to expand and strengthen our partnerships with local authorities, other public bodies, third sector organisations, and registered social landlords, all of whom currently deliver key services to our customers. By strengthening these partnerships, we aim to make our services more accessible and addressing the diverse needs of our communities more effectively. We'll increase our efforts to reduce homelessness and shorten waiting lists for social housing, ensuring that everyone has access to the housing they need.

In this Corporate Plan, we outline our strategic priorities, key initiatives, and measurable goals that will guide our work over the next five years. Together, with the support of our customers, partners, and stakeholders, we're confident in our ability to create thriving, sustainable communities that offer a better quality of life for all.

Hywel Eifion Jones

Chair of Adra Board



Our Journey

Since 2010, we've proudly established ourselves as a trusted and leading provider of homes in north Wales. Our primary purpose is to provide quality social and affordable homes and services to those in need.

Over the last 10 years, we have significantly increased the number of homes we provide and by the final year of our previous Corporate Plan celebrated the milestone of completing our 1,000th new home. We now provide a safe and comfortable home for over 18,000 people in more than 7,400 properties in north Wales.

Managing and maintaining such a substantial number of homes, and ensuring our services consistently meet the demands of our customers, requires a dedicated and capable team. We're proud to employ 400 members of staff, whose hard work and commitment drive our success.

Our Values

Our values shape everything we do. They show our commitment to doing our best, being honest, and caring for our customers and communities. These values help us deliver top-quality services and make a positive difference every day.

We're open and fair in how we respond to customers and how we operate our business.

We're open and inclusive to all, acting fairly and impartially and respecting the dignity and individuality of everyone. We're open to working with others in partnership to further our aims and ambitions.

We're trusted, reliable and responsive, respecting and caring for our customers. We continually make sure that we provide value for money from our services and tailor them to respond to the needs of our customers who are at the heart of all that we do.

We're ambitious in addressing inequality, driving forward our new build programme and increasing opportunities for our customers. We embrace creativity and change whilst looking for different and new ways of doing things to continue to lead the way. We continually look to improve what we do, and how we do it and look to strengthen our position as one of the leading housing providers.



Four Key Principles

Our mission and values are supported by several key principles that guide our work and ensure we deliver the best possible results for our customers and communities. These principles are at the heart of everything we do:

Customer Satisfaction

Our customers are our top priority. We focus on understanding their needs and improving our services based on their feedback. We aim to create positive experiences and build strong relationships with our customers.

Value for Money

We make sure every penny we spend benefits our customers. We manage our resources carefully to provide the best quality services and homes at the best value. Our goal is to create lasting benefits for everyone we serve.

Working in Partnership

Working with others is key to our success. We build strong partnerships with local authorities, community groups, schools, businesses, and more. By joining forces, we can create better solutions for everyone. Together, we can achieve more than we ever could alone.

Welsh Language

We support and promote the Welsh language in everything we do. As a bilingual organisation, we provide services in both Welsh and English to make sure everyone has equal access. We encourage the use of Welsh within our communities and among our staff, celebrating our culture.

Our Priorities

What we'll achieve by 2030

This plan sets out what we aim to achieve by March 2030. It's difficult to see or indeed predict the future. However, by being true to our values of being **Ambitious, Trusted, Open and Fair** we'll be well equipped to meet the challenges ahead and ensure the sustainability of the company and provide the support needed to our customers to enable them to live a full and rewarding life.

Over the next five years we want to focus on four priority areas:

- **Improve our homes:** We're investing in our homes to make them safer and better. By 2030, we'll aim to make all our homes energy-efficient (EPC C – SAP 69). This means better insulation, renewable energy sources, and modern technology to keep homes comfortable and efficient.
- **Make a positive difference:** We're here to improve the lives of our customers and communities. We'll tackle issues like poverty, mental health struggles, and loneliness by listening to our customers and working with local authorities and organisations to meet diverse needs. We'll support education, training, and job opportunities to help people reach their full potential. By working with local partners, we'll create paths for personal and professional growth, helping everyone to thrive.
- **Create more homes:** We know quality housing is needed. The Welsh Government plans to build 20,000 new low-carbon social homes by 2026, and we're on board to help by building more social and affordable homes.
- **Foster a 'one team' culture:** Our team is our strength. We'll invest in our staff, giving them the skills and support they need. We encourage creativity and innovation and use data to make smart decisions, improving our services and staying ahead in the housing sector.

These four priorities fall under three distinct categories: **Cartrefi** (Homes); **Cwsmeriaid** (Customers) and **Cwmni** (Company).

CARTREFI HOMES

At the core of our purpose is the commitment to providing safe, sustainable, and comfortable homes for our communities. We understand that a home is more than just a place to live—it's a foundation for wellbeing, security, and growth. Our Plan focusses on building new homes, improving existing ones, ensuring quality and safety through an effective and efficient repairs and maintenance service, and promoting sustainability and community wellbeing. Through these activities, we aim to meet the diverse needs of our customers and create thriving, resilient communities. Here's how we plan to achieve this:

Our Plans

Building and Improving Homes

- **New Homes:** We'll aim to **build 800** new social and affordable homes in north Wales by 2030. These homes can adapt to people's long-term needs and will be sustainable and energy-efficient, meeting the needs of our communities.
- **Investing in our Current Homes:** We'll invest **at least £85m** to improve the quality of our existing homes, making them more energy-efficient and affordable to run. By 2030, we aim to have all homes meeting EPC C, with a long-term goal of reaching EPC A.

Ensuring Quality and Safety

- **Meeting WHQS 2023:** We'll work towards meeting the requirements of the Welsh Housing Quality Standards 2023 and create a clear plan to ensure all homes are safe, sustainable, and of high quality.
- **Health and Safety Compliance:** We'll ensure our homes are secure and safe with all health and safety compliance requirements met as a priority.
- **Repairs and Maintenance:** We'll provide quick and efficient repairs to keep homes safe and comfortable.

Promoting Sustainability and Community Wellbeing

- **Decarbonisation:** We'll work towards making our homes eco-friendly and meet the latest housing quality standards in Wales.
- **Sustainable Practices:** Where possible, we'll use sustainable practices in new and existing properties, including waste reduction, water conservation, and using local supply chains.
- **Customer Education:** We'll educate customers on sustainable living to promote environmental responsibility.



Our Plans

Supporting People

- **Work Skills:** We'll aim to provide opportunities to at least **700 people** to develop work skills through traineeships, apprenticeships, career promotion campaigns and introducing people to the world of work.
- **Health and Wellbeing:** We'll strengthen existing partnerships and develop new collaborations to support programmes that promote positive health and wellbeing.
- **Maximising Income and Meeting Household Costs:** We'll support customers to manage their households' costs and to access financial and debt advice, as well as access to welfare advice and benefits.
- **Sustainable Tenancies and Homes:** We'll provide the appropriate support to customers to secure and maintain their homes and tenancies and aim to provide **at least 15,000 packages of support** to those in need.
- **Creating Comfortable Homes:** We're dedicated to helping our customers make the most of their homes. Our goal is to ensure that customers feel confident and empowered to maintain their homes responsibly, creating comfortable and sustainable living environments. By working together with our services and contractors, we'll provide the knowledge and support needed to use the new technologies we install effectively.

Helping Communities to Thrive

- **Community Cohesion:** We'll implement community engagement initiatives that foster pride and encourage participation and cohesion within our communities
- **Social and Environmental Impact:** We'll continue to identify opportunities to maximise our social impact and manage our environmental impact within our communities.
- **Area Based Focus:** We'll align and shape our services and initiatives; and make the best use of our assets and resources to meet local challenges, opportunities, housing need and community priorities in conjunction with our partners.

Providing Excellent Services

- **Customers' Voices:** We'll create opportunities to ensure that our customers' voices are heard by involving them, share ideas and information, and have input into the decisions, policies and strategies that impact on their lives at a local, regional and national levels.
- **Customer Insights:** We'll continue to gather information and listen to our customers to better understand their needs and preferences.
- **Service Delivery:** We'll identify and implement changes to how we deliver services to best meet our customers' needs and ensure they are customer focused with an aim of achieving **90% customer satisfaction** with our front facing of services.

CWSMERIAID CUSTOMERS

Our customers are at the heart of everything we do. We're committed to empowering and supporting them, ensuring they have the resources, opportunities, and services they need to thrive. Our Plan focusses on supporting individuals, helping communities flourish, and providing excellent services. We aim to build stronger, more resilient communities where everyone can reach their full potential. Here's how we plan to achieve this:



Our Plans

Financial Strength and Sustainability

- **Efficient Financial Management:** We'll manage our finances smartly to ensure long-term stability and meet all our financial obligations.
- **Strategic Investments:** We'll make smart financial decisions to support our growth, improve our services and expand our environmental vision.
- **Grant Funding:** We'll find and use grant funding opportunities to support our projects and initiatives.

Strong Governance, Leadership, and Staff Development

- **Governance Excellence:** We'll maintain high standards of transparency and accountability in everything we do.
- **Professional Development:** We'll provide training and development programmes at all levels of the company, supporting our staff in gaining new skills, advancing their careers and drive positive change. We aim to have over **90%** of our staff viewing us as a good place to work.
- **Staff Wellbeing:** We'll aim to provide safe working environments for our staff and offer wellbeing initiatives to support staff to maintain their physical and mental health.

Innovation and Data-Driven Insights

- **Innovative Culture:** We'll encourage creativity and support staff in exploring solutions.
- **Supporting Local Economies:** We'll prioritise buying from local suppliers, creating jobs, and investing in our local workforce.
- **Using Data:** We'll use data to make informed decisions, improve our services, and increase efficiency.
- **Embracing technology:** We'll use emerging technologies, including Artificial Intelligence (AI), to enhance the way we work, improve efficiency, and improve the customer experience. We'll continuously review and where necessary upgrade our internal systems, integrating AI solutions to enhance efficiency.

CWMNI COMPANY

Our company is built on a foundation of financial strength, strong governance, and a commitment to innovation. We believe that maintaining a robust and sustainable organisation is key to achieving our mission and delivering high-quality services to our customers. Our plan focusses on ensuring financial resilience, fostering strong leadership, investing in our staff, and use data to drive continuous improvement. Here's how we plan to achieve this:

Our journey 2025 - 2030

