



Adra

CORPORATE PLAN

2022 – 2025

There is no place like home.

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 three years. We want to deliver a consistently great experience for our customers and be a progressive and inclusive organisation people want to work with and for.

We're introducing this new three-year Corporate Plan in challenging times and as we do so we want to reinforce our promise to our customers, and to build on the resilience of our business, and the expertise and commitment that we provide.

We know that we have some hard work to do to achieve these longer-term ambitions. By working with our customers, staff and key partners we'll focus on five themes that will:

- Deliver an excellent customer experience
- Deliver quality homes to be proud of
- Support people and communities to thrive
- Reduce the carbon footprint of our homes
- Continue to build a leading business that is resilient, innovative, and inclusive in its outlook.

By 2025 we want to be a business that actively listens to and is truly trusted by our customers. We want to be a business that is part of a long-term solution to the housing crisis and inequalities in our society. And we want to put the environment and our long-term futures at the forefront of our decision making.

We have the potential to achieve great things in the next three years – there is much to do. This plan outlines our commitments, priorities and ambitions on how we want to work with our customers and partners in shaping the future.

Hywel Eifion Jones
(Adra Board Chair)



About us...

Established in 2010, Adra has truly established itself as a leading housing provider in Wales.

Our purpose is to support our communities and provide quality homes where people feel safe and happy.

Working across the whole of north Wales, we provide a home for over 14,000 people and own and manage over 6,600 homes. We employ over 340 people, offer a range of housing and activities to support and improve the lives of our customers. We operate as a group structure that comprises of 'Adra' which is the main body which provides and manages all our social housing properties and 'Medra' our development subsidiary company. We are a business built on social objectives where every penny we make is reinvested into the business to help deliver more quality homes and services for people in need.



Our Vision is... to deliver excellent services to our customers, invest in our existing stock, and build more high quality, low carbon affordable homes.

As a business we will be...

We will be ambitious in addressing inequality, driving forward our new build programme and increasing opportunities for our customers. We will embrace creativity and change whilst looking for different and new ways of doing things to continue to lead the way. We will continually improve what we do, and how we do it. We will strengthen our position as a leading provider of housing in Wales, whilst supporting our customers and communities to thrive.



We will be open and fair in how we respond to customers and how we operate our business. We will be open and inclusive to all, acting fairly and impartially and respecting the dignity and individuality of everyone. We will be open to working with others in partnership to further our aims and ambitions.

We will tailor our services to respond to the needs of our customers who will be at the heart of all that we do. We will be trusted, reliable and responsive, respecting and caring for our customers. We will continually provide value for money from our services.

What we will achieve by 2025

This plan sets out what we aim to achieve by March 2025. It is difficult to see or indeed predict the future. However, by being true to our values of being Ambitious, Trusted, Open and Fair we will be well equipped to meet the challenges ahead and ensure the sustainability of the business and provide the support needed to our customers to enable them to live a full and rewarding life.

By delivering on this plan, we want to see the following results:

- our services reviewed and, where necessary, redesigned around the needs of our customers
- that we play a key role in addressing the housing crisis in those areas where we operate
- our ways of working in partnership with others strengthened to tackle inequalities
- we'll be a leader in decarbonisation, particularly in relation to housing

To achieve these, we will be guided by the principles of ...

- being recognised as an ambassador for the Welsh language within the housing sector
- driving partnership working on a local, regional, and national level
- demonstrating and leading the way on inclusivity, breaking down barriers to promote equality and diversity
- supporting and delivering our social objectives by making the most of commercial income to reinvest in the business

Priority Areas

To deliver the outcomes above, five key priority areas have been agreed for the Group to focus upon during 2022 – 2025:

1. Providing an Excellent Customer Experience
2. Providing Quality Homes to be Proud Of
3. Decarbonising our Homes
4. Supporting People and Communities to Thrive
5. Strengthening our Business



Delivering our ambitions



This Corporate Plan and the delivery of our five priority areas are supported by several strategies:

- **Development Strategy [2020 – 2025]**
Sets out how the Group will meet the increasing demand for housing across North Wales for all different tenures.
- **Commercial Strategy [2021 – 2026]**
Provides a framework for the direction and activity of the Adra Group that will deliver our vision for undertaking more commercial activity in order to strengthen and further our social objectives and activities.
- **Decarbonisation Strategy [2020 – 2030]**
Sets out our ambitious decarbonisation targets to 2030 and beyond, identifying suitable decarbonisation opportunities and interventions, how we make these work, and measure their impact over time.
- **Asset Management Strategy [2021 – 2031]**
Sets out how we will continue to invest in our existing homes ensuring compliance with Welsh Housing Quality Standards, Health and Safety, the Renting Homes Act (Wales) and the Welsh Government's decarbonisation vision.
- **Organisational Development Strategy (Gwna Wahaniaeth)**
Sets out how we intend to positively influence, modify, and reinforce the internal culture of the organisation to help us achieve our company priorities and meet emerging challenges over the coming years.

Other related strategies include our Digital Strategy, Data Strategy, Value for Money Strategy and Procurement Strategy.

Our success in achieving the ambitions of this plan and the above strategies is measured through a series of performance indicators monitored by our Senior Management Teams and scrutinised by our Committee and Board members. Following the requirements of our Performance Management Framework, our performance targets are aligned with Corporate Plan priorities and are reviewed and set annually to improve any poor performance and drive continuous improvement in services which we provide.

PRIORITY AREA 1

PROVIDING AN EXCELLENT CUSTOMER EXPERIENCE

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 experience that we provide to our customers. 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 three years, we’ve achieved the Customer Service Excellence Award. So that we continue to provide quality services and improve on what we do, we need to make sure that we understand what our customers want and need. Having seen significant growth over the last few years, we know that we need to do more so that we meet the expectations of all our customers. Our ethos will be to listen, understand and act on what our customers are telling us.

We will do this by...

- Actively assessing our data, intelligence, and customer insight to define what matters most to customers and what ‘excellent customer experience’ means across the business
- Streamlining our most often used services to avoid waste and make our offer to customers better, quicker, and more consistent, and offer more services digitally
- Delivering our office transformation plan across north Wales
- Maintaining our empty home standard
- Maintaining our Customer Service Excellence accreditation
- Reviewing our response times for repairs
- Introducing a revised tenant participation framework to strengthen how we work with our customer

Objectives

We will understand the expectations of our customers and ensure that our services are responsive and tailored towards to them

We will make sure that we actively listen to what our customers tell us and act accordingly

We will effectively manage our housing stock making sure that we have as few empty properties as possible

We will make sure that our services are accessible, easy to follow and efficient for all customers meeting the standards they expect

We are committed to ...



Increasing our customers’ satisfaction with our services



Reviewing repairs and maintenance timescales



Maintaining our empty homes standard



Improving how we listen and act



Delivering our tenant participation framework

By 2025 we will...

Achieve an average of over 90% customer satisfaction with our customer-facing services



PRIORITY AREA 2

PROVIDING QUALITY HOMES TO BE PROUD OF

We provide homes that people can feel proud of, for both existing and new customers. A safe and secure home is the foundation for a fulfilling life. At Adra we believe that everybody has the right to have a roof above their heads and we can make that a reality. As the largest housing association in north Wales, we are here for the long term. We want to be part of the solution to the housing crisis by meeting the demand for more housing – creating and providing high quality, safe and affordable homes that people can be proud of. Over the next three years we are committed to investing in our current homes so that their quality is comparable with those of our new build properties. We'll aim to achieve all of this by complying with the new Welsh Housing Quality Standard and improving the energy efficiency of our current homes. We are focused on making sure that our homes comply with all expected safety standards and to rectify any issues quickly and effectively.

We will do this by...

- Increasing the number of homes we own and manage to over 7,500 by 2025
- Delivering the ambitions of our Asset Management Strategy 2021 – 2031 to improve the overall quality of our current homes, and making sure that we meet the new Welsh Housing Quality Standard
- Delivering a variety of homes of differing tenure types
- Making sure that all our homes meet all necessary safety requirements

Objectives

We will maintain our homes to an excellent standard by making sure that we meet the new Welsh Housing Quality Standard.

We will make sure that all our homes comply with the required safety standards.

We will deliver more new low carbon affordable homes to respond to the housing need across the region.

We are committed to ...



Increasing
investment in
existing homes



Maintaining
compliance of our
homes with safety
requirements

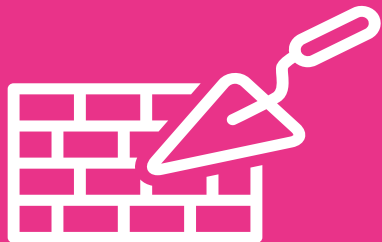


Increasing the
number of homes to
over 7,500



Maintaining
compliance of our
homes with Welsh
Housing Quality
Standards

By 2025 we will...



Build 750 new homes
and
Invest £60m in our existing
homes

PRIORITY AREA 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. If we are to meet our own aim of being carbon neutral by 2030, it's vital that we target the energy efficiency of the homes we own and manage. This is a longer-term ambition but is seen as a priority for the business to act upon now. Over the next three years our Asset Management Strategy will focus on improving the energy efficiency of our homes and, where possible, install new green technologies as standard. To do this we will also increase our use of sustainable materials, particularly in our repairs and maintenance schemes, to further reduce our impact on the environment. A key factor will be our involvement in the establishment of a new Decarbonisation Hub centrally located within Gwynedd so that we are true to our commitment to take action to reduce carbon emissions, support the wider green economy and enable our repairs and maintenance workforce to be trained in the use and installation of green technologies and materials.

We will do this by...

- Investing in our current housing stock, to make them as energy efficient as possible – researching and installing emerging green technologies as appropriate
- Reviewing the way we purchase our building and other materials and making sure most come from sustainable sources
- Using Tŷ Gwyrddfai (our new Decarbonisation Hub) to train the local workforce in the installation and use of energy efficient materials and tools
- Raising the profile of our decarbonisation work so that staff and customers understand why and how we are doing this

Objectives

We will support customers, staff and partners in the use of green technologies and practical ways to reduce their carbon footprint.

We will improve and increase use of sustainable materials with a low carbon footprint within our repairs and maintenance schemes.

We will reduce carbon emissions from our homes moving our properties to near zero carbon.

We will upskill our inhouse workforce making sure that we have the right capacity and capability in green technologies and construction to support our decarbonisation programme.

We are committed to ...



Reducing the overall carbon emissions from our homes

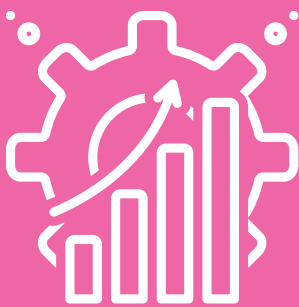


Increasing our use of materials from sustainable sources



Increasing levels of our inhouse workforce trained in green technologies and construction

By 2025 we will...



Undertake energy efficiency works on 1,000 of our homes

PRIORITY AREA 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. One of our proposed key outcomes by 2025 is to have contributed towards having a long term, positive impact on reducing inequalities within society. We'll focus particularly on access to safe housing, paid employment and training, financial support, growth opportunities, health and wellbeing and regeneration activities. We've assessed our impact on communities over the last few years and looked at how society is changing. We are adapting to this and will provide support to address main social issues including loneliness, low level mental health, unemployment, and poverty. Adra staff are well placed to help customers stay safe. We'll continue to contribute to initiatives that focus on prevention, early intervention and working in partnership so that our customers feel safer at home, improve home safety, safeguarding of vulnerable individuals and overall safer communities.

We will do this by...

- Expanding the work and reach of 'Academi Adra' - our initiative that provides support for customers to take part in new employment and training opportunities
- Recognising where our customers may need additional support and committing to regularly contacting / communicating with them
- Signposting vulnerable tenants to other partner organisation for specialist support, as necessary, such as mental health services, money advice, employment advice
- Look for opportunities to support others in regenerating urban and rural areas across north Wales
- Working with local groups, using our influence and support, to access various available funding

Objectives

We will support the regeneration and sustainability of our communities.

We will contribute towards solutions to reduce the impact of loneliness, mental ill health and other well being related issues.

We will actively provide support to people to move towards work and/or training opportunities.

We will support communities to identify and access funding for their projects and schemes.

We are committed to ...



Increasing the number of people we support into employment and training



Improving the wellbeing and safeguarding of our customers



Improving customers' feeling of safety in their home and their neighbourhood



Improving our contact and support with customers and the surrounding community

By 2025 we will...



Provide targeted support to 5,000 people to improve their quality of life

PRIORITY AREA 5 STRENGTHENING OUR BUSINESS

We are a dynamic business with a strong and healthy workplace culture. Against a backdrop of significant economic turbulence we’ve worked hard to embrace a commercial mindset into that culture so that we can look at new and different ways to bring in income and not be reliant on just the same sources. We’ll continue to do this as we move forward – allowing us to reinvest surpluses in the business to improve services, meet our social purpose, and build more affordable homes. We also want to be recognised as an employer of choice and truly be an organisation that others want to work with – within and outside the housing sector. One of our strengths is the way we embrace and use Welsh in everything we do. We want to continue to do this. Through our business we want to support the local economy across north Wales whilst recognising that some key activity over the next three years can have a positive impact on the regeneration of many areas. In line with our ambitions to decarbonise our homes, we also recognise our impact on the environment as a business. We are therefore also prioritising a focus on what we can practically do to reduce the carbon emissions in how we operate as a business.

We will continue to strengthen our position as a partner of choice looking to create strategic partnerships with key partners and public bodies such as Cyngor Gwynedd as well as other local authorities, Betsi Cadwaladr University Health Board, North Wales Police etc.

We will do this by...

- Delivering the agreed priorities of our Commercial Strategy focusing on providing value for money and taking advantage of more diversified income sources
- Maximise the benefits of our work on the local economies
- Actively looking at ways to maximise the social as well as economic value of our work
- Looking at ways to reduce our business mileage where possible and look for greener alternatives for our existing fleet of vehicles.
- Minimising our overall carbon footprint by changing how we do things or finding alternative ways to offset our emissions
- Continue to carry out regular staff satisfaction surveys and act upon the feedback received

Objectives

We will establish ourselves as an employer of choice.

We will make sure that our business activity maximises the social value and impact of the investment made.

We will minimise the carbon emissions from our business activity.

We are committed to ...



Reducing the carbon emissions of our business activity



Achieving the ‘Gold’ standard Investors in People award



Increasing our impact on the local economy

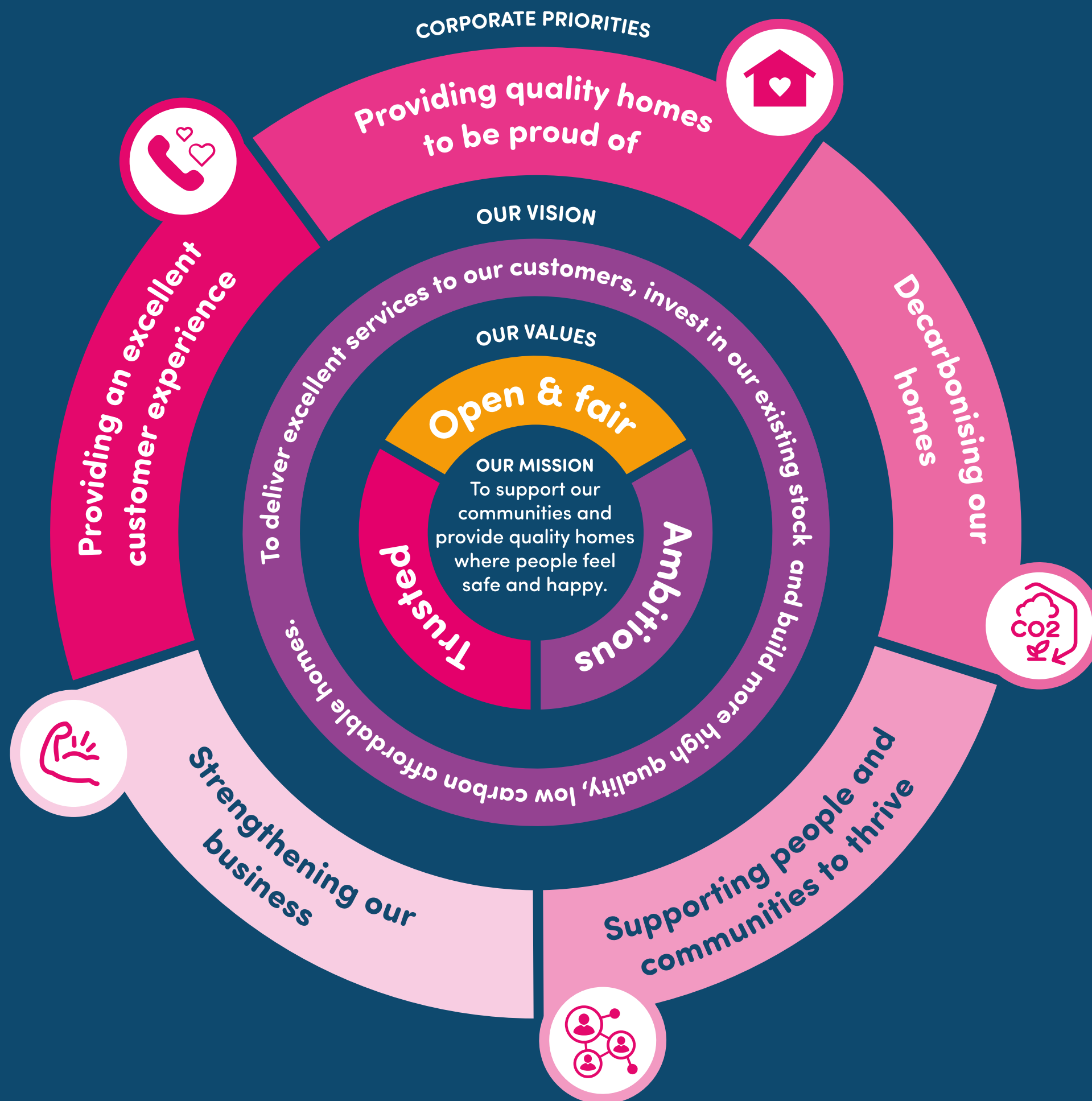


Increasing the social value of our investment

By 2025 we will...



Generate £600k additional surplus through new commercial activity



By 2025 we will...



Achieve an average of over 90% customer satisfaction with our customer-facing services



Build 750 new homes and Invest £60m in our existing homes



Undertake energy efficiency works on 1,000 of our homes



Provide targeted support to 5,000 people to improve their quality of life.



Generate up to £600k additional surplus through new commercial activity