



Onward Repairs Limited

**Annual Report and Financial Statements for the year
ended 31 March 2026**

Companies House registration number 3538264

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BOARD AND ADVISORS

Members of the Board

Bronwen Rapley (resigned 31 January 2026)

Alexander Livingstone

Matthew Saye (resigned 15 April 2025)

Danielle James

Jacqueline Carter

Andrew Adderley (appointed 6 February 2026)

Company Secretary

Sara Byrne

Registered office

Renaissance Court,

2 Christie Way,

Didsbury,

Manchester,

M21 7QY

Principal Banker

NatWest Group PLC

1 Hardman Boulevard,
Manchester, M3 3AQ

Principal Solicitors

Devonshires Solicitors LLP

Park House, Park Square West, Leeds, LS1
2PW

Trowers & Hamlins LLP

55 Princess Street, Manchester M2 4EW

External Auditor

RSM UK Audit LLP

Landmark, St Peter's Square, 1 Oxford Street,
Manchester, M1 4PB

Internal Auditor

**Menzies LLP (formally Beever and
Struthers)**

One Express, 1 George Leigh Street,
Ancoats, Manchester, M4 5DL

STRATEGIC REPORT

Strategic Report

The Board presents its strategic report, containing the operating and financial review for the year ended 31 March 2026.

Overview and Background

Since Onward Repairs Limited's inception in 2006 the company's main purpose has been to provide maintenance services, including day-to-day repairs and some elements of capital investment for Onward Group Limited ("the Group"). It forms an integral part of the wider property services strategy across the Group.

Current Strategy

Onward Repairs Limited ("the company") is a direct labour organisation (DLO) providing maintenance services, including day-to-day repairs, voids and gas servicing to the Group. Historically operating across Lancashire, the Company expanded its geographical remit in April 2024 to include day-to-day repairs and voids in Greater Manchester followed by the insourcing of gas servicing in Greater Manchester (November 2024) and Merseyside (March 2026). In April 2025, the company also established a dedicated damp and mould team to provide coverage across all operating regions in response to increasing demand and heightened regulatory and legal requirements.

Maintenance in the housing sector remains complex and challenging against a backdrop of changing economic conditions and is impacted by the age of our housing stock with 14% of properties being pre-1919 and 20% being pre-1944. Increased regulation also continues to drive demand and higher costs.

To ensure the continued delivery of a high-quality repairs and maintenance service, Onward Repairs aims to cover 70% of the repairs and maintenance requirements of the Group with the remaining 30% being completed by third-party contractors. The growth of Onward Repairs has been controlled at a measured and sustainable rate to maintain a high-quality service.

Legal Structure

Onward Repairs Limited is a company registered at Companies House with registration number 3538264. The company is a wholly owned subsidiary of Onward Group Limited.

Financial Review

The company is reporting a profit for the year of £nil (2025: profit £nil). The company ended the year with cash and short-term investments of £153k (2025: £176k). This is the second financial year of the implementation of a full cost recovery mode and all costs incurred within the company relate to the delivery of maintenance services for Onward Homes Limited which are fully reimbursed.

Onward Repairs represents the best value for money supplier of repairs and maintenance activity across the Onward Group.

Operating Review

The principal activities of the company in the year involved the provision of maintenance services including day-to-day repairs services.

The company utilises the Group risk management framework to ensure all known risks are identified and assessed before any financial commitments are entered into.

The company adopts a full cost recovery model to support the Company's going concern status and improve future cost recoverability.

STRATEGIC REPORT (CONTINUED)

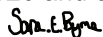
Principal Risks and Uncertainties

The Board has identified the following key risks that it considers a potential threat to the achievement of our strategic objectives.

Risk	Mitigation
<u>Demand</u> Onward Repairs cannot effectively respond to the volume and complexity of repairs demand and meet the requirements of increasing legislation in key areas to ensure compliance.	The volume and complexity of repairs cases is monitored on a day-to-day basis, and a framework of contractors has been established to support delivery where needed. Meeting the requirements of legislation is an area of challenge such as Awaab's Law drives demand and case complexity in addition to that inherent in our property portfolio. The business is working with an external consultant to provide assurance that our response to Awaab's Law is in line with examples of good practice and that our processes are well embedded.
<u>Customer Service</u> Onward Repairs do not achieve the required customer service standards and the Onward approach to customer service is not embedded as we expand our business.	All colleagues complete customer service training. Customer satisfaction is monitored and dis-satisfaction is followed up to ensure we embed a customer service culture with all colleagues. Performance metrics for 2025/26 were positive which demonstrates the success we have had in delivering improved services to our customers.
<u>Colleague Health and Safety</u> Onward Repairs does not operate in line with health and safety standards and in accordance with legislation. We are not able to keep our colleagues safe.	Colleagues are required to complete health and safety training relevant to their role and completion of the training is monitored at an operational level and throughout the governance structure. In addition, we investigate any significant health and safety incidents and take the opportunity to learn lessons to manage any future risks.
<u>Supply Chain</u> Supply chain risks are increasing due to challenges in the macro-economic environment with increasing costs, labour shortages and contractors ceasing trade in addition to data protection and health and safety risks.	Managing our supply chain remains an area of focus given the risks inherent in this area and the importance of maintaining service delivery and high levels of customer service. We work with Group procurement to ensure that contractors meet stringent requirements and monitoring on-going compliance with these requirements is part of our established contract management arrangements.

Strategic report

The strategic report including the operating and financial review was approved by the Board on 1st September 2026 and signed on the 14th September on its behalf by:



Sara Byrne

Company Secretary

Renaissance Court, 2 Christie Way, Didsbury, Manchester M21 7QY

DIRECTOR'S REPORT

The Board presents the Onward Repairs Annual Report (the 'Annual Report') and the audited financial statements for the year ended 31 March 2026.

Principal Activities

The principal activities of the company in the year involved the provision of maintenance services including day-to-day repairs services to Onward Group customers.

Board Members and Executive Directors

The Board members of the company are set out on page 2.

The Board members are made up of the executive directors of the Onward Group and have a diverse background bringing together professional, commercial, and other experiences. The Board members are remunerated as executive directors of the Group and additional remuneration is not received for being Board members of Onward Repairs Limited.

Statement of Compliance

The Board report and financial statements have been prepared in accordance with applicable reporting standards and legislation.

Health and Safety

Health and Safety is an integral part of the proper management of all the undertakings over which the company has control. The company promotes safe practices and continuous improvement through a Health and Safety Group, and Regional Health and Safety Forums on which all parts of the Group are represented. The company is committed to ensuring:

- The health, safety and welfare of all its customers, leaseholders, colleagues, contractors and third parties involved in the operations of the company.
- The safety of the general public who use or have access to premises or sites under its control.
- The way in which it operates contributes to the wellbeing of the community at large.

Corporate Governance

The company is governed by a Board who delegate day-to-day operational control as appropriate. The Board meets to consider key risks and approve the accounts. As a subsidiary of the Group, the company delegates responsibilities to five committees:

- Audit & Risk - oversight of audit and risk matters for the Group.
- Treasury & Finance – oversight and scrutiny of Group finance, performance and treasury strategy.
- Property & Development - oversight of portfolio management, landlord compliance and the development programme with some delegations to approve development schemes and land purchases.
- Governance & People – makes recommendations to the common Board on nomination and remuneration matters.
- Customer – oversight of customer engagement and customer voice.

DIRECTOR'S REPORT (CONTINUED)

Employee Involvement

The Board recognises that its employees are its greatest asset and that it cannot achieve its aims and objectives without their involvement and contribution and commitment.

We communicate and consult with colleagues through the following groups;

- The Colleague Forum which includes representation from throughout our business and considers key employee related policies, pay and benefits and is the formal body for communication between our colleagues, the Executive Team and Board.
- The Colleague Equity Forum which includes representation from across our business and ensures that we are focussed on inclusion, that we embrace diversity and ensure equality for our colleagues.

In addition, we have a number of communication channels supporting these formal groups including regular briefings, a colleague conference and an organisation wide intranet.

We are committed to developing a culture where equality and diversity is embedded and integral to what we do. We actively encourage our colleagues to bring their whole selves to work, and we have a Diversity and Inclusion Strategy which aims to achieve an inclusive culture that respects and values differences and eliminates discrimination.

Corporate Social Responsibility

Our Corporate Plan defines the commitment we have made as a socially responsible organisation. We act as enablers, supporting people and communities to fulfil their aspirations and potential by giving them choice, control and responsibility. We are committed to being a great landlord and recognise that good-quality housing plays an important role in people's lives and communities. This is one of Onward Group's commitments that Onward Repairs helps to deliver.

As an organisation we work in partnership with customers, local government, public services and private business. Doing more together by sharing knowledge, coordinating resources and focusing on what will give our customers the best outcome.

Onward Group provides directors and officers liability insurance to cover claims made against individuals acting in their capacity as directors or officers. No claims were made in 2025/26.

Disclosure of Information to Auditor

So far as each of the directors of the company is aware, at the time this report is approved:

- There is no relevant information which the company's auditor is unaware; and
- The directors have taken all the steps that they ought to have taken as a director in order to make themselves aware of any relevant audit information and to establish that the company's auditor is aware of that information

Directors' Responsibilities

The directors are responsible for preparing the strategic report, the directors' report and the financial statements in accordance with applicable law and regulations.

Company law requires the directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law). Under company law the directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the company for that period.

In preparing these financial statements, the directors are required to:

- Select suitable accounting policies and then apply them consistently.
- Make judgements and accounting estimates that are reasonable and prudent; and
- Prepare the financial statements on the going concern basis unless it is inappropriate to presume that the company will continue in business.

DIRECTOR'S REPORT (CONTINUED)

Directors' Responsibilities (continued)

The directors are responsible for keeping adequate accounting records that are sufficient to show and explain the company's transactions and disclose with reasonable accuracy at any time the financial position of the company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Statement of Internal Control

The Board acknowledges its ultimate responsibility for ensuring that the company has in place a system of internal control and risk management that is appropriate to the various business environments in which they operate and for the review of the effectiveness of that system during the year.

The Audit and Risk Committee is responsible to the Onward Board for monitoring this system and reporting on its effectiveness.

Internal controls are designed to identify and manage rather than eliminate risks which may prevent an organisation from achieving its objectives. The system of internal control is designed to manage risk and give reasonable rather than absolute assurance with respect to:

- The achievement of key business objectives and expected outcomes.
- The preparation and reliability of financial and operational information used within the organisation and for publication.
- The maintenance of proper accounting and management records; and
- The safeguarding of assets against unauthorised use or disposition.

Internal assurance activities

The process followed to identify, evaluate and manage significant risks faced by the company is embedded and has been in place during the past financial year and up to the date of the annual report and financial statements.

Internal audit assurance

Internal controls are subject to regular independent review by Menzies LLP (formally Beever and Struthers), our internal audit partners, who provide assurance on the operation of the control framework and the management of risk. The internal audit plan was approved by the Audit and Risk Committee, and the plan is regularly reviewed during the year to ensure it continues to reflect our risk environment. The Audit and Risk Committee oversee the work of the internal auditor and is responsible for monitoring actions identified as a result of internal audit findings and ensuring that they are implemented in a timely fashion.

External audit assurance

The work of the external auditor provides some independent assurance over the adequacy of the internal control environment. The company receives an audit findings report from the external auditor which identifies any internal control weaknesses. The Board itself and through the activities of the Audit and Risk Committee has reviewed the outcome of external audit work and the external audit management letter.

Fraud

There is a zero tolerance approach to fraud and there are policies in place to support fraud prevention. In addition, fraud risk registers are maintained and the controls tested to ensure controls established to prevent and detect fraud are operating effectively.

Review of risk management and governance arrangements

The company has an effective risk management framework. Our risk management framework is an established methodology that supports the identification, assessment, management and reporting of the risks facing our organisation.

DIRECTOR'S REPORT (CONTINUED)

Statement of Internal Control (continued)

Conclusion

The Board acknowledges that its responsibility applies to the full range of risks and controls across all company activities. The Board has considered the effectiveness of the system of internal control in place in the year ended 31 March 2026. The Board considers that systems of internal control, governance and risk management arrangements are working effectively.

Going Concern

The company broke even in the current year (2025: break-even). The company continues to adopt a full cost recovery model of revenue recognition. This supports the company's going concern status and will continue to improve future cost recoverability.

The company is supported by an intra-group loan agreement of £3.6m (2025: £3.6m) to support operational cash flow. The company has an established growth plan to become the main provider of repairs and maintenance services to the Group. This strategy ensures that the intra-group funding in place is serviceable over the term of the loan.

Onward Group Limited has ultimate control over the level of business activity of the company, and the Group has approved a revised 30-year financial plan which indicates that the company will have sufficient funds through trading with Onward Homes Limited and support from Onward Homes Limited to meet its liabilities as they fall due for that period.

Consequently, the directors are confident that the company can continue to meet its liabilities as they fall due for at least twelve months from the date of approval of the financial statements and have, therefore, prepared the financial statements on a going concern basis.

Independent auditor

RSM UK Audit LLP were deemed reappointed as auditors in the year.

The directors' report, including the financial statements, was approved by the Board on 1st September 2026 and signed on the 14th September 2026 on its behalf by:



Sara Byrne

Company Secretary

Renaissance Court, 2 Christie Way, Didsbury, Manchester M21 7QY

INDEPENDENT AUDITOR'S REPORT

INDEPENDENT AUDITOR'S REPORT TO THE MEMBERS OF ONWARD REPAIRS LIMITED

Opinion

We have audited the financial statements of Onward Repairs Limited (the 'company') for the year ended 31 March 2026 which comprise Statement of Comprehensive Income, Statement of Changes in Equity, Statement of Financial Position and notes to the financial statements, including significant accounting policies. 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 company's affairs as at 31 March 2026 and of its results 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 Companies Act 2006.

Basis for opinion

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 company 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

In auditing the financial statements, we have concluded that the directors' 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 company'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 directors with respect to going concern are described in the relevant sections of this report.

Other Information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The directors are responsible for the other information contained within the annual report. 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.

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 course of 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 this gives rise to a material misstatement in the financial statements themselves. 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.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the strategic report and the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report have been prepared in accordance with applicable legal requirements.

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of directors

As explained more fully in the directors' responsibilities statement set out on page 5 to 8, the directors are 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 directors determine 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 directors are responsible for assessing the company'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 directors either intend to liquidate the company 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.

The extent to which the audit was considered capable of detecting irregularities, including fraud

Irregularities are instances of non-compliance with laws and regulations. The objectives of our audit are to obtain sufficient appropriate audit evidence regarding compliance with laws and regulations that have a direct effect on the determination of material amounts and disclosures in the financial statements, to perform audit procedures to help identify instances of non-compliance with other laws and regulations that may have a material effect on the financial statements, and to respond appropriately to identified or suspected non-compliance with laws and regulations identified during the audit.

In relation to fraud, the objectives of our audit are to identify and assess the risk of material misstatement of the financial statements due to fraud, to obtain sufficient appropriate audit evidence regarding the assessed risks of material misstatement due to fraud through designing and implementing appropriate responses and to respond appropriately to fraud or suspected fraud identified during the audit.

However, it is the primary responsibility of management, with the oversight of those charged with governance, to ensure that the entity's operations are conducted in accordance with the provisions of laws and regulations and for the prevention and detection of fraud.

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud, the audit engagement team:

- obtained an understanding of the nature of the industry and sector, including the legal and regulatory framework that the company operates in and how the company is complying with the legal and regulatory framework;
- inquired of management, and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud;

INDEPENDENT AUDITOR'S REPORT (CONTINUED)

- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, the Companies Act 2006 and tax compliance regulations. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing financial statement disclosures and evaluating advice received from internal/external tax advisors.

The most significant laws and regulations that have an indirect impact on financial statements are those in relation to health and safety including the Health & Safety at Work Act 1974. We performed audit procedures to inquire of management whether the company is in compliance with these law and regulations and inspected correspondence with the Health and Safety Executive.

The audit engagement team identified the risk of management override of controls as the area where the financial statements were most susceptible to material misstatement due to fraud. Audit procedures performed included but were not limited to testing manual journal entries and other adjustments and evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business.

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

Use of our report

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members 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 company and the company's members, as a body, for our audit work, for this report, or for the opinions we have formed.

John Guest

John Guest (Senior Statutory Auditor)
For and on behalf of RSM UK Audit LLP, Statutory Auditor
Chartered Accountants
Landmark
1 Oxford Street
Manchester
M1 4PB

14/09/26

FINANCIAL STATEMENTS

Statement of Comprehensive Income for the year ended 31 March 2026

		2026	2025
	Notes	£'000	£'000
Turnover	3	19,885	16,367
Cost of sales		(19,678)	(16,122)
Operating result		207	245
Interest payable and similar charges	7	(207)	(245)
Result on ordinary activities before taxation		-	-
Taxation on loss on ordinary activities	8	-	-
Result for the year after taxation		-	-
Total comprehensive result for the year		-	-

The accompanying notes form part of these financial statements.

Statement of Changes in Equity

	Non-equity share capital £'000	Revenue reserves £'000	Total reserves £'000
Balance at 31 March 2024	-	(4,121)	(4,121)
Result for the year	-	-	-
Balance at 31 March 2025	-	(4,121)	(4,121)
Total comprehensive income for the period			
Result for the year	-	-	-
Balance at 31 March 2026	-	(4,121)	(4,121)

The accompanying notes form part of these financial statements.

FINANCIAL STATEMENTS (CONTINUED)

Statement of Financial Position as at 31 March 2026

		2026	2025
	Notes	£'000	£'000
Debtors due after one year	10	-	24
Current assets			
Stock	11	997	625
Debtors due within one year	12	620	492
Cash and cash equivalents		153	176
		1,770	1,293
Creditors: amounts falling due within one year	13	(2,291)	(1,838)
Net current liabilities		(521)	(545)
Total assets less current liabilities		(521)	(521)
Creditors: amounts falling due after one year	14	(3,600)	(3,600)
Total net liabilities		(4,121)	(4,121)
Capital and reserves			
Non-equity share capital	16	-	-
Revenue reserves		(4,121)	(4,121)
Total capital and reserves		(4,121)	(4,121)

The accompanying notes form part of these financial statements.

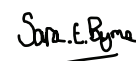
The financial statements were approved by the Board on 1st September 2026 and signed on the 14th September on its behalf by:



Danielle James
Director



Alexander Livingstone
Director



Sara Byrne
Company Secretary

Companies House registration number 3538264

NOTES TO THE FINANCIAL STATEMENTS

1. Legal status

Onward Repairs Limited is a private company, limited by guarantee, registered under the Companies Act 2006 (registration number of 3538264). The registered office is Renaissance Court, 2 Christie Way, Didsbury, Manchester, England, M21 7QY. Onward Repairs Limited is a trading subsidiary of Onward Group Limited which is a non-charitable Registered Society under the Cooperative and Community Benefit Societies Act 2014. It is registered with the Financial Conduct Authority, registration number of 31216R.

2. Accounting policies

a) Basis of accounting

The financial statements of the company are prepared in accordance with Financial Reporting Standard 102 – the applicable financial reporting standard in the UK and Republic of Ireland (FRS 102).

The financial statements are presented in sterling (£) and have been rounded to the nearest £1,000 unless otherwise stated.

The accounting policies set out below have, unless otherwise stated, been applied consistently to all periods presented in these financial statements.

The company has taken advantage of the following disclosure exemptions in preparing these financial statements, as permitted by the FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland":

- The requirements of Section 7 Statement of Cash Flows;
- The requirements of Section 3 Financial Statement Presentation paragraph 3.17(d);
- The requirements of Section 11 Financial Instruments paragraphs 11.41(b), 11.41(c), 11.41(e), 11.41(f), 11.42, 11.44 to 11.45, 11.47, 11.48(a)(iii), 11.48(a)(iv), 11.48(b) and 11.48(c);
- The requirements of Section 12 Other Financial Instruments paragraphs 12.26 to 12.27, 12.29(a), 12.29(b) and 12.29A;
- The requirements of Section 33 Related Party Disclosures paragraph 33.8; and
- The requirements of section 33 Key Management Personnel Compensation 33.6.

The company's ultimate parent undertaking is Onward Group Limited. This information is included in the consolidated financial statements of Onward Group Limited as at 31 March 2026 and these statements may be obtained from Renaissance Court, 2 Christie Way, Didsbury, Manchester, England, M21 7QY.

b) Measurement convention

The financial statements are prepared on an historical cost basis.

c) Going concern

The company broke even in the current year (2025: breakeven). The company continues to adopt a full cost recovery model of revenue recognition. This supports the company's going concern status and will continue to improve future cost recoverability.

The company is supported by an intra-group loan agreement of £3.6m (2025: £3.6m) to support its operational cash flows. The company has an established growth plan to become the main provider of repairs and maintenance services to the Group. This strategy ensures that the intra-group funding in place is serviceable over the term of the loan.

Onward Group Limited has ultimate control over the level of business activity of the company, and the Group has approved a revised 30-year financial plan which indicates that the company will have sufficient funds through trading with Onward Homes Limited and support from Onward Homes Limited to meet its liabilities as they fall due for that period.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

2. Accounting policies (continued)

c) Going concern (continued)

Consequently, the directors are confident that the company will have sufficient funds to continue to meet its liabilities as they fall due for at least 12 months from the date of approval of the financial statements and therefore have prepared the financial statements on a going concern basis.

d) Judgement and estimates

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 have had the most significant effect in amounts recognised in the financial statements.

Leases: Categorising leases into finance leases or operating leases requires judgement. Management assess whether significant risk and rewards of ownership have transferred to the company as lessor before determining categorisation. Management will assess each lease to determine where risk lies and report on this accordingly in the accounts.

The Board considers that there are no key sources of estimation or uncertainty that will significantly impact on the carrying value of assets and liabilities within the next financial year.

e) Basic financial instruments

Financial instruments which meet the criteria of a basic financial instrument as defined in Section 11 of FRS 102 are accounted for under an amortised historic cost model. These include bank loans. Onward Repairs does not have any financial instruments which fall into the non-basic financial instrument category.

Trade and other debtors

Trade and other debtors are recognised initially at transaction price less attributable transaction costs. Subsequent to initial recognition they are measured at amortised cost using the effective interest method, less any impairment losses. If the arrangement constitutes a financing transaction, for example if payment is deferred beyond normal business terms, then it is measured at the present value of future payments discounted at a market rate of instrument for a similar debt instrument.

Trade and other creditors

Trade and other creditors are recognised initially at transaction price plus attributable transaction costs. Subsequent to initial recognition they are measured at amortised cost using the effective interest method. If the arrangement constitutes a financing transaction, for example if payment is deferred beyond normal business terms, then it is measured at the present value of future payments discounted at a market rate of instrument for a similar debt instrument.

Interest-bearing borrowings classified as basic financial instruments

Interest-bearing borrowings are recognised initially at fair value less attributable transaction costs. Subsequent to initial recognition, interest-bearing borrowings are stated at amortised cost using the effective interest method, less any impairment losses.

Cash and cash equivalents

Cash and cash equivalents comprise cash balances. Bank overdrafts that are repayable on demand and form an integral part of the company's cash management are included as a component of cash and cash equivalents for the purpose only of the cash flow statement.

f) Turnover

Turnover represents amounts received and receivable for services supplied to customers during the year excluding value added tax. Income is recognised each month based on the costs incurred during that period, salaries, materials, vehicle charges and overheads through an internal recharge process.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

2. Accounting policies (continued)

g) Expenses

Operating leases

Payments (excluding costs for services and insurance) made under operating leases are recognised in the statement of comprehensive income on a straight-line basis over the term of the lease unless the payments to the lessor are structured to increase in line with expected general inflation; in which case the payments related to the structured increases are recognised as incurred.

Interest

Interest payable and similar charges include interest payable and finance charges on liabilities recognised in the statement of comprehensive income using the effective interest method and unwinding of the discount on provisions.

Other interest receivable and similar income include interest receivable on funds invested.

Taxation

The tax charge for the year is based on the loss for the year end and includes current tax on any taxable losses for the year and deferred taxation.

Current tax is the expected tax payable or receivable on the taxable income or deficit for the year, using tax rates enacted or substantively enacted at the statement of financial position date, and any adjustment to tax payable in respect of previous years.

Deferred tax is recognised in respect of all timing differences at the reporting date, except as otherwise indicated. Deferred tax assets are only recognised to the extent that it is probable that they will be recovered against the reversal of deferred tax liabilities or other future taxable profits. If and when all conditions for retaining tax allowances for the cost of a fixed asset have been met, the deferred tax is reversed.

Deferred tax is calculated using the tax rates and laws that have been enacted or substantively enacted by the reporting date that are expected to apply to the reversal of the timing difference.

Value added tax

Onward Repairs is part of the Onward Group Limited VAT Group which is VAT registered. However, a large proportion of the Group's income, rents and service charges are exempt from VAT giving rise to a partial exemption calculation. The balance of VAT payable or recoverable at the year-end is included as a current liability or asset.

h) Employee benefits

Defined contribution plans and other long term employee benefits

A defined contribution plan is a post-employment benefit plan under which the company pays fixed contributions in to a separate entity and will have no legal or constructive obligation to pay further amounts. Obligations for contributions to defined contribution pension plans are recognised as an expense in the statement of comprehensive income in the periods during which services are rendered by employees.

Termination benefits

Termination benefits are recognised as an expense when the company is demonstrably committed, without realistic possibility of withdrawal, to a formal detailed plan to either terminate employment before the normal retirement date, or to provide termination benefits as a result of an offer made to encourage voluntary redundancy. Termination benefits for voluntary redundancies are recognised as an expense if the company has made an offer of voluntary redundancy, it is probable that the offer will be accepted, and the number of acceptances can be estimated reliably. If benefits are payable more than twelve months after the reporting date, then they are discounted to their present value.

i) Inventory

Repairs materials stock comprises maintenance and repair materials held for use in the provision of housing management and maintenance services. Stock is stated at the lower of cost and net realisable value. Cost is determined using the weighted average cost method and includes all directly attributable purchase costs. Provision is made for obsolete, damaged and slow-moving items where carrying value is not expected to be recovered.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

3. Turnover analysis

	2026 £'000	2025 £'000
Turnover with group entities	19,885	16,367
	19,885	16,367

4. Operating Result

Operating result is stated after charging:	2026 £'000	2025 £'000
Operating lease payments (note 15)	2,013	3,015
Auditor's remuneration (excluding VAT): In their capacity as auditors	15	15

Audit fees and fees to the auditors for other services were paid by Onward Group Limited in the year and recharged via group charges to all subsidiaries.

5. Staff Costs

No remuneration was paid to the directors on the Board in their capacity as directors of the company.

Employee information	2026 Number	2025 Number
Average number of employees	239	186
	2026 £'000	2025 £'000
Staff costs (for the above persons)		
Wages and salaries	9,003	6,736
Social security costs	1,147	670
Other pension costs	945	727
Severance payments	215	23
	11,310	8,156

Additional colleagues working for the company are employed by Onward Homes Ltd and all salary costs relating to these employees are paid by Onward Homes Ltd. Onward Repairs repays Onward Homes Ltd through a management charge which also covers time spent carrying out Onward Repairs work by other staff on joint contracts.

Aside from the management charge, no additional employee costs were recharged to Onward Repairs from Onward Homes Limited (2025: £nil).

Redundancy payments paid by Onward Repairs in the year amounted to £215,005 (2025: £22,976).

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

6. Board members

The aggregate number of full time equivalent staff whose remuneration (including salaries, benefits in kind, pension contributions paid by the employer and any termination payments) exceeded £60,000 were as follows:

Remuneration between	2026 £'000	2025 £'000
£60,000 and £69,999	7	-
£70,000 and £79,999	2	-
£80,000 and £89,999	1	2
£90,000 and £99,999	1	-
£100,000 and £109,999	-	-
£130,000 and £139,999	1	1
£170,000 and £179,999	1	-

7. Interest payable and similar charges

	2026 £'000	2025 £'000
Intercompany loan interest	207	245
	207	245

8. Taxation

	2026 £'000	2025 £'000
UK corporation tax		
Current tax charge for the year	-	-
Adjustment in respect of previous years	-	-
	-	-
Deferred tax		
Origination and reversal of timing differences	-	-
Adjustment in respect of previous years	-	-
Effect of tax change on opening balance	-	-
Total tax charge on surplus on ordinary activities	-	-

All amounts of taxation are recognised in the statement of comprehensive income.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

9. Taxation (continued)

Factors affecting the tax charge for the period

The current rate of tax for the year is the same as the standard rate of corporation tax in the UK of 25% (2025:25%). The differences are explained below:

	2026 £'000	2025 £'000
Loss on ordinary activities before taxation	-	-
Current tax at standard corporation tax rate	-	-
Adjustments in respect of prior periods – deferred tax	-	(63)
Expenses not deductible for tax purposes	1	-
Remeasurement of deferred tax for changes in tax rates	-	-
Movement in deferred tax not recognised	(1)	63
Total tax charge on surplus on ordinary activities	-	-

As of 1 April 2026, the main rate of corporation tax in the UK was 25% (2025: 25%).

Deferred taxation

The movement in the year is as follows:

	2026 £'000	2025 £'000
Net tax (asset) at start of the year	-	-
Deferred tax charges in statement of comprehensive income	-	-
Unused tax losses	-	-
Other short-term timing differences	-	-
Net tax (asset) at end of the year	-	-

The company has additional unrecognised gross tax losses of £1,000,000 (2025: £1,000,000) in respect of losses carried forward, short term timing differences and accelerated capital allowances.

10. Debtors: amounts falling due after one year

	2026 £'000	2025 £'000
Other debtors	-	24
	-	24

11. Stock

	2026 £'000	2025 £'000
Materials held in vans	997	625
	997	625

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

12. Debtors: amounts falling due within one year

	2026 £'000	2025 £'000
Amounts falling due within one year:		
Trade debtors	2	1
Amounts owed by related parties	142	-
Prepayments and sundry debtors	443	491
Other taxation and social security	26	-
Other Debtor	7	-
	620	492

Amounts owed by related parties are due on demand and interest free.

13. Creditors: amounts falling due within one year

	2026 £'000	2025 £'000
Trade creditors	603	168
Other taxation and social security	262	215
Loans from related parties	956	750
Other creditors	-	1
Amounts owed to related parties	17	108
Accruals and deferred income	453	596
	2,291	1,838

Amounts owed to related parties are due on demand.

14. Creditors: amounts falling due after one year

	2025 £'000	2024 £'000
Loans from related parties	3,600	3,600
	3,600	3,600

Total Interest charge on Intercompany loan for the year £206,876 (2025: £244,597).

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

15. Obligations under operating leases

The company holds its office and some of its office equipment on operating leases. Payments are accounted for in the month in which they fall due. The future minimum lease payments under non-cancellable operating leases are as follows:

	Land and buildings		Vehicles and equipment	
	2026 £'000	2025 £'000	2026 £'000	2025 £'000
Leases expiring:				
Within one year	-	23	1,776	1,878
In the second to fifth years	-	-	213	1,954
In more than five years				
At end of the year	-	23	1,889	3,833

During the year £2,013,000 was recognised as an expense in the statement of comprehensive income in respect of operating leases (2025: £3,015,000)

16. Non-equity share capital

	2026 £	2025 £
Shares of £1 each fully paid and issued:		
At start of the year	6	6
Shares issued in the year	-	-
Cancelled during the year	-	-
At end of the year	6	6

*This note is shown in £s rather than £'000s

17. Transactions with related parties

There are no related party transactions during the year, with the exception of transactions with wholly owned members of the group. Onward Repairs Limited has opted to take the disclosure exemption under the requirements of section 33 Related Party Disclosures paragraph 33.8 of FRS102 and as such do not need to report of these transactions.

18. Capital commitments

There were no capital commitments as at 31 March 2026 (2025: £ nil).

19. Contingent liabilities

There were no contingent liabilities as at 31 March 2026 (2025: £ nil).

20. Ultimate parent Company and parent Company of larger group

The company's immediate and ultimate parent company is Onward Group Limited (31216R) a non-charitable Registered Society under the Cooperative and Community Benefit Societies Act 2014. This is the smallest and largest group of undertakings for which consolidated financial statements are prepared. Copies of the consolidated financial statements can be obtained from its registered office: Renaissance Court, 2 Christie Way, Didsbury, Manchester M21 7QY.

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

21. Post Balance Sheet Events

There were no significant post balance sheet events requiring adjustment to the financial statements.