

# Annual Report & Financial Statements

# 2024



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## Our vision is:

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“

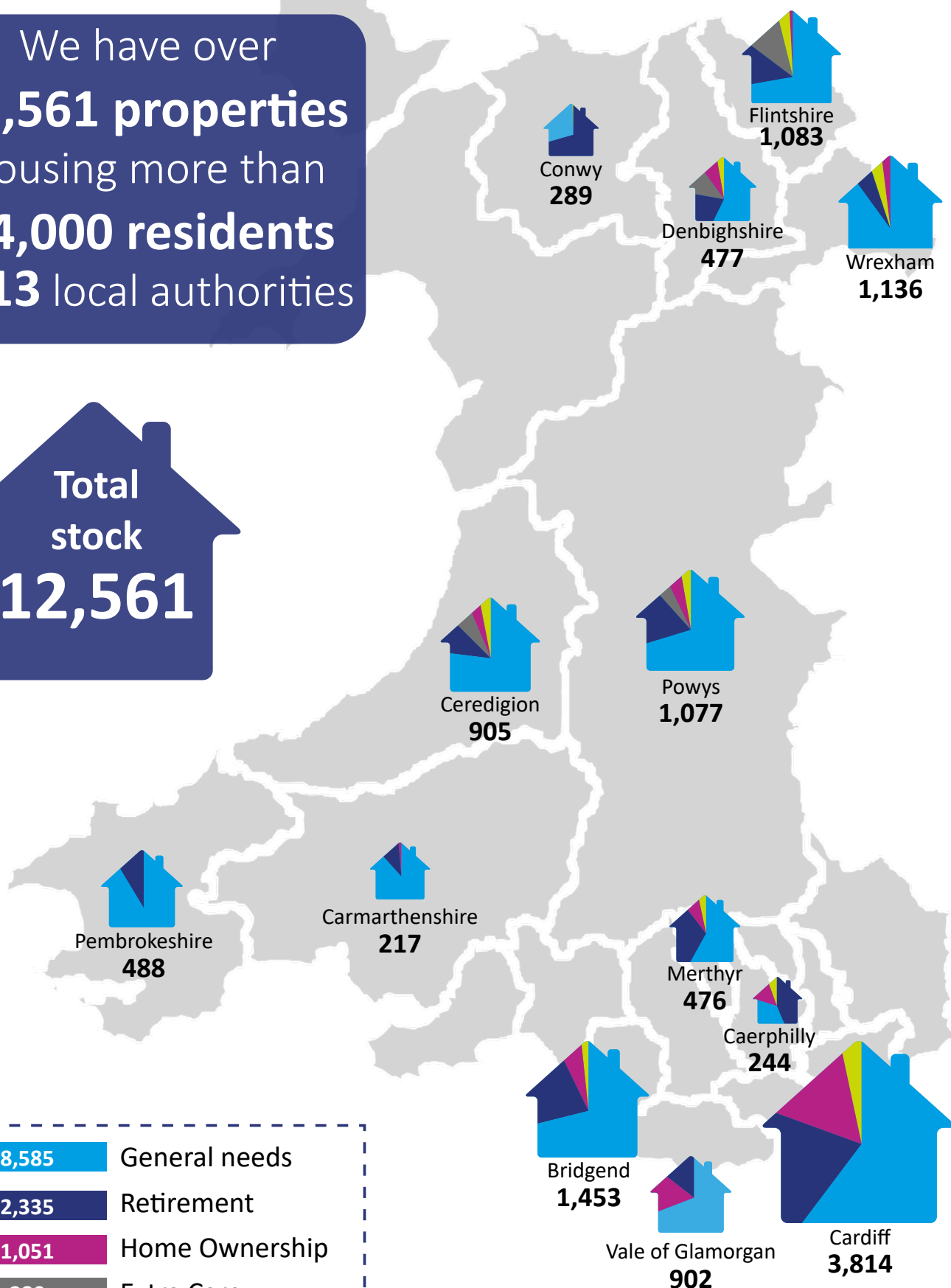
strong sustainable growth to  
*make a difference* to people's  
*lives, homes* and *communities*

”

# Communities across Wales

We have over  
**12,561 properties**  
housing more than  
**24,000 residents**  
in **13** local authorities

Total  
stock  
**12,561**



8,585	General needs
2,335	Retirement
1,051	Home Ownership
280	Extra Care
310	Supported

As at 31 December 2024



# Chair's report

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**Alex Ashton**  
Chair of the Board

2024 has been my sixth year as Chair of the Wales & West Housing Group Board and in that time, I have seen many changes. However, as we have continued to grow, one thing has remained consistent and that is the hard work and enthusiasm all our staff put in to provide a great service to our residents.

Everyone in the Group has played a part in making Wales & West Housing a great place to work. During the year, we had the good news that we retained our Investors in People Platinum accreditation. This is a huge achievement as only a tiny percentage of organisations across the UK achieve this. We also retained our 3-star world class rating with Best Companies, which was another outstanding success.

We are a strong and stable organisation and have a very clear way of operating, the Wales & West Housing Group Way. We put residents at the heart of everything we do and empower our staff to be in the work and to do the right thing. The way we operate makes us financially strong, which allows us to make the difference we do to lives, homes and communities.

During my time as Chair, the Board has been focused on sticking to our core purpose. The Board have continued to refine our Corporate Operating Model, which helps us to focus on the

work that everyone is doing to improve services for residents. It also helps staff to be clear about what their role is and how we all work together to continually improve.

As an organisation, one of the things that really matters to us is to challenge inequality and make sure everyone has the same opportunities. The Board approved a Diversity and Inclusion strategy last year and staff have been working on the implementation of this strategy in focus groups throughout the year. As part of this journey, in the summer, the Board met with representatives from Disability Wales and Disability Sport Wales, whom we have chosen to partner with over the next three years. It was fascinating to hear first-hand about the work both charities are doing to champion the rights of people with disabilities in Wales and to promote inclusivity. We are not only supporting them financially, but we want to work more closely with them to forge stronger links and opportunities with our staff and in our communities to help further their work.

One of my personal highlights this year was our Board visit to our new housing scheme in Maes Yr Hufenfa in St Clears. As a Board, we regularly visit schemes and get the chance to talk to staff, residents, contractors and local authority partners. It allows Board members to get a better



**INVESTORS IN PEOPLE™**  
We invest in people Platinum



understanding of the work staff do, the challenges staff face and real experiences of where our staff make a difference. It is a privilege when residents welcome Board members into their homes and show us the difference moving in has made to them and their families. For Board members it is great to see the quality and design of the homes we are building but it is even more satisfying to hear, first-hand from residents,

how warm and economical the homes are to live in and how friendly the neighbours are. We felt a real sense of community in St Clears, as we do whenever we visit any of our schemes.

I will be standing down from the Board, and as Chair, in 2025, having served my full term. I have been involved with Wales & West Housing Group for over 20 years and in 2025 Wales & West Housing will be 60 years

old. As I leave, I am sure of one thing and that is that the Wales & West Housing Group has made a difference in all the time I have been here. Indeed, I know that the Wales & West Housing Group has made a difference for all of the last 60 years and I am certain that the Wales & West Housing Group will carry on making a difference for many years to come, in the way that we always do, one person, one contact, one step at a time.



Presenting at the Wales & West Housing Staff Festival in November

# Group Chief Executive's report

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**Anne Hinchey**  
Group Chief Executive

The key theme that has run throughout 2024 has been how we have stuck to purpose during challenging times. We do things our way, the Wales & West Housing Group way, and that is reflected in our vision statement of strong, sustainable, growth to make a difference to people's lives, homes and communities. Everything that we have achieved in 2024 reflects the desire we have to always be better, recognising that however good we are, we can always do more. All of this is underpinned by our stability, and we have continued to work on our foundations and on constantly strengthening them. It is from these foundations that we can continue to provide homes for people and continually improve our services.

Our strong foundations are built on our financial strength. We stick to our core purpose, having made the big strategic decisions in the last few years to cease to be a care provider, to sell homes to other social landlords in areas where we were not best placed to make the most difference, to exit from the SHPS pension scheme and set up our own scheme and to restructure our management team. Doing an excellent job of the core things that both matter to our customers and to us as a business makes our foundations strong and our future secure. This means that we have stayed focused on what we do well and we have not got distracted.

As a result of this, in 2024 we were able to relentlessly focus on improving how we deliver services, using our Operating Principles, our Core Principles and our Corporate Operating Model. All of this has helped us to improve our free cash position, which is our key financial metric. Free cash inflow increased to £11.2m in 2024, up from £8.9m in 2023. We also have a strong cash balance and a clear treasury strategy, with all our loans at fixed rates. Our cash balances are invested wisely to improve free cash performance.

Our financial strength allows us to do two things. The first is to make a difference in everything that we do and this annual report highlights the difference we make to lives, to homes and to communities. The second is that our strength also allows us to build new homes and, over the year, we have made a real effort and investment to ramp up the development of new homes. We have a housing crisis in Wales and sadly the number of people who are either homeless or in temporary accommodation is rising. We see our role, indeed our obligation as the Wales & West Housing Group, to help and support not only our current residents but those on social housing waiting lists, who are our residents of the future. That is why we build new social homes and that is why we focus on social housing. We know that every





new home takes someone off a waiting list and transforms lives. We have built over 2,000 new homes in the last 10 years and built 227 homes in 2024. We have ambitious plans to do more, with another 489 homes currently on site.

Our long-term planning is predicated on having good homes for many decades. We are passionate about us having the right long-term homes and this means investing well in our current homes and divesting ourselves of homes that are not the right home. We have always been clear that we want to have the right homes for our resident group. Just because we own a property does not necessarily mean that it will always be a

good property for us as a social landlord. Over the last few years, we have sold 85 homes we did not build but have purchased 104 properties we built, but which were sold under the Right to Buy, to replace them.

During the year, we finished the rationalisation of the local authority areas we want to make a difference in, selling our final 23 homes in Rhondda Cynon Taf to Cynon Taf Housing Association. We now work in 13 local authority areas and own or manage 12,561 homes. We are actively developing new homes or looking at possible opportunities in 12 of these 13 local authorities.

We have invested heavily in the homes we wish to keep,

increasing the volume of work that we have done and spending £12.2m in 2024. We will continue to invest more over the coming years to make our homes warm, comfortable and affordable to live in for our residents.

Over the next two pages, we talk about how we operate. We have a way of working, the Wales & West Housing Group Way, which allows us to do the right thing efficiently and effectively time and again, and which means that we are well placed to continue to make a difference to people's lives, homes and communities.



Welsh Minister Julie James visited our new scheme at Colchester Avenue , Cardiff



# How we operate

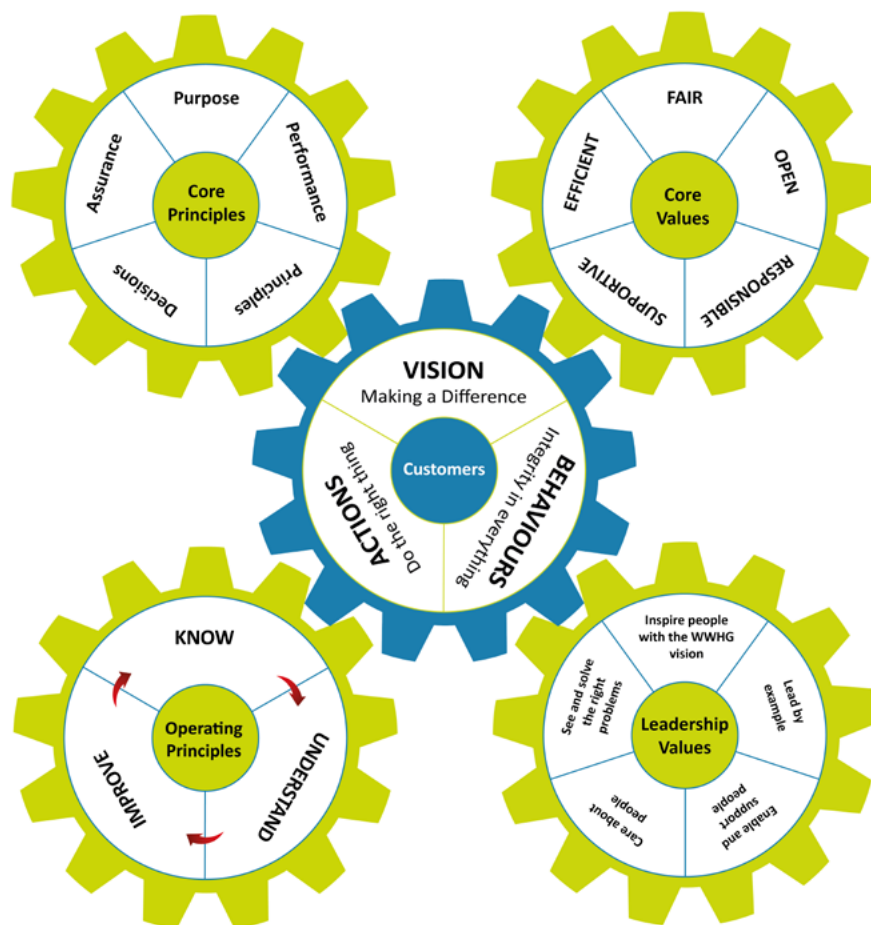
The Wales & West Housing Group (WWHG) Way outlines how we run the organisation to deliver the outcomes that matter to our residents, by involving the resident voice in the design of services, providing the performance assurances needed by our stakeholders and ensuring a financially stable future for the Group. This is summed up in the Vision that underpins the WWHG Way, namely 'Strong sustainable growth to make a difference to people's lives, homes and communities'. In fact, 'making a difference' is a central theme

and a driving force for the day-to-day work of teams across the business.

The WWHG Way is made up of our Corporate Operating Model and our Corporate Culture Model. We illustrate our Corporate Culture as a series of interlinked cogs setting out the Values and Principles that we use every day to design and deliver services in a way that truly makes a difference. The central cog rightly has customers at the centre, surrounded by our Vision of 'making a difference',

our Behaviours of 'integrity in everything' and our Actions to 'do the right thing'.

Within our cogs, we have clearly articulated our Core Principles. They set out the principles that underpin how we operate effectively. How we apply these principles and concentrate on them is what makes us unique. They articulate what we do, and they matter to us. They allow us to hold ourselves to account and, most importantly, help us to do the right thing. We have a particular way of



Strong sustainable growth to make a difference to people's lives, homes and communities

SYSTEMS & FUNCTIONS	What matters to RESIDENTS	What matters to STAFF	What matters to WWHG	Board assurance FRAMEWORK
OPERATIONS	<b>Purpose Statement,</b> from a customer perspective <ul style="list-style-type: none"> <li>• What matters to customers</li> <li>• Measures - leading and lagging</li> <li>• Workflows / value steps / procedures</li> </ul>		<b>Assurance Statements,</b> from a business perspective <ul style="list-style-type: none"> <li>• Detail under each statement               <ul style="list-style-type: none"> <li>• Measures and controls in place</li> <li>• Evidence in place</li> </ul> </li> </ul>	<ol style="list-style-type: none"> <li>1. Sufficient income collected</li> <li>2. Expenditure</li> <li>3. Availability of funds to meet commitments</li> <li>4. Free cash and credit score</li> <li>5. Protection of ICT systems</li> <li>6. Landlord health and safety</li> <li>7. Leadership and Governance</li> <li>8. Landlord service and business obligations</li> </ol>
ASSET INVESTMENT & PROCUREMENT				
DEVELOPMENT				
FINANCE				
TECHNOLOGY & DATA				
CORPORATE SERVICES & ASSURANCE				
PEOPLE & CULTURE				

understanding performance, where it is important to us to measure how we are doing over time and understand whether performance is improving or not, rather than getting lost trying to drive at a target. It is also important to us that we have evidence and knowledge to make good decisions. These things are not always easy to achieve, as we all have our own assumptions and opinions, but what we do is design systems that are informed by good evidence and knowledge.

Alongside our Corporate Culture cogs is our Corporate Operating

Model, which clearly sets out the component parts of our business as a series of systems or functions within Service Areas. Each of the systems have purpose statements and assurance statements to ensure that our intended outcomes for residents are always clear. In addition, each system has performance measures, controls, workflows and procedures to ensure staff are enabled with the right support and guidance to own and deliver a tailored service for residents. We have an agreed set of assurance statements that tell us what matters to us as an organisation, and which

articulate the necessary controls and evidence that we need to feel assured.

We apply our Operating Principles to help us to focus on the continuous improvement of our systems and we plan improvement work using our now, next and later approach. As improvement work is identified, it is captured as a series of projects, which are categorised and managed via bespoke software to ensure projects are prioritised, resourced, seen through to completion and reported clearly.

# Financial performance

Analysis of Association Total Comprehensive Income	2024 £m	2023 £m	Association Free Cash	2024 £m	2023 £m
<b>Turnover</b>	<b>87.0</b>	80.3			
Less: Amortisation	(3.7)	(3.5)			
<b>Net Turnover</b>	<b>83.3</b>	76.8			
Cash operating costs	(50.5)	(46.8)			
<b>EBITDA</b>	<b>32.8</b>	30.0	<b>EBITDA</b>	<b>32.8</b>	30.0
EBITDA %age	39%	39%			
Major repairs expenditure	(4.2)	(3.0)	Component replacements	(7.9)	(7.2)
Depreciation less amortisation	(11.6)	(10.8)	Major repairs expenditure	(4.2)	(3.0)
<b>Operating surplus (pre profit on disposal)</b>	<b>17.0</b>	16.2	<b>Property reinvestment</b>	<b>(12.1)</b>	(10.2)
Operating surplus (pre profit on disposal) %age	20%	21%			
Surplus on sale of fixed assets	2.3	3.1	Capital expenditure	(1.7)	(1.7)
<b>Operating surplus</b>	<b>19.3</b>	19.3			
Net interest cost	(6.6)	(8.5)	Net interest cost	(6.6)	(8.5)
Capitalised interest	1.2	0.9			
Interest timing adjustments	1.6	1.9	Working capital movements	(1.3)	(0.8)
Fair value movement	(0.9)	0.0			
Actuarial pension movements	2.2	(2.5)	Pension costs	0.1	0.1
<b>Total Comprehensive Income</b>	<b>16.8</b>	11.1	<b>Free cash inflow</b>	<b>11.2</b>	8.9
<b>Analysis of Association underlying surplus</b>	<b>2024 £m</b>	2023 £m	2022 £m	2021 £m	
Total comprehensive income	16.8	11.1	34.2	9.1	
Actuarial pension movements	(2.2)	2.5	(11.5)	(1.2)	
Surplus on property asset sales	(2.3)	(3.1)	(17.4)	(1.2)	
<b>Underlying surplus</b>	<b>12.3</b>	<b>10.5</b>	<b>5.3</b>	<b>6.7</b>	

## Association turnover

**£87.0 million**



**8.3%**

Our turnover increased by £6.7 million from £80.3 million in 2023, due to annual regulated inflationary rent increases and rents from newly built homes. The construction marketplace

continued to be challenging but we delivered 218 new socially rented homes in 2024.



## Cash Operating Surplus



**39%**  
of turnover  
(2023: 39%)

Our Cash Operating Surplus (our name for EBITDA) remained at 39%. 2024 saw the easing of the inflationary pressures seen in the last two years and meant that there was a greater stability in our operating performance. Our Operating Surplus before accounting for property and fixed asset sales grew by £0.7m to £17.0m but this meant there was a slight decrease in Operating Surplus as a percentage of turnover from 21% to 20%, due to a greater investment in major works to our properties. We sold fewer homes in 2024, resulting in a surplus of £2.3m compared with £3.1m in 2023. This resulted in the reported Operating Surplus this year being £19.3m.

Our interest cost remained at £9.7 million, whilst our cash interest cost decreased from £11.6m to £11.3m. We remain very liquid in these difficult economic times, with over £102m held in cash and a further £70m of revolving credit facility available to us. We

have been able to invest much of this liquidity at higher interest rates than the original cost of borrowing and this increased interest receivable from £4.0m last year to £5.9m this year. As some of this interest is earned on deposits placed for 12 months, the cash interest received was £4.7m. Net cash outflow on interest was £6.6m, down from £8.5m last year.

## Average interest

**3.17**  
(2023: 3.43%)



Our average interest rate was 3.17% (2023: 3.43%) and our debt comprised 99% (2023: 99%) bearing interest at fixed rates and 1% (2023: 1%) with index-linked rates. We comfortably met our interest cover and gearing covenants in our loan agreements in both 2024 and 2023.

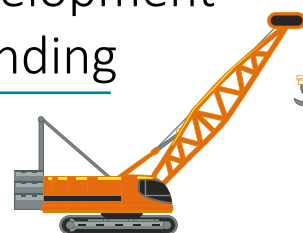
Our bottom-line surplus increased to £14.6m from £13.7m in the year, which was due to a continued strong return on investments. This increased our reserves in the balance sheet from £143.6m to £160.4m, after allowing for accounting movements on the defined benefit pension scheme reported in the other comprehensive income statement.

## Association free cash flow

Our principal financial metric is the free cash generated by

the Association. In 2024, free cash inflow increased to £11.2 million from the £8.9 million generated last year. This is disclosed in the statement of cash flows as required under the Welsh Government accounting determination. This increase was primarily due to the fall in net interest costs. Component replacements accounted for £7.9 million (2023: £7.2 million) whilst major repairs were £4.2 million (2023: £3.0 million). Capital expenditure stayed at 2023 levels with both years showing a cost of £1.7m.

## Development spending



**£62 million**  
(2023: £36 million)

During 2024, £62 million (2023: £36 million) was spent on developing new homes. We concluded the year with £874 million (2023: £812 million) in fixed assets and borrowings of £326.7 million (2023: £321.5 million).

# Group structure

The Group comprises the parent Association and three wholly owned subsidiaries:

- **Enfys Developments**  
(Enfys Developments Limited)
- **Enfys Homes**  
(Enfys Homes Limited)
- **Cambria**  
(Cambria Maintenance Services Limited)

All of these subsidiaries exist purely to provide cost-efficient channels to develop new homes and to provide services for the residents of the Association.

These subsidiaries do not represent diversification away from traditional housing association ventures.

## Enfys Developments



Enfys started operations in 2013 and manages our development programme of new homes, providing a cost-efficient way of delivery. Having our own development company ensures that we build the right homes to the right specifications using the right contractors and materials.

We expect Enfys to deliver more than 1,500 new homes over the next five years. During the year Enfys achieved a turnover of £45.9m (2023 - £27.9m) and made a profit of £0.4m (2023 – profit of £0.3m).



**£45.9 million**  
Enfys Turnover  
(2023: £27.9 million)

## Enfys Homes



Enfys Homes manages our development of homes for sale, with five homes having been completed for sale to date. There were no homes sold in the year to 31 December 2024 but Enfys Homes is currently developing a small number of homes for discounted sale using the Own Home Cymru product at Dee Gardens in Flintshire.

There was no turnover during the year and Enfys made a small loss of £18k (2023 – loss of £4k).



**£0.0 million**  
Enfys Homes Turnover  
(2023: £0.0 million)





Cambria Maintenance Services staff at their annual conference in Builth Wells, September 2024

## Cambria Maintenance Services



**£17.8 million**  
Cambria Turnover  
(2023: £15.7 million)

Cambria has been in operation since 2011 and provides cost effective maintenance services in all our properties across Wales. These services include reactive maintenance, gas servicing, electrical testing and kitchen, bathroom and boiler replacements.

More than 99% of all services provided are purely for the residents of the Association. Keeping the majority of our maintenance works with our

in-house company provides a cost-effective solution by ensuring that works are completed to the right standard, maintaining control over associated materials costs and saving contractor profit margins and irrecoverable VAT on labour costs.

During the year, Cambria achieved a turnover of £17.8m (2023 - £15.7m) and made a profit of £2.1m (2023 – profit of £1.8m).

In 2024 Cambria Maintenance Services took on six new apprentices.

Two apprentices started in each of North, South and West Wales, bringing the total number of employees who have joined the Cambria apprenticeship programme to 60 apprentices since its inception.



All current Cambria Apprentices at the annual conference



# Value for money

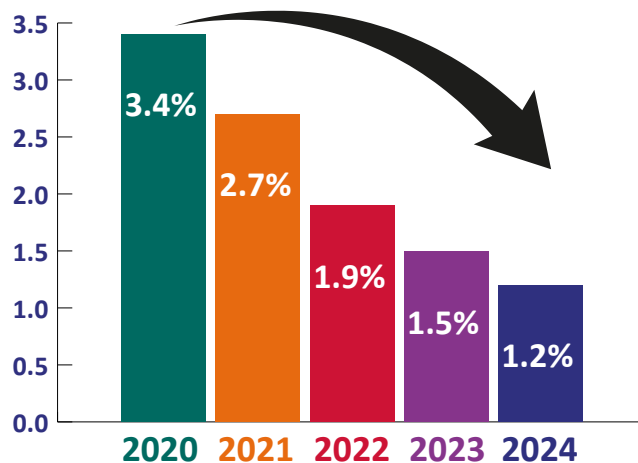
We have an approach to Value for Money (VFM) which focuses on efficiency, resident satisfaction and social value. The approach to efficiency is to improve both operational and financial efficiency, focussing on service delivery, procurement, treasury management and tax efficiency. The emphasis is on achieving value, rather than just saving money.

In seeking efficiency on service delivery, we do not set targets or seek to make arbitrary cost reductions of 2% or the like. Instead, we concentrate on only doing what matters to customers by understanding common demands, designing services to meet those demands and removing waste within those systems. This is assessed by using leading measures in the work within each system. For example, the fix my home system concentrates on first visit fix and appointments. If a job can be done first time, it reduces waste by the operative not having to go to a property a second time. Similarly, if an appointment is made and kept, then the operative does not have to travel to the same property twice. Actions taken in the work to remove barriers in the systems help to reduce waste. This will then ultimately feed through to lower costs and greater efficiency.

In our rents system, we do not bombard residents with

nasty letters, and we do not issue lots of notices of seeking possession. Instead, we work with our residents to help them budget and to set up a payment plan for them to pay their rent. We monitor these every day and we get to residents quickly when something we expected to happen does not happen. This allows us to provide our residents with support and to get them back on track with their payments. The vast majority of our residents engage with this process, and this means that we evict very few people for rent arrears (only 1 in 2024), our rent arrears continue to fall, and our bad debt charged was only £293k in 2024.

## Rent Arrears



Our procurement approach has focused firstly on in-sourcing, secondly on “buy right” and thirdly on making good procurement decisions. In-sourcing eliminates irrecoverable VAT on labour and profit previously paid to third party contractors. Where work is predictable and recurring, we have sought to in-source, with



**£2,083,000**  
Savings in 2024  
(2023: £1,830,000)

Cambria being the main example.

Buy right has focused on the long-term value of the materials purchased, making sure the right materials are purchased which are standardised across our stock and which minimise future maintenance. Staff are regularly trained in making good purchasing decisions based on both the need to incur the expenditure and achieving good value in relation to alternatives.

The finance approach to VFM focuses on tax efficiency and treasury management. Where irrecoverable VAT can be made recoverable, a structure will be put in place to mitigate this, with

Enfys Developments being a good example.

Treasury efficiency is obtained by taking advantage of long-term bond facilities to give long term fixed rates at a competitive cost balanced by short term revolving facilities that ensure that unnecessary carry costs of money are not incurred.



Social value is embedded in what we do and is reflected in the mission statement of making a difference to people’s lives, homes and communities. The approach to VFM is also about ensuring social value and making sure that it has equal prominence to financial efficiency. No decision

highlights some of the many areas in which we add social value.

We constantly review purpose and what matters by listening to the demands of residents and, in addition, regular resident satisfaction surveys are carried out across the systems. Understanding that residents are satisfied is a good check to ensure that efficiency is being achieved without adversely affecting services. Resident satisfaction is difficult to quantify on an aggregated basis due to the highly individual nature of each resident’s concerns and situation. We focus on addressing resident needs and ensuring their satisfaction at each point

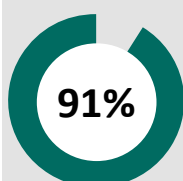
of contact, learning lessons from each engagement which we carry across to benefit all our residents.

We also take time to assess the predictable types and frequencies of demands so that we are prepared to do what really matters to our residents. Our Board monitors resident satisfaction in several key areas across our service delivery, striking a balance between scores at the point of delivery of specific services and periodic overall satisfaction surveys. Our focus remains on helping each resident as an individual with their own unique situation, rather than trying to drive betterment of a numerical score.

**3.17%**  
Weighted average  
cost of capital  
(2023: 3.43%)

is taken without thinking about how that decision makes a difference to lives, homes and communities. The section on social value later in this report

**Taking everything into account, how satisfied or dissatisfied are your residents with the following:**



WWH are  
easy to  
contact



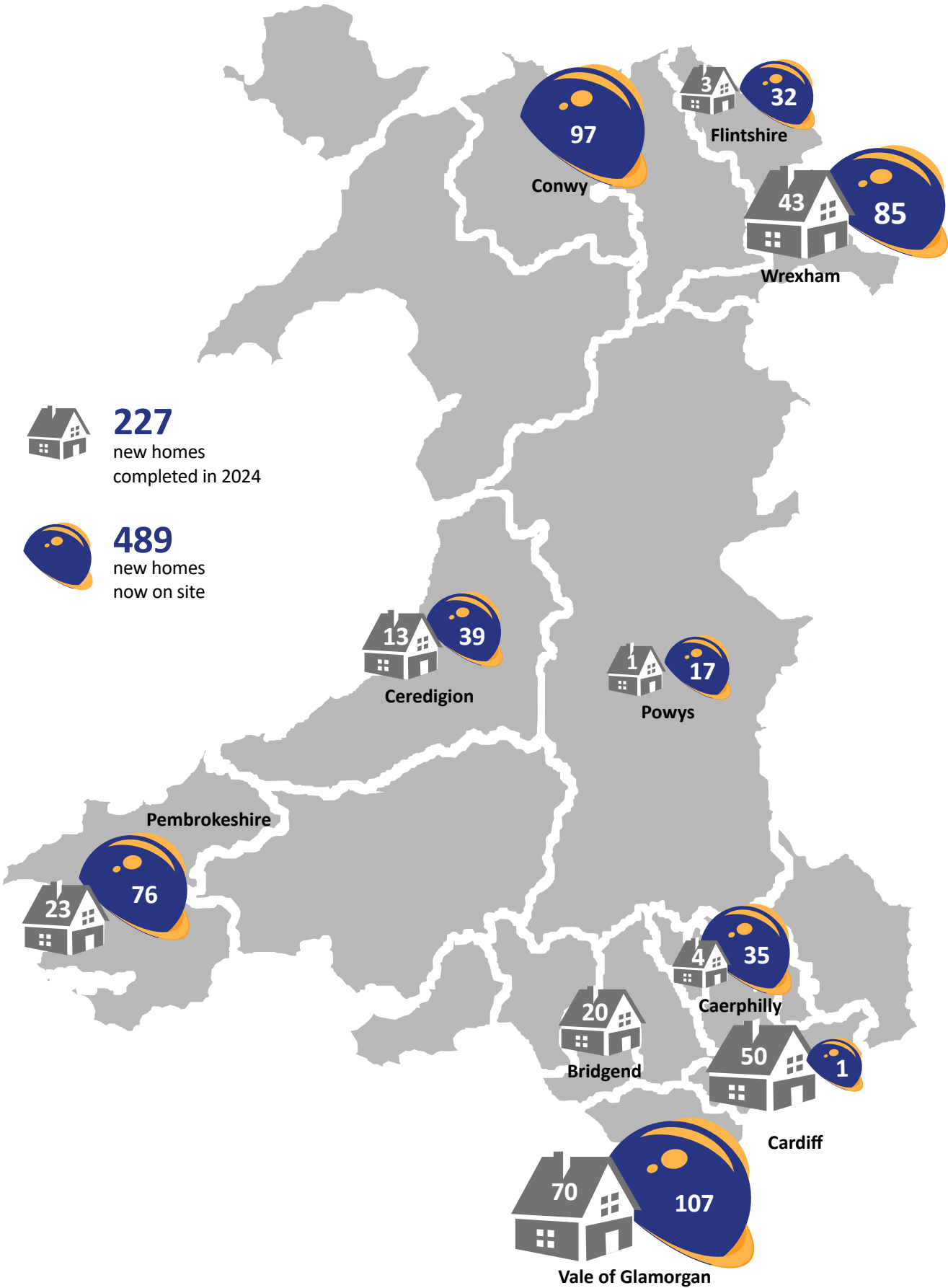
WWH treats  
you fairly and  
with respect



WWH  
understand your  
individual needs  
and delivers  
services to meet  
those needs

Latest result	Resident Satisfaction
81%	Satisfaction overall
82%	Quality of home
88%	Safety and security of home
83%	Value for money of rent
65%	Value for money of service charge
80%	Repairs and maintenance overall
73%	Listens to views and acts on them
66%	Taking part in decision making
75%	Having a say in service management
83%	Trust Wales & West Housing
78%	Neighbourhood as a place to live
63%	Dealing with ASB

# Building new homes



As at 31 December 2024



We have completed over 1,000 new homes in the last four years, almost all of which are for social rent. We have an obligation as the Wales & West Housing Group to help and support those on social housing waiting lists, who are our residents of the future. That is why we build new social homes and that is why we focus on social housing. Every new social rented home we build takes someone off a waiting list and transforms lives.

We have delivered 227 new homes during 2024, which included 218 homes for social rent and 9 Low-Cost Home Ownership (LCHO) homes. We are currently on site building another 489 new homes across Wales and have over 1,000 further plots in our development pipeline. The map opposite shows where new homes were completed and those on site are located. We develop homes in 12 of the 13 local authorities we currently own homes in and we have been able to deliver these homes because we have a clear development strategy, where we know what we want to do in every town and in every local authority that we develop in. All these homes have been built to a high standard and are designed to last for many decades. These homes are affordable to live in, easy to maintain and have been cost effective to build.

There have continued to be challenges in the construction market in 2024, which have limited our ability to do more than we did. The cost of construction has risen sharply since 2019 and this impacts on the viability of some schemes. There is a smaller pool of contractors than there was five years ago, but we are proud to work with our Welsh development partners, giving these SME (Small and Medium Enterprise) businesses certainty of work and adding further value to Wales. There remain significant delays in planning and in SAB (Sustainable Drainage Authorising Body), with little hope that this will improve in the short-term.

Our priority will continue to be, as it always has been, providing social rented housing. We will also deliver other tenures where it helps with mobility in the housing marketplace, particularly building affordable low-cost home ownership properties for local people in rural and coastal communities where the supply of other housing is limited. The challenges of the planning system, where a smaller site often takes as long in the system as a larger site, means that we will shift some of our focus to larger mixed tenure developments to guarantee delivery of much needed social housing, whilst still creating a balanced community and a sense of place.



1. Built on the site of a former pub, families have moved into their new homes in Flintshire, North Wales. All eight houses are now occupied at the development on Station Road, Sandycroft.
2. Work has commenced on a 70 apartment scheme in Penarth, Cardiff. Due to open in 2026, the apartments will be offered to over 55s with access to 24 hour on-site care and support.
3. Golwg Y Llan, a development of 23 houses, bungalows and apartments was completed by contractors Jones Brothers in Eglwysrwrw, Pembrokeshire.

# Making a difference to people's lives, homes and communities

## - Environmental, Social and Governance

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We make a real difference to people's lives and what we do every day is extraordinary. We exist to help people in most need, to help people to find a home that is right for them, and to help them be able to stay there, happily and safely, for as long as they choose. Making a difference to people's lives is part of the **SOCIAL** impact that we make. On pages 19, 20 and 21, we share the stories of some of our residents, who explain the difference we made to their lives.

When we looked at our carbon footprint and how we might reduce it, as part of our **ENVIRONMENTAL** strategy, we saw that the biggest difference we could make was by building low carbon new housing and by retrofitting existing homes. Both things make a difference to our residents' homes.

We build new homes that are warm by design, taking a fabric first approach, meaning that our new homes are inherently very warm and therefore have a low demand for heating. The heating we provide in these homes does not use fossil fuels, and we have incorporated more biodiversity into our schemes to help the environment. Each new home

has an individual heating system to allow residents control over their own energy usage and we use combinations of solar PV, batteries and air source heat pumps to provide heating and hot water.

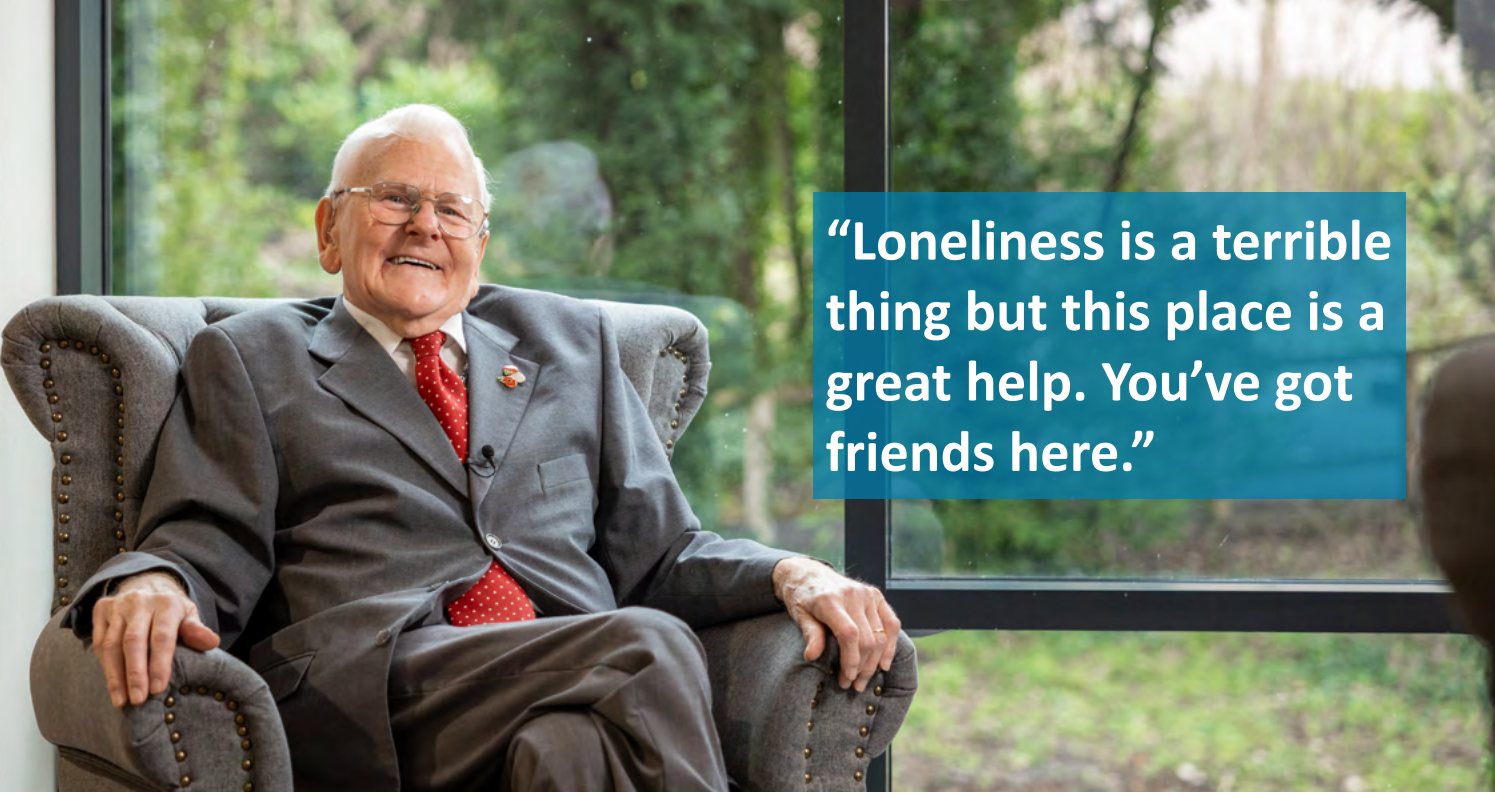
We have continued to retrofit existing homes and, to date, we have completed retrofit upgrading to over 530 homes, investing over £15m in total, which equates to around £25k to £30k per home. This work is funded by grants from Welsh Government, and we are using these projects to learn, trying different decarbonisation solutions in different combinations on different types of properties. This year we have carried out our first move away from communal gas heating at Cwrt Andrew Buchan. We removed the existing inefficient systems and installed air source heat pumps as well as externally insulating the whole building and adding solar energy generation and sunamp heat batteries to provide hot water. This has provided great learning about some of the challenges in the planning permission process, the knock-on effects of the extra load on the electrical wiring system at the scheme and about how to effectively engage with

residents about the changes in the way they need to use their new systems. These learnings will help us to prepare Target Energy Pathways for all our homes by March 2027, to inform future works, provided that more grant funding becomes available. On pages 22 and 23, there is a case study of the work we undertook at Thomas Court in Wrexham.

We make a big difference to the communities that we work in and that is the other part of the **SOCIAL** impact that we make. On pages 24 to 26 we show some of the work we have done across the year in our communities. Both our staff and our Board also choose to support charities that tackle issues affecting our communities and details of this are set out on pages 27 to 29.

Everything we do can only happen because we are a strong and well governed housing association. We set out our approach to **GOVERNANCE** on pages 30 to 47.



A photograph of an elderly man, Ed Pearson, sitting in a grey upholstered armchair. He is wearing a grey suit, a white shirt, and a red tie with white polka dots. He has white hair and glasses, and is smiling. Behind him is a large window looking out onto a green, wooded area.

**“Loneliness is a terrible thing but this place is a great help. You’ve got friends here.”**

After losing his wife, Ed Pearson’s search for a safe and secure future started a journey which led to a new life in Plas Yr Ywen extra care.

90-year-old Ed was enjoying an idyllic retirement in Greenfield Valley, Flintshire, with his wife when her health started to deteriorate. She sadly passed away and Ed was living alone when he decided to move to Plas yr Ywen extra care scheme in Holywell.

The deciding factor in the move was being able to bring Enya, his German Shepherd dog, with him. Our teams work with our residents and potential residents to understand what matters to them and then we tailor our services accordingly. Being allowed to live with a pet was top of the list of priorities when Ed moved to Plas yr Ywen as he has kept German Shepherds all his life. Enya is Ed’s company and keeps him active. They make the most of the scheme’s woodland walk where they take four walks a day.

He said: “When I joined the RAF after I left school, they asked me what I wanted to do, and I told them I wanted to be a dog handler. A posting came up for a dog handler and I was made up. It was mostly evening work, but I loved it.

“I got married to Claire when I came out of the forces and we had a good life – a really good life,” added Ed, who enjoyed a career in sales after leaving the forces to raise his son and daughter with Claire.

“So, when I started to think about moving here, I said I love my dog. If I don’t bring the dog I don’t come, and that was it. Whatever other friends I have here, Enya is my best friend. Without her I would be totally devastated.”

“As you get older you get a real fear of being on your own, and it’s a palpable fear. Loneliness is a

terrible thing, and this solves the problem.”

“This place is a great help. It fits the bill, you’ve got friends here, people you can speak to any time you want.”







## Andrew and Steven Benton say moving into a two-bed bungalow at Tir Coed “will change everything.”

The couple were among the first to receive keys to a new home at our development in Gwersyllt, Wrexham, which was completed in 2024.

lottery. Our luck has not been good for the last four years but that has changed. It’s made a massive difference just being able to move around independently.”

“The moving process has been absolutely fantastic; we’ve had amazing support from our Housing Officer.”

They had been Wales & West Housing residents for several years. However, four years ago they received devastating news that Andrew was terminally ill with a brain tumour.


He had a stroke and a fall while living at their previous home which was a first-floor apartment. In their new bungalow, they have ground level access and this improves their quality of life.

“When I found out we were moving here I cried,” said Andrew. “Being here is like winning the



Andrew and Steven picked up the keys to their new bungalow in October





*"It's lovely to hear him sound so positive for the future"*

Young dad Luke\* was at crisis point when Lucy Beavan, one of our Tenancy Support Officers, first started working with him.

Our work is not just about providing people with a home but is also about giving hope for the future. Young dad Luke\* was at crisis point when Lucy Beavan, one of our Tenancy Support Officers, first started working with him. Lucy tells his story.

"When I first started working with Luke he'd been caring for his two young children, who had been put into his custody after they were taken from his ex-partner. He'd given up his job to look after the family and made a home for them in his two-bedroom flat. Then, unexpectedly, he was told the children were being returned to their mother. This was something he'd been assured would never happen. It was enough to send his mental health into a nosedive.

"He was angry and shut himself off from the world. Not only had

he lost his children, but he'd also lost his income and his benefits. He went from a happy positive dad to living alone, unable to pay the bills or buy food.

"I went out to his flat with his Housing Officer to meet him, not knowing what welcome we would get. Initially he was anxious and we were concerned about the impact his situation was having on his health. We reassured him that we could help and that, although it would take time, there was light at the end of the tunnel.

"As we chatted, Luke seemed to relax. He started to open up, which helped me to work out what support we could put in place. He told us that he had been worried we had come to ask him to pack up and leave the flat. He was so relieved that we had come to offer support.

"Now he's having regular contact with his children and is in a much more positive frame of mind. I can hear it in his voice when we chat and he's thanked me for the help we gave to get him to where he is. For me, it's just lovely to hear him sound so positive for the future."

*\*name has been changed*

# Our homes are making a difference to the environment



In response to the net zero challenge, we have actively sought to improve the homes of our residents through retrofit, tackling carbon emissions with easy-to-use efficient technology.

Thomas Court in Wrexham is an example of a retrofit project to provide a full package of energy efficiency home improvements for residents.

We bought the 35-home scheme in 2022 from another landlord. The homes, a mix of one, two and three-bedroom houses and bungalows, were built from brick and block construction. The heating and hot water

ran on inefficient Economy 7 electric storage heaters and immersion hot water tanks and several homes suffered from condensation and mould issues.

The residents living at Thomas Court include young families, older, retired people and some wheelchair users with additional needs. Following the purchase of the scheme, our teams surveyed the fabric of the properties for

thermal efficiency and heat retention and found they needed investment. The homes still had the original double glazing from the 1980s and, although some of the homes had been fitted with cavity wall and loft insulation decades ago, the scheme needed retrofitting.

The project concentrated on improving the thermal efficiency performance of the structure



of homes, to reduce the space heating demand of the home, which would help to make them more affordable for residents to keep warm. The homes have been fitted with new energy efficient double-glazed windows and doors, external wall insulation (EWI) and increased loft insulation to upgrade the fabric of the properties to retain more heat.

**"I was spending up to £8 a day on electricity in the winter, now I'm paying £2.50, and the house is lovely and warm and I have instant hot water."**

**It's improved my mental and physical health."**

*Darren, resident at Thomas Court*

new-build homes and the EPC ratings have improved from EPC D or E to EPC B.

The homes are fitted with iOpt remote monitoring systems to monitor energy consumption, temperatures, CO2 and dew point moisture levels which can trigger condensation. Data is being fed back to Welsh Government to inform the future of energy efficiency for all homes in Wales.

The project is being delivered in partnership with Welsh contractors as part of our commitment to support the foundational economy and the development of SME contractors into the green-skills sector in the move to Net Zero.

The initial feedback from residents is very positive, with heating bills having halved since the work was completed.

The old storage heaters have been replaced with air-source heat pumps and there are Solar PV panels on the roofs with diverters to help residents use as much of the energy generated by their homes as possible and further reduce energy cost. Batteries have also been fitted, which work with the air-source heat pumps and solar PV panels, storing heat from low-carbon energy sources and releasing it for mains-pressure hot water when needed.

To make sure the homes are well ventilated and indoor air quality standards are maintained, new ventilation systems have been fitted. These are either Mechanical Heat Recovery (MVHR) or Positive Input Ventilation, depending on the type of property. These reduce condensation and damp within the homes.

The homes now achieve a low U-Value rate of heat loss, equivalent of the standard of



Homes have been fitted with Solar PV panels and Air Source Heat Pumps





## Hightown Community Centre celebrates 10 years serving the community

Hightown Community Resource Centre opened in 2014 as part of our redevelopment of the Hightown area in Wrexham, which also saw new homes and a medical centre built.

We own and run the centre, which has established itself as a vibrant community facility, hosting activities from karate and line dancing to parent and toddler and craft groups.

There is a programme of low-cost events for the local community throughout the year. These are

organised with the support of a volunteer-led group, the Friends of Hightown Community Centre.

Regular users of the centre attended a 10th Birthday celebration event which featured a performance from Ysgol Bodhyfryd school choir and the presentation of awards to volunteers.





# Supporting our communities at Christmas

Christmas can be a difficult time for some of our residents and the wider communities that they live in. We supported a range of initiatives at Christmas to make a difference to communities.

At Hope St Mellons in Cardiff, we helped volunteers to make sure all local families had new gifts to give this Christmas from their Christmas shop (pictured top). We donated money to the charity to help them buy stocking fillers and small gifts for parents to choose free of charge.

Wrexham Outreach Tenancy Support (WOTS) filled their 30 Christmas hampers with essentials, festive treats and activities. The hampers were given to individuals with mental health or substance use needs whom they support in the community. A Santa float also made its way around Wrexham and surrounding villages, with our contribution being used for fuel, sweets for the hundreds of children who came out to

meet Santa and refreshments for volunteers.

In Abergele, we donated money to the foodbank to help boost their Christmas hampers with extra items for 125 families in the local community.

We supported the Kindness at Christmas family event on Newtown Green in Powys (pictured middle). Around 1,000 children and their families attended the community event, which was open to all. Our donation was used to buy sweets and chocolates for Santa to hand out to families.

In Merthyr Tydfil some of our staff joined volunteers to pack and distribute Christmas hampers to families in need as part of the "Everyone deserves a Christmas" project (pictured bottom). Each year local schools, community projects and churches nominate families in need to receive a hamper of festive treats, which we helped to fund.



## Sports

The teams we supported in 2024 included:

- Teifi Timberwolves
- Llanishen RFC U16-18
- Llandaff RFC U10s
- Fairwater RFC
- North Wales Dragons
- St Albans RFC U10s
- Crickhowell FC
- Thornhill AFC
- Caerau Ely FC
- Cwrt Rawlin FC
- Llechryd FC
- Aberaeron RFC U13s



# Our year in figures

## £167.5K

given to supporting our communities



## 56

community organisations funded



## £32K

raised for our staff charities  
Cerebral Palsy Cymru, Cymru  
Versus Arthritis, Motor Neurone  
Disease Association and  
Parkinsons UK Cymru.



## £40K

donated by WWH Group  
to Welsh charities chosen  
by the Board







## Even more support for Welsh charities

Staff from all over the Group take part in activities to raise monies for charities nominated by staff. At the start of 2024, staff presented their outgoing charities, who were Blood Bikes Wales and Wales Air Ambulance, with £21,111 each, the most that has ever been raised in a two-year sponsorship period.

During the year, staff chose their charities for the upcoming two years and have chosen to support four charities - Motor Neurone Disease Association (MND Association), Cerebral Palsy Cymru, Parkinson's UK Cymru and Cymru Versus Arthritis. These charities are vital to hundreds of thousands of people and their families who are living with the diseases and conditions they support. They touch the lives of so many people, including some of the residents who live in our homes. Each charity was

nominated by members of staff who have had their own personal experience of the valuable work they do.

There have been several fundraising activities over the year. One example was a sponsored 'Walk a Marathon',

walking along the Wales Coastal Path from Fishguard to Cardigan, which took place during the summer. There are also regular fundraisers such as a monthly staff lottery, regular raffles and direct donations from staff pay.



We raised over £42,000 over 2 years for our previous staff charities Wales Air Ambulance and Blood Bikes Wales





## Every year, our Board chooses to support charities that tackle issues affecting our communities and residents

Every year, our Board chooses charities for WWHG to support that tackle issues affecting our communities and residents. Disability Wales and Disability Sport Wales were chosen as the recipients of our Board nominated charity donations for 2024. Over the next three years each charity will receive £10,000 per year (a total of £30,000 each) towards their work to promote equality for disabled people.

Disability Wales is the national association of Disabled People's Organisations and fights for the rights, equality and independent living of disabled people. Disability Sport Wales provides and promotes physical activity for disabled people.

**“As an organisation, we are on a journey to recognise and challenge inequality and make sure everyone has the same opportunities.”**

*Alex Ashton, Chair of the Board at Wales & West Housing Group*

The Board decided to support these charities as inequality in society means that not everyone has the same opportunities. The Board are clear that WWHG is on a journey to recognise and challenge inequality and make sure everyone has the same opportunities. Therefore, the Board wanted to support

two fantastic charities which champion the rights of disabled people in Wales.

Disability Wales is run by disabled people for disabled people. It believes that all disabled people have the right to fully participate and be supported in their communities. By focusing

***“We are delighted to be chosen by Wales & West Housing Group Board as one of its charity partners. We are looking forward to building and strengthening our links with the organisation and its communities.”***

*Rhian Davies, Chief Executive of Disability Wales*

on the provision of information, development and training opportunities, it gives a strong voice and leadership to influence the issues that matter to their members.

Disability Sport Wales believes every disabled person should have a real choice as to where, when and how often they are active and play sport. It works

with disabled people and those working in sports and leisure to create more inclusivity through its events, workshops, activities and learning resources.

Rhian Davies, Chief Executive of Disability Wales, said: “We are delighted to be chosen by Wales & West Housing Group Board as one of its charity partners. We are looking forward to building

and strengthening our links with the organisation and its communities.”

Fiona Reid, Chief Executive of Disability Sport Wales, said: “The donation is hugely appreciated. We will use it to extend our services to connect disabled people to activity and to support opportunities which may not be there now but would be valued locally. The impact of the relationship with Wales & West Housing is greater than the financial donation. We know that, whilst provision of inclusive activities and sport is increasing, the awareness and connection of local communities to that activity still needs strengthening.”

***“The impact of the relationship with Wales & West Housing is greater than the financial donation. We know that, whilst provision of inclusive activities and sport is increasing, the awareness and connection of local communities to that activity still needs strengthening.”***

*Fiona Reid, Chief Executive of Disability Sport Wales*





# Governance

## Board of Management

The Group is controlled by a Board of up to **15 Non-Executive members** in total:



All Board members are **Non-Executive** and hold one vote each.

The membership of the Board can include up to **four residents**.

Executive Directors attend meetings to present reports but hold no voting rights.

### The Association is registered:

- (i) as a charitable association under the Cooperative and Community Benefit Societies Act 2014 with Registration Number 21114R; and
- (ii) as a registered social landlord with the Welsh Government with Registration Number L032.



Board Members work collaboratively to guide the Group in the achievement of the stated aims and objectives. This includes overseeing finances, agreeing policies, monitoring performance, making strategic decisions and ensuring that all matters are conducted properly. The Board oversees the boards of subsidiary undertakings to consider the strategic direction of the Group and to ensure that the affairs of the Group are conducted properly.



The Board leads a robust, evidence-based and outcome-focused self-evaluation process that is corroborated by staff, residents and partners. This is part of the requirements of the regulation of the Association by the Welsh Government, which publishes a set of regulatory standards and guidance to make clear its expectations of the sector as a whole. The self-evaluation process adopted is an integral part of our approach to service and business planning. The Board have adopted the CHC Code of Governance and use the principles to guide their work.



Progress against improvement work is reviewed quarterly by the Board following presentation of Assurance, Performance and Improvement updates, which also embrace new challenges and opportunities. A suite of service trend measures are used by the Board to understand the operational effectiveness of the business and the quality of service for residents. The emphasis is on measuring what matters most to residents in terms of outcomes, along with indications of the type and frequency of resident demands, so that the Board and staff can easily see the changing profile of resident requests.

All Non-Executive Board and Committee Members across WWHG are remunerated. In taking this decision, the Board considered the views of residents and stakeholders as well as the future business requirements, which included safeguarding the ability of the Association to continue to deliver high quality outcomes into the future by helping to retain, recruit and then hold to account, high calibre Board and Committee members, both now and in the future.



Board Members are entitled to receive properly authorised expenses incurred in the course of carrying out their duties. A Board Member acting in good faith will not be liable to the Association for any loss.



During 2024, some Board meetings took place virtually while others were held in person across Wales.

## Board Members

Board Members are elected to the Board at the Annual General Meeting. They must either be an existing Board Member standing for re-election or be nominated by an existing shareholder.

Any Board member apart from Co-optees must be a shareholder of the Association. Shareholders are required to pay a one pound fee. Shareholders must demonstrate that they can positively contribute to the future management of the Association and are obliged to act in the interests of the Association, for the benefit of the community.

Potential shareholders can obtain more information by writing to

the Secretary of the Association at the address in note 33 or via our website.

The Board decides the selection criteria for shareholders wishing to stand for election as Board Members.

## Requirements

It is required that Board Members and shareholders wishing to stand for election meet the following criteria:

- (a) they are not disqualified from acting as a director of a company, as a board member of another registered society or as a charity trustee for any reason;
- (b) they have not been convicted of an indictable offence which is not, or cannot be spent;
- (c) no composition has been made with that person's creditors generally in satisfaction of that person's debts;
- (d) they are not in material or serious breach of their tenancy agreement or lease which they have failed to rectify within a reasonable timeframe and are not in

breach of a suspended possession order, nor subject to any of the following types of court order: anti-social behaviour order, anti-social behaviour injunction, demoted tenancy, or closure order;

- (e) no registered medical practitioner who is treating that person has given a written opinion to the Association stating that that person has become physically or mentally incapable of acting as a Board Member and may remain so for more than three months;
- (f) no court has made an order, by reason of that person's mental health, which wholly or partly prevents that person from personally exercising any powers or rights which that person would otherwise have;
- (g) they have not absented themselves from three consecutive meetings of the Board without special leave of absence;
- (h) they remain a shareholder or they are an employee of any other body whose accounts must be consolidated with those of the Association.

## Co-opted Board Members

The elected Board can appoint up to three co-opted Members to the Board should the Board at any time determine that there is a need for supplementary skills. Co-opted Members are appointed for a finite period and have the same voting rights as elected Board Members, except that they are not entitled to vote on matters pertaining to positions of office to the Board or issues affecting shareholders.

The Board also decides the selection criteria in relation to individuals to be co-opted as Board Members.

## Diversity and skills

The Board's requirements for the skills, qualities and experience of its Members are that collectively they must:



have a balance of appropriate skills including – but not limited to – business skills; governance; housing management; property and development; customer and communities;



reflect the communities wherein the Association operates; and



reflect the diversity of society in terms of a balance of protected characteristics under the Equality Act 2010.

Individually they must also:



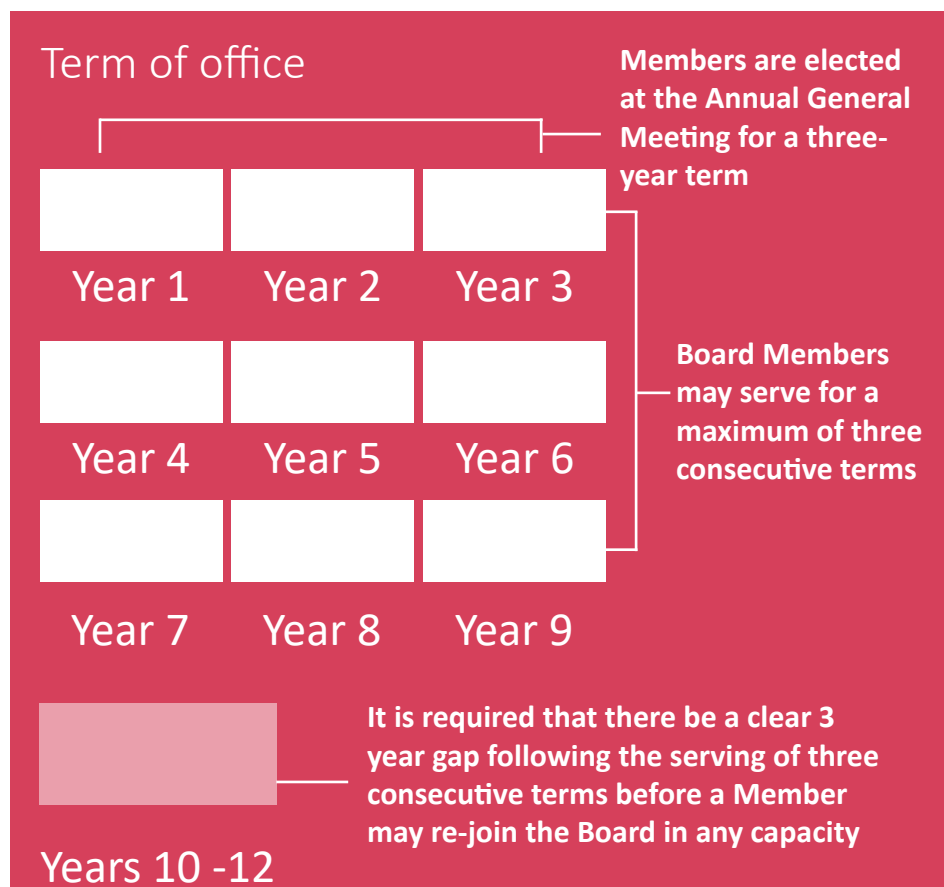
be able to give the appropriate amount of time necessary to be trained, and to attend and prepare for meetings;



be able to work within a team and put personal considerations aside; and demonstrate empathy with social housing.



An extensive appraisal exercise is undertaken annually which assesses the performance of both individual Board Members as well as the performance of the Board as a team. The extent to which the above requirements are met by Board Members and whether there are any gaps in terms of skills and experience are considered by the Board annually.



## Board Member obligations

The collective and personal obligations of Board Members are to:



understand and uphold the values and objectives of the Association;



monitor, supervise and control the Association's affairs as custodians of its mission;



act objectively at all times and serve the interests of the Association before their own or the interests of any particular sector of the community served by the Association;



use independent judgement on strategy, performance and accountability;



ensure that an effective contribution is made by preparing for meetings and events, attending regularly and participating in discussions and decision-making;



act as ambassadors of the Association at all times;



acknowledge that an objective is to be 'business-like' without turning the Association into a business which trades purely for profit;



abide by the Association's Rules and Code of Governance; and



handle the appointment and dismissal of the Group Chief Executive.



The Board pictured at the December 2024 Board meeting



# Board of Management



**Alex Ashton**  
Chair of the Board

Alex was elected to the Board in 2016, and has also been a Member in the past. He is the pastor of a church in Bridgend, and has strong connections across the community and local government, having previously worked in a local authority benefits section for over ten years. Alex holds a Master of Business Administration, and has experience serving on various boards as a charity trustee and as a school governor.

Board attendance 






**John McPeake**  
Chair of the Audit & Assurance Committee and Chair of the Pensions Committee

John was co-opted to the Board in 2014 and elected in 2015. He also holds board roles at the UK Collaborative Centre for Housing Evidence and the Western Health and Social Care Trust. John was previously Chief Executive of the Northern Ireland Housing Executive, and he is an Honorary Professor of Planning at Queens' University, Belfast.

Board attendance 

## Key

-  Attended
-  Did not attend, but sent apologies
-  Not yet appointed to the Board

## Resignations

There were no resignations in 2024.

## Retirements

When a Board member has served for nine years, they retire from the Board. Sarah Porter retired from the Board in 2024.



This year's AGM was held in Cardiff in June

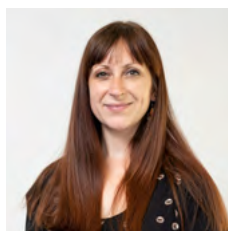


Members of the Board met with Disability Wales and Disability Sports Wales at this years AGM



**Ian Anderson**

Ian was co-opted to the Board in 2020 and elected in 2021. He has a BSc in Housing Management, Finance and Policy. He has worked within housing benefits, a BAME Housing Association and at a senior level in housing management and special needs. Ian lives in Neath where he pastors a church.



**Jemma Bere**

Jemma was co-opted to the Board in 2014 and elected in 2015. She is Policy & Research Manager at Keep Wales Tidy, specialising in environmental sustainability and behaviour change. Jemma previously worked at CREW Regeneration Wales and Valleys Regional Park, and was a trustee with her local Women's Aid Group and Refuge. Jemma is a resident of the Association in Brecon.



**Ruth Eley**

Ruth was co-opted to the Board in 2015 and elected in 2016. Ruth has a social care background with over 40 years experience in local government, the NHS and the Department of Health. She is a Trustee of Together in Dementia Everyday (TIDE) and a Director of the Life Story Network and of her own consultancy company, with recent work focusing on people with dementia and family carers.

Board attendance ☒ ☒ ☒ ☒ ☒ ☒ ☒ ☒

Board attendance ☒ ☒ ☒ ☒ ☒ ☒ ☒ ☒

Board attendance ☒ ☒ ☒ ☒ ☒ ☒ ☒ ☒



**Ivor Gittens**

Ivor was co-opted to the Board in 2019 and elected to the Board in 2021. After a full career in the RAF, he worked for the MOD as an Instructional Officer. He is a former Chair of the Board and was a member of South Glamorgan Probation Committee and a member of South Wales Police Authority. Ivor also spent time as a member of the Independent Monitoring Board of Parc Prison, Bridgend, and is a member of the governing body of two Cardiff schools.

Board attendance ☒ ☒ ☒ ☒ ☒ ☒ ☒ ☒



Board members attended the Wales & West Housing Staff Festival in November





**Peter Harding**

Peter filled a casual vacancy on the Board in 2019 and was elected to the Board in 2020. He was a manager in housing, specialising in supported housing, regional management and policy development and then a Welsh Government civil servant. He has run his own business and is currently a director of the Cadenza Partnership. He has extensive experience in the third sector, is Chair of Cardiff Pedal Power and Treasurer of Llantarnam Grange Arts Centre. He has a Masters in Public Administration.

Board attendance



**Aideen Hayden**

Aideen was co-opted to the Board in 2023 and elected in 2024. Aideen was Chair of the Board of Threshold (2001-21) and was the organisation's voice in campaigning for and achieving major legislative changes on regulation of the rented sector in Ireland. Aideen was appointed to the Irish Senate (2011-16) and was Vice-Chair of the Parliamentary Finance Committee of the Irish Parliament. Aideen is also a qualified solicitor and practiced for a number of years in the area of corporate law.

Board attendance



**Craig Hopkins**

Craig was co-opted onto the Board in December 2024. After graduating he worked in local government, for a decade, within Benefits and Audit sections. Craig currently leads a network of churches in South Wales and is lead pastor of a church in Bridgend County. He serves as a national trustee of the church/charity he is a pastor within, with branches throughout the UK & Ireland, and holds particular responsibilities for safeguarding.

Board attendance



**Roger Lee**

Roger was co-opted to the Board in February 2024. He has significant experience in the Corporate and Commercial Banking sector, initially joining NatWest in 1990 and latterly Santander in 2001, before retiring in 2021. His work focused on the provision of finance for housing associations across the UK, with the final 10 years of his career as head of Santander's social housing team. He also generated and developed relationships with a diverse range of sector specialists. Roger also enjoys a non-executive director position at Flagship Group based in Norwich

Board attendance



**Christine Salter**

Christine was co-opted to the Board in 2019 and elected in 2020. A qualified accountant for 40 years, Christine spent her career in local government with responsibility for the whole range of support services for the largest council in Wales. She has extensive experience in corporate finance, strategic management, policy development and financial planning. Since retiring in 2019 Christine has become involved in volunteering with both vulnerable children and adults and is a dementia friend.

Board attendance



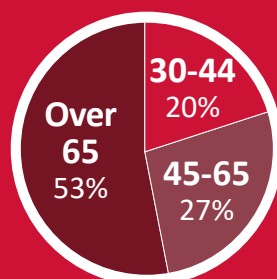
**Kathy Smart**

Kathy was elected to the Board in June 2017. Kathy has been a member in the past and has previously been Chair. She is very much involved in charity work and has an MSc in Entrepreneurship and Business. She has extensive experience in business and lives in the Vale of Glamorgan.

Board attendance

## Board diversity

### Age



### Disability







**Kevin Taylor**

Kevin was co-opted to the Board in 2016 and elected in 2017. Kevin is a qualified accountant with over 40 years' extensive experience. Since retiring in 2014, he has been active in housing, volunteering with a Cardigan-based charity and social enterprise. He lives in Pembrokeshire.



**Jessie Wilde**

Jessie was co-opted onto the Board in December 2024. Jessie is passionate about social justice and equality. She is currently the Deputy Director of Housing Festival, a think-and-do tank working to find innovative and scalable solutions to the housing crisis, implemented, and refined in the real-world. Her previous roles included working for a leading anti-slavery organisation and she has an MSt in Social Innovation at the Cambridge Judge Business School.



**Joy Williams**

Joy initially filled a casual vacancy on the Board in 2018 and was elected to the Board in 2020. She was previously a primary school teacher before working in a social services employability project. She has also run her own businesses. She has worked in the homelessness sector across Wales since 2012. Her areas of expertise include homelessness policy and legislation, and public sector commissioning.

Board attendance

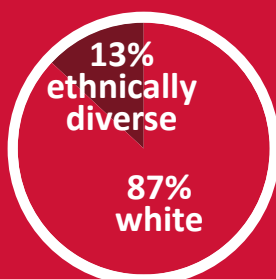
Board attendance

Board attendance

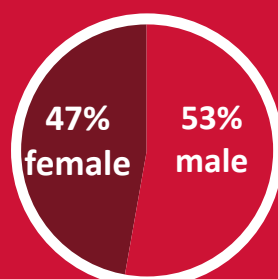


Representatives from Board attended the official opening of Maes Yr Hufenfa in St Clears, Carmarthenshire

**Ethnicity**



**Gender**



**Sexual Orientation**



# Internal control

The Board acknowledges its responsibility for ensuring that the Association and the Group have in place systems of controls that are appropriate to the various business environments in which they operate. These controls are designed to give reasonable assurance with respect to:



the reliability of financial information used within the Association and Group or for publication;



the maintenance of proper accounting records; and



the safeguarding of assets against unauthorised use or disposition.

It is the Board's responsibility to establish and maintain systems of internal financial control.

Such systems can only provide reasonable, and not absolute, assurance against material financial misstatement or loss. Key elements include ensuring that:



formal policies and procedures are in place, including the documentation of key systems and rules relating to the delegation of authorities, which allow the monitoring of controls and restrict the unauthorised use of the Association's assets;



experienced and suitably qualified staff take responsibility for important business functions (annual procedures have been established to maintain standards of performance, as well as self-certification of risk control in all areas);



the Board undertakes a quarterly review of the major risks facing the Association and the Group;



forecasts are prepared which allow the Board to monitor the key business risks and objectives and progress towards financial plans set for the year and the medium term;



regular management accounts are prepared promptly, providing relevant, reliable and

up-to-date financial and other information and significant variances from forecasts are investigated as appropriate;



all significant new initiatives, major commitments and investment projects are subject to a formal authorisation procedure, through relevant committees comprising Board Members and others;



the Audit & Assurance Committee reviews reports from management, the Internal Audit Manager and from the external auditors to provide reasonable assurance that control procedures are in place and are being followed and



formal procedures have been established for instituting appropriate action to correct weaknesses identified from the above reports.

The Board is satisfied that the Association and the Group has adequate resources to continue in operational existence for the foreseeable future and, at present, sees no reason for the situation to change.

The Board is also satisfied that there are no weaknesses in the Association's system of internal control which might lead to material losses, contingencies or uncertainties which require disclosure in the financial statements or the auditor's report on the financial statements.



# Assurance and risk

The Board is committed to the management of risk in order to achieve the vision and goals of the Group, and to remain a viable and sustainable business. Risk management is an important part of any successful organisation and its application can help ensure effective business and project planning so that resources and attention are appropriately directed.

The Board is clear on the key risks that the Group faces and is provided with suitable assurance that these risks have been properly mitigated. In general, the Group operates in a low-risk environment, with most of the events or occurrences that could adversely affect the business taking considerable time to impact. Any such events would

be identified through day to day management before significant harm occurs.

The Board receives quarterly updates on the operational and financial performance of the organisation, which incorporates the rolling self-evaluation undertaken to ensure continuous improvement in all areas of the business. This ensures that sufficient focus is maintained on those matters which, if not properly managed, pose a risk to the achievement of the Board's strategic objectives. This report also gives assurance that the necessary controls are both in place and effective in safeguarding the business and mitigating the risk of negative outcomes, or that action is being taken where this is not the case.

The Board has identified nine broad risk areas on which it requires assurance, and these cover all the elements necessary for the Group to be well governed, to deliver high quality, customer focused services and to be financially viable.

Within these nine areas are the Association's primary systems (the services that customers receive), the 'back office' services that enable the business to run including financial management, its provision for protecting staff and customer health and safety and its leadership and governance arrangements. Each risk area is backed up by a series of assurance statements and detailed requirements.



We visited Ethnic Minorities & Youth Support Team's Cardiff base, continuing to support the charity after it was nominated by the Board last year

Area of Risk	Risk Summary	What we pay attention to
Sufficient income	That sufficient income is <b>NOT</b> coming in	Self-payer income, benefit system income, empty property loss and grant income
Expenditure	That all expenditure is <b>NOT</b> controlled	Development spend, maintenance spend, overhead spend and staff and resource management
Availability of funds to meet commitments	That sufficient funds are <b>NOT</b> available to meet commitments	Cashflow and free cash, our credit score and our funding covenants
Adequate credit score	That we do <b>NOT</b> generate sufficient free cash to have a strong enough credit score to refinance existing borrowings and to source new borrowings	Free cash generation and credit score staying above 1.25 over a 5-year forecast period
Protection of ICT systems and data	That loss of systems or data is <b>NOT</b> prevented	Infrastructure capability, application capability, data access and control and device security
Property compliance	That homes are <b>NOT</b> safe for people to live in	Gas servicing, electrical safety, fire safety, legionella, asbestos, lift servicing, playgrounds and WHQS
Staff health and safety	That staff are <b>NOT</b> safe from harm or abuse	Physical abuse, accidents at work impact on health or safety at work and harassment or bullying
Governance and leadership	That the right staff and Board members are <b>NOT</b> in place so that WWHG stays legal and achieves its objectives	Number of skills of staff, Board composition and arrangements and regulatory guidance and judgements
Landlord service and business obligations	That the WWHG does <b>NOT</b> meet its landlord/service provider obligations	Repair obligations and property condition, breaches of tenancy and regulatory requirements



How we measure and report	Residual rating
Our new housing system and ways of working have allowed us to continue to collect more rent and reduce our arrears. The system tells us how much the resident is paying and how much comes from the benefits system. It alerts us when what we expected to happen has not happened so that we respond quickly. We turn properties around quickly, managing empty property loss, and maximise our grant income.	MEDIUM 
Costs are tightly controlled, with salary increases requiring Board approval. The majority of maintenance work is carried out by Cambria. We have long-term partnering arrangements to build new homes. All property reinvestment requires an annual approval and levels of work can be adjusted if unit costs increase.	MEDIUM 
We have a clear treasury strategy and have strong relationships with a range of lenders. There is detailed quarterly performance monitoring with a focus on free cash flow, our credit score and liquidity, with additional liquidity reporting at each Board meeting. Covenants are reviewed quarterly and funds are raised well ahead of time, backed up by a revolving credit facility.	LOW 
Understanding and making best use of existing staffing resource. Review the effectiveness and efficiency of maintenance delivery processes. Review of the scope and scale of investment in Information Management and ICT solutions. Review of procurement and evidence of value judgements. Quarterly financial Board reporting.	MEDIUM 
We have made a clear investment in assets and software, backed up by the expertise in our staff structure. We have clear disaster recovery and business continuity plans, which worked well during the pandemic. We carry out regular phishing checks and information security audits.	MEDIUM 
We have well established compliance assurance framework documents, backed up by established systems and skills. Much of our compliance work is carried out in-house using Cambria, with the rest with trusted long term partners. There is a tiered reporting system, with management level reports escalating to a quarterly property compliance report to Board.	MEDIUM 
We have a clear health and safety policy and the necessary risk assessments, backed up by a Board Assurance framework.	LOW 
We have experienced staff and a diverse Board which draws upon a wide range of skills. Our governance rules are robust and are in accordance with the Community Housing Cymru (CHC) Code of Governance. We have a rigorous self-assessment process in place to validate that the Board has access to the right information at the right time.	LOW 
We have a clear culture, with a set of operating principles that guide our staff. We carry out regular stock condition surveys and resident demand exercises to ensure that we shape and operate our services according to the needs of our residents.	LOW 

# Executive team

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**Anne Hinchey**  
Group Chief Executive

Anne joined the Group in 1999 and became Group Chief Executive in 2006. She has extensive experience in the housing association, voluntary and local authority sectors in Wales, after starting as a rent collector in 1985 in Cardiff. Anne has a BA in History & Politics, an MA in Education, and is a Fellow of the Chartered Institute of Housing.



**Joanna Davoile**  
Executive Director  
(Operations)

Joanna has been working in the social housing sector in England and Wales for over 20 years, having spent most of that time working in the development of new-build social housing. Jo has a post-graduate leadership diploma, a Masters of Business Administration and is accredited as a Professional Coach. Jo joined the Group as Director of Development in 2019 before becoming Executive Director (Operations) in 2022.



**Stuart Epps**  
Executive Director  
(Finance & Development)

Stuart joined the Group in 2011 and became Executive Director (Finance and Development) at the start of 2016. He has over 30 years of experience as a senior finance professional in property development, consultancy in the built environment and construction in Wales. Stuart is qualified as a Chartered Accountant.



**Steve Porter**  
Executive Director  
(Assets)

Steve joined the Group in 2008 as Head of Property Services before becoming Operations Director in 2012 and Executive Director (Assets) in 2019. He is professionally qualified and has over 30 years of experience in a variety of senior leadership roles in housing, construction and maintenance.



**Alex Stephenson**  
Executive Director  
(Corporate Strategy & Services)

Alex has nearly 20 years' experience in housing. Having joined the Group in the finance department in 2004 as a qualified accountant, he went on to become the Head of Property Services and Director of Corporate Services before becoming Executive Director (Corporate Strategy & Services) at the beginning of 2020.



# Audit & Assurance Committee

## Composition



The Audit & Assurance Committee is made up of at least 8 members, and up to 3 will be **independent members**.

**Independent members** have all the rights and responsibilities of the Board Members who sit on the Committee, but cannot be members of any other committees or the Board of the Association.

The Committee **meets at least three times annually**, this number being deemed appropriate to enable it to effectively undertake its role and responsibilities.

## Responsibilities

The Audit & Assurance Committee is a sub-committee of the WWH Group Board, set up to help the Board fulfil its responsibilities.

The Committee is responsible for providing the Board with assurance by bringing independent scrutiny and challenge to any matter within its remit, as determined by the WWH Group Board. This includes oversight of:

- internal controls and risk management processes; and
- internal and external audit functions.

## Board Members



**John McPeake**  
Chair

Attendance ☒☒☒☒



**Ian Anderson**

Attendance ☒☒☒☐



**Ruth Eley**

Attendance ☒☒☐☒



**Peter Harding**

Attendance ☒☒☒☒



**Christine Salter**

Attendance ☒☒☒☒



**Kevin Taylor**

Attendance ☒☒☒☒

## Independent Members



**Paul Evans**

Attendance ☒☒☒☒



**Kathy James**

Attendance ☒☒☐☒

## Key

- ☒ Attended
- ☐ Did not attend, but sent apologies

## Resignations

There were no resignations during the year.

## Internal Audit

This year saw changes to the internal audit service, which was previously provided by a small in-house team, comprising the Internal Audit Manager (IAM), and Internal Auditor (IA). In August, an external organisation (Bishop Fleming) was brought in to take over the role of the Chief Audit Executive and is supported by the IA.

The Chief Audit Executive from Bishop Fleming is a Fellow of the Institute of Chartered Accountants in England and Wales (ICAEW (FCA)) and is an experienced auditor with over 25 years of experience. The IA is an experienced member of the Chartered Institute of Internal Auditors

During 2024, as in previous

years, Internal Audit work has been undertaken in accordance with a forward programme of work approved by the Audit & Assurance Committee. The audit universe from which audit activities are drawn is closely linked to the Board Assurance Framework. This work assists the Committee in assessing the level of internal audit assurance provided across defined risk areas and activities.

At each Committee meeting held during the year, reports were received summarising the findings of routine internal audit work completed since the previous meeting as shown in the diagram opposite. In cases where weaknesses or other issues requiring attention have been identified, action plans

were agreed with management and presented to the Committee for approval, after which the Committee received regular updates on the status of agreed internal audit action plans.

Together with assessment of the control environment, internal audit work during the year encompassed a range of financial and operational thematic reviews in accordance with the programme of work determined by the Committee as detailed opposite. The Committee confirmed that management had taken appropriate steps to address weaknesses identified and concluded that the Association's framework of governance, risk management and internal control systems were adequate and effective.

## External Audit

Beever & Struthers were appointed for a further three years in 2023, having initially been appointed in 2020 as External Auditor for the Group. The Committee reviews the audit plan from the external

auditor each year and considers its scope and sufficiency. The Committee reviews reports from the external auditor following each significant element of audit work and meets at least once annually with the external auditor

without any executive directors or management present. The Committee has assessed the external auditor and considers them to be independent.

## Effectiveness of internal control

The Committee concluded that the Association's framework of governance, risk management and internal control systems were adequate and effective. The Committee has reviewed its work for 2024 and considers that it is compliant with both its terms

of reference and the relevant provisions of the CHC Code of Governance.

External audit did not note any material weaknesses in the accounting and internal control systems during their

audit. The Committee feels that the Association has in place a system of controls that is appropriate to the various business environments in which it operates, and that no significant weaknesses in these systems have been identified.

## April 2024

Review of thematic internal audit reports:

- Lettings Allocations
- Health & Safety Update

Forward programme of internal audit work

Private meeting with internal auditor

Review of Group External audit management letter for the year ended 31 December 2023

Private meeting with external auditor

Pre-Board review of 2023 annual report and financial statements

## June 2024

Review of thematic internal audit reports:

- Water Hygiene
- Defects

Update on progress with implementing internal audit actions

Forward programme of internal audit work

Internal Audit Recruitment

Review of Audit Universe

Committee Away Day - Colourworks and what we pay attention to

## October 2024

Review of thematic internal audit reports:

- Development contract management
- Safeguarding
- GDPR

Update on progress with implementing internal audit actions

Forward programme of internal audit work

Approval of external audit plan for the year ended 31 December 2024

CHC Code of Governance – annual review of compliance

## January 2025

Review of thematic internal audit reports:

- Fire Safety Process
- Adaptations
- Rent Charging
- Audit Programme completeness

Update on progress with implementing internal audit actions

Forward programme of internal audit work

Summary of internal audit activities

Review of the 2024 interim external audit report

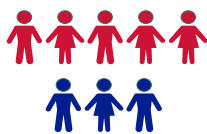
Annual report on compliance with regulatory requirements

Annual Report of the Audit & Assurance Committee



# Pensions Committee

## Composition



The Pensions Committee is comprised of up to five members, of whom up to two can be independent members.

The Committee is advised by an independent actuary appointed by the Association who attends every meeting.

The Board also has the option to appoint independent members with pensions experience to the committee, but this option is not required at present.

The Committee **meets at least three times per year**, or more often as may be required.

## Board Members



**John McPeake**  
Chair

Attendance ☒ ☒ ☒



**Peter Harding**

Attendance ☒ ☒ ☒



**Christine Salter**

Attendance ☒ ☒ ☒



**Kevin Taylor**

Attendance ☒ ☒ ☒

### Key

- ☒ Attended
- ☐ Did not attend, but sent apologies

## Responsibilities

The Pensions Committee is a sub-committee of the WWH Group Board, set up to help the Board fulfil its responsibilities.

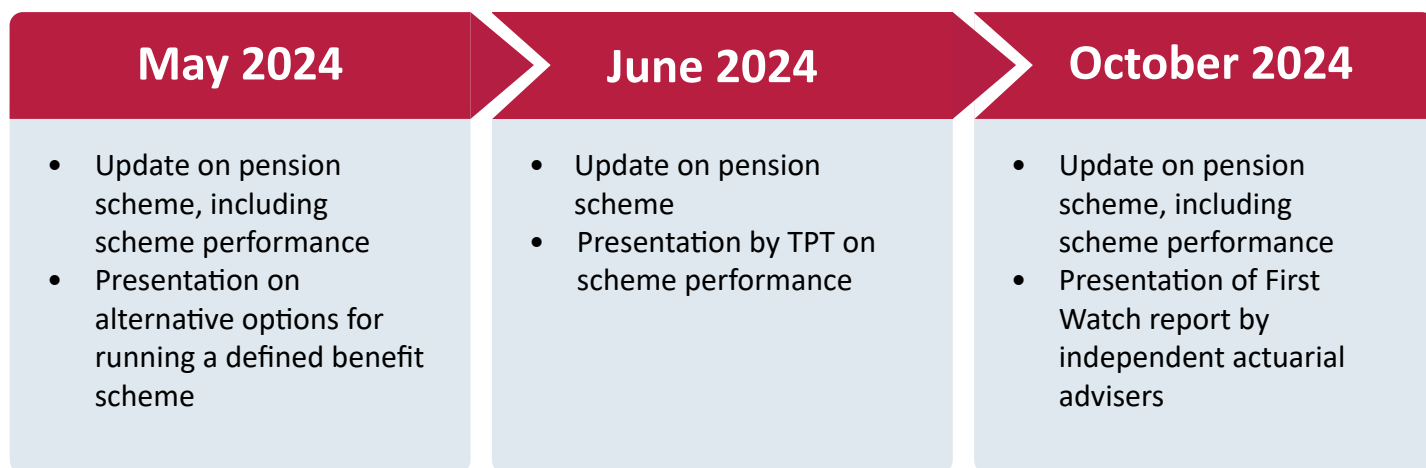
The Committee is responsible for providing the Board with assurance by bringing independent scrutiny and challenge to any matter within its remit, as determined by the WWH Group Board.

The Committee has oversight of the Wales & West Housing Group Pension Plan (WWHGPP) and any other pension arrangements with a view to making recommendations to Board and to the independent trustee of the WWHGPP.

The Committee reviews the investment performance of the defined benefit section of the WWHGPP. In doing so it receives reports from the Trustee of the scheme and advice from an independent actuarial adviser

appointed by WWH. The Committee may propose changes to the Trustee of the WWHGPP.

The Committee reviews the tri-annual valuation of the defined benefit section of the WWHGPP. In doing so it receives advice from an independent actuarial adviser appointed by WWH on the reasonableness of assumptions used and the accuracy of the data used by the Trustee to prepare the valuation. The Committee may propose



## Pension valuation

The first triennial valuation of the Wales & West Housing Group Pension Plan (WWHGPP), which is the Group's pension scheme administered by The Pensions Trust (TPT), took place as at 30 September 2022. The actuarial surplus in the scheme as at 30 September 2022 was agreed at £3.8m. The next triennial valuation will take place as at 30 September 2025.

The WWHGPP is run as an open to accrual stand-alone defined benefit scheme, with an investment strategy focused on investment growth, with a higher allocation to growth assets. The assumptions underpinning the valuation of the scheme reflect this and help to ensure future service rates remain at affordable levels for both staff and the Group.

Recent rises in gilt rates have meant that the current estimate of the actuarial surplus is £7.9m as at the year end. The accounting surplus, as shown in the table to the right, differs to the actuarial surplus as different assumptions are used in the calculations resulting in the surplus.

changes to the valuation to the Trustee of the WWHGPP.

The Committee recommends the split of any changes to contributions required to the defined benefit section of the WWHGPP to the Board.

The Committee considers the overall performance of the Trustee of the WWHGPP and may propose to the Board a change of Trustee if appropriate.

The Committee monitors the performance of the defined contribution section of the WWHGPP. In doing so, it receives reports from the Trustee of the scheme and advice from an independent actuarial adviser appointed by WWH. The Committee may propose a different provider of defined contribution pensions to the Board if appropriate.

## Summary of key accounting movements

WWHGPP Pension Scheme	£m
<b>Accounting pension surplus at 31 December 2023</b>	<b>9,634</b>
Normal future service contributions	902
Current service cost and expenses	(529)
Changes in assumptions (mainly increased gilt rate)	2,193
<b>Accounting pension surplus at 31 December 2024</b>	<b>12,200</b>

# Statement of Board Responsibility

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The Board is responsible for preparing the report and financial statements in accordance with applicable law and regulations. The Co-operative and Community Benefit Societies Act 2014 and registered social housing legislation require the Board to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Group and Association and of the Income and Expenditure for the period of account.

In preparing these financial statements, the Board is required to:

- Select suitable accounting policies and then apply them consistently,
- Make judgements and estimates that are reasonable and prudent,
- State whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements, and

- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Group and Association will continue in business.

The Board is responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Group and Association and enable it to ensure that the financial statements comply with





the Co-operative and Community Benefit Societies Act 2014, the Co-operative and Community Benefit Societies (Group Accounts) Regulations 1969, the Housing and Regeneration Act 2008 and Accounting Requirements for Registered Social Landlords General Determination (Wales) 2015. It has general responsibility for taking reasonable steps to safeguard the assets of the Group and Association and to prevent and detect fraud and other

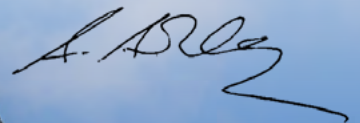
irregularities.

The Board is responsible for the maintenance and integrity of the corporate and financial information on the Group's websites.


Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

## Statement of Compliance

The Board confirms that this Strategic Report has been prepared in accordance with the principles set out in the 2018 SORP for Registered Social Housing Providers. The Strategic Report was approved on 10 April 2025 and signed on its behalf by:



Mr Alex Ashton  
Chair of the Board



Our new development in Eglwysrw, Pembrokeshire

# Auditor's report to the members of Wales

## for the year ended 31 December 2024

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### Opinion

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We have audited the financial statements of Wales & West Housing Association Limited (the Association) and its subsidiaries (the Group) for the year ended 31 December 2024 which comprise the Consolidated and Association Statement of Comprehensive Income, the Consolidated and Association Statement of Changes in Reserves, the Consolidated and Association Statement of Financial Position, the Consolidated Statement of Cash Flows and the notes to the financial statements, including a summary of significant accounting policies in note 1. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion, the financial statements:

- give a true and fair view of the state of the Group's and of the Association's affairs as at 31 December 2024 and of the Group's income and expenditure and the Association's income and expenditure for the year then ended;

- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Co-operative and Community Benefit Societies Act 2014, the Co-operative and Community Benefit Societies (Group Accounts) Regulations 1969, the Housing and Regeneration Act 2008 and the Accounting Requirements for Registered Social Landlords General Determination (Wales) 2015.

### Basis for opinion

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We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the Group and Association in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities

in accordance with these requirements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions relating to going concern

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In auditing the financial statements, we have concluded that the Board's use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the Association's or Group's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the Board with respect to going concern are described in the relevant sections of this report.

### Other information

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The other information comprises the information included in the

# & West Housing Association Limited

Strategic Report, other than the financial statements and our auditor's report thereon. The Board is responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

## Opinion on the matters prescribed under Housing for Wales Circular HFW 02/10 "Internal controls and reporting"

In our opinion, with respect to the Board's statement on internal financial control:

The Board has provided the disclosures required by the Circular and the statement is not inconsistent with the information of which we are aware from our audit work on the financial statements.

## Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Co-operative and Community Benefit Societies Act 2014 or the Housing and Regeneration Act 2008 requires us to report to you if, in our opinion:

- the Association has not maintained a satisfactory system of control over transactions; or

- the Association has not kept adequate accounting records; or
- the Association's financial statements are not in agreement with books of account; or
- we have not received all the information and explanations we require for our audit.

## Responsibilities of the Board

As explained more fully in the Statement of Board's Responsibilities set out on pages 48 and 49, the Board is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Board determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board is responsible for assessing the Group and Association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and



using the going concern basis of accounting unless the Board either intends to liquidate the Association or to cease operations, or have no realistic alternative but to do so.

## Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor's report.

## Extent to which the audit was considered capable of detecting irregularities, including fraud

We identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and then design and perform audit procedures responsive to those risks, including obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion.

In identifying and addressing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, our procedures included the following:

- We obtained an understanding of laws and regulations that affect the Group and Association, focusing on those that had a direct effect on the financial statements or that had a fundamental effect on its operations. Key laws and regulations that we identified included the Co-operative and Community Benefit Societies Act, the Statement of Recommended Practice for registered housing providers: Housing

SORP 2022, the Housing and Regeneration Act 2008, the Accounting Requirements for Registered Social Landlords General Determination (Wales) 2015, tax legislation, health and safety legislation, and employment legislation.

- We enquired of the Board and reviewed correspondence and Board meeting minutes for evidence of non-compliance with relevant laws and regulations. We also reviewed controls the Board have in place, where necessary, to ensure compliance.
- We gained an understanding of the controls that the Board have in place to prevent and detect fraud.
- We enquired of the Board about any incidences of fraud that had taken place during the accounting period.
- The risk of fraud and non-compliance with laws and regulations and fraud was discussed within the audit team and tests were planned and performed to address these risks. We identified the potential for fraud in the following areas: laws related to the construction and provision of social housing, recognising the nature of

the Group's activities and the regulated nature of the Group's activities.

- We reviewed financial statements disclosures and tested to supporting documentation to assess compliance with relevant laws and regulations discussed above.
- We enquired of the Board about actual and potential litigation and claims.
- We performed analytical procedures to identify any unusual or unexpected relationships that might indicate risks of material misstatement due to fraud.
- In addressing the risk of fraud due to management override of internal controls we tested the appropriateness of journal entries and assessed whether the judgements made in making accounting estimates were indicative of a potential bias.

Due to the inherent limitations of an audit, there is an unavoidable risk that we may not have detected some material misstatements in the financial statements, even though we have properly planned and performed our audit in accordance with auditing standards. For example, as with any audit,

there remained a higher risk of non-detection of irregularities, as these may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal controls. We are not responsible for preventing fraud or non-compliance with laws and regulations and cannot be expected to detect all fraud and non-compliance with laws and regulations.

## Use of our report

This report is made solely to the members of the Association as a body, in accordance with section 87 of the Co-operative and Community Benefit Societies Act 2014 and Section 128 of the Housing and Regeneration Act 2008. Our audit work has been undertaken so that we might state to the Association those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the Association for our audit work, for this report, or for the opinions we have formed.



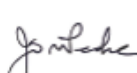
Beever and Struthers  
Statutory Auditor  
150 Minories  
London  
EC3N 1LS  
Date: 24 April 2025

# Consolidated Statement of Comprehensive Income

for the year ended 31 December 2024

	Notes	GROUP		ASSOCIATION	
		2024 £'000	2023 £'000	2024 £'000	2023 £'000
<b>Turnover</b>	2	<b>84,491</b>	78,147	<b>87,026</b>	80,265
Operating expenditure	2	<b>(67,378)</b>	(61,775)	<b>(69,916)</b>	(63,935)
Surplus on sale of property fixed assets	5	<b>2,311</b>	3,112	<b>2,311</b>	3,112
Deficit on sale of other fixed assets	4	<b>(38)</b>	(14)	<b>(38)</b>	(14)
<b>Operating surplus</b>	4	<b>19,386</b>	19,470	<b>19,383</b>	19,428
Interest receivable	6	<b>5,641</b>	3,792	<b>5,868</b>	4,045
Interest payable	7	<b>(9,603)</b>	(9,737)	<b>(9,603)</b>	(9,737)
Financing – pension deficit	29	<b>(87)</b>	1	<b>(87)</b>	1
Movement in fair value of investments	14	<b>(883)</b>	18	<b>(883)</b>	18
<b>Surplus before tax</b>		<b>14,454</b>	13,544	<b>14,678</b>	13,755
Taxation	8	<b>(37)</b>	(46)	<b>(37)</b>	(52)
<b>Surplus for the year</b>		<b>14,417</b>	13,498	<b>14,641</b>	13,703
<b>Other comprehensive income</b>					
Actuarial gain/(loss) in respect of defined benefit pension scheme	28	<b>2,193</b>	(2,538)	<b>2,193</b>	(2,538)
<b>Total comprehensive income for the year</b>		<b>16,610</b>	10,960	<b>16,834</b>	11,165

All activities in 2024 are continuing operations.


Chair of the Board – Alex Ashton   Chair of the Audit & Assurance Committee – John McPeake   Company Secretary – Leynie Pearn

# Consolidated Statement of Changes in Reserves

for the year ended 31 December 2024

	GROUP		ASSOCIATION	
	2024 Total reserves £'000	2023 Total reserves £'000	2024 Total reserves £'000	2023 Total reserves £'000
At 1 January	<b>143,157</b>	132,197	<b>143,613</b>	132,448
Surplus from statement of comprehensive income	<b>16,610</b>	10,960	<b>16,834</b>	11,165
<b>At 31 December</b>	<b>159,767</b>	143,157	<b>160,447</b>	143,613

Total reserves are solely comprised of the comprehensive income reserve for both the Association and the Group.



# Consolidated Statement of Financial Position

for the year ended 31 December 2024

	Notes	GROUP		ASSOCIATION	
		2024 £'000	2023 £'000	2024 £'000	2023 £'000
<b>Tangible fixed assets</b>					
Housing land and buildings – gross cost	11	997,624	925,126	994,462	921,589
– depreciation	11	(160,429)	(151,699)	(160,429)	(151,699)
	11	837,195	773,427	834,033	769,890
Other tangible fixed assets	12	18,748	18,989	18,704	18,925
<b>Fixed asset investments</b>					
HomeBuy and LCHO loans receivable	13	14,099	12,943	14,099	12,943
Other investments	14	7,523	10,049	7,523	10,049
<b>Total fixed assets</b>		<b>877,565</b>	<b>815,408</b>	<b>874,359</b>	<b>811,807</b>
<b>Current assets</b>					
Stock	15	2,686	2,542	2,686	2,542
Trade and other debtors: amounts falling due within one year	16	5,936	5,635	11,554	11,982
Trade and other debtors: amounts falling due after more than one year	17	24,590	25,450	24,590	25,450
Cash and cash equivalents	18	104,994	77,825	102,400	74,377
		138,206	111,452	141,230	114,351
<b>Current liabilities</b>					
Creditors: amounts falling due within one year	20	(31,501)	(27,852)	(30,639)	(26,699)
Social housing and other government grants: amounts falling due within one year	22	(3,373)	(3,256)	(3,373)	(3,256)
<b>Net current assets</b>		<b>103,332</b>	<b>80,344</b>	<b>107,218</b>	<b>84,396</b>
<b>Total assets less current liabilities</b>		<b>980,897</b>	<b>895,752</b>	<b>981,577</b>	<b>896,203</b>
<b>Non-current liabilities</b>					
Creditors: amounts falling due after more than one year	21	(401,357)	(388,220)	(401,357)	(388,220)
Social housing and other government grants: amounts falling due after more than one year	22	(431,902)	(373,970)	(431,902)	(373,970)
Defined Benefit Pension asset	29	12,200	9,634	12,200	9,634
Provisions for liabilities	25	(71)	(39)	(71)	(34)
<b>Total net assets</b>		<b>159,767</b>	<b>143,157</b>	<b>160,447</b>	<b>143,613</b>
<b>Capital and reserves</b>					
Called-up share capital	26	-	-	-	-
Total reserves		159,767	143,157	160,447	143,613
<b>Total capital and reserves</b>		<b>159,767</b>	<b>143,157</b>	<b>160,447</b>	<b>143,613</b>

The financial statements on pages 54 to 88 were approved by the Board on 10 April 2025 and were signed on its behalf by:





Chair of the Board – Alex Ashton   Chair of the Audit & Assurance Committee – John McPeake   Company Secretary – Leynie Pearn

# Consolidated Statement of Cash Flows

for the year ended 31 December 2024

	GROUP		ASSOCIATION	
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
<b>Operating surplus</b>	<b>19,386</b>	19,470	<b>19,383</b>	19,428
<b>Adjustments for non-cash items:</b>				
Depreciation of tangible fixed assets	15,191	14,379	15,174	14,361
Government grants utilised in the year	(3,693)	(3,527)	(3,693)	(3,527)
Surplus on sale of property fixed assets	(2,311)	(3,112)	(2,311)	(3,112)
Deficit on sale of other fixed assets	38	14	38	14
<b>Working capital movements:</b>				
(Increase) in stock	(163)	(360)	(144)	(411)
Decrease in trade and other debtors	426	1,646	429	1,570
(Decrease) in trade and other creditors	(1,230)	(1,858)	(1,535)	(2,109)
Pension costs contributions payable	(12)	(979)	(12)	(979)
Proceeds of sale of other fixed assets	2	10	-	-
<b>Net cash generated from operating activities</b>	<b>27,634</b>	25,683	<b>27,328</b>	25,235
Interest received	4,523	2,924	4,745	3,177
Interest and mortgage fees paid	(11,321)	(11,558)	(11,316)	(11,558)
Difference between pension costs charged in operating surplus and pension cashflows	78	1,044	78	1,044
Taxation paid	(15)	13	(15)	13
Purchase of other replacement fixed assets	(1,678)	(1,734)	(1,678)	(1,734)
<b>Adjustments for reinvestment in existing properties:</b>				
Component replacements	(7,935)	(7,230)	(7,935)	(7,230)
<b>Free cash generated before and after loan repayments</b>	<b>11,286</b>	9,142	<b>11,207</b>	8,947
<b>Cash flow from investing activities</b>				
Purchase and development of properties	(63,040)	(35,220)	(62,107)	(36,028)
One off pension contribution	-	(1,100)	-	(1,100)
Proceeds of sale of LCHO properties (note 5)	3,178	2,292	3,178	2,292
Proceeds of sale of land and other housing properties (note 5)	4,407	4,182	4,407	4,182
Decrease/(increase) in amounts invested in subsidiaries	1,201	(2,745)	1,201	(2,745)
Grants received	66,986	24,224	66,986	24,224
<b>Cash flow from financing activities</b>				
New loans net of loan repayments	4,839	(1,038)	4,839	(1,038)
Investments returned	2,012	-	2,012	-
Land for housing loans (repaid)	(3,700)	(3,190)	(3,700)	(3,190)
<b>Increase/(decrease) in cash and cash equivalents from continuing operations</b>	<b>27,169</b>	(3,453)	<b>28,023</b>	(4,456)
<b>Cash and cash equivalents at the beginning of the year</b>	<b>77,825</b>	81,278	<b>74,377</b>	78,833
<b>Cash and cash equivalents at the end of the year</b>	<b>104,994</b>	77,825	<b>102,400</b>	74,377

## 1 Principal accounting policies

### Basis of preparation

The Association is incorporated under the Co-operative and Community Benefit Societies Act 2014 (registration number: 21114R) and is a registered social landlord (Welsh Government registration number: L032). The Association is a public benefit entity and adopted charitable rules with effect from 20 January 2005.

The Association's wholly-owned subsidiaries are incorporated as limited liability companies under the Companies Act 2006. These are listed below under "basis of consolidation" and in note 30.

### Basis of consolidation

The consolidated accounts include the results of Wales & West Housing Association Limited (the "Association") and its trading subsidiary undertakings: Cambria Maintenance Services Limited ("Cambria"), Enfys Developments Limited ("Enfys") and Enfys Homes Limited ("Enfys Homes"). Consolidated accounts are required under the Co-operative and Community Benefit Societies Act 2014. Wales & West Housing Association Limited is the parent entity and the ultimate parent entity.

### Basis of accounting

The financial statements have been prepared in accordance with applicable financial reporting standards in the United Kingdom, including the Statement of Recommended Practice for "Accounting by Registered Social Housing Providers" as updated in 2018 ("SORP 2018"). Where any conflict arises between the SORP 2018 and applicable financial reporting standards, then the SORP prevails. The financial statements comply with the Accounting Requirements for Social Landlords Registered in Wales – General Determination 2015.

The financial statements are prepared on the historical cost basis of accounting.

### Critical accounting judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported for assets and liabilities as at the statement of financial position date and the amounts reported for revenues and expenses during the year. However, the nature of estimation means that actual outcomes could differ from those estimates. The following judgements (apart from those involving estimates) have had the most significant effect on amounts recognised in the financial statements.

**a. Development expenditure.** The Group capitalises development expenditure. Initial capitalisation of costs will follow Board approval of any land purchases or scheme approval including relevant funding. In determining whether a project is likely to cease, management monitors the development and considers if any changes have occurred that will result in impairment.



## 1 Principal accounting policies (continued)

**b. Impairment.** The Group considers whether indicators of impairment exist in relation to housing properties. Indicators include a reduced demand for a property or a reduction in the value of land or of an investment. Property units are grouped into cash generating units (CGUs), each of which is normally a scheme. The test is essentially to confirm that the aggregate book value of the group of property units in each CGU is not greater than the value of those units to the business. The value to the business of properties held as fixed assets is normally the Existing Use Valuation (EUV), which is one of the bases used by external professional property valuers. The Association also considers expected future performance of the asset. Any impairment loss is charged to the Statement of Comprehensive Income.

**c. Pension benefits.** The cost of providing retirement pensions and related benefits is charged to management expenses over the periods benefitting from the employee's services.

The Group runs The Wales & West Housing Group Pension Plan. The scheme is administered by The Pensions Trust (TPT). The Group makes payments to defined benefit and defined contribution pension schemes on behalf of its employees. The assets of the defined benefit schemes are invested separately from the assets of the Group. The defined benefit pension scheme is accounted for under FRS 102 to show the Group's pension fund net asset on the Statement of Financial Position. Employer contributions for future service liability are shown in the statement of comprehensive income, along with all employer contributions to the defined contribution scheme. Remeasurement of the net assets / defined liability are recognized in other comprehensive income. Further details are given in notes 28 and 29.

The Association also participates in the TPT Retirement Solutions Growth Plan. The pension costs for the Growth Plan have been calculated as if they arose within defined contribution schemes, as permitted by FRS102, as it is not possible to separately identify the scheme assets attributable to the Group on a consistent and reasonable basis.

**d. Tangible fixed assets.** Other than investment properties, tangible fixed assets are depreciated over their useful lives taking into account residual values where appropriate. The actual lives and residual values are assessed annually and may vary depending on a number of factors. In re-assessing asset lives, factors such as technological innovation, product life cycles and maintenance programmes are taken into account. Residual value assessments consider issues such as future market conditions the remaining life of the asset and projected disposal values.

**e. Going concern.** The Group's financial statements have been prepared on a going concern basis which assumes an ability to continue operating for the foreseeable future. No significant concerns have been noted in the most recently updated business plan. The Directors have tested their cash flow analysis to take into account the impact on their business of possible scenarios brought on by the current economic environment. Based on these assessments, given the measures that could be undertaken to mitigate the current economic conditions, and the current resources available, the Directors have concluded that they can continue to adopt the going concern basis in preparing the annual report and accounts.

## 1 Principal accounting policies (continued)

### Housing properties – fixed asset capitalisation and depreciation (note 11)

Housing properties are stated at cost less accumulated depreciation. The cost of properties is their purchase price together with incidental costs of acquisition and direct costs of the development process. Where properties come into the ownership of the Association under section 106 agreements, as part of planning obligations on a mixed tenure site delivered by others, then these are purchased for less than cost price. Where this is the case, such properties are recognised at their true cost price, with imputed cost being the difference between this and the amount paid and shown within property acquisitions, with the corresponding liability shown as imputed grant.

"Housing properties in the course of construction" are stated at cost and are transferred into "social housing properties" when completed. Any overhead costs directly attributable to bringing fixed assets into working condition for their intended purpose are capitalised. Expenditure on the initial purchase of land and buildings is capitalised and disclosed as part of housing properties in the course of construction.

Depreciation is charged on the historic cost of property components. Grant is allocated to land and the main structure of the property, but not to other components. Freehold land is not depreciated. Leasehold land is depreciated over the remaining term of the leases. The depreciable amount is written off over the estimated useful lives from the date of purchase or construction handover. Housing properties in the course of construction are not depreciated.

Surplus or deficit on disposals of properties are recognised as at the date a sale becomes certain. The surplus or deficit arising on a disposal of a property is the difference between the sale price and the aggregate of the depreciated cost, and any associated costs of disposal such as legal and valuation fees. The grant originally received on a property is repayable in full in the case of a disposal, demolition or change of use to an ineligible activity, save that in circumstances where the Welsh Government considers appropriate it may reduce the amount repayable. Where this arises on a disposal, the grant repayable so waived is added back to the surplus or deficit on that disposal.

Some properties have been partially sold under shared ownership arrangements. Occupiers have full use of the properties concerned and pay a rent which reflects the proportional interest retained by the Association. In the Statement of Financial Position, the Association's interest is shown as a proportion of the original historic cost, corresponding to the interest retained. Occupiers are able to purchase some or all of that retained interest at a corresponding proportion of the current market value when that transaction arises.

Where a housing property comprises two or more major components with substantially different useful economic lives, each component is accounted for separately and depreciated over its individual useful economic life. Expenditure relating to the subsequent replacement or renewal of components is capitalised as incurred.

## 1 Principal accounting policies (continued)

Depreciation is charged on cost on a straight-line basis over the component's expected economic useful life as follows:

Main structure		Years			Years
Houses		150	Flats		100
Other components		Years	Other components		Years
Back doors		40	Kitchen: general needs		17
Bathrooms		30	Kitchen: retirement housing		20
Heating systems		15	Roofs		80
Electrics		60	Windows: installed pre-2000		20
Front doors		30	Windows: installed post-2000		40

Components on leasehold land are depreciated over the shorter of the above and the remaining period of the lease. Where a grant is received against the cost of a component, the cost of the component is reduced by the net present value of the future grant and that net present value figure is shown as a debtor in the accounts.

### Other fixed assets (note 12)

Other tangible fixed assets are stated at cost less accumulated depreciation. Depreciation is charged on a straight-line basis so as to write off the cost less estimated residual value of assets over their expected useful economic lives as follows:

Asset class	Years	Asset class	Years
Motor vehicles	2 to 4	Site equipment – door entry systems	10 to 25
Office equipment – Solar PV panels	25	Site equipment – other	3 to 10
Office equipment – other	3 to 10	Commercial and other buildings	Up to 60
Site equipment – lifts	10 to 25		

Assets relating to software are stated at cost less accumulated amortisation. The cost includes the purchase price of software together with the direct cost of individuals' time spent developing and integrating the software.

ICT Staff time is analysed as projects are ongoing to ensure the accuracy and completeness of time capitalised. Capitalised time is assigned the same useful economic life as the underlying software.

If any indicators of impairment are identified, impairment is assessed based on the gross cost of each item of software, inclusive of staff costs incurred in development and integration.

### Capitalised interest

Interest on loans financing developments is capitalised up to the date of completion of the scheme.

### Financial instruments

Financial assets are initially measured at transaction price. At the end of each reporting period, financial instruments are measured at fair value with changes in fair value recognised in the Statement of Comprehensive Income.



## **1 Principal accounting policies (continued)**

### **Loans and bonds (notes 20 and 21)**

Loan arrangement fees are capitalised and then amortised on a straight-line basis over the duration of the loan. Interest is recognised in the statement of comprehensive income on an accrual's basis, including that related to index linked loans where the cash settlement may be deferred. Where there is a difference between the coupon rate of bonds issued to investors and the effective rate of such issuances, this balance is held as a bond market premium or discount on the statement of financial position and spread over the term of the corresponding bonds.

### **Grants (note 22)**

Grants received from central government agencies and local authorities are shown within creditors on the face of the statement of financial position. Grants relating to assets are recognised in income on a straight-line basis over the expected useful life of the asset. Government grants received for housing properties are recognised in income over the expected useful life of the housing property structure. Where grants are received in advance they are carried forward as current liabilities to be matched against future capital expenditure as it is incurred. Grants receivable in respect of completed schemes or those under construction are included within debtors in the financial statements. Grants are repayable under certain circumstances, primarily following the sale of a property. Such repayable grants are included within creditors in the statement of financial position.

### **Value added tax (VAT)**

The Association and Cambria form a single VAT Group which is partially exempt for VAT purposes. Claims are made for repayment of VAT on items that are specifically allowable. Expenditure is shown inclusive of irrecoverable VAT. Enfys and Enfys Homes are each separately registered for VAT purposes. As these entities can recover VAT, if incurred, expenditure is shown exclusive of VAT.

### **Lease accounting**

Whether the risks and rewards of ownership in relation to individual leases indicate that it should be accounted for as a finance lease or an operating lease.

### **Analysis of Social Housing Income and associated costs**

A detailed analysis of the social housing turnover and related operating costs is provided in note 2(b). Management of operations represents the costs to the Association of running the core operations of the organisation. Tenancy management services represents the costs to the Association associated with administering lettings, collecting rental receipts and dealing with anti-social behaviour issues. Costs for administering repairs to properties and keeping them safe are split between routine maintenance, major repairs expenditure and management of component replacement in the detailed analysis. Development and other costs include development overheads which are not directly attributable to bringing fixed assets into their working condition for their intended purpose. These include related costs associated with safety, compliance, data security and application of information systems. Central overheads are allocated based upon the utilisation of key personnel within each area.

## 2 Analysis of turnover and costs

Turnover represents rental and service charge income (both net of empty properties), Gift Aid, fees and revenue-based grants receivable. All turnover is derived from operations within the United Kingdom.

### (a) Particulars of turnover, operating costs and operating surplus

	GROUP					
	Turnover	Operating costs	Operating surplus	Turnover	Operating costs	Operating surplus
	2024	2024	2024	2023	2023	2023
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Social housing lettings (note 2b)</b>	<b>82,235</b>	<b>(65,092)</b>	<b>17,143</b>	75,821	(59,445)	16,376
<b>Other social housing activities</b>						
Surplus on sale of property fixed assets	-	-	2,311	-	-	3,112
Deficit on sale of other fixed assets	-	-	(38)	-	-	(14)
<b>Non-social housing activities</b>						
Lettings	45	(69)	(24)	45	(62)	(17)
Other	2,211	(2,217)	(6)	2,281	(2,310)	(29)
Care and support	-	-	-	-	42	42
<b>Total</b>	<b>84,491</b>	<b>(67,378)</b>	<b>19,386</b>	78,147	(61,775)	19,470

	ASSOCIATION					
	Turnover	Operating costs	Operating surplus	Turnover	Operating costs	Operating surplus
	2024	2024	2024	2023	2023	2023
	£'000	£'000	£'000	£'000	£'000	£'000
<b>Social housing lettings (note 2b)</b>	<b>82,235</b>	<b>(67,630)</b>	<b>14,605</b>	75,821	(61,567)	14,254
<b>Other social housing activities</b>						
Gift Aid	2,538	-	2,538	2,122	-	2,122
Surplus on sale of property fixed assets	-	-	2,311	-	-	3,112
Deficit on sale of other fixed assets	-	-	(38)	-	-	(14)
<b>Non-social housing activities</b>						
Lettings	45	(69)	(24)	45	(62)	(17)
Other	2,208	(2,217)	(9)	2,277	(2,306)	(29)
<b>Total</b>	<b>87,026</b>	<b>(69,916)</b>	<b>19,383</b>	80,265	(63,935)	19,428

A reconciliation from the management accounts is shown in note 2(c).

## 2 Analysis of turnover and costs (continued)

### (b) Particulars of income and expenditure from social housing lettings

	GROUP & ASSOCIATION			
	General needs and sheltered housing £'000	Supported housing £'000	2024 total £'000	2023 total £'000
<b>Income</b>				
Rent receivable	68,828	2,462	71,290	65,744
Service charge income	7,248	-	7,248	6,544
Grant income for support services	-	4	4	6
Amortisation of social housing and other government grants	3,693	-	3,693	3,527
<b>Turnover from social housing lettings</b>	<b>79,769</b>	<b>2,466</b>	<b>82,235</b>	<b>75,821</b>
<b>Operating costs</b>				
Management of operations	(7,447)	(206)	(7,653)	(7,019)
Tenancy management services	(7,857)	(218)	(8,075)	(7,444)
Service charges	(8,943)	-	(8,943)	(8,481)
Routine maintenance	(19,293)	(534)	(19,827)	(17,464)
Major repairs expenditure	(5,980)	(166)	(6,146)	(4,702)
Management of component replacement	(1,657)	(46)	(1,703)	(1,564)
Bad debts	(285)	(8)	(293)	(159)
Depreciation of housing properties	(12,762)	(353)	(13,115)	(12,329)
Costs of scheme closure	-	-	-	-
Development and other costs	(1,824)	(51)	(1,875)	(2,405)
<b>Operating costs on social housing lettings</b>	<b>(66,048)</b>	<b>(1,582)</b>	<b>(67,630)</b>	<b>(61,567)</b>
<b>Operating surplus on social housing lettings - Association</b>	<b>13,721</b>	<b>884</b>	<b>14,605</b>	<b>14,254</b>
Gift Aid Adjustment (note 2a)	2,538	-	2,538	2,122
<b>Operating surplus on social housing lettings - Group</b>	<b>16,259</b>	<b>884</b>	<b>17,143</b>	<b>16,376</b>
<b>Memorandum information:</b>				
Rent foregone due to properties being vacant	628	64	692	548

The costs of repairs and maintenance are expensed as incurred on the basis of work done at the year end.



## 2 Analysis of turnover and costs (continued)

### (c) Particulars of income and expenditure from social housing lettings

		ASSOCIATION				
	2023 management accounts £'000	2024 management accounts £'000	Subsidiary donations to parent £'000	Analysis of non- social housing activities £'000	Allocation of central costs £'000	2024 total £'000
<b>Income</b>						
Rent receivable	65,587	71,110	-	180	-	71,290
Service charge income	7,790	8,649	-	(1,401)	-	7,248
Sundry resident income	157	180	-	(180)	-	-
Supporting people income	6	4	-	-	-	4
Sundry income	478	375	-	(375)	-	-
Amortisation	-	-	-	-	3,693	3,693
Gift Aid	-	-	2,538	-	-	2,538
Non-social housing lettings	-	-	-	45	-	45
Non-social housing other activities	-	-	-	2,208	-	2,208
<b>Turnover</b>	<b>74,018</b>	<b>80,318</b>	<b>2,538</b>	<b>477</b>	<b>3,693</b>	<b>87,026</b>
<b>Operating costs</b>						
Management of operations	-	-	-	-	(7,653)	(7,653)
Tenancy management services	-	-	-	-	(8,075)	(8,075)
Service charge cash costs	(6,397)	(7,319)	-	1,054	(2,167)	(8,432)
Service charge depreciation	(525)	(527)	-	16	-	(511)
Routine maintenance	(14,364)	(16,300)	(1,654)	-	(1,873)	(19,827)
Major repairs and cyclical maintenance	(3,017)	(4,245)	(429)	-	(1,472)	(6,146)
Management of component replacement	-	-	-	-	(1,703)	(1,703)
Bad debts	(159)	(293)	-	-	-	(293)
Depreciation of housing properties	(12,329)	(13,115)	-	-	-	(13,115)
Development and other costs	-	-	(455)	-	(1,420)	(1,875)
Staff costs (excl. site staff)	(17,499)	(16,616)	-	-	16,616	-
Overheads	(5,424)	(6,950)	-	-	6,950	-
Other depreciation	(1,501)	(1,536)	-	-	1,536	-
Amortisation	3,527	3,693	-	-	(3,693)	-
Non-social housing lettings	-	-	-	-	(69)	(69)
Non-social housing other activities	-	-	-	(1,547)	(670)	(2,217)
<b>Operating costs</b>	<b>(57,688)</b>	<b>(63,208)</b>	<b>(2,538)</b>	<b>(477)</b>	<b>(3,693)</b>	<b>(69,916)</b>
Surplus on sale of property fixed assets	3,112	2,311	-	-	-	2,311
Deficit on sale of other fixed assets	(14)	(38)	-	-	-	(38)
<b>Operating surplus</b>	<b>19,428</b>	<b>19,383</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>19,383</b>

### 3 Directors and employees

#### (a) Directors' emoluments

The remuneration paid to the directors (defined as Board Members and the executive officers) of the Group and Association was:

	GROUP & ASSOCIATION	
	2024 £'000	2023 £'000
Aggregate emoluments of executive officers, excluding pension contributions	773	831
Aggregate emoluments of Board Members	75	68
Emoluments of highest paid director (Group Chief Executive), excluding pension contributions	200	183
Pension contributions in respect of executive officers	41	53

Retirement benefits are accruing under defined benefit schemes (note 29). The Group Chief Executive received payment in lieu of pension contributions of £43,681 (2023: £39,755). The Association makes no contributions to any individual pension arrangement.

The full time equivalent number of key management personnel (including the Group Chief Executive) whose remuneration (excluding pension contributions) payable during the period fell within the following bands was:

	GROUP & ASSOCIATION	
	2024	2023
£0 – £9,999	13	13
£110,000 – £119,999	-	1
£130,000 – £139,999	-	4
£140,000 – £149,999	3	-
£150,000 – £159,999	1	-
£180,000 – £189,999	-	1
£200,000 – £209,999	1	-

	GROUP & ASSOCIATION	
	2024 £'000	2023 £'000
Expenses reimbursed to directors not chargeable to UK taxation	5	7

### 3 Directors and employees (continued)

#### (b) Employee information

The average number of staff (including executive officers) employed during the year was:

	GROUP		ASSOCIATION	
	2024	2023	2024	2023
	Staff	Staff	Staff	Staff
Actual	636	644	455	466
Full time equivalent	598	605	423	433
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
<b>Staff costs</b>				
Wages and salaries	24,034	22,592	17,804	16,943
Social security costs	2,357	2,120	1,753	1,597
Pension costs	2,130	2,764	1,767	2,512
<b>Total staff costs</b>	<b>28,521</b>	<b>27,476</b>	<b>21,324</b>	<b>21,052</b>

The 2024 pension costs are split as follows:

	GROUP		ASSOCIATION	
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Defined benefit scheme contributions	902	790	902	790
Actuarial movement	(105)	893	(105)	893
Current Service cost	797	1,683	797	1,683
Expenses paid	183	151	183	151
Defined contribution scheme contribution	1,150	930	787	678
<b>Pension costs</b>	<b>2,130</b>	<b>2,764</b>	<b>1,767</b>	<b>2,512</b>

### 4 Operating Surplus

	GROUP		ASSOCIATION	
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Surplus for the year from continuing activities is stated after charging/(crediting):				
Depreciation of housing properties	13,115	12,329	13,115	12,329
Depreciation of other fixed assets	2,076	2,050	2,059	2,032
Amortisation	(3,693)	(3,527)	(3,693)	(3,527)
Deficit on sale of other fixed assets	38	14	38	14
Bad debts	293	159	293	159
Auditors' remuneration (including VAT):				
– In their capacity as auditors	60	56	42	37
– In respect of other services	5	5	5	5
Operating lease rentals:				
– Land and buildings	29	35	-	-
– Other assets	242	304	125	106



## 5 Surplus on sale of property fixed assets

	GROUP & ASSOCIATION	
	2024 £'000	2023 £'000
<b>Sales proceeds:</b>		
– Other land and housing	4,546	4,265
– Selling costs	(139)	(83)
	4,407	4,182
– LCHO properties	3,178	2,292
<b>Cost of sales:</b>		
– LCHO property cost (note 13)	(2,061)	(1,670)
– LCHO property grant (note 23)	-	76
– Housing property cost (note 11)	(2,004)	(1,968)
– Housing property depreciation (note 11)	614	623
– Housing property grant amortisation (note 22)	(368)	(364)
– HomeBuy cost (note 13)	(269)	(197)
– Recycled capital grant additions (note 21)	(2,428)	(904)
– Cost of sales from current assets (note 15)	(1,186)	(548)
– Grant written back - fixed assets (note 22)	1,267	1,088
– Grant written back - current assets (note 20)	893	305
– Grant written back - HomeBuy (note 23)	268	197
<b>Surplus on sale of property fixed assets</b>	<b>2,311</b>	<b>3,112</b>

## 6 Interest receivable

	GROUP		ASSOCIATION	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Interest receivable from investments	5,641	3,792	5,534	3,739
Intra-group interest receivable	-	-	334	306
<b>Total interest receivable</b>	<b>5,641</b>	<b>3,792</b>	<b>5,868</b>	<b>4,045</b>

## 7 Interest payable

	GROUP & ASSOCIATION	
	2024 £'000	2023 £'000
On bank loans and overdrafts and other loans:		
Repayable wholly or partly in more than five years	11,274	11,225
Development interest capitalised	(1,220)	(943)
Finance charge in respect of the pension deficit (note 28)	(451)	(545)
<b>Total interest payable</b>	<b>9,603</b>	<b>9,737</b>

## 8 Corporation Tax

	GROUP		ASSOCIATION	
Tax charged for the period 25% (2023: 25%)	2024 £'000	2023 £'000	2024 £'000	2023 £'000
<b>Current tax</b>				
UK Corporation Tax	42	52	37	52
Adjustment in respect of prior years	-	-	-	-
<b>Current taxation charge</b>	<b>42</b>	<b>52</b>	<b>37</b>	<b>52</b>
<b>Deferred tax</b>				
Origination and reversal of temporary differences	(5)	(6)	-	-
<b>Tax on ordinary activities</b>	<b>37</b>	<b>46</b>	<b>37</b>	<b>52</b>

The tax on profit before tax for the year is lower (2023: lower) than the standard rate of corporation tax in the UK of 25% (2023: 25%).

The differences are reconciled below:

	GROUP		ASSOCIATION	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Profit before tax	14,454	13,544	14,678	13,755
Corporation tax at standard rate	3,455	3,183	3,508	3,233
<b>Effects of:</b>				
Charitable surpluses not taxed	(2,070)	(2,240)	(2,069)	(2,230)
Income not chargeable for tax purposes	(1,343)	(891)	(1,402)	(951)
Origination and reversal of temporary differences	(5)	(6)	-	-
<b>Tax charge for the year</b>	<b>37</b>	<b>46</b>	<b>37</b>	<b>52</b>

The Association adopted charitable rules with effect from 20 January 2005. The effects of activities relating directly to the charitable objectives of the Association have been split out above, leaving the effects of income generated through feed-in tariffs in respect of solar panels installed on a number of the Association's properties and income generated through the renewable heat initiative as taxable income.

The remaining members of the Group are subject to Corporation Tax at the prevailing rate of taxation. Current taxable profits of subsidiary undertakings have been reduced by remittance of profits to the Association, benefitting from Gift Aid relief. Deferred tax liabilities are provided for in full as they arise.

## 9 Operating leases

At 31 December, total commitments under operating leases were as follows:

	2024			GROUP 2023		
	Land and buildings £'000	Office equipment £'000	Site equipment £'000	Land and buildings £'000	Office equipment £'000	Site equipment £'000
Leases expiring:						
Within one year	-	-	2	-	-	-
Between two and five years	37	23	213	72	-	180
Between six and ten years	-	-	139	-	29	176
<b>Total operating lease commitments</b>	<b>37</b>	<b>23</b>	<b>354</b>	<b>72</b>	<b>29</b>	<b>356</b>

	2024			ASSOCIATION 2023		
	Land and buildings £'000	Office equipment £'000	Site equipment £'000	Land and buildings £'000	Office equipment £'000	Site equipment £'000
Leases expiring:						
Within one year	-	-	2	-	-	-
Between two and five years	-	23	213	-	-	180
Between six and ten years	-	-	139	-	29	176
<b>Total operating lease commitments</b>	<b>-</b>	<b>23</b>	<b>354</b>	<b>-</b>	<b>29</b>	<b>356</b>

Costs in respect of operating leases are amortised on a straight-line basis over the lease term.

## 10 Properties in management

	GROUP & ASSOCIATION					
	Opening properties at 1 Jan 2024	New build	Purchase of homes	Homes sold or held for sale	Transfers	Closing properties at 31 Dec 2024
General needs and retirement	10,589	160	32	(56)	(7)	10,718
Extra Care	280	-	-	-	-	280
Intermediate rented	194	-	6	(1)	(2)	197
Supported housing	249	58	-	(12)	12	310
<b>Social housing homes</b>	<b>11,312</b>	<b>218</b>	<b>38</b>	<b>(69)</b>	<b>3</b>	<b>11,505</b>
Shared ownership	24	-	(1)	-	-	23
Managed for private owners	1,061	-	(30)	-	(3)	1,028
Commercial properties	5	-	-	-	-	5
<b>Non social-housing properties</b>	<b>1,090</b>	<b>-</b>	<b>(31)</b>	<b>-</b>	<b>(3)</b>	<b>1,056</b>
<b>Total properties owned and managed</b>	<b>12,402</b>	<b>218</b>	<b>7</b>	<b>(69)</b>	<b>-</b>	<b>12,561</b>



## 11 Tangible fixed assets – housing land and buildings

	Social Housing Properties £'000	Shared ownership £'000	Properties in the course of construction £'000	GROUP  Total £'000
<b>Cost</b>				
At 1 January 2024	853,772	584	70,770	925,126
Property acquisitions	9,041	-	53,967	63,008
Social housing properties completed	42,822	-	(42,822)	-
LCHO units completed (note 13)	-	-	(2,061)	(2,061)
Imputed costs	7,439	-	-	7,439
Component additions to existing properties	10,821	-	-	10,821
Component disposals	(3,233)	-	-	(3,233)
Housing property disposals (note 5)	(2,004)	-	-	(2,004)
Transfer to current assets (note 15)	(1,472)	-	-	(1,472)
<b>At 31 December 2024</b>	<b>917,186</b>	<b>584</b>	<b>79,854</b>	<b>997,624</b>
<b>Depreciation</b>				
At 1 January 2024	151,558	141	-	151,699
Charge for the year	13,111	4	-	13,115
Component disposals	(3,233)	-	-	(3,233)
Housing property disposals (note 5)	(614)	-	-	(614)
Transfer to current assets (note 15)	(538)	-	-	(538)
<b>At 31 December 2024</b>	<b>160,284</b>	<b>145</b>	<b>-</b>	<b>160,429</b>
<b>Net book value</b>				
<b>At 31 December 2024</b>	<b>756,902</b>	<b>439</b>	<b>79,854</b>	<b>837,195</b>
At 1 January 2024	702,214	443	70,770	773,427
			<b>2024</b>	2023
			<b>£'000</b>	<b>£'000</b>
Housing properties comprise:				
Freehold land and buildings			<b>973,232</b>	900,734
Long leasehold land and buildings			<b>24,323</b>	24,323
Short leasehold land and buildings			<b>69</b>	69
<b>Total housing land and buildings</b>			<b>997,624</b>	925,126

## 11 Tangible fixed assets – housing land and buildings (continued)

	Social Housing Properties £'000	Shared ownership £'000	Properties in the course of construction £'000	ASSOCIATION Total £'000
<b>Cost</b>				
At 1 January 2024	853,772	584	67,233	921,589
Property acquisitions	9,041	-	54,342	63,383
Social housing properties completed	42,822	-	(42,822)	-
LCHO units completed (note 13)	-	-	(2,061)	(2,061)
Imputed costs	7,439	-	-	7,439
Component additions to existing properties	10,821	-	-	10,821
Component disposals	(3,233)	-	-	(3,233)
Housing property disposals (note 5)	(2,004)	-	-	(2,004)
Transfer to current assets (note 15)	(1,472)	-	-	(1,472)
<b>At 31 December 2024</b>	<b>917,186</b>	<b>584</b>	<b>76,692</b>	<b>994,462</b>
<b>Depreciation</b>				
At 1 January 2024	151,558	141	-	151,699
Charge for the year	13,111	4	-	13,115
Component disposals	(3,233)	-	-	(3,233)
Housing property disposals (note 5)	(614)	-	-	(614)
Transfer to current assets (note 15)	(538)	-	-	(538)
<b>At 31 December 2024</b>	<b>160,284</b>	<b>145</b>	<b>-</b>	<b>160,429</b>
<b>Net book value</b>				
<b>At 31 December 2024</b>	<b>756,902</b>	<b>439</b>	<b>76,692</b>	<b>834,033</b>
At 1 January 2024	702,214	443	67,233	769,890
			<b>2024 £'000</b>	<b>2023 £'000</b>
Housing properties comprise:				
Freehold land and buildings			<b>970,070</b>	897,197
Long leasehold land and buildings			<b>24,323</b>	24,323
Short leasehold land and buildings			<b>69</b>	69
<b>Total housing land and buildings</b>			<b>994,462</b>	921,589

Works charged to existing properties that have been capitalised are shown above under component additions to existing properties. Works charged within the statement of comprehensive income account (net of associated staff costs) during 2024 amounted to £4,245,000 (2023: £3,017,000) – see note 2c.

## 12 Other tangible fixed assets

						GROUP
	Motor vehicles £'000	Office equipment £'000	Site equipment £'000	Freehold commercial property £'000	Freehold office property £'000	Total £'000
<b>Cost</b>						
At 1 January 2024	144	9,046	7,638	904	12,182	29,914
Additions	-	867	716	-	293	1,876
Disposals	(23)	(123)	(75)	-	(46)	(267)
<b>At 31 December 2024</b>	<b>121</b>	<b>9,790</b>	<b>8,279</b>	<b>904</b>	<b>12,429</b>	<b>31,523</b>
<b>Depreciation</b>						
At 1 January 2024	124	5,532	2,889	254	2,126	10,925
Charge for year	7	1,216	531	22	300	2,076
Eliminated on disposals	(20)	(122)	(70)	-	(14)	(226)
<b>At 31 December 2024</b>	<b>111</b>	<b>6,626</b>	<b>3,350</b>	<b>276</b>	<b>2,412</b>	<b>12,775</b>
<b>Net book value</b>						
<b>At 31 December 2024</b>	<b>10</b>	<b>3,164</b>	<b>4,929</b>	<b>628</b>	<b>10,017</b>	<b>18,748</b>
At 1 January 2024	20	3,514	4,748	650	10,057	18,989

						ASSOCIATION
	Motor vehicles £'000	Office equipment £'000	Site equipment £'000	Freehold commercial property £'000	Freehold office property £'000	Total £'000
<b>Cost</b>						
At 1 January 2024	61	8,970	7,528	904	12,182	29,645
Additions	-	867	716	-	293	1,876
Disposals	(11)	(123)	(75)	-	(46)	(255)
<b>At 31 December 2024</b>	<b>50</b>	<b>9,714</b>	<b>8,169</b>	<b>904</b>	<b>12,429</b>	<b>31,266</b>
<b>Depreciation</b>						
At 1 January 2024	61	5,461	2,818	254	2,126	10,720
Charge for year	-	1,214	523	22	300	2,059
Eliminated on disposals	(11)	(122)	(70)	-	(14)	(217)
<b>At 31 December 2024</b>	<b>50</b>	<b>6,553</b>	<b>3,271</b>	<b>276</b>	<b>2,412</b>	<b>12,562</b>
<b>Net book value</b>						
<b>At 31 December 2024</b>	<b>-</b>	<b>3,161</b>	<b>4,898</b>	<b>628</b>	<b>10,017</b>	<b>18,704</b>
At 1 January 2024	-	3,509	4,710	650	10,056	18,925



### 13 Fixed asset investments – HomeBuy and LCHO loans receivable

	2024			GROUP & ASSOCIATION		
	HomeBuy £'000	Low Cost Home Ownership £'000	Total £'000	HomeBuy £'000	Low Cost Home Ownership £'000	Total £'000
At 1 January	7,756	5,187	12,943	7,953	4,330	12,283
Additions	-	64	64	-	-	-
Imputed costs	-	1,361	1,361	-	937	937
Transferred from social housing (note 11)	-	2,061	2,061	-	1,590	1,590
Disposals (note 5)	(269)	(2,061)	(2,330)	(197)	(1,670)	(1,867)
<b>At 31 December</b>	<b>7,487</b>	<b>6,612</b>	<b>14,099</b>	<b>7,756</b>	<b>5,187</b>	<b>12,943</b>

HomeBuy loans are for equity loans to homeowners who were not otherwise able to fully afford their homes using commercially available mortgages under the scheme financed by the Welsh Government. The investment grants (note 23) represent the funding received from the Welsh Government for the above loans. These loans are stated at cost in accordance with Housing SORP 2018.

Low Cost Home Ownership (LCHO) represents the Association's stake in properties, where less than 100% ownership of the property was sold, primarily under Section 106 agreements where equity loans have been made, under low cost home ownership arrangements, to homeowners who were not otherwise able to fully afford their homes using commercially available mortgages. Equity loans are included in the statement of financial position at historic cost.

The Association is entitled to a proportion of the market value corresponding to the equity interest at a time when homeowners either dispose of their HomeBuy or LCHO property or when they choose to repurchase some, or all, of the equity loan.

### 14 Fixed asset investments – other investments

	GROUP & ASSOCIATION	
	2024 £'000	2023 £'000
At 1 January	10,049	8,778
Additions	369	1,253
Withdrawals	(2,012)	-
Change in fair value	(883)	18
<b>At 31 December</b>	<b>7,523</b>	<b>10,049</b>

The closing balances represent investments to meet interest reserves required by certain long-term loans.

## 15 Stock

	GROUP		ASSOCIATION	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Completed properties	2,686	2,542	2,686	2,542
Work in progress	-	-	-	-
<b>Total stock</b>	<b>2,686</b>	<b>2,542</b>	<b>2,686</b>	<b>2,542</b>

Completed properties represent properties that are intended for sale. Movements across the year are as follows:

	Asset cost £'000	Accumulated depreciation £'000	Accumulated amortisation £'000	GROUP & ASSOCIATION Associated expenses £'000	Properties held for sale £'000
At 1 January 2024	2,772	(956)	695	31	2,542
Disposals (note 5)	(1,362)	450	(296)	22	(1,186)
Transfer from property assets (note 11, 22)	1,472	(538)	365	31	1,330
<b>At 31 December 2024</b>	<b>2,882</b>	<b>(1,044)</b>	<b>764</b>	<b>84</b>	<b>2,686</b>

## 16 Trade and other debtors: amounts falling due within one year

	GROUP		ASSOCIATION	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Rent and service charge debtors	3,080	3,572	3,080	3,572
Bad debt provision for rent and service charges	(1,542)	(2,181)	(1,542)	(2,181)
Capital debtors	(132)	325	(132)	325
Housing Finance Grant debtor	861	831	861	831
Intra-group balances – loans (note 30)	-	-	3,304	4,505
Intra-group balances – Gift Aid (note 30)	-	-	2,538	2,122
Intra-group balances – trading (note 30)	-	-	-	-
Loans to employees	27	30	27	30
Other debtors and prepayments	3,642	3,058	3,418	2,778
<b>Total debtors due within one year</b>	<b>5,936</b>	<b>5,635</b>	<b>11,554</b>	<b>11,982</b>

## 17 Trade and other debtors: amounts falling due after more than one year

	GROUP		ASSOCIATION	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Housing Finance Grant debtor	24,590	25,450	24,590	25,450
Intra-group balances – loans (note 30)	-	-	-	-
<b>Total debtors due after more than one year</b>	<b>24,590</b>	<b>25,450</b>	<b>24,590</b>	<b>25,450</b>

## 18 Cash and cash equivalents

Within the cash and cash equivalents balance is cash at bank and in hand, which represents funds which are readily available for the Group's day to day activities. Also included within the cash balance are Land for Housing Loans, held in Wales & West Housing Association bank accounts, that are ring-fenced for the sole purpose of purchasing land in order to develop and is therefore not readily available for use by the Group. This ring-fenced cash can also be seen within our Creditors: amounts falling due within one year, representing the associated liability.

Similarly, the Group holds sinking fund cash. This cash is also readily accessible, however solely for the purpose of property repair on behalf of leasehold home residents, hence why it is presented separately to the cash readily available for the Group's day to day trading.

The cash and cash equivalents balance can be split out as follows:

	GROUP		ASSOCIATION	
	2024	2023	2024	2023
	£'000	£'000	£'000	£'000
Cash and cash equivalents	104,012	76,494	101,418	73,046
Land for housing loan cash	200	200	200	200
Sinking funds	782	1,131	782	1,131
<b>At 31 December</b>	<b>104,994</b>	<b>77,825</b>	<b>102,400</b>	<b>74,377</b>

## 19 Movement in net debt

	At 31 December 2023 £'000	Cashflow £'000	Non cash movement £'000	GROUP At 31 December 2024 £'000
Cash	77,825	27,169	-	104,994
Loans due in less than one year	(161)	161	(805)	(805)
Loans due in greater than one year	(321,390)	(5,000)	533	(325,857)
Land for housing loans	(5,500)	3,700	-	(1,800)
<b>Total</b>	<b>(249,226)</b>	<b>26,030</b>	<b>(272)</b>	<b>(223,468)</b>

	At 31 December 2023 £'000	Cashflow £'000	Non cash movement £'000	ASSOCIATION At 31 December 2024 £'000
Cash	74,377	28,023	-	102,400
Loans due in less than one year	(161)	161	(805)	(805)
Loans due in greater than one year	(321,390)	(5,000)	533	(325,857)
Land for housing loans	(5,500)	3,700	-	(1,800)
<b>Total</b>	<b>(252,674)</b>	<b>26,884</b>	<b>(272)</b>	<b>(226,062)</b>



## 20 Creditors: amounts falling due within one year

	GROUP		ASSOCIATION	
	2024 £'000	2023 £'000	2024 £'000	2023 £'000
Housing loans (note 21)	805	161	805	161
Land for housing loans	1,800	5,500	1,800	5,500
Rent and service charges received in advance	2,062	1,602	2,062	1,602
Grants received and receivable in advance	-	-	-	-
Imputed grants (note 24)	320	271	320	271
Corporation Tax	42	52	37	52
Taxation and social security	676	646	529	509
Pension provision (note 29)	89	12	89	12
Sinking fund deferred income	543	565	543	565
Accrued mortgage interest	3,127	2,998	3,127	2,998
Bond market issuance premium	445	445	445	445
Intra-group balances – trading (note 30)	-	-	4,808	4,178
Deferred heat initiative income	-	65	-	65
Grant on properties held for sale	1,844	1,797	1,844	1,797
Accruals and other deferred income	19,748	13,738	14,230	8,544
<b>Total creditors due within one year</b>	<b>31,501</b>	<b>27,852</b>	<b>30,639</b>	<b>26,699</b>

The sinking fund deferred income relates to certain residents that are required to contribute towards the costs of maintaining their properties. Monies received in advance of associated maintenance expenditure are credited to sinking fund deferred income accounts, to which interest is applied.

The bond market issuance premium relates to the difference between bond coupon rates and the effective rate of the bond issuances. This balance is spread over the bond term.

Movements in grant held on properties for sale are as follows:

	2024 £'000	2023 £'000	2024 £'000	2023 £'000
At 1 January	(1,797)	(1,357)	(1,797)	(1,357)
Disposals (note 5)	893	305	893	305
Transfer from property assets (note 22)	(940)	(745)	(940)	(745)
<b>At 31 December</b>	<b>(1,844)</b>	<b>(1,797)</b>	<b>(1,844)</b>	<b>(1,797)</b>

## 21 Creditors: amounts falling due after more than one year

	GROUP & ASSOCIATION	
	2024 £'000	2023 £'000
Recycled capital grant fund	7,810	6,536
Housing loans (note 21)	325,857	321,390
Investment grants (note 23)	13,834	12,741
Imputed grants (note 24)	44,290	37,220
Bond market issuance premium	8,478	8,923
Other creditors	1,088	1,088
Deferred heat initiative income	-	324
Pension provision (note 29)	-	(2)
<b>Total creditors due after more than one year</b>	<b>401,357</b>	<b>388,220</b>

Housing loans are shown net of capitalised loan fees of £2,744,000 (2023: £3,016,000).

Housing loans are secured by specific charges on the Association's housing properties. Rates of interest during the year ranged from 1.60% to 12.01% (2023: 1.60% to 12.01%). The weighted average rate of interest for 2024 was 3.17% (2023: 3.43%). At 31 December 2024, 99% (2023: 99%) of loans bore interest at fixed rates and 1% (2023: 1%) at index-linked rates.

The loans are repayable as follows:

	GROUP & ASSOCIATION	
	2024 £'000	2023 £'000
<b>Amounts falling due:</b>		
Within one year or less	805	161
Between one and two years	827	805
Between two and five years	3,412	3,396
In five years or more	321,618	317,189
In more than one year	325,857	321,390
<b>Total housing loans</b>	<b>326,662</b>	<b>321,551</b>

	GROUP & ASSOCIATION	
	2024 £'000	2023 £'000
Repayable otherwise than by instalments in more than five years	310,000	305,000
Repayable by instalments wholly or partly in more than five years	11,618	12,859
<b>Total repayable in more than five years</b>	<b>321,618</b>	<b>317,859</b>

## 21 Creditors: amounts falling due after more than one year (continued)

The movement on the recycled capital grant fund was as shown below:

	GROUP & ASSOCIATION	
	2024 £'000	2023 £'000
At 1 January	(6,536)	(5,632)
Additions during the year (note 5)	(2,428)	(904)
Deductions/(returns) during the year	1,154	-
<b>At 31 December</b>	<b>(7,810)</b>	<b>(6,536)</b>

## 22 Social housing and other government grants

	GROUP & ASSOCIATION			
	Social housing properties £'000	Shared ownership £'000	Properties in the course of construction £'000	Total £'000
<b>Gross grant creditor</b>				
At 1 January 2024	404,484	362	45,795	450,641
Property acquisitions	2,714	-	60,182	62,896
Schemes completed	18,969	-	(18,969)	-
Transfer to current assets (note 20)	(940)	-	-	(940)
Housing property disposals (note 5)	(1,267)	-	-	(1,267)
<b>At 31 December 2024</b>	<b>423,960</b>	<b>362</b>	<b>87,008</b>	<b>511,330</b>
<b>Amortisation</b>				
At 1 January 2024	73,309	106	-	73,415
Credit for the year	3,371	2	-	3,373
Transfer to current assets (note 15)	(365)	-	-	(365)
Housing property disposals (note 5)	(368)	-	-	(368)
<b>At 31 December 2024</b>	<b>75,947</b>	<b>108</b>	<b>-</b>	<b>76,055</b>
<b>Net grant creditor</b>				
<b>At 31 December 2024</b>	<b>348,013</b>	<b>254</b>	<b>87,008</b>	<b>435,275</b>
At 1 January 2024	331,175	256	45,795	377,226

Included within social housing properties grants are £1,257,000 (2023: £1,257,000) of non-repayable grants that are being amortised over the life of the relevant assets. The grants are amortised as follows:

	GROUP & ASSOCIATION	
	2024 £'000	2023 £'000
Within one year or less	3,373	3,256
Between one and two years	3,373	3,256
Between two and five years	10,119	9,768
In five years or more	418,410	360,946
In more than one year	431,902	373,970
<b>Total grant creditor</b>	<b>435,275</b>	<b>377,226</b>

## Notes to the financial statements

for the year ended 31 December 2024

### 23 Investment grants

	2024			GROUP & ASSOCIATION 2023		
	HomeBuy £'000	Low Cost Home Ownership £'000	Total £'000	HomeBuy £'000	Low Cost Home Ownership £'000	Total £'000
At 1 January	7,614	5,127	12,741	7,811	4,266	12,077
Imputed costs	-	1,361	1,361	-	937	937
Disposals (note 5)	(268)	-	(268)	(197)	(76)	(273)
<b>At 31 December</b>	<b>7,346</b>	<b>6,488</b>	<b>13,834</b>	<b>7,614</b>	<b>5,127</b>	<b>12,741</b>

The investment grant is funding received from Welsh Government to fund the HomeBuy scheme, the assets of which are shown as a fixed asset investment (note 13). All amounts are due in more than one year.

### 24 Imputed grants

	GROUP & ASSOCIATION Social housing properties	
	2024 £'000	2023 £'000
<b>Gross grant creditor</b>		
At 1 January	38,857	37,017
Property acquisitions	7,439	1,840
<b>At 31 December</b>	<b>46,296</b>	<b>38,857</b>
<b>Amortisation</b>		
At 1 January	1,366	1,095
Credit for the year	320	271
<b>At 31 December</b>	<b>1,686</b>	<b>1,366</b>
<b>Net grant creditor</b>		
<b>At 31 December</b>	<b>44,610</b>	<b>37,491</b>
At 1 January	37,491	35,922



## 24 Imputed grants (continued)

The grants are amortised as follows:

	GROUP & ASSOCIATION	
	2024 £'000	2023 £'000
Within one year or less	320	271
Between one and two years	320	271
Between two and five years	960	813
In five years or more	43,010	36,136
In more than one year	44,290	37,220
<b>Total grant creditor</b>	<b>44,610</b>	<b>37,491</b>

## 25 Provision for liabilities

Provisions are recognised where uncertainty exists in relation to the timing or amount that may be required to settle potential liabilities. Any amounts provided are charged to the Statement of Comprehensive Income and credited to the Statement of Financial Position based upon the Group's best estimate of potential liabilities.

	Insurance £'000	Deferred taxation £'000	GROUP
			Total £'000
At 1 January 2024	34	5	39
Utilised during the year	11	-	11
Released during the year	(24)	(5)	(29)
Additions during the year	50	-	50
<b>At 31 December 2024</b>	<b>71</b>	<b>-</b>	<b>71</b>

	Insurance £'000	ASSOCIATION
		Total £'000
At 1 January 2024	34	34
Utilised during the year	11	11
Released during the year	(24)	(24)
Additions during the year	50	50
<b>At 31 December 2024</b>	<b>71</b>	<b>71</b>

Insurance provisions relate to excess levels on known insurable claims yet to be settled. Deferred taxation arises in Cambria, a wholly-owned subsidiary, and relates to the timing of tax payments due.

## 26 Called-up share capital

	GROUP & ASSOCIATION	
	2024 £	2023 £
Allotted, issued and fully paid		
At 1 January	40	42
Issued during the year	3	3
Shares cancelled during the year	(6)	(5)
<b>At 31 December</b>	<b>37</b>	<b>40</b>

Shareholders have no entitlement to dividends or return of monies in respect of shares surrendered or a share in the assets in the event of the Association being wound up. No shareholder may hold more than one share and each share carries only one vote.

## 27 Capital commitments

	GROUP & ASSOCIATION	
	2024 £'000	2023 £'000
Capital expenditure that has been contracted for but has not been provided for in the financial statements	73,213	39,877
Capital expenditure that has been authorised by the Board but has not yet been contracted for	77,748	51,262

The Group and the Association intends to fund this expenditure from a combination of free cash generation, social housing grants, current cash balances and loan drawdown from existing loan facilities.

## 28 Pension schemes

The Group runs the Wales & West Housing Group Pension Plan (WWHGPP) which is administered by the Pensions Trust. The scheme assets and liabilities are recorded in the Statement of Financial Position at their FRS 102 valuation as at 31 December 2024.

The Scheme is subject to the funding legislation outlined in the Pensions Act 2004 which came into force on 30 December 2005. This, together with documents issued by the Pensions Regulator and Technical Standards issued by the Financial Reporting Council, set out the framework for funding defined occupational pension schemes in the UK.

The Association participates in two defined benefit pension schemes, the WWHGPP and The Growth Plan. The Growth Plan is a multi-employer scheme and is closed to new members. Within WWHGPP, the Association has an open Career average revalued earnings (CARE)

## 28 Pension schemes (continued)

scheme with a 1/80th accrual rate. The Final salary scheme with a 1/60th accrual rate closed to new members on 31 March 2011 and the CARE scheme with a 1/60th accrual rate closed to new members on 30 June 2019. The Association makes contributions of 7.6% to the three WWHGPP schemes. The Association also covers the cost of life assurance premiums for members.

The Associations share of assets and liabilities in respect of the WWHGPP scheme are assessed by the scheme actuary as at each reporting date, based upon key assumptions including discount rates, mortality rates, inflation, future salary costs and future pension costs. Changes in the Association's net asset or net liability in respect of its obligations to scheme members are recognised within Other Comprehensive Income and have an impact on the Group's financial reserves.

It is not possible for the Association to obtain sufficient information to enable it to account for Growth Plan as a defined benefit scheme. Therefore, the Association accounts for the scheme as a defined contribution scheme. The Association's current liability in respect of the Growth Plan is shown in note 29.

The Group also makes contributions up to a maximum of 9.5% of salary into the defined contribution section of the WWHGPP. The Group also covers the cost of life assurance premiums for members. Contributions to the scheme in the year are shown in note 3b.

### WALES & WEST HOUSING GROUP PENSION SCHEME

#### Present values of defined benefit obligation, fair value of assets and defined benefit asset

	31 December 2024	31 December 2023
	£'000	£'000
Fair value of plan assets	62,409	64,552
Present value of defined benefit obligation	(50,209)	(54,918)
<b>Net defined benefit asset to be recognised</b>	<b>12,200</b>	<b>9,634</b>

#### Reconciliation of opening and closing balances of the defined benefit obligation

	Year ended 31 December 2024	Year ended 31 December 2023
	£'000	£'000
Defined benefit obligation at start of year	54,918	52,022
Current service cost	797	1,683
Interest expense	2,573	2,551
Member contributions	951	10
Actuarial losses/(gains) due to scheme experience	1,003	(396)
Actuarial losses/(gains) due to changes in demographic assumptions	508	(736)
Actuarial (gains)/losses due to changes in financial assumptions	(8,432)	1,391
Benefits paid and expenses	(2,109)	(1,607)
<b>Defined benefit obligation at end of year</b>	<b>50,209</b>	<b>54,918</b>

## 28 Pension schemes (continued)

### Reconciliation of opening and closing balances of the fair value of plan assets

	Year ended 31 December 2024 £'000	Year ended 31 December 2023 £'000
Fair value of plan assets at start of year	64,552	62,626
Interest income	3,024	3,096
Experience on plan assets (excluding amounts included in interest income) - (loss)	(4,728)	(2,279)
Employer contributions made (note 29)	902	790
One off contribution	-	1,100
Past deficit contributions (note 29)	-	967
Expenses	(183)	(151)
Total contributions by the employer	719	2,706
Member contributions	951	10
Benefits paid and expenses	(2,109)	(1,607)
<b>Fair value of plan assets at end of year</b>	<b>62,409</b>	<b>64,552</b>

The actual return on the plan assets (including any changes in share of assets) over the year ended 31 December 2024 was (£1,704,000), compared with £817,000 in 2023.

### Defined benefit costs recognised in Statement of Comprehensive Income

	Year from 1 January 2024 to 31 December 2024 £'000	Year from 1 January 2023 to 31 December 2023 £'000
Employer contributions made (note 3b)	902	790
Actuarial movements (note 3b)	(105)	893
Current service cost	797	1,683
Expenses (note 3b)	183	151
Net interest expense (note 7)	(451)	(545)
<b>Defined benefit costs recognised in Statement of Comprehensive Income</b>	<b>529</b>	<b>1,289</b>



## 28 Pension schemes (continued)

### Defined benefit costs recognised in Other Comprehensive Income

	Year ended 31 December 2024 £'000	Year ended 31 December 2023 £'000
Experience on plan assets (excluding amounts included in net interest cost) - (loss)	(4,728)	(2,279)
Experience gains and losses arising on the plan liabilities - (loss)/gain	(1,003)	396
Effects of changes in the demographic assumptions underlying the present value of the defined benefit obligation - (loss)/gain	(508)	736
Effects of changes in the financial assumptions underlying the present value of the defined benefit obligation - gain/(loss)	8,432	(1,391)
Total actuarial gains and losses (before restriction due to some of the surplus not being recognisable) - gain/(loss)	2,193	(2,538)
<b>Total amount recognised in other comprehensive income - gain/(loss)</b>	<b>2,193</b>	<b>(2,538)</b>

### Assets

	31 December 2024 £'000	31 December 2023 £'000
Equity	16,650	14,667
Bonds	1,498	1,368
Property	3,201	4,264
Cash	568	3,956
Other	23,560	20,248
Liability Driven Investment	16,932	20,049
<b>Total assets</b>	<b>62,409</b>	<b>64,552</b>

None of the fair values of the assets shown above include any direct investments in the employer's own financial instruments or any property occupied by, or other assets used by, the employer.

## 28 Pension schemes (continued)

### Key assumptions

	31 December 2024 % per annum	31 December 2023 % per annum
Discount Rate	5.75%	4.70%
Inflation (RPI)	3.05%	2.95%
Inflation (CPI)	2.85%	2.70%
Salary Growth	2.85%	2.70%
Allowance for commutation of pension for cash at retirement	90% of maximum allowance	90% of maximum allowance

The mortality assumptions adopted at 31 December 2024 imply the following life expectancies:

2024

	Life expectancy at age 65 (Years)
Male retiring in 2024	20.3
Female retiring in 2024	22.9
Male retiring in 2044	21.6
Female retiring in 2044	24.3

2023

	Life expectancy at age 65 (Years)
Male retiring in 2023	20.2
Female retiring in 2023	22.8
Male retiring in 2043	21.5
Female retiring in 2043	24.2

## 29 Pensions movements

2024	GROUP & ASSOCIATION		
	WWHGPP	SHPS	Total
	DB £'000	AVC £'000	£'000
At 1 January 2024	(9,634)	10	(9,624)
Other comprehensive income movement	(2,193)	-	(2,193)
Comprehensive income	529	-	529
Financing costs pension deficit	-	(87)	(87)
Past deficit	-	(12)	(12)
Employer contributions (note 28)	(902)	-	(902)
<b>At 31 December 2024</b>	<b>(12,200)</b>	<b>(89)</b>	<b>(12,289)</b>
Due less than 1 year (note 20)	-	(89)	(89)
Defined benefit	(12,200)	-	(12,200)
	<b>(12,200)</b>	<b>(89)</b>	<b>(12,289)</b>

2023	GROUP & ASSOCIATION		
	WWHGPP	SHPS	Total
	DB £'000	AVC £'000	£'000
At 1 January 2023	(10,604)	23	(10,581)
Other comprehensive income movement	2,538	-	2,538
Comprehensive income	1,289	-	1,289
Financing costs pension deficit	-	(1)	(1)
Past deficit (note 28)	(967)	(12)	(979)
One off contribution	(1,100)	-	(1,100)
Employer contributions (note 28)	(790)	-	(790)
<b>At 31 December 2023</b>	<b>(9,634)</b>	<b>10</b>	<b>(9,624)</b>
Due less than 1 year (note 20)	-	12	12
Due greater than 1 year (note 21)	-	(2)	(2)
Defined benefit	(9,634)	-	(9,634)
	<b>(9,634)</b>	<b>10</b>	<b>(9,624)</b>

## 30 Subsidiary undertakings

The Association has three directly-owned subsidiary undertakings. Castell Homes Limited changed name to Enfys Homes Limited on 3<sup>rd</sup> July 2024. All subsidiaries have the same registered office as the Association, see note 33:

Undertaking	Percentage Owned	Registration Number
Cambria Maintenance Services Limited	100	7389484
Enfys Developments Limited	100	8292315
Enfys Homes Limited (formerly Castell Homes Limited)	100	11149375

Transactions between group companies throughout the financial year and amounts outstanding at year-end were as follows:

2024	Turnover £'000	Billed to Group companies £'000	Intercompany trading balance £'000	Loan Balance owed to Association £'000	Gift Aid owed to Association £'000
Cambria	17,857	17,826	(343)	44	2,083
Enfys	45,928	45,928	(4,466)	3,250	455
Castell Homes	-	-	1	10	-
			<b>(4,808)</b>	<b>3,304</b>	<b>2,538</b>

2023	Turnover £'000	Billed to Group companies £'000	Intercompany trading balance £'000	Loan Balance owed to Association £'000	Gift Aid owed to Association £'000
Cambria	15,764	15,761	(157)	65	1,854
Enfys	27,879	27,879	(4,022)	4,440	268
Castell Homes	-	-	1	-	-
			<b>(4,178)</b>	<b>4,505</b>	<b>2,122</b>



## 31 Contingent Liability

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In March 2024, the Association became aware that it may not have been fully compliant with potential legal obligations arising under the Renting Homes (Wales) Act 2016 (“the Act”) and the Renting Homes (Fitness for Human Habitation) (Wales) Regulations 2022 (as amended) (“the Regulations”) during the year ending 31 December 2024. On identification of the issue, immediate steps were taken to ensure full compliance with legal obligations as the Association is currently able to understand them. There is an ongoing claim in the High Court brought by a number of other Registered Social Landlords to seek a series of declarations as to the correct meaning and interpretation of the potential obligations. The Association has assessed that the likelihood of an outflow of resources to settle this potential liability following the legal proceedings is less than probable but, acknowledging the inherent uncertainty with such legal proceedings, is more than remote. A high level of uncertainty remains because the interpretation of the requirements under the Act and Regulations needs clarification which will only be possible following determination of the proceedings that are currently before the High Court, hence any financial effect cannot currently be measured with sufficient reliability at this time. A high level of uncertainty also exists regarding whether there is any possibility of reimbursement. Any such consideration can only follow the resolution of the above matter.

## 32 Related party transactions

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The following member of the Board who served during the year was also a resident of the Association during the year:

Ms J Bere                      Elected 19 April 2014

The above member was on standard Association resident agreement terms and was forbidden from using their position on the Board to their personal advantage.

The Group Chief Executive and Executive Director (Finance and Development) held positions on the Board of Slocombe Cottages for the Aged and Infirm, which is a Registered Charity. During the year Slocombe made an annual rent subsidy to the Association of £27,122 (2023: £24,975).

## 33 Parent undertaking and controlling party

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Wales & West Housing Association Limited is legally owned by its shareholders, but they are restricted and have no personal beneficial interest in the assets of the Association. The ultimate controlling party is considered to be the Board.

Wales & West Housing Association Limited is the parent of the largest and smallest groups in which the results of the Group are consolidated. Copies of the consolidated financial statements are available on request from the registered address of the Association:

Wales & West Housing Association Limited  
Archway House  
77 Parc Tŷ Glas  
Llanishen  
Cardiff CF14 5DU