



Adra

Annual Report and Accounts

2024/25

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Foreword

We're delighted to present the 2024/25 annual report which highlights some of our key milestones and achievements over the past 12 months. And what a busy year it's been.

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've significantly increased the number of homes. We now provide a safe and comfortable home for over **18,000** people in nearly **7,500** properties in north Wales.

Our investment in our current homes has continued. Our tenants have told us that it's important to them. We've also built new ones to help meet the increasing demand for homes across north Wales.

We've also focussed on listening to our tenants and their feedback helps shape our services.

We recognise that high quality housing is much more than simply a roof over one's head. It's a cornerstone of long term health and well-being.

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 **386** members of staff, whose hard work and commitment drive our success.

We would like to take this opportunity to thank them, as well as our Board Members and our key partners for their valuable contribution over the past year to help us deliver our priority projects. By working together, we're improving the quality of life for our customers every single day.

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.



Hywel Eifion Jones
Chair, Adra Board



Iwan Trefor Jones
Chief Executive, Adra

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.



Priority 1: Providing an excellent customer experience

Providing an excellent customer experience continued to be one of our key priorities. Our customers are at the heart of what we do – it's why we are here and why we'll 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.

Tenant satisfaction

Measuring customer satisfaction and understanding our tenants' experience is essential to our continuous improvement.

Our commitment to providing an excellent customer service continued during the year and the tenant satisfaction results showed that our performance continued to be good.

The survey results:

- **89%** trust Adra as their social landlord
- **91%** were satisfied with the services they'd received
- **80%** were satisfied with overall level of service based on their perception of our service
- **89%** satisfied with property inspection service
- **100%** satisfied with new build homes teams
- **97%** satisfied with gas servicing team
- **96%** satisfied with the lettings service
- **86%** satisfied with the supported housing service
- **94%** satisfied with rents service
- **89%** satisfied with the property inspection service
- **95%** satisfied with the assets service
- **88%** satisfied with repairs
- **66%** satisfied with the anti-social behaviour and neighbourhood service
- **94%** satisfied with the adaptations service

These results reflect the good work that goes on right across the business to improve services to our customers and to make our communities safer.





We've come to the end of the second year of Your Voice, our tenant engagement strategy. Listening to and acting on tenants' feedback has always been at the heart of what we do. These insights help us to ensure that we not only meet tenants' needs but also provide quality homes and outstanding customer service.

1,657 of our tenants have provided feedback through a variety of channels.

One of our biggest consultations was on customers' satisfaction with their 'rent providing value for money'. This feedback fed into our annual rent setting.

We also highlighted the support available with cost of living from the energy wardens and our Rents team, as well as promoting our Customer Panel and Academi Adra.

Over the past year, we ran a programme of estate visits, with **670** properties visited (in Bangor, Bethesda, Bala, Barmouth, Tudweiliog, Aberdaron, Buckley, Denbigh, Caernarfon, Llanllyfni, Penygroes, Penisarwaen, Cwm y Glo, Llanberis, Fairbourne, Rhiw, Botwnnog, Bwlchtocyn, Abersoch, Llanfrothen, Minffordd, Dyserth, Rhuddlan, Prestatyn and Abergele).



During these visits:

- **187** unreported repairs were identified
- **115** other various issues were identified
- **54** requests were received for support with rent and energy bills
- **83** new Customer Panel Members were signed up
- Tenant feedback was received on the 2025/26 rent setting process

Celebrating Customer Service Excellence success

We received full certification for Customer Service Excellence following a full assessment.

Key strengths identified during the assessment include:

- Strong leadership
- Staff are encouraged and empowered to focus on providing a quality service to all customers.
- Partners give clear examples of working alongside us in providing a quality service to customers they connect with
- Determination to continually develop the service
- Customers remain at the heart of the service offered
- Positive approach to developing staff



Priority 2: Providing quality homes to be proud of

Making our homes safer for tenants

As a provider of quality homes, the safety of our tenants remains our highest priority.

We rigorously meet our regulatory and compliance obligations while proactively managing all associated risks.

This theme evaluates how effectively we fulfil our legal responsibilities to protect tenants and maintain safe buildings, in line with the Welsh Housing Quality Standards. These include responsibilities around gas safety, electrical safety, lift safety, legionella management, asbestos control and fire safety, the 'Big 6'.



Key headlines:

- **100%** overall compliance with the Welsh Housing Quality Standards
- **98.9%** compliance with the 'Big 6'
- **98.6%** of fire risk assessments completed within timescale
- **98.7%** of properties tested for electrical safety
- **100%** of water hygiene (legionella) testing undertaken within review date
- **100%** of asbestos reviews undertaken within timescales
- **99.8%** of properties with a valid heating certificate
- **96.4%** of lifts that meet the required safety standards

Investment in our current homes

As part of our Major Capital Investment Schemes, **1,376** properties received works during 2024/2025.

These improvements cover both the inside and outside of our homes and include; energy, heating, adaptations, fire prevention, fencing and paving. Some of this work has been delivered by our dedicated Trwsio workforce, with the remainder carried out by trusted contractors.

Significant external work has taken place in many communities, including Morfa Garreg (Pwllheli), Pencyflog (Porthmadog), Trem yr Wyddfa (Penygroes), Toronnen (Bangor), Dinas Mawddwy, Aberangell and Aberllefenni, Deiniolen and Glasinfryn, Trefor and Pontllyfni and Cibyn (Caernarfon).



New homes development programme continues



We have committed to play our part in responding to the housing crisis.

During 2024/25, we invested **£40.3 million** in new homes, successfully completing **183** new builds by the end of March 2025.

Our balanced development strategy allocates around **80%** of new homes to affordable tenures—whether grant-funded or provided under Section 106 arrangements—and approximately **20%** to market rent or sale.

Recent completions include Cae Gors, Tregarth, which includes **12** new homes; **102** new homes at Plas Newydd Farm, Prestatyn; Cae Ffynnon, Pen y Ffridd, which includes **30** new homes; Plas Penrhos, with **39** apartments for over 55's in Bangor; and Bro Infryn, Glasinfryn, with additional **7** units completed.

As well as completing the new homes, we also received planning permission for several sites across the region, including **49** homes in Bodelwyddan, **16** homes in Llanwnda, **14** homes in Llanrwst, and **47** homes in Wrexham.

Transformation of former derelict site complete



Work was completed on developing 137 High Street Bangor, a former derelict site into **12 flats** with support to prevent homelessness, thanks to our collaboration with Cyngor Gwynedd.

The building will enable Cyngor Gwynedd to provide 12 homes with support as part of a wider plan to develop 83 similar units across the county to tackle homelessness as part of their Housing Action Plan.

We led on the development phase, while the building and supporting services will be managed in partnership by Cyngor Gwynedd.

This will include a support service to help people maintain a long-term tenancy so that they can move on to other accommodation and reduce the risk of losing their home again in the future.

Providing quality homes to be proud of

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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.

In 2024/25 we invested **£4.6 million** on improving the energy efficiency of our homes.

Headlines:

- Solar PV panels installed at **186** properties
- External wall insulation installed at **121** properties
- **43** properties equipped with battery alongside Solar PV panels
- Windows and doors installed at **125** properties
- IES energy system installed at **182** properties
- Heating - energy efficient boilers installed at **184** properties

Prosiect Sero Net Gwynedd

Prosiect Sero Net Gwynedd, a key partnership project which we lead, was awarded **£300,000** of Shared Prosperity Funding (SPF). This follows a previous investment of **£784,000** through Welsh Government's Community Renewal Fund and our match funding.

The project aims to establish a way to meet and manage the decarbonisation challenges of Gwynedd's housing stock. We've worked with several key partners and community groups to focus on raising awareness of energy conservation within communities, demonstrating the benefits of green technologies, strengthening supply chains through targeted training, and supporting the establishment of Tŷ Gwyrddfai.

We worked closely with Datblygiadau Egni Gwledig (DEG), Partneriaeth Ogwen, Grŵp Cynefin, Grŵp Llandrillo Menai and Cyngor Gwynedd to meet and manage the decarbonisation of homes in the county.

Key headlines:

- Engaged with **1,233** local people to raise awareness of decarbonisation
- Supported **299** people to reduce their energy consumption and minimise fuel poverty
- Retrofitted **5** community buildings to reduce their CO₂ emissions
- Created decarbonisation plans for **9** community buildings across Gwynedd.

Tŷ Gwyrddfai

Our decarbonisation centre of excellence, Tŷ Gwyrddfai has been operational since the tail end of 2023/24.

The centre has brought together the social housing sector (Adra), higher education (Grŵp Llandrillo Menai) and further education (Bangor University) providers to deliver a shared vision to meet the challenge of decarbonisation.

Tŷ Gwyrddfai offers a dedicated facility for training in low carbon technologies, upskilling for retrofitting and green technology innovation.

Tŷ Gwyrddfai also features an operational climate-controlled research facility to test new housing products (both internal and external) and provide scientific validation for products already on the market. The hub also upskills our staff and local small medium enterprises with the latest green skills to support the Welsh Government and UK Government's ambitious retrofit programme.

Key headlines:

- **824** operatives from within our business and the local supply chain were supported to gain new skills in retrofitting and green technologies
- Over **200** businesses attend courses at the centre during 2024
- We supported **164** individuals to gain skills and employment through Academi Adra





Tendra was an initiative aimed at fostering growth and development within the local construction sector. The project supported **20** local construction businesses in bidding for contracts and establishing long-term sustainability.

Funded by Arfor and operating directly from Tŷ Gwyrddfai, Tendra offered training sessions on procurement, social value, accreditations, health and safety, and job pricing. The aim was to support the local economy and keep local contractors in work locally.

Tŷ Gwyrddfai is also a busy events venue, with its location in central Gwynedd being a convenient meeting point for many. In 2024, **35** external events related to decarbonisation took place.

Top honours at prestigious housing industry awards

The Welsh Housing Awards were hosted by the Chartered Institute of Housing Wales in Cardiff and recognised good practice in the housing industry, as well as the creativity, passion and innovation of organisations and individuals across the sector in Wales.

We picked up the ‘Working in Partnership’ award with Busnes@LlandrilloMenai and Bangor University for our work of developing Tŷ Gwyrddfai.

We were also successful in picking up the Sustainability in Housing Award for our efforts to meet the Welsh Government’s target of zero carbon emissions by 2050.

This award focussed on the Tŷ Gwyrddfai development, as well as Tendra.

The award also highlighted the work of Academi Adra, the training and development initiative, as well as efforts to reach meet the zero carbon emissions target set by Welsh Government through our new build and retrofit of homes programmes and the development of Ffrâm24, the all-Wales framework established by us for the supply of building materials and associated products.



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.

While our original target in our Corporate Plan was to assist **5,000** people through targeted activities over a three-year period, we have far exceeded those expectations.

Key focus areas of our support initiatives included:

- **Pathways to Training and Employment:** Assisting tenants in accessing education, skills development, and new job opportunities.
- **Health, Well-being, and Welfare:** Promoting better physical and mental health through comprehensive support services.
- **Community Building:** Fostering safe, inclusive, and vibrant communities where tenants feel both proud and secure.

Cost of living support

We’ve taken steps to mitigate the impact of the cost of living crisis in Gwynedd by leading a dedicated cost of living group, in partnership with Grŵp Cynefin, North Wales Housing, Cyngor Gwynedd, DWP, CAB Gwynedd and the Money and Pensions Service.

We also helped tenants to access additional funding and support. We assisted with applications for benefits – such as Universal Credit , Discretionary Assistance Fund and the Discretionary Housing Payment.

In 2024/25, **124** tenants were referred to CAB; **£142,407** of debt was written off and an extra **£117,264** additional income was secured for our tenants.

Reducing the impact of fuel poverty

We recognise our crucial role in supporting tenants affected by poverty—a challenge that has become even more pressing during 2024/25 amid the persistent cost-of-living crisis, rising interest rates, and volatile inflation.

As a key element of our comprehensive support package, we offered an energy warden service designed to empower our tenants.

Our dedicated wardens provide personalised advice on reducing energy consumption, switching to more competitive tariffs, and using heating systems efficiently.

Additionally, they guide tenants through the process of applying for grants and benefits—such as the Warm Home discount, winter fuel payments, Discretionary Assistance Fund (DAF), and Welsh Water discounts—to maximise household incomes and alleviate financial pressures.

Key headlines:

- **1,035** people received energy efficiency advice through our energy warden scheme
- **914** fuelbank vouchers were secured through the Fuelbank Foundation
- **£48,227** in support and savings generated for customers through targeted support

Counting the Pennies

During the year, we launched Counting the Pennies, a numeracy skills and financial inclusion project delivered in partnership with Grŵp Cynefin and North Wales Housing.

Counting the Pennies

The project helps tenants to develop their numeracy skills, maximise their household income and manage their finances effectively by helping them to:

- Understand what income they are receiving from salaries, Universal Credit, pensions, housing benefit, child benefit, or other welfare support.
- Budget for monthly rent, utility bills, transport, food costs, childcare, and other expenses to prevent debt.
- Develop payment plans for rent arrears and referring tenants to debt advice and support agencies such as the Citizens Advice Bureau.
- Identifying if they are eligible for benefits or grants and assisting with applications for hardship grants and other funds

Funded by the UK Shared Prosperity Fund with backing from Cyngor Gwynedd, the project has supported **501** tenants/households in Gwynedd to date.

Success in community fund bids

Over the past year, we have presented **£25,573** to groups through our Community Investment Fund, with **27** successful applications. Grants of up to **£1,000** are available to fund new projects or a new strand of an existing project.

Successful applications were received from groups in Caernarfon, Bangor, Bala, Y Felinheli, Bethesda, Peinsarwaen, Waunfawr, Llanrug, Bontnewydd, Nefyn, Abersoch, Pwllheli, Pentrefelin, Blaenau Ffestiniog and Llanuwchllyn.

Examples of groups receiving funding include Carnifal Bethesda, Clwb Snooker Deiniolen, Gwynedd Scouts, Gwesty'r Seren, Gwyl y Felin, Gisda, (Balchder Caernarfon), Bangor Arts Initiative, Muay Thai Maesgeirchen and Cyfle.



Academi Adra



Academi Adra is an employment and skills scheme established in 2021 and funded by the Shared Prosperity Fund (SPF).

It's a scheme that provides training, work experience and paid work placements and is open to anyone over 16 years of age. It also holds events that encourage women and young people to pursue a career in the construction sector.

Key headlines:

- **164** individuals have received vocational training (construction, customer and administrative skills, maintaining grounds and supporting people)
- **23** courses held
- **36** individuals have been supported in a paid work placement
- **29** individuals have gone on to employment or an apprenticeship
- **12** have moved on to full time employment after participating in the course
- We collaborated with over **30** partners and contractors

Cleaning up communities

We're helping our communities to reuse, repair and be more environmentally aware through our community work.

Over the past year we held a number of estate clean-up days, working with partners to help residents spruce up their local community and dispose of unwanted items.

We arranged for skips to be delivered and worked with the recycling team at Cyngor Gwynedd to ensure that waste was correctly disposed of, and that tenants received information on recycling.

We also worked with North Wales Police, North Wales Fire and Rescue, the Probation Service and several other partners and local schools to conduct the clean-ups.



Priority 5: Strengthening the business

Providing social value

We're now 4 years into our social value journey.

We started looking at how we could capture our social and added value back 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 customers and partners.

At the heart of our work is a focus on our social value priorities:

Keeping Spend Local

Supporting local economies by sourcing materials and services from local suppliers.

Creating Work Opportunities

Providing employment and training opportunities for tenants and local communities.

Promoting the Welsh Language and Culture

Ensuring the protection and promotion of Welsh culture and language.

Reducing Carbon Footprint

Advancing sustainability and decarbonisation efforts in housing and operations.

Our social value impact: 2024/25 = **£12.5m.**

Top honours for social value team



Last October we picked up national honours at the Social Value Awards hosted in Birmingham.

These awards recognised and promoted businesses that demonstrate social value.

Our team beat tough competition to scoop the Private Sector Leadership award and was 'highly commended' in the Accountability and Reporting category.



Keeping the pound local

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

Over the past 12 months we have awarded **65** contracts through our procurement team. **40** of these have been awarded to local companies in north Wales.

- **55%** of our suppliers are based in Wales; **95%** of our suppliers in Wales are based in north Wales
- **£43,748,319** in total spent with local suppliers in north Wales
- **386** local people employed by Adra
- **£3.2m** of social value generated through our procurement activities with contractors FFrâm24

Staff satisfaction levels on a high

During the year, we carried out our latest staff survey.

We had a target in our Corporate Plan for **90%** staff satisfaction and it was great to note that **98%** of our colleagues believed that we were a good employer in our latest survey.

It recognised the efforts to promote Adra as an employer of choice and our efforts to enhance the health and well-being of our colleagues.

Charitable team at Adra

Over the past two years we have been raising money for Ysbyty Gwynedd Kidney Patients' Association, our official charity - we managed to raise **£7,592.43!**

This was a charity close to the hearts of many colleagues for a number of different reasons.

We raised money by taking part in a sponsored walk, taking part in the monthly Clwb 100, contributing £1 towards the charity for every staff survey completed, a carol service, a golf competition and by taking part in a running race.



Celebrating becoming an employer that supports fostering



We've made a commitment to supporting local foster carers and the children they care for and improving support to our own employees at the same time.

We've also committed to supporting any staff who provide foster care, by offering additional paid leave for their fostering commitments. This will provide foster carers with greater flexibility to respond to any emergencies that may arise with fostering and to attend meetings, training and to settle a young person into their new home.

Having a supportive employer can make a world of difference to fostering families, enabling them to balance employment with fostering children. Support from their employer also helps those interested in fostering to take that first step.

Robust governance arrangements

Our governance framework is built on evidence-based decision-making, transparency, and a clear focus on meeting the needs of our residents and communities.

Our Board

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.

Our Board Members during 2024/25

Independent

Hywel Eifion Jones

Sasha Davies

Richard Mark Jones

Huw Gareth Pritchard

William Nixon

Dafydd Edwards

Glyn Deiniol Evans

Nicholas Bennett
(appointed in September 2024)

Tenant

Sharyn Williams

Denise Stone
(retired in February 2025)

Nominated by Cyngor Gwynedd

Olaf Cai Larsen

Dawn Jones

Co-opted Members

Gwenda Crawford
(retired in September 2024)

Helen Pye
(appointed in March 2025)

Shareholders

We had 29 shareholders at the end of 2024/25. Shareholders influence decisions at Adra by voting at General Meetings.



Financial report 2024/2025

2025
£'m

2024
£'m

Income and Expenditure Account

Turnover	51.7	46.7
Operating Surplus	13.8	12.1
Surplus for the Year	10.1	8.1
Interest Payable	-5.8	-4.2

Cash Flow

Net Cash Generated from Operating Activities	24.7	19.9
Net Cash Inflow / (Outflow)	-8.0	-0.05

Balance Sheet

Net Tangible Fixed Assets	398.0	353.6
Net Long Term Loans	-197.3	-189.7
Net Assets	103.7	93.8

Turnover

Rent of Houses, Garages and Other Property	42.7	39.0
Service Charges	1.1	0.9
Welsh Government Grant	4.1	4.1
Other	3.8	2.6
Total	51.7	46.7

Expenditure (including capital expenditure)

Services	2.5	2.4
Management	13.0	11.0
Repairs and Maintenance	11.7	11.6
Improvements to Housing Stock	13.9	14.6
New Developments	40.3	49
Interest	5.8	4.2
Housing Depreciation	10.7	9.4
Total	92.1	93.5