



barcud



Annual Report **2024/25**

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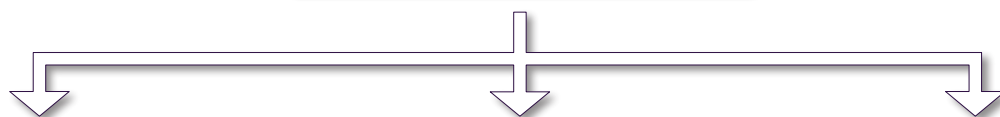
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This is Barcud

Barcud Group provides homes and support services for people in mid and west Wales.



Barcud Group Structure



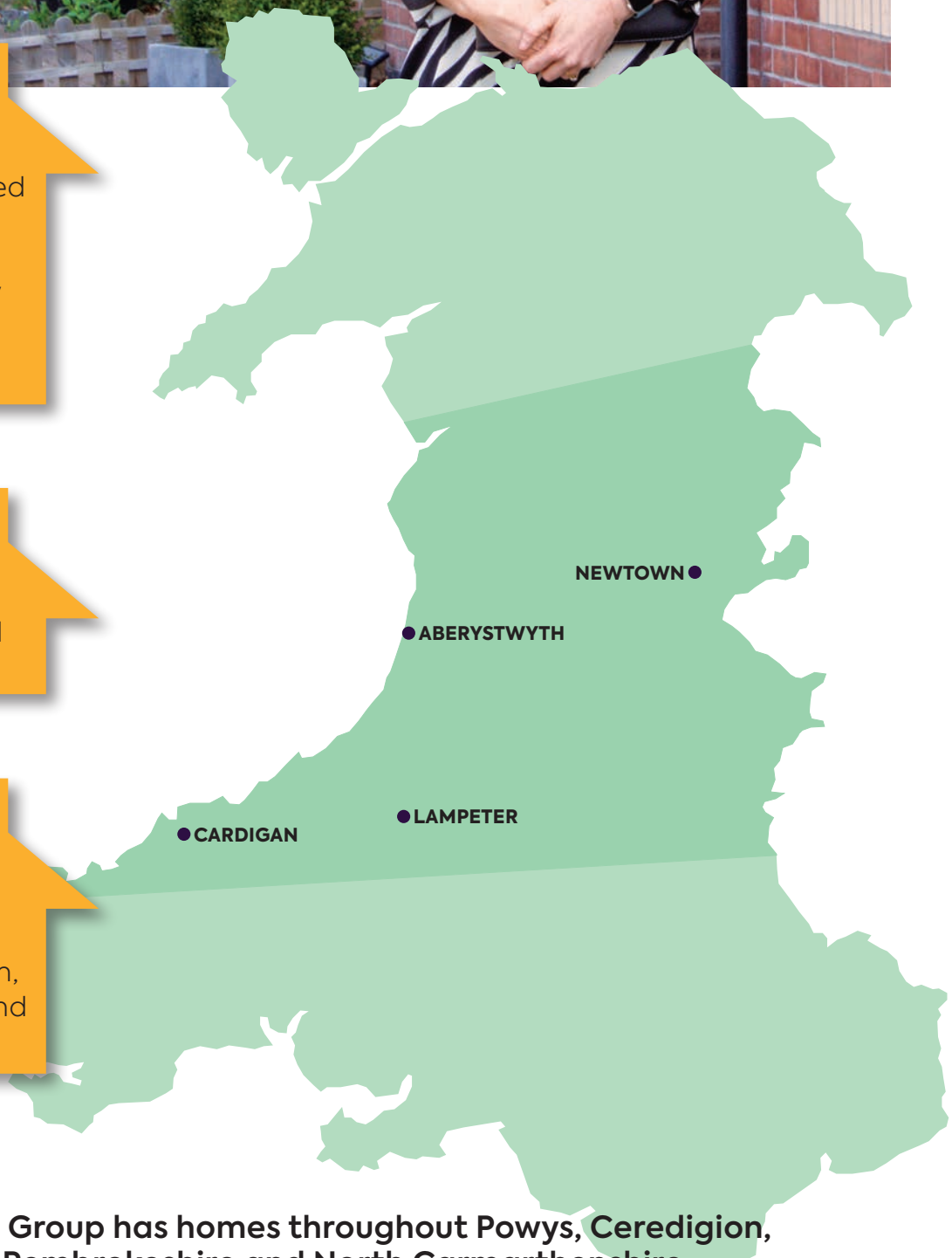


4,324
housing
accommodation
for letting

931
other units
including Shared
Ownership,
Garages,
Right-to-buy
leases and
services

312
colleagues
in the Barcud
Group

4
regional
office hubs
at Lampeter
(HQ), Newtown,
Aberystwyth and
Cardigan



The Barcud Group has homes throughout Powys, Ceredigion, North Pembrokeshire and North Carmarthenshire.



£5.4m
invested
in planned
and major
improvement
works

40%
of all lettings
in 2024/25
were made
to homeless
applicants

£2.9m+
of additional
'income' has
been accessed
for tenants
with over
2,300 contacts
undertaken by
the Cynnal Team

£473k
of Transitional
Accommodation
Capital
programme
funding

Highlights for 2024-25



£325k

of Decarb
project
funding

£200k

of Physical
Adaptation
Grant

£5.5m

of Social
Housing Grant

£1.3m

health and
safety/cyclical
maintenance

£2.6m

responsive
repairs carried
out

£2.3m

void upgrades to
re-let homes

A clear set of values helps drive our strategic objectives



Committed

We are committed to providing firm foundations for life.



Respect

We respect the people we work with and work for and value the contribution they make.



Together

We work together with colleagues, tenants and partners, creating stronger communities.



Caring

We care about people, communities, culture, country and the environment.



Proud

We take pride in what we do and we are proud of doing it well.



Introduction

“My first ten months as CEO of Barcud has been exciting and full of learning. The opportunity to work with dedicated colleagues, committed board members, and partners who all share a passion for making a difference in our communities has been refreshing. From day one, I’ve been focused on making sure that everything we do links clearly to our strategic objectives, providing the best possible outcomes for our tenants”

Jason Jones
Group CEO

Introduction from the Group Chief Executive and the Chair of the Board

One of the main highlights this year has been the development of new business themes, arising from detailed discussions held in business planning sessions in September and December 2024, ensuring that our goals remain relevant and responsive to what our tenants are telling us they need. These themes help guide our work, ensuring we're always moving in the right direction. We've also made exciting new board appointments, bringing in fresh ideas and energy to support our vision. Alongside that, we began work on our new Digital Strategy, which will help us modernise the way we deliver services to tenants and manage our organisation as efficiently and effectively as possible.

This year, we've worked hard to identify new development opportunities whilst improving the homes we already manage. We are continuously exploring ways to build greener homes and cut energy costs for our tenants. Millers Place in Newtown is a perfect example of how underutilised parcels of town centre land can offer affordable and energy-efficient homes close to amenities. New developments, alongside the continuing retrofit program, bring a large percentage of our existing homes up to Welsh Government's Housing Quality Standards (WHQS) 2023. These efforts will not only improve lives but also help protect the environment.

We've made strong connections with community groups, local authorities, and service providers to reach our objective of being a bilingual, tenant-focused landlord that works with partners to support the local economy, strengthen communities, and tackle homelessness. Being bilingual means we can communicate clearly with more tenants, helping them feel included and heard. This also gives our workforce the skills and freedom to work in the language of their choice. The excellent work of our subsidiary company, the Care Society, provides Barcud with a thorough understanding of local homelessness needs and how we can tailor our provision

to support the community. Securing a contract for the continued provision of Sheltered Housing Scheme Coordinators with Ceredigion County Council provides a firm foundation to continue the excellent support provided by our scheme coordinators across Ceredigion to allow tenants to continue living independently and feel safe in their own homes. Our subsidiary company, Care & Repair in Powys, also provides housing support, helping older and disabled people to live safely and independently in their own homes, saw a period of growth during 2024/25 with the Home Energy Officer role becoming established as a valuable additional resource, and the opportunity to recruit two Falls Prevention Officers through partnership working with the Welsh Government and Care & Repair Cymru.

We aim to be an inclusive, first-class employer of choice. This means offering opportunities for everyone and creating a workplace where people feel valued and respected. It was heartening to be able to offer congratulations to our colleague, Jazmin Pugh, for winning the Young Achiever Award in Housing at the CIH awards in Cardiff at the end of 2024. We are very proud of the contribution Jaz makes at Barcud. This appreciation applies to the commitment and effort that all our colleagues in Barcud provide on a daily basis. Another team recognised for their achievements this year, coming runners up in their category at the same event, was the Scheme Coordinators. Often the unsung heroes, it was great to see them in the limelight. It was pleasing also that another of our subsidiary companies, EOM, won the People Development award at the Powys Business Awards in November 2024, having been nominated for the award for the third consecutive year.

During this financial year, we said goodbye to a well-respected colleague, Eleri Jenkins, Group Director of Housing and Support. Eleri made a huge contribution to Barcud and gained the respect of colleagues across

the organisation and wider sector in Wales. The departure of Eleri is a significant loss to the Group. This has however provided an opportunity to review the Leadership Team structure, and introduce new skill sets and expertise, to support delivery of the Group vision and strategic objectives. Two exciting new Director appointments were made in February 2025; Group Director of People and Insights, and Director of Communities and these posts will commence in the new financial year. This restructure of the Leadership Team provides the opportunity to realign our workforce and resources with our strategic objectives, reflecting the key points arising from our business planning sessions. We are now well placed to widen our tenant involvement activity with a better understanding of all our tenant touch points – collecting robust data from the various points of interaction to support informed decision making, and promoting a culture of continuous improvement to support delivery of our strategic objectives.

We're also working to build strong governance, financial systems and digital infrastructure. Good governance means clear decision-making and strong leadership. Sound finances enable us to invest in the things that matter most,

adopting a value for money approach and culture across the group. Our digital improvements will make sure we stay up-to-date, work as efficiently as possible and offer better services to our tenants, where digital engagement is the offer of choice.

Whilst there's been a lot of progress, we also know that there are areas that need improvement. Our Board as a "critical friend" challenges us to think harder and go further. One important area we're focusing on is how we build stronger relationships with our tenants. We want to see more involvement from tenants across the region, and we'll be finding new ways to make it easier for people to have their say. Communication with tenants is vital as we plan our work and share details of upgrades and reasoning behind prioritisation. It is vitally important that the tenant voice is heard in the boardroom to ensure that we deliver the best possible outcomes.

Overall, we are proud of what we've achieved in year one. With a clear vision, a committed workforce and strong support from our people – board, colleagues, tenants and communities, we're excited about what we'll accomplish together in the years ahead.



Jason Jones, Group Chief Executive Officer. **Alison Thorne**, Chair of the Board



In January, following consultation with our fellow tenants the Barcud monitoring Group became the Barcud Tenant Partnership Group (BTPG). We would like to thank the tenants who participated in the consultation and for their recommendations.

The Group also celebrated its 15th anniversary in January at an event with past and present members at which we launched our new name and logo. It was great meeting with some of the founding members and to receive their support for our continued work.

Last October at the BTPG's AGM the members elected Debby Burton (Vice-Chair), Margaret Gallagher (Secretary), Peter Deakin (Treasurer), and me (Chair). We would like to thank the BTPG members for their support and their unwavering commitment to the BTPG and the tenants we serve. The Group would also like to thank our fellow tenants who attended last September's Barcud Tenants Conference for providing us with their consent to represent Barcud tenants for another year.

In the past year Barcud has provided our wider tenant community with the opportunity to be involved in the Business

Planning event, interview process for the two new Directors, policy reviews and the creation of a new Tenants Handbook. We very much welcome and support this initiative and the work currently under way to identify and offer further opportunities for tenants.

As with previous years the BTPG members have collectively donated a vast amount of their personal time to ensure the Group is meeting its commitments and obligations. The breadth of our activities is wide and includes training through TPAS Cymru, and regular meetings with the Barcud Leadership and Operational Management teams. Due to our level of involvement Barcud continues to meet its Regulatory requirements for tenant involvement and remains to be the Housing sector leaders on good practice.

In the past year Barcud has seen many changes, the appointment of Jason Jones (CEO), the retirement of Siân Howells and Eleri Jenkins and the appointment of two new Directors. We remain committed to meaningful tenant involvement, representing the interests of tenants and assisting Barcud in delivering its goals and objectives.

Paul Clasby,
Chair,
Barcud Tenant Partnership Group.



BTPG Members pictured at a farewell dinner

Leadership Team



Jason Jones



Kate Curran



Llŷr Edwards



Catrin Owen



Margaret Anderson



Siân Howells



Eleri Jenkins

Corporate Information

Leadership Team, Funders, Etc.

Leadership Team

Jason Jones, Group Chief Executive (in post from May '24)

Siân Howells, Interim Group Co-Chief Executive (until May '24)
Group Director of Development & Asset Management

Kate Curran, Interim Group Co-Chief Executive (until May '24)
Group Director of Corporate Services (returned from Maternity Feb '25)

Eleri Jenkins, Group Director of Housing and Support (retired Feb '25)

Llŷr Edwards, Group Director of Commercial Services

Margaret Anderson, Interim Group Director of Corporate Services (until Feb '25)

Catrin Owen, Interim Group Director of Housing and Support (Feb–April '25)

Funders

Barclays Windsor Court, 3 Windsor Place, Cardiff CF10 3BX

Orchard Brooke Crown House, Crown Street, Ipswich IP1 3HS

THFC 17 St Swithin's Lane, London EC4 8AL

Nationwide Kings Park Road, Moulton Park, Northampton NN3 6NW

GB Social Housing The Future Business Centre, Kings Hedges Road, Cambridge CB4 2HY

BAE Systems 14/16 Caxton Street, London SW1 0QT

abrdn 1 George Street, Edinburgh EH2 2LL

Registered Office

Unit 4, Pont Steffan Business Park, Station Terrace, Lampeter, Ceredigion SA48 7HH

External Auditor

Beever and Struthers 20 Colmore Circus Queensway, Birmingham B4 6AT

Internal Auditors

Astari Valleys to Coast Housing, Tremains Business Park, Tremains Road, Bridgend CF31 1TZ

Bankers

Barclays Bank plc Harford Square, Lampeter, Ceredigion SA48 7HF

Strategic Objectives

Strategic Objective 1

To maximise the provision of affordable, energy efficient homes in mid and west Wales

Strategic Objective 2

To be a bilingual, tenant focused landlord that works with partners to support the local economy, communities and tackles homelessness

Strategic Objective 3

To be an inclusive, first class employer that fosters a positive culture and is dedicated to developing its employees

Strategic Objective 4

To be a sustainable, low carbon organisation

Strategic Objective 5

To be an organisation with robust governance, finances and digital infrastructure

Strategic Objective 1

To maximise the provision of affordable, energy-efficient homes in mid and west Wales



Maintaining Our Properties

In the last financial year, Barcud carried out a planned and major programme of work to ensure our properties meet the Welsh Housing Quality Standards (WHQS) and to enhance the thermal efficiency of our properties. We aim to provide our tenants with homes that are comfortable, modern and secure.

The financial breakdown summary for year-end includes:

Internal Works

▶ Electrics	£160k
▶ Insulation	£9k
▶ Bathrooms	£214k
▶ Heating Including Photovoltaic Programme	£662k
▶ Kitchens	£461k
▶ Internal structures and damp proof	£183k
▶ Adaptations to assist with independent living	£203k

External Works

▶ EWI Insulation Programme	£465k
▶ New Guttering, Fascia Boards & External Rendering	£142k
▶ New Fencing/Boundaries	£366k
▶ External Elements	£705k
▶ Roofing	£416k
▶ Windows & Doors	£612k

Component replacement included

▶ Replacement Kitchens	74
▶ New Doors and Windows	82
▶ New Bathroom Suites	43
▶ New Heating Systems	93
▶ Solar PV systems	18

Three individual properties and four blocks of flats received new roofs

Barcud has a responsibility to maintain and repair the structure and exterior of your home, as well as certain internal fixtures and systems, such as heating and plumbing. The Association is also responsible for health and safety repairs, including electrical and gas installations and health and safety compliance checks.

Wherever possible, all of Barcud's maintenance and capital replacement programme is completed in Powys by our commercial contractor, EOM Ltd and by Medra (the maintenance department at Barcud) in Ceredigion.

£2.6m
responsive
repairs carried
out

£1.3m
health and
safety/cyclical
maintenance

£2.3m
void upgrades to
re-let homes

New Developments and Regeneration

Barcud is committed to developing new homes in partnership with local builders and suppliers throughout Ceredigion, Powys, Carmarthenshire, and Pembrokeshire.

The Association is proud to have promoted local employment and opportunities through procurement of these schemes.



Completed Schemes

Maes Dulais, Newtown

Shared ownership: 31 x 1, 2, 3 & 4 bed houses and bungalows.

Heating: Solar PV Panels and Air Source Heat Pump

Developer: SJ Roberts Construction Ltd.

Maes Dulais – Second Phase

16 x 1, 2, 3 & 4 bed houses and bungalows.

Heating: Solar PV Panels and Air Source Heat Pump

Developer: SJ Roberts Construction Ltd.

Plas Melinydd, Newtown

40 homes – 26 x 1 bed flats and 14 x 2 bed flats

Heating: PassivHaus, Mechanical Ventilation and Heat Recovery, Solar PV panels and small electric panel heaters.

Developer: Mid Wales Property Ltd.

Land Purchase

£2.4 million was spent on Land Purchases during the year, with six sites secured. This ensures Barcud can continue to build and provide affordable, energy-efficient homes in Mid and West Wales well into the future.

Stock Purchases

The acquisition of 10 properties across Ceredigion and Powys was completed in 2024/25. These were purchased from the open market and will now be available as social housing.

Grants

The Association received several grants from Welsh Government in 2024/25 to help it achieve its strategic objectives.



£473k

of Transitional
Accommodation
Capital
programme
funding

£325k

of Decarboni-
sation project
funding

£200k

of Physical
Adaptation
Grant

£5.5m

of Social
Housing Grant

Strategic Objective 2

To be a bilingual, tenant focused landlord that works with partners to support the local economy, communities and tackles homelessness.

Rent

Through keeping rent levels affordable and helping tenants to sustain their tenancies, Barcud's rent arrears remained low throughout the year, ensuring the financial viability of the association.

Rent arrears performance was 2.29% compared to the target performance of 1.99%. There is still room to improve and our Cynnal team are continuously working on strategies to support our tenants.

When setting rents Barcud has signed up to the Community Housing Cymru sector wide affordability principles:

Affordable:

We will consider the total costs of renting homes and incomes to understand what is affordable for our tenants, and ensure that tenants have the greatest opportunity to sustain their tenancies and thrive.

Sustainable:

We will set rents that allow us to continue to provide high quality, safe, warm homes for the people who need them in the communities we serve.

Engage:

We will involve tenants to develop and review our approach to rent setting, and inform our decisions on rents.

Fair:

We will work to ensure that rents and other charges are set fairly and our homes and services represent value for money.

Accountable:

We will be open, transparent and accountable when we make decisions on rents.

Financial Inclusion support

Our tenancy sustainment (financial inclusion) Cynnal Team continues to maximise tenants' incomes. Over £2.9m of additional 'income' has been accessed for tenants with over 2,300 contacts made by the team by either email, telephone or a home visit. In addition, 100 Care & Repair in Powys clients receiving nearly £400k of additional income.

Category of Applicant Re-housed	General Needs	Sheltered Housing	Total
Common Housing Register	190	20	210
Shropshire let (own, distinct lettings policy)	1	0	1
Intermediate rent properties	6	0	6
Rent to Own	4	0	4
Shared Ownership	N/A	N/A	16
Management Decisions	18	1	19
Resettlement project	N/A	N/A	1
Homeless	105	10	115
Temporarily Homeless	71	0	71
Supported Housing	N/A	N/A	10
Internal Transfers within Barcud	37	6	43
Mutual Exchanges of Tenancy	24	0	24
Total	456	37	520

The 520 total includes Shared Ownership, Resettlement Project and Supported Housing that sit outside General Needs and Sheltered Housing.

Tenant Satisfaction

In 2024, 1,457 Barcud tenants completed a full tenant satisfaction survey. Not only do these form a basis to shape our services and provision, they are also used by Welsh Government to monitor satisfaction across all social landlords in Wales.

87%	safety and security of home
86%	satisfaction overall
82%	repairs and maintenance overall
81%	quality of home
80%	rent value for money
79%	neighbourhood as a place to live
77%	trust Barcud
69%	listens to views and acts on them
68%	service charge value for money
58%	dealing with ASB
58%	take part in decision making
58%	having a say in services

What could we do better

There is always room for improvement and we're proactively using the STAR survey results from 2024 to develop our services and how we work.

Repairs and Maintenance

Offering more appointments, doing repairs right first time and keeping tenants informed

Anti Social Behaviour (ASB)

Improve the way we deal with ASB, and learn from previous cases

Service Charges

Ensure these are explained better

Digital inclusion

Promote digital services, but not at the expense of excluding tenants – not everyone is digital

Communication

Improve communication, provide regular updates on repairs and delays

Tenant Involvement

Improve how we listen and act on tenants views and show what difference the tenants voice has made.



Case Study: A Fresh Start for K and His Daughter

In early 2023, K became homeless and was placed in emergency accommodation. As a young person with support needs, he was referred to Yr Albion – Housing First for Youth in October 2023. With guidance from staff, K overcame financial challenges, including rent arrears, and started his tenancy with a clean slate.

K thrived in the supportive environment, becoming a valued and positive influence within the scheme. As he approached the end of his time at Yr Albion, he expressed a strong wish to remain close to his daughter, family, and work opportunities. However, finding affordable, secure housing proved difficult.

Through close collaboration between Barcud and The Care Society, K was offered a two-bedroom home—just in time to ensure a seamless transition from supported accommodation. Recognising the challenges of setting up a new home, Barcud also provided guidance and support to help K secure essential furniture and appliances.

This allocation transformed K's life:

- ▶ He achieved financial stability and no longer faced high private rents.
- ▶ His daughter could finally stay with him in her own room.
- ▶ He proudly made the flat their own, even surprising her with a card, balloons, and gifts to celebrate their first weekend together.
- ▶ K felt a deep sense of belonging—he even pointed out his favourite blossom tree outside as a sign of new beginnings.

“Later, he introduced staff to his daughter with visible pride and gratitude. This home was more than just bricks and mortar—it was a turning point. It offered emotional security, strengthened family bonds, and gave K and his daughter the stable future they had longed for”.

Living Safely

We are committed to providing safe and secure homes for our residents and visitors. In 2024/25, we invested £786,000 in maintaining high levels of compliance across key safety areas including gas and electrical systems, fire safety, lifts, asbestos management, and specialist equipment. Our proactive inspection, servicing, and maintenance programmes ensure that properties, communal areas, and play spaces meet the highest standards of health and safety.



A colleague at a meet the team event

Living Independently

Supporting residents to live independently is central to our work. In 2024/25, we invested over £264,000, alongside £202,000 in grant funding, to deliver major home adaptations such as hoists, level-access showers, and stair lifts. These improvements empower older and disabled residents to remain in their homes safely and comfortably.

Our nine Scheme Coordinators, 70% funded by the Welsh Government Housing Support Grant, provide vital day-to-day housing support to around 320 older and vulnerable tenants. Their work helps combat isolation and promotes wellbeing through individual support and a wide range of group activities—from coffee mornings and BBQs to day trips and quizzes.

Through partnership working and community engagement, our coordinators make a meaningful difference—enhancing quality of life and reducing reliance on health and social care services.

Strategic Objective 3

To be an inclusive, first-class employer that fosters a positive culture and is dedicated to developing its employees

We pride ourselves on being a great place to work and as an association, we realise that a great team of individuals providing first class services within every department is key to our success.

Workforce Analysis for the Barcud Group for 2024/25

Colleague Breakdown:

Barcud HA (including Medra) 217

Care and Repair in Powys: 16

The Care Society: 41

EOM: 38

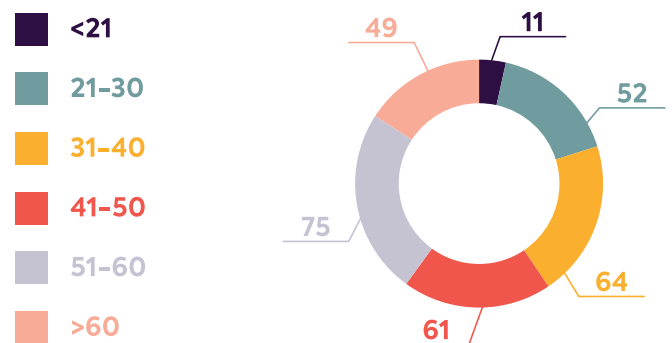
Starters:

31 new colleagues recruited across the Group into various roles. Breakdown of recruits: 18 Males and 13 Females. Seven of the Females recruited were employed on a part-time basis.

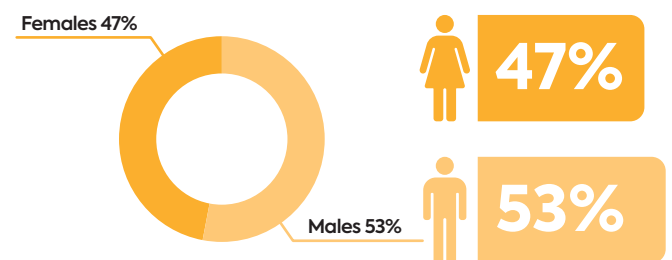
Leavers:

37 colleagues left their employment with Barcud during the year.

Age Analysis (Group)



Gender Analysis



Salary Analysis (Group)

Average Salary

Male: £33,298 Female: £33,883.



Colleague survey

In September 2024, Barcud undertook a comprehensive survey where group colleagues were asked to complete over 30 questions on topics including training, development, wellbeing, and communication.

The survey aimed to gauge the general feeling and morale throughout the Group, and we were delighted to receive an 86% return rate and very positive feedback.

Following the analysis of the results, the Operational Management Team was tasked with developing an action plan to address the issues highlighted in the feedback.

Key takeaways from the Colleague Survey

91% of colleagues know precisely what is expected of them in their role

82% of colleagues Strongly Agree / Agree they would recommend Barcud as a place to work

87% of colleagues Strongly Agree / Agree they can speak openly with colleagues

It was encouraging to note that colleagues were very positive about working for Barcud and particularly proud of the services we provide to our tenants.

Improvement Opportunities

► Increase Colleague Involvement

15% of colleagues do not feel encouraged to make suggestions/challenge decisions

► Praise

21% of colleagues do not feel they receive recognition or thanks

► Training and Development

15% of colleagues do not feel they've had an opportunity to discuss their personal development

Growing our own

Jazmin Pugh

Jazmin Pugh started with Barcud in May 2022 as a member of the Systems Administration Team. However, in May 2023, Jazmin moved to the Housing Team. Jazmin's progression since 2023 has been exemplary, and she is now an invaluable member of the Housing Team at Tŷ Canol.



In December 2024, Jazmin won the prestigious Young Achiever of the Year at the annual Chartered Institute of Housing Awards ceremony in Cardiff. This was a fantastic achievement and well-deserved recognition for Jazmin's commitment to learning and the housing sector.

During the year, Jazmin gained her CIH Level 5 in Housing Practice. Barcud supported her continuous learning. In 2025, she successfully secured a position as a Board Member for CIH Futures Cymru – an outstanding achievement.

Supported Housing Team

The Scheme Coordinators were awarded runner-up in the CIH Awards in the Assisted Independent Living Category. This team works tirelessly to support tenants in our Sheltered Schemes, and this national recognition is an incredible achievement.



Changes in the Leadership Team

During the 2024/25 period, several changes occurred in the leadership team. Following maternity leave, Kate Curran returned to post in February 2024 and we bid farewell to Margaret Anderson following her interim period in the role.

Two well-respected Directors, Eleri Jenkins and Siân Howells, decided to retire during the year and left in February and April 2025, respectively. Their commitment and professionalism towards Barcud have been an inspiration, and our thanks go to both for their leadership and support to colleagues and tenants during their careers in the sector.

These senior team changes led to a restructuring of the Leadership Team, and two new Directors were recruited and appointed before the end of the financial year: Director of Communities, and Group Director of People and Insights. Both will be in post early in the new financial year and will join Jason Jones (CEO), Llŷr Edwards (Director of Safe Homes) and Kate Curran (Group Director of Finance, Governance and Investment) in working with the Board to provide fresh focus and vision to shape the association for the future.

Health and Wellbeing

Sickness absence for Barcud has remained steady throughout the year, with a 3.77% average monthly absence. This was up slightly on 2023/24.

The Benchmark set was 3.47%.

Partnership working

Barcud continues to work in partnership with schools across Ceredigion, Powys, and north Pembrokeshire, supporting students with workshops on employability skills, including interviews, application forms, and how to present oneself effectively in an interview. The HR team have also attended careers fairs to promote career opportunities within the housing sector.

Barcud remains a Specified Partner with Careers Wales and will continue to provide recruitment support.

Workforce Development

Our in-house Training team has continued to provide continuous learning opportunities for all colleagues in every department. Our online training suite provides desktop training learning modules to ensure compliance throughout the association.

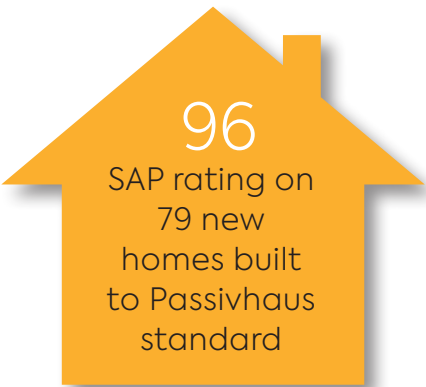
Colleagues across the Group gained recognised qualifications during the year including:

- ▶ CIH Housing qualifications
- ▶ Mental First Aid
- ▶ First Aid at Work
- ▶ Asbestos awareness
- ▶ Employment Law
- ▶ NEBOSH qualifications
- ▶ Specialist Training has also been provided for trades including:
 - Electrical Installations;
 - SMSTS;
 - CORGI qualification in Gas Safety.



Strategic Objective 4

To be a sustainable, low carbon organisation



Barcud has set a strategic objective to be a sustainable, low-carbon organisation, and the five-year Business Plan (2023–2028) outlines the actions we intend to take to achieve this. A clear Decarbonisation Strategy is in place that charts the 38% reduction in Green House Gas (GHG) emissions required across the organisation by 2030, from its 2020/21 baseline, to achieve Net Zero by 2050. The carbon footprint of Barcud’s existing homes accounts for 95% of the organisation’s overall carbon footprint, and therefore, it is a key focus for Barcud’s decarbonisation strategy.



With the assistance of grant funding obtained via the Welsh Government’s Optimised Retrofit Programme (ORP), Barcud continued to reinvest in its existing homes in 2024/25 to improve their energy efficiency in line with our Affordable Warmth Strategy. This strategy, along with the enhanced requirements imposed by the new Welsh Housing Quality Standards (WHQS), was published by the Welsh Government in October 2023. This strategy supports and advocates our “fabric first” re-investment programme for our existing properties. Capital works which enhanced the thermal efficiency of our dwellings were prioritised in 2024/25 and included the installation/ renewal of:

External/Internal Wall Insulation	7
Replacement windows	82
Air Source Heat Pump installations	13
High Heat Retention (HHR) electric heating systems	45
Solar PV systems	18

We continue to monitor the increase in the average EPC (SAP) rating for our existing and new build dwellings. As a result of our targeted investment in our homes, the average SAP rating of our existing dwellings increased from 71.05 to 72 over the year, and our new-build dwellings, constructed to near Passivhaus standards, achieved an average SAP rating of 96.

The Older Not Colder project management provided by Care & Repair Cymru has also enabled feedback from the frontline to inform policymakers and schemes – changes have been made to the criteria of Energy Schemes, which directly benefit some of our clients as a result.

Belle Vue

Belle Vue was constructed in the early to mid-19th century and comprised four long-term empty flats that required significant refurbishment and remodelling works to ensure compliance with the Renting Homes Act 2022, the Welsh Housing Quality Standard 2, and the Fire Safety Act 2021.

A TACP grant from Welsh Government in early 2024 allowed work to begin at Belle Vue with EOM Ltd as the principal contractor and Hughes Architects as the designer.

This comprehensive refurbishment project aimed to revitalise the building and dramatically improve the condition, energy efficiency, and safety standards of the flats, positioning it as a model for modern, sustainable living and bringing much-needed homes back into use.

Insulation Upgrades

- ▶ Attic space insulation
- ▶ Internal insulation of external & communal walls using EcoTherm
- ▶ Ground floor excavation for additional insulation & new screed

Interior Improvements

- ▶ Comprehensive plasterboard and dry line finishing throughout
- ▶ Complete replacement of all kitchens and bathrooms

Systems Overhaul

- ▶ Full electrical re-wiring of all flats
- ▶ Removal and replacement of the heating system

Fire Safety Enhancements

- ▶ Installation of 30-minute fire-rated internal doors
- ▶ Upgrade to 60-minute fire-rated entrance doors for each flat

Energy Efficiency Measures

- ▶ Replacement of all windows with hardwood versions
- ▶ Installation of PV solar panels

Increased Energy Performance Certificate Rating

The installation of the measures noted significantly increased the EPC rating from 40 to 85 (E to B)

The building in Welshpool is now complete, and four flats have been brought back into use, offering affordable, comfortable, and energy-efficient homes in a convenient location.



Strategic Objective 5

To be an organisation with robust governance, finances and digital infrastructure

Finance

A detailed 5-year budget is prepared annually in consultation with colleagues to enable the association to achieve its aims and objectives. The plan is scrutinised and approved by the Board, and then incorporated into the 30-year Financial Business Plan, using relevant assumptions. The Board and Audit and Risk Committee (ARC) receive Management Accounts, which report financial performance against the annual Budget, a 2-year forward cash flow, schedules on capital expenditure and developments, and a Treasury report that monitors compliance with all covenants required by funders. This, along with the 30-year Financial Business Plan, provides assurance to Board members that sufficient funding is in place and the Association is financially viable. The plan is stress tested and mitigations identified and modelled by the Leadership Team and the Board.

80%

local labour
employed by new
build contractors

Income and Expenditure

MONEY IN 2024/25	£'000
Rent and Service Charges	26,953
Supporting People Grant	297
Welsh Government Dowry	1,600
Social Housing Grant	6,797
Sale of Housing Properties	202
Other Income	124
Interest Received	352
Total	36,325

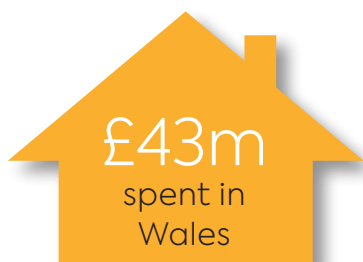
MONEY OUT 2024/25	£'000
Management and Service Costs	7,716
Day to Day Repairs	8,407
Improving Homes	5,949
Purchase Existing Properties	1,774
New Homes	29,982
Interest Payable on Loans	3,289
Other Costs	2,914
Total	60,031



Purchasing power

In 2024/25 Barcud spent £51m across all avenues of the business. £43m was spent in Wales, with £28m spent within Barcud's operating area.

Barcud used 637 external contractors/suppliers, 433 of which have a presence in Wales.



Governance

During the 2024/25, the Barcud Group carried out 14 internal audits:

Audit Title	Assurance Level
Landlord H&S: Lifts & Lifting Equipment	Reasonable
Rent Collection and Tenancy Sustainability	Substantial
Succession Planning	Advisory
VFM	Advisory
ICT Integration & Forward Strategy	Reasonable
Allocations & Lettings	Substantial
Business & IT Continuity & Disaster Recovery	Reasonable
Key Financial Controls	Substantial
Information & Data Management	Advisory
Follow Up	Substantial
Legionella follow-up	Some
EOM - contract management	Some
Care & Repair Powys - Schedule of Rates	Substantial
The Care Society - Follow-up	Some

Where the assurance result is “some”, detailed action plans have been put in place to complete the recommendations from the report and ensure performance improvement in those areas.

Each year, the Association reviews its compliance with Community Housing Cymru's Code of Governance. Compliance is evidenced by notes on actions needed, which are reported to the Board annually. Barcud is compliant with the Code.

The Role of the Board

The Board leads on the governance and assurance framework of the Association. It defines and ensures compliance with our values and strategic objectives.

In 2024/25, on average, Board member attendance was 84.5% (89% 23/24).

There were fifteen meetings, including business planning days and the Annual General Meeting.

61% Female	39% Male
up to 29	0
30-44	1
45-64	10
65+	2

Board members have attended training and conferences throughout the year:

CHC Chairs Network

CHC Board Member Network

Governance Wales Conference

CHC Annual Conference

TPAS Hearing the tenant's voice

CHC Board Short: The Senedd Programme 24/25 and its implications for housing

CHC Shelter Cymru Webinar

CHC Joseph Rowntree Foundation workshop - The future of social rents



Group CEO remuneration £113k (excluding pension contributions)

The Group CEO is an ordinary member of the Social Housing Pension Scheme and no enhanced or special terms apply.

Digital/Information and Communications Technology

During 2024/25, Barcud rolled out several new key initiatives to further improve the digital infrastructure of the association. A new telephony solution was implemented across the group. This modern system has improved both internal and external communication, supported more efficient service delivery, and further enabled flexible working practices for employees.

The organisation also undertook a comprehensive review of its IT infrastructure. This review enabled Barcud to assess current systems, identify potential risks, and highlight areas for future improvement, thereby enhancing our long-term digital strategy.

In addition, Barcud further strengthened its cyber resilience by implementing enhanced security measures across the group. These improvements provide greater protection for our systems and data, helping to safeguard our services and ensure compliance with best practice in information security.



Environmental, Social and Governance

ESG Targets 2024/25

Through our annual ESG report, we demonstrate our environmental responsibility, the positive impact of our activities on our communities, and a robust governance framework.

During 2024/25, Barcud had two loan facilities that had ESG targets linked to the level of margin on the loans.

These set the following ESG requirements.

Environmental KPI 1 – the minimum Standard Assessment Procedure (SAP) rating for Barcud’s new-build housing properties during the immediately preceding Financial Year.

Target – SAP 89

Achieved – SAP 92

Environmental KPI 2 – the average Standard Assessment Procedure (SAP) rating of Barcud’s housing properties for the immediately preceding Financial Year.

Target – SAP 71.5

Achieved – SAP 73

Social KPI 1 – the percentage number of Barcud’s void properties offered on social housing rents to rough sleepers, homeless people and/or people at risk of homelessness during the immediately preceding Financial Year.

Target – 15%

Achieved – 42%

Governance KPI 1 – means Barcud’s Governance rating with the Welsh Government.

Target – Compliant Achieved – Compliant

KPI3: 82% of a designated pool of existing properties will achieve an EPC-C (SAP 69 and above) rating by the end of the financial year 2028.

Currently, 68.46% of our affordable homes meet this target.

Tenant Participation

Main tenant participation events

- | | |
|----|--|
| 9 | Tenant Liaison Panel meetings |
| 2 | Tenant Liaison Forum – Newtown and Aberystwyth |
| 1 | Annual Tenant Conference in Aberystwyth |
| 6 | Sheltered Forum meetings |
| 3 | Meet the Team and skip days in Newtown, Machynlleth and Lampeter |
| 1 | Meet the Team and consultation event – Newtown and Penparcau |
| 6 | Sheltered Forum meetings |
| 11 | Meet the Team events |



180+
opportunities
for tenants
to get
involved

In addition to the main tenant participation opportunities listed above Barcud also provides other ways for tenants to get involved:

Sheltered scheme meetings and events held in all schemes across Barcud

Garden photo competition – 35 entries in all 7 categories

The Barcud Tenant Partnership Group (BTPG) continues to work closely with Barcud. This collaborative work and insight into Barcud's operational processes has helped Barcud to shape services and target resources in a way that delivers greater value for money, satisfaction and benefits for us all.

PAWB Group

Barcud's home based consultative group "Pawb" has supported this work and also participated in the:

- ▶ Rent setting survey 2024–25
- ▶ Barcud's website accessibility "widget" review
- ▶ Tenant Handbook development
- ▶ Voting for the new Barcud Tenant Partnership Group name
- ▶ Various TPAS Tenant Pulse surveys

Barcud also promote events and different ways tenants can be involved via Pawb and social media.

Policy Reviews

Tenants have been involved in reviewing over 17 new policies, Barcud letters, surveys and other publications and communications.

Tenants have been involved with

- ▶ Interviewing two new Directors
- ▶ Developing the new tenant handbook
- ▶ Meeting the Barcud Board at their Business planning meetings to discuss strategic priorities and tenant involvement
- ▶ Developing the STAR survey Action Plan
- ▶ Bulb planting at Ponterwyd
- ▶ A community event at Llanfyllin
- ▶ Major works consultation e.g. Heol Hafod roofing works
- ▶ Scheme security survey consultation
- ▶ Service charges meetings
- ▶ Choosing scheme repainting options and lounge carpet consultation
- ▶ Scheme side gate consultation

Tenants have also taken part in many different surveys such as the STAR survey, new tenants and new build surveys.

Colleagues have attended various events including the annual Children and Young People event in Aberaeron, Newtown Police Station Open day, Pentop Summer of Fun event plus TPAS events including the Annual Conference in Llandrindod Wells.



Subsidiary Reports



We would like to express our sincere thanks to all EOM colleagues for their continued commitment and hard work throughout 2024–25. Thanks to their efforts, we're pleased to report a healthy year-end surplus — our fourth in a row.

We're also grateful to Barcud for their ongoing support and for continuing to provide the majority of our workload. A big thank you as well to our private clients for their continued business and trust in EOM.

We're proud to have supported apprentices again this year and invested in training right across the business. Our community work continues to grow, and we have sponsored school sports kits this year and have engaged with local pupils to help them feel part of a team and enjoy the sports they love. We also improved terms and conditions for our colleagues, helping us retain the talented people who make EOM what it is. A recent colleague survey reflected this, highlighting the strength of our team spirit and the high quality of service delivered by our trades teams.

In November 2024, we were proud to win the People Development Award at the Powys Business Awards — a significant achievement given the competition from much larger firms. This marks our third consecutive nomination at the awards. Our General Manager continues to build strong local links — from conducting mock interviews at Bishop's Castle College to participating in a Dragon's Den-style event at Newtown High School.

Professional development has been a key focus this year. Our team leaders have been working towards leadership and management qualifications, while several trades colleagues have achieved advanced certifications in their fields. Congratulations to everyone involved.

We ended the year with a positive and productive business planning event, bringing together Board members and Managers to explore closer working with Barcud. There was strong interest in developing a dedicated voids team to take on more work and further increase our turnover.

We'd like to thank our Board members for their ongoing support and energy over the past year. We look forward to working together as we continue to strengthen and grow the business.

Richard Knight

EOM Chair

Llŷr Edwards

Director of Safe Homes

Case study

Promoting apprenticeships

Electrical apprentices Sarah Parkes and Oscar Glynn made their public speaking debut at NPTC in November 2024. Sarah and Oscar spoke to first-year construction students about their work experiences at EOM and the apprentice programme in general. The students were very keen to hear about the work that both had done and how to apply for apprenticeships at EOM in the future. Sarah also commented upon the value of the work experience placement with EOM and how it convinced her that it was the type of work she wanted to eventually do and how welcoming the team were to her.

"When the college invited EOM to talk to their students, I saw an ideal opportunity for Oscar and Sarah to share their experiences. Students relate much better to them than listen to me! I'm sure it must have been initially very daunting for both to talk to a large group, but it was a pleasure to see how their confidence grew as they answered any questions. They were excellent ambassadors for the apprentice scheme and EOM"

Mike Mills, General Manager at EOM





Gofal a Thrwsio ym Mhowys Care & Repair in Powys

Care & Repair in Powys has continued to make a significant difference to the lives of our many clients, a testament to the dedication and impact of our team. We are proud to have assisted them to live independently in safe, warm homes.

The work includes:

- ▶ Carrying out Healthy Homes Assessments to identify fall risks and establish hazards within the home which are of concern, e.g. excessive cold, damp.
- ▶ Arranging adaptations work – from a single grab rail through to support with accessing grants and managing larger works, e.g. level access showers.
- ▶ Income assessments to ensure that clients receive all the entitlements due.
- ▶ Advising clients on home repairs and improvements, and supporting them with identifying and accessing funding to complete works;
- ▶ A 'no wrong door' approach to all enquiries, seeking to signpost or refer onwards;
- ▶ Specialist advice and support for those –
 - ▶ living with sensory loss, dementia or who are recovering from a stroke through the Managing Better service;
 - ▶ with an agricultural background through the Mamwlad project;
 - ▶ needing help with managing energy costs and improving the energy efficiency of their homes through the Older Not Colder scheme.

These positive outcomes are a result of the collaborative efforts of the Care & Repair team with our valued funders and delivery partners.

We are grateful again this year to Welsh Government, Powys County Council and Powys Teaching Health Board for their continued support. Without their funding streams, we would not be able to assist so many older and disabled people in Powys.

We are also grateful to Care & Repair Cymru, who secured funding from Wales and West Utilities for the Older Not Colder project.

We continue to work closely with Care & Repair Cymru, benefitting from their advice and guidance, as well as the assurance

provided through the Annual Evaluation report. We have supported their work lobbying for a housing safety net grant, providing relevant case studies of need within Powys.

The Older Not Colder project management provided by Care & Repair Cymru has also enabled feedback from the frontline to inform policymakers and schemes – changes have been made to the criteria of Energy Schemes, which directly benefit some of our clients as a result.

Alongside the Care & Repair movement, we have contributed to the development of the new Care & Repair database – a client management system used daily by our employees. The database is now fully operational. We will continue to develop our use of the database and how it informs both operational and summative reporting.

We have further developed our working relationships with referring partners in both Health and Powys County Council Social Services, Housing and Grants teams, maintaining strong communication and seeking to secure further improvements in services for the benefit of our clients. This close working relationship has been crucial this year in managing referral numbers and priorities.

Age Cymru Powys has worked closely alongside us to deliver the Mamwlad Project and was instrumental in securing an opportunity to present at an event in the Senedd, sharing the project's positive impact and launching a powerful video case study.

We secured a visit from Ben Davis, the newly appointed Head of Health and Housing in Welsh Government, to share the work of the Powys team and discuss the various challenges they face.

The Care & Repair movement conference enabled attendees to network, discuss challenges and solutions and share best practice. It also provided an opportunity for one of our colleagues to participate, presenting on the rewards and challenges of the administrative role and answering questions.

During the year, one of our Technical Officers reached 30 years of service within the Care & Repair movement.

The movement itself celebrated 45 years from its humble beginnings in Ferndale.

All visiting employees are trained to Level 3 Trusted Assessor.

Care & Repair in Powys holds the Advice and Quality Standard as well as a Safety Schemes in Procurement (SSIP) accreditation.

We are also grateful for all the donations we receive from clients and their families, which are used to provide a truly professional and responsive service to those in the greatest need.

This year has presented its challenges: from demands on capital funding exceeding availability, resulting in quarter three shortfalls, to difficulties with recruiting for some roles within the team and on our board, we have been kept on our toes. However, with the support of consultants, additional Welsh Government funding, strong liaison with referring partners, and a determined focus on delivering the best outcomes for our clients, most of these challenges have been managed and largely overcome.

Our reputation remains strong with our clients and delivery partners. Feedback surveys and the hundreds of testimonials we receive provide a solid evidence base of our success. We continue to be the go-to partner for adaptations in our vast County. This success would not be possible without our hard-working and dedicated , who often go the extra mile to support their clients. Board Members give their time voluntarily to the agency, and their wisdom, knowledge and dedication is greatly appreciated.



Care & Repair in Powys, with the active support of the Barcud Group, is in a strong position as we look forward to continuing our support of older and disabled residents of Powys to live independently in warm, safe and accessible homes.

Helen Rhydderch-Roberts

Care & Repair in Powys Chair

Llŷr Edwards

Group Director of Commercial Services

Key achievements and performance

- ▶ Almost 1,000 casework cases, with 597 Healthy Homes Assessments completed.
- ▶ 100 clients receiving nearly £400k of additional income
- ▶ over £1million of medium and large adaptations installed
- ▶ £22,700 of benevolent funding raised for 12 clients to support emergency repairs and home improvements
- ▶ £470k of minor adaptations work completed, which helped 1610 clients. The bulk of this work is around falls prevention and reducing admissions to hospital
- ▶ 99% of minor adaptations clients report improved confidence and independence
- ▶ 100% of clients who returned surveys would recommend our services

Whilst the past year has not been without its challenges, true to form, the resilience and character of the Care Society have helped them navigate through and continue to look forward. The focus of the Board and our leaders has been to recalibrate, focusing on the services we provide to those who need us, our colleagues, and our finances.

While we are disappointed not to have been successful in the tender process for

homelessness and support, we would like to take this opportunity to thank the Wallich for the smooth handover and look forward to working in partnership with them in the future. Despite the challenging year, our colleagues have continued to deliver exceptional service by being empowered to do the right thing and determined as ever. We would therefore like to take this opportunity to thank our colleagues for their commitment and continued support to The Care Society and its service users.

Achievements and Performance in 2024 / 2025 have included:

Increasing the management portfolio throughout Powys to ten properties, which now include 7 x Springboard Flats, one trainer flat for Children Looked After, 1 Emergency Accommodation Flat and an additional flat providing support and accommodation to offenders on the Dyfed Powys Interim Offender Management programme.

Maintaining 52 Units of Temporary Accommodation and assisting 83 individuals (77 adults and 6 Children). Of the individuals accessing this service:

- ▶ 12% were assisted in registering with a GP
- ▶ 15% assisted in registering with a Dentist
- ▶ 99% assisted with obtaining benefits
- ▶ 34% referred to specialist agencies
- ▶ 61% supported in sourcing accommodation (either returned to family home / obtained Social Housing / Private Rented Sector / Supported Accommodation)

The Care Society provided tenancy support to:

- ▶ 116 single people
- ▶ 87 families
- ▶ 43 people with disabilities
- ▶ 6 young people leaving care

Relocating the Charity Shop and Shop Mobility Scheme back to the Chalybeate Street premises.

During this financial year there were:

- ▶ 372 Shop Mobility scooter hires
- ▶ 143 wheelchair hires

The Care Society Bespoke Packages of Care service provided support for 72 individuals throughout Ceredigion and North Pembrokeshire.

Supporting seven individuals in The Care Society Housing First for Youth Project. Two of these individuals were assisted in finding accommodation in the private sector and social housing sector.

Assisted people to claim additional income / funding £63,208 (Vicars Relief Fund, Discretionary Housing Benefits, Personal Independence Payments, etc).

The provision of 93 units of accommodation through the Social Lettings Scheme.

The Care Society really values its two strategic partner agencies, Ceredigion County Council and Powys County Council, who are instrumental in the way The Care Society delivers its services to meet the identified need. Wherever possible, The Care Society will go above and beyond its contractual obligations, which include extending operations beyond the term of the contract to continue to support the most vulnerable people within our communities.

The raison d'être of The Care Society is to improve the lives of our service users positively. Throughout this period, there has been a constant demand for our much-needed services against the backdrop of a cost-of-living crisis. This has involved developing existing services, for example, the interim Offender management project in Newtown, delivered in partnership with Dyfed Powys Police and Barcud Housing Association.

During the year, Eleri Jenkins, Executive Director of Housing and Support in Barcud, retired, and Anthony Hearn resigned as Chair as his term came to an end. We want to thank Eleri and Anthony for supporting The Care Society considerably, thus allowing the society to grow from strength to strength. Thank you to our board members who have given their time and commitment during the past year, and for the contribution from the board

members who stepped down after many years' service. We would like to wish you all the best for the future; you will be missed. The Care Society receives considerable support from the Barcud Group, and we would also like to thank their Board and colleagues for their continued support and dedication to The Care Society.

Looking forward to the future, we welcome Sara Woodall to Barcud, who will work closely with The Care Society on the recalibration exercise, ensuring the Care Society is best placed to continue to support the communities of Ceredigion and Powys.

As evidenced by the achievements and performance below, in his significant period of change, The Care Society has remained a person-centred organisation and will continue to do so. The focus now turns to recalibration with the continued determination that runs through The Care Society to ensure it remains financially viable and relevant to the needs of our communities, to continue to support those in most need.

John Rees

Care Society Interim Chair

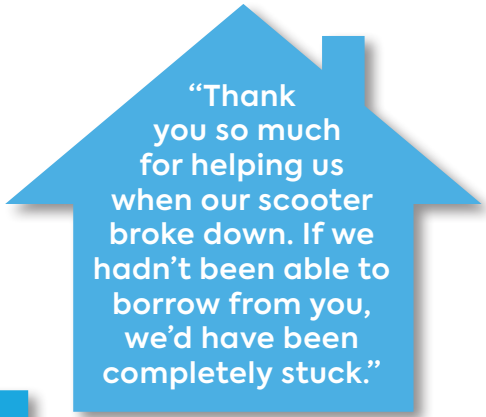
Eleri Jenkins

Group Director of Housing and Support

Endorsements



"I'm seeing her a lot more now as stays with me in the week so I can take her to school, I really do appreciate the years of help and support from you"



"Thank you so much for helping us when our scooter broke down. If we hadn't been able to borrow from you, we'd have been completely stuck."



"Thank you I couldn't thank you enough I'm sorry I've texted a lot. I just get like this when I'm overwhelmed. I can't talk to many others about it all xx you are so kind thank you"



"Your scooters are an absolute lifeline. I don't know how I'd do my shopping otherwise."

Barcud Board

The Barcud Board is made up of up to twelve members, with provision for a further five co-optees. The Barcud Board has overall governance responsibility for the Group. Board Members have the opportunity to sit on the Sub Committees and the Subsidiary Boards.



Alison Thorne
Chair of the
Barcud Board



Kaye Law-Fox
Senior
Independent
Director



Mererid Boswell



David Hall



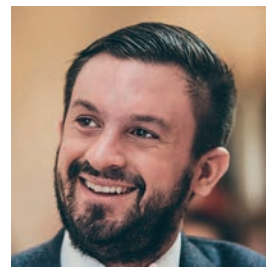
Wyn Jones



Dafydd Lewis



Siobhan Johnson



John Rees



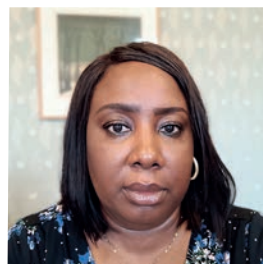
Carina Roberts



Enid Roberts



Richard Woolley



**Olumbunmi
Ajayi-Obanewa**
(appointed
September 2024)



Catherine Shaw
(stepped down
September 2024)

Full biographies of all Barcud Board Members can be found on the Website:
www.barcud.cymru/board-members/