

Adra

Working Together

Annual Report and Accounts



2020 / 2021

A word from the Chair

This year has proven to be one of the most challenging we have ever faced as an organisation, yet one of the most inspiring in the way that we dealt with adversity, working together to serve our tenants through these difficult times. Like everyone in society we have had to adapt quickly to meet the challenges of managing the impact of the Covid pandemic in our work and personal lives. It's fair to say that it's been a life-changing year for so many.

I'd like to pay tribute to all our staff who have continued to deliver our core services, have reassured, and worked with our tenants throughout the year. Even during the period of lockdown, we made sure all emergency works were carried out on our properties and ensured that all health and safety compliance work was prioritised

By summer 2020 we were able to allocate properties ready to those that needed them again. We continued at pace with our development and worked with partners to build new homes to meet our ambitions of providing more social and affordable housing to fulfil an ever-increasing demand.

We've also been able to provide quality housing for keyworkers within the health sector to help meet the crisis in recruitment across north Wales. There is still more to do.

As the warnings on climate change climbs ever higher up the world agenda, we are proud to say that we were among the first housing associations in Wales to commit to deliver zero-carbon homes by 2030 through our Decarbonisation Strategy.

We see the benefits of lowering our energy consumption, and this is also central to reducing costs for our residents. Not only can we achieve positive gains for the environment, but we can also help a growing number of residents from the real threat of fuel poverty.

This strategy will bring a raft of benefits in terms of environmental improvements, creating new jobs and making our housing stock fit for the future.

We continue to provide the best possible services to our customers, and I'm proud to say that our tenant survey showed that trust in our services remain high, with over 90% of our customers saying they find us trustworthy

Remaining a well-governed organisation is critical to our future ambitions and we continue to retain the highest rating for governance and financial viability with our regulator, the Welsh Government. Ensuring equality, diversity and inclusion in everything we do is a priority for us throughout our business so that we make sure our staff reach their full potential, and that our services meet the needs of our customers and our communities.

I will be standing down from being Adra's Chair at the end of September 2021 after four years in the role. It gives me enormous pride to look back at what we've achieved together during this time. We've responded to new challenges and always put the tenant front and centre of our thinking at Board decisions.

It's been rewarding to see first-hand how Adra's work positively impacts on people's lives and strengthens communities as well as contributing significantly to meet the demand for high quality affordable housing.

Our relentless drive to achieve excellence in all that we do is to be admired, and I wish Adra and its tenants every success for the future.

Mark Jones
Chairman



DURING THE YEAR



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



Carried out **20,000** safety checks including electrical condition reports, heating services and fire safety checks



By the end of **2020/21** we had **497** new properties being developed across several sites in north Wales.

DURING THE YEAR



We were the **first** housing association in Wales to commit to a Welsh Language charter



We refurbished **390** properties for new tenants to call their home



172 additional homes were added to Adra's stock with over **90%** being EPC rated 'B' and above



One of the **first** housing associations in Wales to commit to becoming **carbon neutral** by **2030**



For every **£1** we invest we create **£1.96** to benefit the local economy

A word from our Director of Customers and Communities

Sarah Schofield

2020 was a year like none other, and brought with it many challenges to Adra, our staff, customers and communities. From the start our elderly and vulnerable tenants were at the forefront of our minds and we made it our priority to check that they were safe and well.

We mobilised our teams to make over 1800 welfare calls to check if they were ok, and if they needed help with tasks such as shopping or collecting medication. We contacted those who were shielding to arrange that they received weekly food boxes to their door so that they could remain safe at home.

Our Community Wardens helped distribute food and essential goods to foodbanks, supporting those who were struggling financially and had lost their income or employment as a result of the pandemic.

Partnership working has been at the heart of this work. As we look to the future, we will continue to work with key organisations in north Wales to make sure our customers get the very best services and support.

We set up our Covid hardship fund, providing over £50k in financial support to help deliver projects such as local food projects, baby boxes and wellbeing initiatives.

Looking ahead, we will continue to improve how we deliver services for customers. Most of our customers are very happy with Adra services. But we know we can keep improving. And that is what we will continue to do.

We arranged socially-distanced wellbeing events to help tackle loneliness and isolation. Our tenancy support service continued to provide one to one support, so that our customers knew they were not alone.

We will continue to invest in our existing stock, especially to make homes warmer and cheaper to run. We will continue to carry out specialist adaptations so that our customers can continue to live independently at home.

The feedback from customers has been heart-warming and I feel incredibly proud to have such caring and compassionate officers as part of our team here at Adra.

We will be building more homes across north Wales to help with the housing crisis, which will include specialist accommodation to support older people or those who have been made homeless.

Our customers and communities will remain at the heart of what we do.

“I've been here 34 years, its nice and cosy and feels like a family home”
- Adra Customer

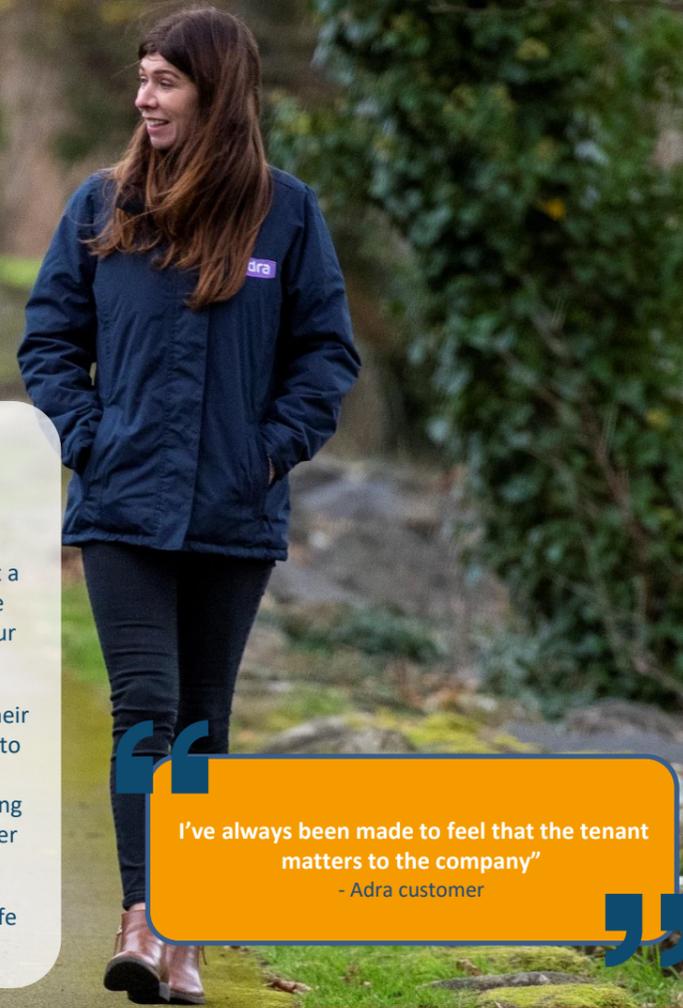


Our communities

One of the most rewarding part of our work is seeing the difference that a safe, quality home can have on people's lives. This year we have become ever more aware of the positive impact we can have not only through our homes, but by delivering support to individuals.

In 2020/21, over 86% of our residents told us they were satisfied with their neighbourhoods as a place to live. We believe in getting the basics right to support safe and vibrant communities, by tackling anti-social behaviour and maintaining our homes to a good standard, as well as being part of our communities and working in partnership with others to deliver what matters.

Over 90% of our customers said in 2020/21 that they felt safe or very safe in their communities.



"I've always been made to feel that the tenant matters to the company"
- Adra customer

Aros Adra offer home support for people.

Maes Ni Project Maesgeirchen, Bangor

Maesgeirchen is one of three communities in north Wales and 10 across Wales that have received £1 million through the lottery-funded Building Communities Trust scheme. The Maes Ni project started in 2016 to increase community involvement and local decision-making on how the money was spent. Consultation with residents showed that the creation of a new Community Centre and upgrading of the play park was at the top of the wish list.

Adra has been on the scheme's Steering Group from the beginning, and its scheme 'fundholder' since 2018 to provide financial support and advice. Sarah Schofield, our Customer and Communities Director is a member of the Steering Group and has helped and advised the group. The Play Park was completed in October 2020.

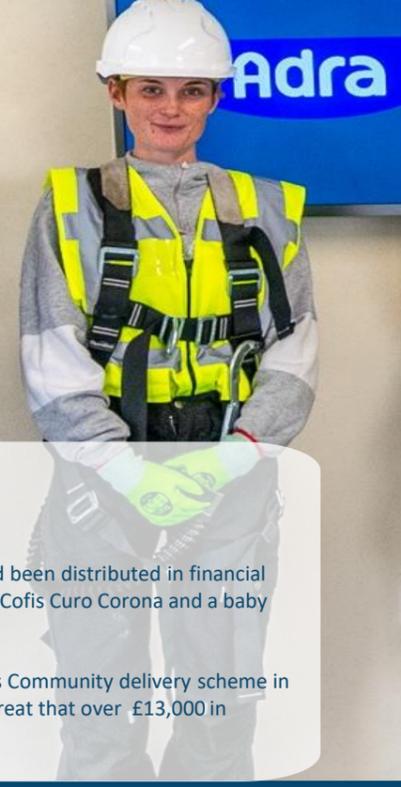
At Adra's request, the company, Cadarn, helped with the planning and tendering for the play park. This work was done as a community benefit, and they also contributed over £9,000 towards the project.



Supporting and creating opportunities

We launched Academi Adra on 8 February 2021 during National Apprenticeship Week to support more than 60 of our customers to move closer to work. Academi Adra works with a range of partners in education and employability to identify and provide opportunities to develop new skills and access training opportunities.

We also provide work opportunities directly with Adra, but also with our contractors and service providers. These include apprenticeships, work placements, graduate placements and trainee schemes. The partners we have worked with include Gwynedd Council, Grŵp Llandrillo Menai, Gwaith Gwynedd, DWP, Procure Plus, Mon CF.



Working in partnership

Our Covid hardship fund was boosted by financial support of our partners, Travis Perkins. By March 2021, £50k had been distributed in financial support through this fund. It supported food boxes and meal delivery schemes by groups such as Porthi Pawb and Cofis Curo Corona and a baby box project to support families in financial hardship.

Wellbeing packs were also distributed through the Maes-Ni and the Gwynedd Greadigol project, the Dref Werdd's Community delivery scheme in the Blaenau Ffestiniog area, and provision of sport resource packs for families in partnership with Byw'n Iach. Its great that over £13,000 in financial donations went directly to foodbanks across Gwynedd and Adra's wider communities in north Wales.

Chelsey one of our tenant on a course with Academi Adra.



DURING THE YEAR



We completed **99.5%** of emergency repairs on time



44 apprenticeships were supported through Adra and our appointed contractors



We provided support to over **2,000** new Universal Credit claimants

DURING THE YEAR:



Supported Gwynedd Council to contact and support 850 Adra tenants on the NHS Shielded list and referred 350 tenants to receive weekly emergency food boxes so they could remain safe in their home.

Created 42 volunteering opportunities by working with Mantell Gwynedd to support shielding tenants with tasks such as shopping and collecting prescriptions. 60 tenants benefitted from this volunteer support.

Provided supportive welfare calls to over 1,800 of our elderly and vulnerable customers.



We were proud to win a '2020 Recognition Award' by the Tenant Participation Advisory Service (TPAS) Cymru for our work during the pandemic in supporting tenants and the wider community.

We were the first to commit to the language charter and launch our 'Ten Commitments to the Welsh Language' which includes how we will support the Welsh Government in reaching its target of one million Welsh speakers by 2050.

Our Business

To drive improvements in our homes and services, our business needs to be well managed and fit for the future. Our financial and business planning model enabled us to be prepared for 2020/21 and has enabled us to continue to grow and provide stability for our tenants and much needed quality jobs.

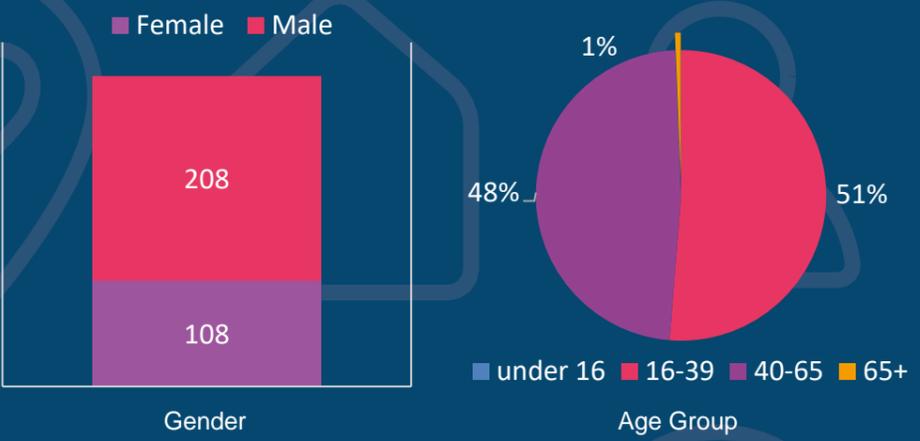
Our values guide what we do and drive our commitment to be a company that is fair, open, ambitious and accountable. We know that getting the best from staff will give our customers the best services and opportunities and we were proud of the staff survey results with 95% of our staff stating that Adra was a good employer.



Adra employee, Gwyn Roberts, can spend more time with his family as a result of working from home

Equality and diversity in everything we do

We're committed to achieving the highest standards of inclusiveness and equality in how we relate to our customers, and those who work for us. We aim to be a business that treats everybody fairly, and values everybody equally. This means we'll create opportunities for residents, employees, and the wider communities we serve, and will act against any unfair discrimination



Catrin R Jones - Operations Manager

Our agile working policy is reignited

We developed an agile working policy during a business re-think in 2017, but it took a pandemic for staff to really start working from home. Mair Williams, Adra's HR and Organisational Development manager said: "Occasionally, managers would take a day where they would work from home, but overall, the response wasn't great. When lockdown came, that choice was, of course, taken away, and like the rest of the country, our workforce stayed at home. Mair added: "As we had already invested in the concept of home working – if not the reality – it meant we were prepared up to a point. We had streamlined our processes and already upgraded our systems to enable that to happen."

Mair said: "Where we could, we equipped people with iPads and laptops, but inevitably some people ended up using what they already had at home. We also had the usual problems of connection and signal that caused communication issues.

Once the practical problems were resolved, communication among the staff became key and managers were encouraged to keep in touch with their teams on a regular basis. Mair said: "We issued regular bulletins and our key message was that people were not under any pressure to work their normal hours. We wanted parents and carers to know that we understood the difficulties they were facing. We provided a counselling service to those who needed it because the stress brought on by the changes was immense. We learned that people were feeling guilty about not being able to work as normal because of other commitments and we wanted them to know that we understood."

During this time, two-way communication was hugely important to the senior management team at Adra, and feedback surveys were conducted to get feedback from the workforce. The most recent of which showed a satisfaction level of 95% among staff. Mair said: "We were so proud of the result of that survey after such a challenging year. We have proved that agile working can and does work. Ultimately, we are about outcomes– that's more important than the number of hours someone is sat at their desk. We have maintained our Health, Safety, Quality and Environment (HSQE) international standards accreditations".

All these achievements form a sound basis for the future growth and development of Adra as we look forward to issuing our new Corporate Plan in Spring 2022.



DURING THE YEAR



Over £13,000 in financial donations going directly to foodbanks across Gwynedd and Adra's wider communities in north Wales



We provided a place to call home for over 14,000 members of our communities



We supported Gwynedd Council to contact and support 850 Adra tenants on the NHS Shielded list and referred 350 tenants to receive weekly emergency food boxes so they could remain safe in their home.



Our Homes

We have continued to invest in our existing homes, modernising and keeping our homes to a good standard. Last year we invested £6.6 million in improving our homes, with a further £9.4 million to deliver repairs and maintenance.

We have committed to becoming a carbon neutral organisation by 2030 and launched our decarbonisation strategy. We finalised our ten-year asset management plan to guide the way we care for, and develop the homes that our tenants live in, and provide quality low carbon homes.

Following a 'fabric first' approach, in 2020/21 we focused our improvement programme on the least energy efficient houses and invested over £1.1m in retrofitting loft and wall insulation and double-glazing.

In recognition of the differing needs of the community to access safe, quality and affordable housing options we have widened the types of properties and tenures we offer. Back in 2019/20 we began offering our first Rent to Own and intermediate rent properties, market rent properties in 2020/21, and our first shared ownership properties will be launched in 2021/22.

We're also working in partnership with Betsi Cadwaladr University Health Board, to provide affordable high-quality accommodation for nursing staff and other key workers. This will be an important step in helping to recruit and retain much needed key health workers for the NHS locally.

We have continued to focus on our landlord health and safety performance as we want to ensure that our performance is amongst the best in this field. In recent years we have invited industry experts to review our systems, processes and practice so that we and our tenants can be confident in our approach.

This year our fire safety practices were independently assessed, and we became the first housing association to be given the highest level of assurance by that independent expert.



First three staff members have now moved into accommodation in Abergele.

Betsi Cadwaladr

Iwan Trefor Jones, our Deputy Chief Executive said:

"We are proud to continue our partnership with Betsi Cadwaladr University Health Board and we're so glad that we can offer our support and help the NHS during this trying and uncertain time.

"When working in difficult circumstances, a comfortable home is valuable and important. We are happy to be able to provide this to overseas nursing staff and key workers who are playing a vital role in supporting our local NHS hospitals."

Our Governance and Performance

Board of Management

Our 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. During the year, a Special General Meeting updated our Rules, and established a flexible Board size of between 9 and 12 Board Members (not including co-optees).

The Rules provide that two Board members shall be Tenant Board Members, and that up to 24% nominated by the Local Authority. The remainder are independent Board members. All hold non-Executive positions and bring with them a wide range of professional, commercial, and local knowledge.

Being a Board Member brings important responsibilities. Adra undertakes annual appraisals of its Board Members, offering appropriate training and support where required and to identify any recruitment needs. We successfully targeted housing and development skills in the 2020/21 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.

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 Services

Improving Customer Satisfaction

Our staff are determined to deliver great services that keep customers safe and comfortable in their homes. This last year has been a challenging year as some of our services have had to adapt to ensure that we minimised the risk from the pandemic; in all our interactions with our customers we tried to emphasise that we were still here to support them, albeit in a different way.

We have maintained our Customer Service Excellence status, which shows a determined commitment to provide good quality services to all our customers and that we are identifying ways of continuing to improve. We asked over 1,300 customers for feedback on our services. Over 90% told us that they found us trustworthy.

Our staff worked with our customers to manage expectations during the period whilst being consistent in communication and actions to maintain and build trust. It reflects the patience and understanding of our tenants, many of whom have faced significant challenges during the year, and we are grateful to the contribution everyone has made to supporting each other in these challenging times.

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.

“As an adra employee I am very proud and grateful to work for the company. I am also valued as an individual within my team”
(staff survey)

OUR BOARD MEMBERS DURING 2020/21

Tenants

- Linda Campbell
- (retired in November 2020)
- Lynn Rowlands

Independent

- Mark Jones
- Abigail Tweed
- Robert Lewis
- Paula Jewson (retired September 2020)
- Selwyn Hayward
- Huw Gareth Pritchard
- Hywel Eifion Jones (appointed as full Board Member in October 2020)
- Will Nixon (appointed as full Board Member in October 2020)

Co-opted Members

- Hywel Eifion Jones (now a full Board Member as of October 2020)
- Will Nixon (appointed as a co-opted member in April 2020, now a full Board Member as of October 2020)

Shareholders

- Adra had 44 Shareholders at the end of 2020/21. Shareholders influence decision-making at Adra through their right to vote at General Meetings.

Members nominated by Gwynedd Council

- Berwyn Parry-Jones
- Cai Larsen

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 interim Regulatory Judgement was published in March 2021. It is designed to provide Adra, our tenants, service users, and other stakeholders with an understanding of how well we perform, in relation to Governance and Service Delivery, and Financial Management.

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

DURING THE YEAR



Nine out of ten customers were satisfied or very satisfied with our customer facing services



We answered over 70,000 calls



Over 90% of our customers told us they found us trustworthy.

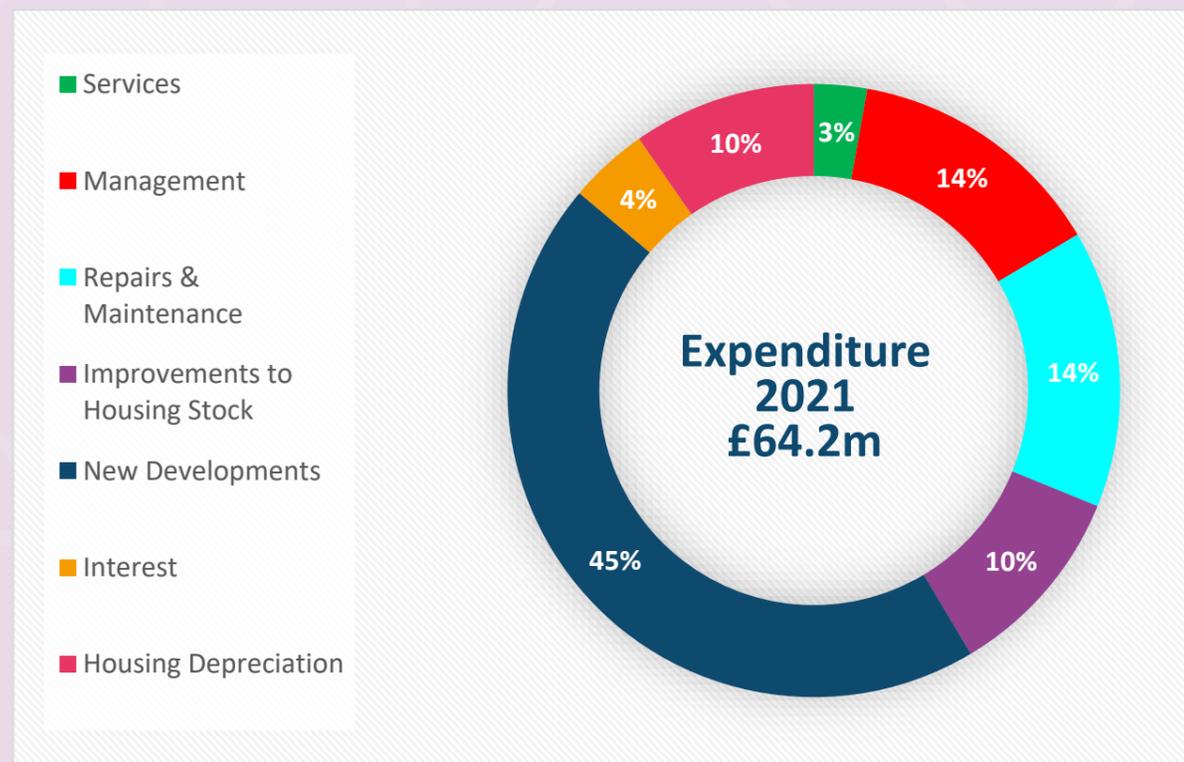
Financial Report 2020/21

2021

Expenditure

£'m

	2021
Services	1.8
Management	8.8
Repairs & Maintenance	9.4
Improvements to Housing Stock	6.6
New Developments	28.7
Interest	2.7
Housing Depreciation	6.2
	64.2



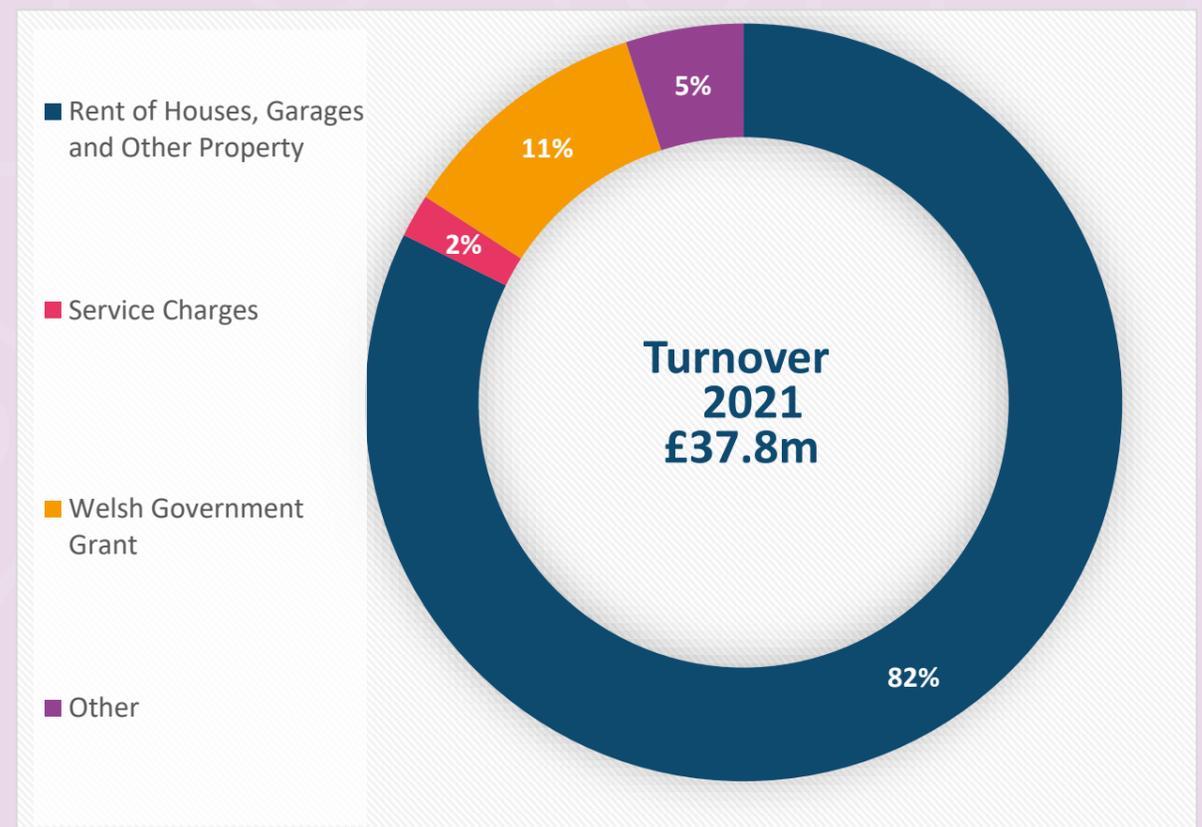
Financial Report 2020/21

2021

Turnover

£'m

	2021
Rent of Houses, Garages and Other Property	31.1
Service Charges	0.7
Welsh Government Grant	4.1
Other	1.9
	37.8



Financial Report 2020/21

	2021	2020
Income and Expenditure Account	£'m	£'m
Turnover	37.8	36.4
Operating Surplus	12	12.8
Surplus for the Year*	9.2	-11.6
Interest Payable	-2.7	-3.4
Loan Breakage Costs	n/a	-20.9
Cash Flow		
Net Cash Generated from Operating Activities	20.3	20.4
Net Cash Inflow / (Outflow)	10.8	0.3
Balance Sheet		
Net Tangible Fixed Assets	206.5	168.9
Net Long Term Loans	-123.8	-95.5
Net Assets	54.6	51.6

