

Regenda Limited

REPORT AND FINANCIAL STATEMENTS

YEAR ENDED 31 MARCH 2026

Co-operative and Community Benefit Society (FCA) No. 31240R

Regulator of Social Housing Number: L4653

Regenda Limited

Report And Financial Statements For the year ended 31 March 2026

Contents	Page
Strategic Report	2 - 19
Report of the Board	20 - 26
Statement of Responsibilities of the Board	27
Independent Auditor's Report to the Members of Regenda Limited	28 - 31
Consolidated and Association Statement of Comprehensive Income	32
Consolidated and Association Statement of Financial Position	33 - 34
Consolidated and Association Statement of Changes in Reserves	35
Consolidated Statement of Cash Flows	36
Notes to the Financial Statements	37 - 83

Members

L Dixon (Chair)
M Birkett
T Jones (Resigned 18 September 2025)
J Wood
M Pierre
V Gandhi
G Pink
S Stubbs
S Parr
R Cressey
N Hibbert
K Cleminson (Appointed 18 September 2025)
K Russell (Appointed 18 September 2025)

Secretary

J Vincent

Registered Office

The Foundry
42 Henry Street
Liverpool
L1 5AY

Auditor

Mitchell Charlesworth (Audit) Limited
Suites C, D, E & F
14th Floor, The Plaza
100 Old Hall Street
Liverpool
L3 9QJ

Regenda Limited

Strategic Report

For the year ended 31 March 2026

Group highlights – five-year summary

	2026	2025	2024	2023	2022
Statement of comprehensive income	£'000	£'000	£'000	£'000	£'000
Turnover	105,636	109,696	103,803	76,616	72,439
Operating surplus	12,065	18,443	13,493	9,262	11,791
Surplus retained for the year	1,162	8,916	4,523	221	1,349
Actuarial gain/(loss) in pension scheme	131	841	(1,705)	(1,718)	3,930

Statement of financial position

Housing properties net of depreciation	526,259	518,400	499,259	492,135	490,645
Investment properties	29,187	32,448	31,483	31,423	29,966
	555,446	550,848	530,742	523,558	520,611
Other fixed assets	10,021	10,369	10,345	10,203	10,303
Goodwill	3,571	3,916	4,405	4,894	-
Investment in associate	-	-	-	-	-
Fixed asset investments	334	458	473	407	-
Net current (liabilities)/assets	(112)	(1,132)	(877)	(5,886)	524
Total assets less current liabilities	569,260	564,459	545,088	533,176	531,438
Loans due over 1 year	227,121	218,232	209,582	206,988	205,123
Other long-term liabilities	234,464	235,569	230,764	227,385	226,805
Pension liability	3,369	5,153	7,559	7,332	7,128
Provisions for liabilities	276	2,768	4,203	1,309	723
Endowment reserves	117	115	115	111	110
Restricted reserves	1,390	1,408	1,396	1,377	1,371
Revenue reserves	102,523	101,214	91,469	88,674	90,178
	569,260	564,459	545,088	533,176	531,438

Housing properties owned and managed at year end

	Number	Number	Number	Number	Number
Social housing	12,598	12,613	12,607	12,691	12,741
Non-social housing	422	486	435	488	238
	13,020	13,099	13,042	13,179	12,979

Statistics

Operating surplus (excluding fixed asset disposals and revaluations) as % turnover	13.50%	14.25%	11.30%	9.30%	15.18%
Operating margin - SH lettings	21.21%	24.62%	19.03%	19.7%	22.80%
Rent & service charge losses (voids and bad debts as % of rent and service charges receivable)	2.42%	1.54%	0.64%	0.59%	1.54%
Rent arrears (gross arrears as a % of rent and service charges receivable)	3.54%	4.35%	5.08%	5.58%	5.69%
Interest cover EBITDA - MRI	128.42%	153.14%	123.31%	42.05%	98.78%
Gearing (total loans/net housing fixed assets)	41.50%	40.00%	40.00%	41.31%	40.00%

Strategic Report [Continued]

For the year ended 31 March 2026

Value for money statement

We aim to achieve value for money in all that we do. We believe that value for money means using our resources and assets economically, efficiently, and effectively, in achieving the outcomes of our strategic objectives, our core purpose, and in keeping with stakeholder expectations.

Our commitment to value for money is led by the board, shared across the Group and is embedded within our strategy.

Core purpose and values

Our core purpose is to regenerate places providing opportunities for people to advance their personal, social and economic wellbeing.

To achieve this, we focus on providing opportunities that adapt to the rapidly changing world.

We fulfil our purpose to regenerate places through a dynamic group of organisations that operate across housing, care and support, and training and employment sectors.

Each of our companies works in distinct markets with unique customer needs and challenges.

As an independent social business with a charitable and regulated parent company, we embrace an operating philosophy that relentlessly pursues opportunities to sustainably create both social value and profit for purpose.

Our approach focuses on improving opportunities for communities and strengthening our financial position to achieve more with fewer resources from public funding. This ensures we can continue to deliver critical services even in areas where financial returns may not attract the private sector. By addressing these unmet needs, we support the effective functioning of civil society while maintaining affordability and sustainability within our business plan.

All our companies are aligned by both a common purpose and a set of values to support how we do things. Our Board sets and actively drives our social purpose, objectives and values and through these embeds within the organisation customer centricity, inclusion, openness, honesty and accountability.

We deliver our core purpose through a dynamic group of organisations (commercial and charitable entities) delivering very different but complementary activities. We work where we can make a difference and operate across the housing and construction, care and support, and training and employment sectors.

Our companies fundamentally exist to support the attainment of our core purpose, through the provision of services with clear social and economic outcomes.

Our Board sets and actively drives our social purpose, objectives and values and through these embeds within the organisation customer centricity, inclusion, openness, honesty and accountability.

Our values are the operating principles and philosophies that guide our internal conduct as well as our relationship with customers, partners and wider stakeholders.

Core purpose and values [Continued]

Our values are:

- Customer centric
- Communication
- Efficiency and value for money
- High performance
- One team
- Ambition and dynamism
- Openness and honesty

We assess how well we reflect these values in practice by consulting with staff, customers and other stakeholders, enabling them to exert influence on our policies and procedures.

Operating context

The operating environment continues to be challenging, but also presents opportunities for excellence, innovation and partnership. The present Government has committed significant support for the Registered Provider sector and rent certainty, funding for new house building and continued grants for energy efficiency measures are welcome, allow us to do more for our current and future customers.

The successful delivery of our Group Corporate Plan requires a focus upon understanding and managing the risks that exist in the current operating environment. Whilst Government policy is supportive, risks remain and 'trade-offs' will still have to be made as we navigate providing an excellent service, ensuring homes are safe and well maintained and contributing to increasing the supply of new homes in our neighbourhoods.

The high cost of living disproportionately affects social housing residents. Levels of financial hardship, fuel poverty and general poverty remain high, with rising energy prices and food costs placing additional pressure on household budgets. Nationally unemployment rates have increased as the number of job vacancies has fallen. Our long-standing and diverse service offer, incorporating quality housing, maintenance and construction, care and support, training, education and apprenticeships will be at the heart of helping people build resilience and access opportunities for improved well-being and economic stability.

The Board continues to play a pivotal role in providing leadership and guiding the organisation's strategic direction by setting clear priorities and long-term goals.

Demand for more affordable homes and the need for significant investment in existing homes to deliver improvements to quality, building safety, and energy efficiency commitments, continue to feature as high priority within the sector and is something our customers told us is important to them.

Our group structure and objectives outlined within our Group Corporate Plan (2026/29) provides strong foundations to enable us to respond with confidence to the challenging and dynamic operating environment in which we work.

Whilst we continue to experience challenges with planning and supply chain pressures, our Group structure helps us to ensure that the group is protected from any potential contract failures as M&Y and Ecogee are financially strong and is well placed to deliver the works required.

Our Group structure (and VAT grouping) strengthens our financial position by affording significant VAT savings that would be paid in the event of an external organisation providing the services to Regenda. VAT savings generated through our subsidiaries' provision of repairs, maintenance and construction are of material financial importance, generating typically 8% savings on relevant expenditure.

Based on the Business Plan forecasts, the main trading subsidiaries (M&Y and Ecogee) are expected to generate profits of approximately £8m over the next three-year period. After ensuring an appropriate proportion is retained within the business for capital expenditure and working capital, a significant share of these profits is expected to be available for payment as Gift Aid to Regenda and the other charitable organisations within the Group. In 2025/26 £0.8m of Gift Aid was paid.

Benchmark Group

We compare our performance both to national-sector wide performance and to local housing providers of a similar size to us. We also review our performance over time. As the 2025/26 benchmarks are not yet available, we have used benchmark data for 2024/25 as a comparison.

Metrics	National Benchmark Group	Local Peer Group
The Regulator of Social Housing VFM metrics	National median - all registered providers. Source: Global accounts 2025 (all registered providers).	All* traditional and LSVT (over 12 years) within the Northwest with between 10,000 and 20,000 units. 9 registered providers: • Be One Homes • First Choice Homes Oldham • ForHousing • Livv Housing Group • Magenta Living • One Vision Housing • Plus Dane Housing • Progress Housing Group • Wythenshawe Community Housing Group * Rochdale Borough Housing has been excluded from the peer group as outlier results would skew the median
Operational performance metrics	HouseMark - National traditional registered providers and LSVTs with between 10,000 and 20,000 units (*up to 55 peer organisations).	HouseMark - Northwest traditional registered providers and LSVTs with between 10,000 and 20,000 units (*up to 17 peer organisations).

The Group's Board and Executive Team use a key set of indicators to monitor performance and achievement of the Group's strategic aims and objectives. An overview of the Group's performance in the year compared to target, previous year actuals, and benchmark, is provided throughout this report.

The Group sets out its core purpose, and strategic aims and objectives within its Corporate Plan; with measurable targets to assess performance, over time and relative to others. Performance against the expected outcomes of the Corporate Plan is regularly assessed by the Executive Team and Board.

Value for money (VFM) is not just about reducing costs but also includes achieving efficiencies and generating more value from the resources we have and the investments we make. VFM is embedded within the annual planning process, ensuring it is part of all we do. Every year, we review our strategic priorities outlined within our Group Corporate Plan (GCP), together with associated performance targets to ensure they remain challenging and realistic. Customer feedback

was considered when setting our targets, including input from our Resident Voice Panel (RVP), which is made up of residents' representatives from Regenda Homes and Redwing. In 2025/26, RVP directly influenced our spending and business plan priorities, taking into consideration the views of the wider customer base gathered through our Big Conversation consultations throughout Summer 2025.

In 2025/26 we continued to evolve our services in response to the economic environment. While inflation has moderated compared with recent peaks and interest rates are expected to normalise over time, affordability pressures and cost inflation within our supply chain remain important considerations. We have therefore focused on maintaining strong cost control, targeting efficiency improvements and reshaping services in line with customer feedback, so that we can protect service quality and continue investing in safe, well-maintained homes.

Value for money metrics

To demonstrate the progress we are making, we report against the seven VFM metrics defined by the Regulator of Social Housing. Within this report you can review:

- Measurement against the targets we have set ourselves, and previous year's performance to show direction of travel.
- Comparison of our performance against other similar organisations.

We use this information to assess progress against our corporate objectives and to shape our improvement plans.

We publish performance against these metrics within this report, together with a summary VFM statement online and information within our annual report to ensure we are open and transparent.

EBITDA-MRI

Interest cover (at group level) achieved in the year was 128.4% (2025 153.1%). The measure of operating surplus used in the calculation of EBITDA-MRI excludes the movement in the fair value of investment properties, resulting in EBITDA-MRI reducing by £2.0m, together with a £0.5m increase in interest payable.

Turnover achieved in 2025/26 was £105.6m (2024/25 £109.7m) a decrease of £4.0m (3.7%). This reduction was principally driven by lower turnover from Ecogee and Petrus activities, partly offset by increased rental income following the annual rent increase permitted by the Rent Standard of CPI +1%. Operating expenditure in the year was £91.4m in the year (2024/25 £93.2m) a decrease of £1.8m (2.0%).

EBITDA-MRI is forecast to reduce to 53%, 69% and 135% in years ended 2027, 2028 and 2029 respectively principally due to increased asset expenditure on the necessary works to achieve the required energy efficiency standard on social housing properties. However, the energy efficiency expenditure is carved out from the relevant lender covenants to ensure appropriate funding headroom is maintained.

NB: the above definition is stated as at consolidated level as required by the Regulator of Social Housing. Entity level data is monitored with regards to covenants set by our lenders and is within their 2025/26 target. Interest Cover performance for 2025/26 is compliant with lender covenants and reflected a carve out for environmental and fire safety works.

Operating margin

Operating margin (overall) decreased to 13.50% (from 14.3% 2024/25). Adjusted net operating surplus decreased by £1.4m compared with the previous year, with overall turnover decreasing by £4.1m to £105.6m.

Regenda Limited

Strategic Report [Continued]

For the year ended 31 March 2026

Operating margin on social housing lettings decreased to 21.2% (from 24.6% in 2024/25). Turnover from social housing lettings increased by £4.0m (5.7%); however, operating costs increased by £5.6m (10.5%), resulting in a £1.6m (8.9%) reduction in operating surplus on social housing activities.

The subsidiaries within the Group are vital to the delivery of our core purpose. In the year under review, the combined financial performance was a surplus in the subsidiaries collectively of £1.1m before Gift Aid payments of £0.7m, compared to £1.5m in 2024/25, before Gift Aid payments of £2.4m. The subsidiaries have sufficient cash and other reserves to continue their work and are not financially supported by either Regenda or Redwing.

Headline cost per property

Outturn performance (social housing lettings) increased within the year by £1,828 per unit to £6,408 per unit. This compares to the latest national median of £5,690 per unit per the 2024/25 Global Accounts data.

The increase in headline cost per property is largely attributable to increased investment in repairs and maintenance, together with higher management and other social housing costs. Routine maintenance costs increased £1.5m and major repairs expenditure increased by £2m, while management costs increased by £0.6m. Other social housing also increased significantly in the year, reflecting the impact of the wider Group activities included within the measure.

New supply

Regenda has a track record in delivering new housing supply and refurbishing homes across a mix of tenures and continues to be a key partner of Homes England, combining commitments to delivering Homes England programmes with our own strategic growth objectives.

During 2025/26, 49 new social housing units were delivered, compared with 61 units in the previous year. New Supply (Social) performance was therefore 0.39% (2024/25: 0.48%). The 49 units consisted of:

- 15 at Breck Road, Wallasey
- 34 at Bebington Road and Boundary Road, New Ferry

Gearing

Gearing at the end of the year was 41.5% (2024/25 40.0%). This increase reflects movements in the Group's net debt position relative to the carrying value of housing assets during the year, including total loan balances of £232.8m (2024/25: £223.7m), cash balances of £14.5m (2024/25: £17.8m) and carrying value of housing tangible assets of £526.3m (2024/25: £518.4m). Gearing is forecast to increase slightly to 43% by year end 2026/27. Remaining comfortably below the 60% covenant upper limit.

Return on capital employed

ROCE measures the return on capital employed so expresses the relationship of operating surplus over total assets less current liabilities. ROCE achieved in the year was 2.7% (2024/25: 3.1%). Adjusted operating surplus reduced by £2.1m to £15.4m, while total assets less current liabilities increased by £4.8m to £569.3m. The combination of the lower operating surplus and increased capital employed resulted in a reduction in ROCE during the year. ROCE is set to reduce over the next two years mirroring forecast EBITDA-MRI performance. This is principally due to increased, necessary, asset expenditure over the next few years.

Additional metrics

The Regulators mandatory metrics are finance and supply based and do not cover the breadth of our objectives, particularly those focussing on outcomes for customers and communities.

To address this, we have supplemented this VFM report with additional metrics including five identified by our involved customers as metrics that matter most to them.

Strategic Report [Continued] For the year ended 31 March 2026

Additional metrics [Continued]

Metric	Actual			Benchmark		
	2023/24	2024/25	2025/26	Target 2025/26	National Median 2024/25**	Local Peer Group 2024/25**
Business health						
Operating margin % (social housing lettings only)	19.0%	24.6%	21.2%	15.8%	20.0%	15.2%
Operating margin % (overall)	11.3%	14.3%	13.5%	11.7%	17.4%	14.7%
EBITDA-MRI interest cover %	123.3%	153.1%	128.4%	132.0%	113.0%	139.7%
Development - capacity and supply						
New supply delivered % (social housing units (SH)))	0.3%	0.5%	0.4%	1.00%	1.3%	1.3%
New supply delivered % (non-social housing units)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
Gearing %	40.0%	40.0%	41.5%	40%	46.5%	42.9%
Outcomes delivered						
Net promoter score*	+47	+53	+57	+50	N/A	N/A
Reinvestment	4.0%	5.9%	3.6%	4.5%	7.5%	10.0%
Complaints responded to in target time (stage 1 - LCRA)	97.3%	96.6%	99.6%	100.0%	86.9%	97.6%
Complaints responded to in target time (stage 1 - LCHO)	91.8%	95.7%	100.0%	100.0%	73.5%	N/A
Effective asset management						
Return on capital employed (ROCE)	2.4%	3.1%	2.7%	2.5%	3.0%	3.2%
Vacant and available to let (GN/HfOP)	0.4%	0.3%	0.2%	N/A	0.5%	0.7%
Average time to relet a home (GN/HfOP)*	15.69 days	15.53 days	17.96 days	16 days	30.4 days	28.99 days
Average void cost (cost to repair and relet and empty home)*	£2,726	£3,362	£4,231	£3,467	N/A	N/A
Operating efficiencies						
Headline social housing cost per unit	£4,487	£4,580	£6,408	£4,997	£5,690	£5,240
Income collection (cumulative GN/HfOP)	99.3%	100.7%	100.2%	99.7%	100.3%	100.4%
Tenancy turnover (GN/HfOP)	6.1%	5.6%	5.3%	6.0%	5.9%	5.6%
Tenancies terminating within 12 months*	7.1%	8.4%	6.4%	7.7%	N/A	N/A

*metric monitored by Resident Voice Panel as metrics that matter most to customers.

** Benchmark metric includes supported homes, Regenda figures includes just GN and HfOP

Strategic Report [Continued] For the year ended 31 March 2026

Business health

Operating margins are a key measure of financial resilience. Margins across the social housing sector have been constrained in recent years as we face increasing costs. We continue to focus on delivering efficiencies and eliminating waste throughout our services. Our operating margin (overall) is slightly below our local peer group 2024/25 (14.7%).

Development capacity and new supply

Between 2022 and 2026, 218 new homes were completed. Of this, 49 were completed in 2025/26. These were:

- 15 at Breck Road, Wallasey
- 34 at Bebington Road and Boundary Road, New Ferry

The Development Strategy includes 217 starts between 2026 and 2032, and 281 completions in the same period. This pipeline primarily comprises future phases of the regeneration schemes at Grove Street and New Ferry and the supported scheme at Mather Avenue.

Outcomes delivered

Customer satisfaction remains a priority. Our repairs transformation programme was a key focus in 2025/26 and will continue into 2026/27, alongside improvements to customer communication. Early results are positive, with repairs satisfaction increasing by 2.1 percentage points to 80.2% (TSMs).

National benchmark data against the TSMs is not yet available for 2025/26 but we have used the previous year benchmark data to see how we compare.

LCRA satisfaction improved in 2025/26 across six measures and was at or above the national median for all but “positive contribution to neighbourhood”. Given our dispersed stock profile, this measure is less within our direct control in areas where we have a small presence; improving neighbourhood visibility and engagement is therefore a focus within the Group Corporate Plan 2026–29.

LCHO satisfaction improved across all nine measures. “Safe home” was marginally below the national median (by 0.1%). Analysis of the results and customer feedback is informing targeted actions for 2026/27.

Reinvestment in homes increased this year. Our projected performance reflects our ongoing commitment to the quality and safety of existing homes as well as deliver of new homes.

Operating efficiencies

Headline CPU in the year to March 2026 was £6,408 per social unit.

Rent collection performance continued to improve year on year despite the current operating environment and the cost-of-living crisis facing many customers. Rent and service charge losses increased to 2.42% in 2025/26, which was partially attributable to a more prudent approach to service charge deficits to recognise them as they are incurred. We continue to take a proactive, data-led approach to identify customers at risk of rent arrears to offer support. In 2025/26, we helped customers secure £2m in benefits and grants. This was money they were entitled to and was used to improve lives and sustain tenancies. We also have a cost-of-living fund which supported 1,590 households within the year with food and fuel, to the value of £86,602.

Effective asset management

The return on capital employed (ROCE) metric compares our surplus to the value of properties held on our balance sheet.

The percentage of homes vacant and available to let (which affects our surplus) decreased during the year to 0.24% which is below the national and local average.

We have continued to work to improve the time it takes to let an empty home over recent years. Our performance in 2025/26 of 17.96 days (on average) places us with the top quartile (top 25%) when compared to our local peers, despite a slight when compared to last year. This helps to ensure that our homes do not remain empty for too long and improves our surplus.

Tenant Satisfaction Measures (TSMs)

The Regulator of Social Housing's Tenant Satisfaction Measures (TSMs) assess how well social housing landlords in England are doing at providing good quality homes and services. There are 22 TSMs. 12 come from customer surveys and 10 come from information we hold in our systems. (NB: The RSH is introducing additional metric regarding electrical safety from 2026.)

They aim to drive up standards and improve the quality of social housing, ensuring we can be held accountable for the quality of service we provide.

We have been monitoring similar measures for several years. This helps us to understand what matters most to customers, where we are doing things well, and where we need to improve. The findings help to shape our improvement plans for the year ahead.

76.5% of respondents to the TSM survey stated that they are satisfied (fairly or very) with the overall services provided by Regenda (a slight reduction of 0.1% from 2024/25). This compares favourably to the National Median of 75.4% in 2024/25 (NB: national data for 2025/26 is not available at the time of writing.)

TSM findings are reviewed by our Residents Voice Panel (RVP) and Board (Regenda and Redwing) on a quarterly basis.

Savings through procurement

Procurement activity is delivered through a decentralised model led by the Head of Procurement, providing strategic oversight, assurance and specialist support across the Group. Spend analysis is undertaken on a regular basis, supported by quarterly business-partnering meetings with Heads of Service, budget holders and contract managers. These sessions focus on reviewing live and planned activity, identifying savings and efficiency opportunities, monitoring supplier performance and ensuring ongoing value for money.

The Head of Procurement provides advice and support on tendering activity, including guidance on the most appropriate procurement routes to ensure regulatory compliance, proportionate competition and the optimisation of value for money outcomes, while driving savings where market conditions allow.

In the period from April 2025 to March 2026, 19 contracts were awarded across the Group. Of these, 12 delivered anticipated annual savings of £243k (representing a 9% saving against the relevant output spend).

Savings through procurement [Continued]

This includes (per annum):

Legionella and Water Treatment Services	£17,000	14%
New Payment System	£29,000	22%
ICT insourcing of Interact (The Club) – ICT savings*	£32,000	100%
People Service Insourcing of Xact Payroll – PS savings*	£50,000	100%
ICT migration from Zscaler to Iboss	£30,000	60%
M&Y Scaffolding	£52,676	21%
M&Y Heating and installations	£12,924	6%
New arrears payments system	£13,181	13%
EPC Tender	£2,355	3%
Out of hours Call Services	£3,395	5%
Utilities brokering Services (Monarch Utilities)	£46,099	4%
Site Security Services Petrus	£9,300	3%

A Group-wide spend analysis undertaken in April 2026 has identified a pipeline of further savings and efficiency opportunities to a value of £6.7m over the next three years. These opportunities will be validated with service areas and once confirmed, incorporated into the procurement plan.

For all procurement activities, we have targets of:

- 10% savings against budget/previous spend for new procurements.
- 5% for value engineering or re-negotiation.

These are ambitious targets intended to maximise the value of our supply chain and optimise savings where possible.

We recognise that it will not always be possible to generate savings where the market is moving in an upwards direction and are committed to exploring how we can do things differently. This includes reviewing opportunities for synergies and aggregation of spend within the Group. We regularly review our approach to procurement across the Group to identify improvement, efficiencies and opportunities to achieve high social value from the supply chain.

We continue to monitor market trends that may affect our ability to deliver programmes within budget and to secure value for money. While inflation has eased compared with recent peaks, construction costs can remain elevated and may be volatile at times, driven by materials pricing, capacity constraints and shortages in key trades, which may place upward pressure on tender prices and delivery timescales.

We ensure timely planning of procurement activity ensuring all requirements are sourced in line with legal and regulatory requirements.

The use of a Dynamic Purchasing System (DPS) together with external frameworks help ensure timely and acceptable levels of competition to drive savings generation.

We will undertake a deeper analysis at category level to have a greater understanding of what portion and to what extent the Group spend is influenceable and use the findings to identify new opportunities.

There are currently 19 projects on the procurement plan for 2026-27 with a cumulative annual value of c.£5.1m.

Strategic Report [Continued] For the year ended 31 March 2026

Financial projections

The Group prepares a 30-year Financial Plan to demonstrate financial viability and support the delivery of its core purpose and long-term strategic objectives. The table below provides a backwards glance of our performance and sets out our financial projections for the next three years across the regulatory value for money metrics.

Metric 1:	Reinvestment %
Metric 2 (a):	New supply delivered % (social housing units (SHL))
Metric 2 (b):	New supply delivered % (non-social housing units)
Metric 3:	Gearing %
Metric 4:	EBITDA-MRI interest cover %
Metric 5:	Headline social housing cost per unit
Metric 6 (a):	Operating margin % (social housing lettings only)
Metric 6 (b):	Operating margin % (overall)
Metric 7:	Return on capital employed (ROCE)

Metric	Actual					Projections		
	2023/24	2024/25	2025/26	Target 2025/26	Benchmark 2024/25*	2026/27	2027/28	2028/29
1	4.0%	5.9%	3.6%	4.5%	7.5%	4.0%	4.5%	5.9%
2(a)	0.3%	0.5%	0.4%	1.0%	1.3%	0.7%	0.4%	0.1%
2(b)	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
3	40.0%	40.0%	41.5%	40.0%	46.00%	43%	44%	45%
4	123.3%	153.1%	128.4%	132.0%	113.0%	53%	69%	135%
5	£4,487	£4,580	£6,408	£4,997	£5,690	£7,391	£7,470	£7,583
6(a)	19.0%	24.6%	21.2%	15.8%	20.0%	8.0%	7.1%	17.5%
6(b)	11.3%	14.3%	13.5%	11.7%	17.4%	9.0%	8.3%	17.8%
7	2.4%	3.1%	2.7%	2.5%	3.0%	1.7%	1.6%	3.5%
*Benchmark is National Median 2024/25								

Environmental, Social and Governance (ESG)

We are invested in the communities in which we work and have a long-term interest in seeing them prosper. Much of what we do is aligned to the values of ESG. ESG can help us to measure, demonstrate and communicate our purpose to regenerate places and the impact that we make.

Understanding the positive impact we make will help to improve our services and may provide opportunities for us to secure socially responsible investment in the future. We have implemented the Sustainability Reporting Standard (SRS) which sets out criteria which align with the standards in the United Nations' Sustainable Development Goals, the Global Reporting initiative, and the Sustainability Accounting Standards Board.

Environmental: We will consider how well we are performing to protect and encourage a positive impact on the environment. We are committed to 'making conscious choices which commit to a sustainable future for our people, customers and communities'. Our Environmental Strategy (Board approved 2022) aims to make sustainability part of who we are, so that we can reduce carbon emissions throughout all our activities, and create better futures for all.

We have identified four strategic goals within our Environmental Strategy:

- **Making homes more energy efficient** – this includes better insulation, tackling damp and mould and upgrading old properties.
- **Supporting customers and communities** – customers will be involved in shaping our plans throughout the process. We'll provide clear advice on saving energy, reducing bills and staying safe and comfortable at home.
- **Reducing carbon emissions** – we're committed to reaching net zero emissions by 2050. To get there we will cut emissions from homes, offices and operations.
- **Building greener new homes** – all new homes will be low-carbon and gas-free, using modern construction methods and clean heating systems.

Social: Our Group structure is dedicated to making a positive impact within the communities in which we work. This involves listening and acting on the customer voice, supporting people into employment and training, affordability, security and building safety and quality. Through our approach to Social Value (as outlined within the VFM Strategy), we will optimise the impact of money we invest to deliver wider social benefits to our communities; providing opportunities for people to enhance their social and economic well-being and reduce the environmental impact of the Group.

Our revised Value for Money Strategy (Board approved March 2026) incorporates our approach to delivering social value return. We will optimise the impact and value of our work, assess the relative value of various initiatives to focus on our resources where we deliver the greatest outcomes. We have embedded this approach into our operations and procurement process ensuring it is part of how we do things. We have a target to increase our social value return year on year.

Governance: this includes how we are governed, our Board membership, our internal structures and financial viability, risk management, and Equality, Diversity and Inclusion (EDI). We have adopted the National Housing Federation Code of Governance (2020) ensuring that we have good governance based on accountability, integrity, openness, and equality and inclusion. By adopting this Code we are committed to ensuring the views of residents are at the heart of the decision making process, that effective measures are in place to keep people safe, and that Board has oversight of risk and thoroughly test the impact of potential risk scenarios on Regenda's future. Our self-assessment against the Code (reported to Board) demonstrates how we achieve this through our:

- Mission and values
- Strategy and delivery
- Board effectiveness
- Control and assurance

Self-assessment against the Sustainability Reporting Standards (SRS) framework

We have implemented the SRS framework and carried out a self-assessment against each criterion contained within it. We have identified some areas for improvement which we are considering as part of our Group Corporate Plan and strategic approach.

Environmental	
Theme Name	Criteria we meet/can evidence
Climate change	87.5%
Ecology	50%
Resource management	50%
Strengths	
• Energy Performance Certificate (EPC) data known and plans in place to reach band C by 2030. • New build properties compliant with EPC rating target of band C or above. • Policies and procedures in place to cover the safe management and removal of pollutants e.g. Asbestos and mould. • Consolidated approach to waste management and recycling. 100% waste diverted from landfill. • GIS systems implemented with geospatial analysis of climate risk areas for our properties e.g. flood risk management. • Revised Environmental Strategy approved by Board March 2026. • Revised Development Strategy approved by Board March 2026 – includes a strategic goal to ensure environmental sustainability and quality design in our new homes.	
Areas of improvement	
• Develop strategy for water management • Develop and embed a responsible sourcing policy within our procurement processes	

Social	
Theme Name	Criteria we meet/can evidence
Affordability and security	100%
Building safety and quality	100%
Residents and Community	100%
Strengths	
• Over £70k issued in food vouchers during 2025/26. • Over £16k issued from the cost-of-living fund supporting customers with the cost of fuel. • Tenant scrutiny of services through a range of mechanisms for involvement. • Customer Centric Hub oversees customer feedback and plans to improve services. • Compliant with Housing Ombudsman's code of practice. • Financial Inclusion/Support team in place providing support to customers to maximise their income via benefit applications. • Committed to strengthening community cohesion and wider initiatives within our Group Corporate Plan. • Strengthen approach to tackling ASB and Hate Crime.	
Areas of improvement	
• Continue to improve how we measure success with community activities.	

Self-assessment against the Sustainability Reporting Standards (SRS) framework [Continued]

Governance	
Theme Name	Criteria we meet/can evidence
Structure and governance	100%
Board and Trustees	100%
Strengths	
• Overarching assurance framework that is aligned to the risk management framework. • Robust governance structure in place. • The Regenda Group is an accredited Real Living Wage Employer. • Internal training company provides staff with access to sponsored qualifications. • EDI Strategy embedded across the Group. • EDI training delivered to all staff and EDI ambassadors. • Employee Assistance Programme available to all staff. • Social activities for staff promoting health and wellbeing. • Social Value embedded in tendering process. • Received a regulatory grading of G1/C1/V2 when inspected in 2026. The G1 represented an increase from the previous grading of G2.	
Areas of improvement	
• Continue to improve data we hold about our customers and use it to tailor services.	

We will continue to embed ESG within procurement activities moving forward in 2026/27 ensuring it is an integral part of our evaluation processes aligned to our core purpose.

Efficiency savings and opportunities

The macroeconomic environment in 2026 remains uncertain. Although inflation has moderated compared with prior years, prices and wages remain higher than historic norms and continue to affect both our cost base and customers' household budgets. Interest rates are expected to normalise over time, but funding costs and market capacity remain key considerations for development and major works. Against this backdrop, regulatory change, building safety requirements and the scale of investment needed to improve environmental performance continue to create significant cost and delivery pressures, with direct implications for our business plan, operating margin and interest cover covenants.

Strategic Report [Continued] For the year ended 31 March 2026

Efficiency savings and opportunities [Continued]

Savings of £1.186m were achieved in 2025/26 across the following areas:

Service area/project	Target saving 2025/26	Saving achieved 2025/26	Explanation
Assets/ Repairs Transformation	£588k	£312k	These are cashable staffing savings that have been realised by Asset Management. Performance is below target due to less staff than anticipated being removed from the M&Y structure and additional temporary resource recruited in the contact centre.
Finance/ insurance	£80k	£80k	Savings generated by the finance team in respect of their insurance contracts.
Contract management and/or procurement*	£335k	£244k	Savings generated through a range of Group procurement projects; including for Asset Management, M&Y, People Services and ICT.
*suppliers have also committed to £1.4m of social value return.			

Aligned to our Group Corporate Plan 2026-29 and Value for Money Strategy 2026-29, Board has agreed a savings target of £3.257m over the next three years as outlined in the table below:

Service area/project	Savings target		
	2026/27	2027/28	2028/29
Assets/ Repairs Transformation	£249k	N/a*	N/a*
Procurement (based on contracts totalling £6.68m with a 10% savings target)	£385k	£162k	£122k
ICT – three-year investment of £1.6m projected with ROI of £2.01m and net return of c.£340k over the period.	£340k		
Digital transformation	£0	£0.5m	£1.5m

*The repairs transformation savings for 2027-2029 will be captured through the digital transformation figures.

Risks and uncertainties

The Group's key strategic risks are considered below:

Key risk area Strategic risk reference	Comment
Governance	
SR1.1	- There is a continuous review of the Group's governance arrangements in order to ensure these remain fit for purpose to deliver the Group Corporate Plan and ensure compliance with regulatory and statutory requirements. - Our selective use of expert third party advisors and commitment to appraising and training board members and staff ensure that the Group is further supported when regulatory and legislative changes occur.
Financial	
SR1.2 SR4 SR12 SR13	- The impact of welfare reforms and the migration to Universal Credit continue to be a significant risk to the Group and the sector. Whilst dedicated resources support both our tenants and the business, this is an area that will continue to be monitored very closely. - The implications of the cost-of-living increases, rising inflation and energy prices on both customers and staff have been and continue to be a focus for the Group. The increasing vulnerability of our customers is key priority and the Group is committed to ensuring support is available to customers and staff suffering hardship. - Fraud has been recognised as increasing risk due to rising financial pressures on tenants, greater digitalisation of services, and increasingly sophisticated organised crime exploiting vulnerabilities in allocation, tenancy, and procurement processes. This is an area that will be a focus for the Group to ensure the procedures in place to detect and prevent fraud are robust.
Property Management	
SR1.3 SR3	- Complying with the consumer regulatory standards is an ongoing area of focus to ensure customers are safe in their homes and receive the highest standards of service. - The repairs transformation project has delivered a more efficient, reliable and customer focused service evidenced by faster repair times, improved communication and a significant improvement in customer satisfaction. This will remain a key priority for the Group over the next 12 months
Environment	
SR2	To combat the risk of our inability to respond to the environmental and sustainability agenda, the Group has committed to delivering against its Environmental Strategy.
Technology	
SR8 SR9.1 SR9.2	- Advancements in Artificial Intelligence (AI) has been recognised as an increasing risk to data governance, fraud, decision transparency and regulatory compliance. - The Group takes seriously the growing threat posed to global cyber security and the need for robust cyber security and data management. - The Group is accredited with Cyber Essentials Plus and will continue operate all the internal controls required to maintain this accreditation.

Risks and uncertainties [Continued]

Key risk area Strategic risk reference	Comment
Economic	
SR5 SR7 SR10 SR11	• The Group structure is key to delivering the core purpose by maximising our impact for those who need our services, strengthening our financial position and protecting social housing assets. It is important that each subsidiary is monitored to ensure their contribution to the delivery of the core purpose is maximised. • Health and Safety and Safeguarding of the workforce, contractors and volunteers remains a key focus for the Group. Failure to do this effectively can lead to harm, financial penalties and reputational damage, undermining the Group's ability to deliver safe and sustainable services • The Group works hard to attract and retain key talent and the People Strategy sets out the support and development offer to staff in order to mitigate the impact of stressors on wellbeing. • The impact of reduced grant funding for future developments, increased material costs and the instability of developers have been factored into. Financial plans and all proposed projects are subject to appropriate scrutiny.

Financial performance and position

The Group's statement of comprehensive income and statement of financial position are shown on pages 32. The following paragraphs highlight key features of the Group's financial position at 31 March 2026.

Accounting policies

The Group's principal accounting policies are set out on pages 37-46 of the financial statements.

The policies that are most critical to the financial results relate to accounting for housing properties and include: capitalisation of interest and development administration costs, housing property depreciation, and treatment of shared ownership properties.

Housing properties

As at 31 March 2026, the Group owned and managed 13,020 housing properties and office and retail units (2025-13,099). Social and non-social properties were carried in the Statement of Financial Position at cost after depreciation of £526m and investment properties were measured at a fair value of £29m. Investment in housing properties during the year was funded through a mixture of cash generated from operating activities and loan finance.

Pension costs

The Group continued to repay the deficit on past service costs for the SHPS scheme in the year and accounts for the scheme as a defined benefit scheme. Contributions paid are included in the pension costs disclosure in note 8 and further detail regarding the scheme can be found in note 32.

Capital structure and treasury policy

Details of the Group's borrowings and the related maturity profile are shown in note 29 to the financial statements. The Group borrows, principally from banks and building societies, at both fixed and floating rates of interest. At the year-end 81.2% of the Group's borrowings were at fixed rates (2025 – 72.1%). The fixed rates of interest range from 3.0% through to a small amount of historical debt with interest of 10.4%. The Group's lending agreements require compliance with certain financial and non-financial covenants. The Group's position is monitored on an ongoing basis and reported to the Board each quarter. Recent reports confirmed that the group was compliant with its loan covenants at the balance sheet date and the Board expects to remain compliant in the foreseeable future.

The Group borrows only in sterling and so is not exposed to currency risk.

Future developments

The Board has approved plans to spend c£10 million during the next financial year on development growth activity. This will be partly funded through social housing grants, with the balance funded through the Group's existing cash balances and loan facilities. At 31st March 2026, the Group had in place loan facilities of £287.2m (2025 £278.7m), including £75m of bank-funded revolving credit facilities, of which £55m was undrawn.

Statement of compliance

In preparing this strategic report, the Board has followed the principles set out in the UK Generally Accepted Accounting Principles (UK GAAP) including FRS102 The Financial Reporting Standard appropriate in the UK and Republic of Ireland, and the Housing SORP 2018: Statement of Recommended Practice for Registered Social Housing Providers and comply with the Accounting Direction for Private Registered Providers of Social Housing 2022.

Approval

This strategic report was approved by the Board on 17 September 2026 and signed on its behalf by:



L Dixon
Chair

Regenda Limited

Report of the Board

For the year ended 31 March 2026

The Board of Regenda Limited ("the Association") presents its report, together with the audited financial statements of the Association and The Regenda Group ("the Group"), for the year ended 31 March 2026.

Group structure and principal activities

The Association is a public benefit entity administered by a voluntary board. The Group's and Association's principal activities are the development and management of social housing. The Group consists of the Association and the following active subsidiaries:

- **Redwing Living Limited:** a not-for-profit registered provider, established for over 30 years and offers private rented properties, leasehold and apartment block management, shared ownership and outright sales. The company also owns and manages commercial properties.
- **M&Y Maintenance & Construction Limited:** provides responsive repairs, planned works renewables and build services across the North West.
- **Petrus Community Limited:** Petrus is a registered charity which has been providing supported housing and services to homeless people since 1972.
- **The Learning Foundry Limited:** an education and training provider.
- **Centre 56 Limited:** a childcare provider, based in Liverpool, for women and children who have suffered, or are at risk of suffering domestic abuse.
- **Community Threads (formerly The National Communities Resource Centre Limited (NCRC):** Joined the group in 2020 and has over twenty-five years' experience of delivering high quality, action-oriented training. Training typically falls into three categories: building resilience, engaging your community, and involving and empowering residents. On 21 May 2026, a special resolution of the sole member of the company was passed approving the change of the company's name from The National Communities Resource Centre to Community Threads. The necessary application has been submitted to Companies House and registration of the new name was pending at the date these financial statements were approved.
- **Ecogee Limited:** an energy and construction specialist company providing green energy solutions across the North West.
- **Regenda Developments Limited:** undertakes new development work for Regenda Limited, primarily in the field of social housing.

Business review

Details of the Group's performance for the year and future plans are set out in the Strategic Report.

Operating surplus achieved in the year is £12.1m (£18.4m 2025) and is shown after charging £3.8m in respect of fire safety and EPC remediation works. The 2025/26 operating surplus was also adversely affected by a £3.3m fair value loss on investment properties at 31 March 2026.

Accounting adjustments recognised in Other Comprehensive Income increased the surplus in year by £0.13m. The adjustment wholly relates to actuarial gain in respect of the SHPS pension scheme which are outlined in note 32 of the financial statements. The gain was created from the effects of changes in the demographic and financial assumptions underlying the present value of the defined benefit obligation. Turnover achieved in 2025/26 was £105.6m (2024/25 £109.7m), a decrease of £4.0m (3.7%). Operating expenditure in the year was £91.4m in the year (2024/25 £93.2m), a decrease of £1.8m (2.0%).

Housing property assets

Details of changes to the Group's housing property assets are shown in note 14 to the financial statements.

Reserves

Reserves after total comprehensive income of £1.3m million in the year (2025 - income of £9.8 million).

Report of the Board [Continued] For the year ended 31 March 2026

Donations

The Group made charitable donations of £1.8k in the year (2025 - Nil) and made no political donations (2025 - £Nil) during the year.

Payment of creditors

The Group's policy is to pay purchase invoices within 30 days of receipt, or earlier if agreed with the supplier.

Employees

The Group is committed to developing a culture in which equality and diversity is integral to all our activities, including the recruitment and development of staff. The Group aims to achieve an inclusive culture that respects and values differences and eliminates discrimination in all areas.

Consultation with employees or their representatives has continued at all levels, with the aim of ensuring their views are considered when decisions are made that are likely to affect their interests.

The Group shares information on its objectives, progress and activities through team meetings and the circulation of regular bulletins.

The Group undertakes an annual staff survey. In the latest survey we achieved two-star (outstanding) status and were named within the Top 100 Best Large Companies to Work For.

Gender Pay Gap

As part of our commitment to Equality, Diversity and Inclusion we recognise the importance of collecting data and effectively analysing our gender pay gap to identify areas of concern and guide effective action.

Since April 2017, all organisations in the UK with more than 250 employees have been required to publish details of their gender pay gap; in particular, the difference in average female earnings compared to average male earnings.

For Regenda Limited, based on data from 5 April 2026, these figures are:

- Mean gender pay gap = 13.8%
- Median gender pay gap = 7.6%
- Mean bonus gender pay gap = not applicable
- Median bonus gender pay gap = not applicable
- Percentage who received a bonus = 0% (not applicable)

The proportion of male and females in each pay quartile:

- Lower quartile = 27.2% male and 72.8% female
- Lower middle quartile = 23.1% male and 76.9% female
- Upper middle quartile = 30.4% male and 69.6% female
- Upper quartile = 40.7% male and 59.3% female

For comparison, the workforce is 31.0% male, 69.0% female overall.

The median gender pay gap across Regenda Limited on 5 April 2026 was 7.6%, which represents a very slight increase when compared to last year's 7.4% gap, but continues to compare favourably to the national average gender pay gap of 12.8%. The mean gender pay gap reduced from 17.0% last year to 13.8% this year.

One remaining driver of our gender pay gap is a slight under-representation of women in the upper pay quartile. Males remain under-represented within the workforce compared to general population demographic data.

Regenda is committed to supporting and promoting the principles of Equality, Diversity and Inclusion (ED&I). This commitment is embraced by our Executive Team and Group Board. It informs all our activities and their impact on our customers, colleagues and other stakeholders.

Report of the Board [Continued] For the year ended 31 March 2026

Gender Pay Gap [Continued]

Our EDI Strategy sets out a purposeful and coordinated approach to improving equality, diversity and inclusion for our customers and workforce. Our EDI Ambassadors Group is driving our EDI Strategy forward across the organisation, with nominated champions at senior executive and Board level.

A key element of this is to improve our ability to collect and effectively analyse key EDI metrics, to identify issues and inform effective action. Reporting on the gender pay gap is a fundamental part of this approach and we have developed an improved suite of equality and diversity metrics, including recruitment and promotion related indicators, enabling better identification of any barriers to recruiting a more diverse workforce.

We will have also invested in an organisation-wide EDI training programme which has raised awareness of equality issues, worked to challenge unconscious bias and created an environment where staff and customers are able to thrive, equally, regardless of their background or status.

Our development and mentoring programme for aspiring leaders (LEAD) continues to help women (and men) develop the skills, confidence and aspiration to move into more senior roles, and provides access to mentoring from senior female role models.

To ensure our pay and reward offer is objective, fair and transparent we also commit to undertake regular, organisation-wide salary benchmarking exercises.

We raise aspirations, open up the world of work and challenge stereotypes in schools via Positive Footprints, whilst regularly showcasing women in non-typical roles (using some of our own women leaders as examples). We also create apprenticeship opportunities and through our work with schools, partners and our subsidiary training company, The Learning Foundry, to help promote aspiration, work placements and entry level roles to a diverse potential future workforce.

Regenda is committed to taking effective action that helps reduce our gender pay gap and will keep our workforce, Board and stakeholders regularly updated with progress towards achieving this.

Health and safety

The Board is aware of its responsibilities on all matters relating to health and safety. The Group has prepared detailed health and safety policies and provides staff with training and education on health and safety matters.

Board members and executive directors

Board members are drawn from a wide background bringing together a wealth of diverse and complementary skills and experience. The Board members who served during the year ended 31 March 2026 and subsequently were as follows:

L Dixon (Chair)	K Russell (Appointed 18 September 2025)
M Birkett	T Jones (Resigned 18 September 2025)
J Wood	M Pierre
V Ghandi	G Pink
S Stubbs	S Parr
R Cressey	N Hibbert
K Cleminson (Appointed 18 September 2025)	

The Association employs a team of executive directors who provide Group wide executive level management support to all Group members.

Report of the Board [Continued] For the year ended 31 March 2026

Board members and executive directors [Continued]

The Association's executive directors who served during the year were as follows:

M Birkett	Group Chief Executive
A Russell	Executive Director - Resources
S Harrison	Executive Director - Customer Services
G Kelly	Managing Director - M&Y Maintenance & Construction & Ecogee
L Burrows	Managing Director – Community Threads (formerly The National Communities Resource Centre Limited) & Centre 56
A Andani	Executive Director - Property

Executive directors hold no interest in the Association's shares or in the shares of any Group member. They act as directors within the authority delegated by the Board. Group insurance policies indemnify Board members and officers against liability when acting for the Group.

Further details of executive directors' remuneration are disclosed under note 8.

Code of governance

The Registered Providers within the Group (Regenda and Redwing) comply with the National Housing Federation's Code of Governance 2020 and the supporting Code of Conduct 2022 both of which have been adopted by the Parent Board and is applicable to all Group organisations. Regenda Developments Limited operates with an Executive only Board as this is an administrative Board.

Resident involvement

The Group actively encourages residents' involvement in decision-making by promoting mechanisms of resident involvement in addition to the Resident Voice Panel that is a resident-led panel established to strengthen customer voice and enhance assurance to the Board on service delivery.

Internal controls assurance

The Board acknowledges its overall responsibility, applicable to all organisations within the Group, for establishing and maintaining the whole system of internal control and for reviewing its effectiveness.

The system of internal control is designed to manage, rather than eliminate, the risk of failure to achieve business objectives, and to provide reasonable assurance against material misstatement or loss.

The process for identifying, evaluating and managing the significant risks faced by the Group is ongoing and has been in place throughout the period commencing 1 April 2025 up to the date of approval of the annual report and financial statements.

Report of the Board [Continued] For the year ended 31 March 2026

Internal controls assurance [Continued]

Key elements of the internal control framework include:

- regular reporting to the Group's Boards on strategic objectives, financial and operating targets and outcomes including loan covenant compliance and liquidity requirements; health & safety compliance; complaints monitoring;
- a comprehensive approach to treasury management including an approved annual treasury strategy, policy and practices which are subject to specialist independent review at a Group level on an annual basis;
- robust strategic and business planning processes, with a group corporate plan, detailed financial plan, budgets and forecasts that are stress tested against a range of possible scenarios with recovery plans to mitigate the impact should these crystallise;
- an assets & liabilities register that is regularly reviewed to ensure that we understand our housing assets and security position and boards and management have swift access to this information in decision making and risk management;
- a series of self-assessments to give assurance that the relevant members of the Group are meeting the requirements set out in our adopted Code of Governance (National Housing Federation 2020), the Regulator of Social Housing's Regulatory Framework and the Housing Ombudsman Complaint Code, to ensure any areas of non-compliance are reported;
- a risk management framework that clearly defines management responsibilities for the identification, evaluation and control of significant risks. There is a continual review of risks across the Group that are then reported to the Risk & Audit Committee; the Senior Management Team have provided assurance that they understand and have reviewed the key risks that impact their areas of the business and that they are satisfied the right levels of internal controls are in place;
- established internal financial controls including authorisation and appraisal procedures for all significant new initiatives and investment commitments;
- governance related policies including a Speak Up Policy;
- a governance framework that includes Board approved terms of reference and delegated authorities for Group Committees.
- recruitment, management and retention of board members, management and staff with the skills and competencies to ensure effective governance and management;
- an annual programme of internal audit reviews that are set and delivered under a risk-based methodology;
- audit recommendations are tracked by the Risk & Audit Committee to ensure they are implemented within the agreed timescales;
- a series of property compliance audits have been scheduled to be undertaken by the Group's Health and Safety Team in order to provide an assessment of the extent to which the Group can demonstrate that the current management and monitoring arrangements for the identified compliance areas are fit for purpose, comply with current legislative requirements and housing best practice and that delivery of the service is in accordance with the written policies and procedures currently in place.

The Board delegates authority to review the effectiveness of the systems of internal control to the Group's Risk and Audit Committee. The Board receives minutes of the Group's Risk and Audit Committee meetings.

The Group's Risk and Audit Committee has received the Director of Governance's annual review of the effectiveness of the system of internal control for the Group and the annual report of the internal auditor and has reported its findings to the Association's Board.

Having reviewed those reports and after receiving the view of the Risk and Audit Committee, the Board has concluded that the internal controls in operation have remained effective during the period under review.

Report of the Board [Continued]

For the year ended 31 March 2026

Regulatory framework

In line with the Regulator of Social Housing's requirements under the Regulatory Framework, the Regenda Group confirms full compliance with the Governance & Financial Viability Standard for the year ended 31 March 2026 and up to the date of this report.

General data protection regulation (GDPR)

The Data Protection Act (DPA) 2018 sets out the framework for data protection law in the UK and sits alongside the UK General Data Protection Regulation (UK GDPR) and the Data Use and Access Act 2025. Regenda Limited and its Subsidiaries continue to comply with the legal requirements set out in this legislation and a full compliance report is presented to the Group's Risk and Audit Committee on an annual basis.

Modern slavery act 2015

The Regenda Group complies with the requirements to publish a compliance statement relating to this legislation.

Going Concern

The Group's activities, its current financial position and factors likely to affect its future development are set out within the Strategic Report.

The Board originally approved the Group's 2025/26 budget in March 2026 with the aim of adopting the approved budget as the base for the thirty-year business plan which was presented to the Board in May 2026.

The Board was presented with a range of scenarios and stress tests to fully understand the potential impact on the business plan, including significant reductions in rental income collected, changes to key assumptions such as interest and inflation rates, constraints on funding and intragroup liquidity requirements. The board has considered these scenarios and stress tests in assessing the Group's ability to continue as a going concern.

Periodic reviews of the business plan are scheduled for the coming year to allow the Board and Executive Team to respond to changes in circumstances and make any necessary changes.

At 31st March 2026, the Group had in place loan facilities of £287.2m (2025 £292.6m), which included £75m of bank funded revolving credit facilities of which £55m was undrawn. The undrawn facilities provide adequate resources to finance committed reinvestment and development programmes, along with the Group's Day to day operations. The Group also has a long-term business plan that demonstrates it is able to service these debt facilities whilst continuing to comply with lenders' covenants.

In assessing going concern, the Board has considered forecasts covering a period of at least 12 months from the date of approval of these financial statements. Having considered the forecasts, available facilities and the results of the scenario and stress testing undertaken, the Board has a reasonable expectation that the Group has adequate resources to continue in operational existence for the foreseeable future. Accordingly, the financial statements have been prepared on a going concern basis.

Annual general meeting

The Report of the Board will be received at the annual general meeting, to be held on 24 September 2026, at The Foundry, 42 Henry Street, Liverpool, L1 5AY.

Report of the Board [Continued] For the year ended 31 March 2026

Auditor

In so far as each of the Board members are aware:

- There is no relevant audit information of which the Association's auditors are unaware; and
- The Board has taken all steps that it ought to have taken to make itself aware of any relevant audit information and to establish that the auditors are aware of that information.

Mitchell Charlesworth (Audit) Limited have expressed their willingness to continue in office and a resolution to re-appoint them as auditors will be proposed at the next annual general meeting.

The Report of the Board was approved by the Board on 17 September 2026 and signed on its behalf by:



L Dixon
Chair

Statement of Responsibilities of the Board for the Report and Financial Statements For the year ended 31 March 2026

The Board members are ultimately responsible for preparing the report of the board and the financial statements in accordance with applicable law and regulations.

Co-operative and Community Benefit Society law and social housing legislation and regulation require the board members to prepare financial statements for each financial year in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law).

In preparing these financial statements, the Board members are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards and the Statement of Recommended Practice: Accounting by registered social housing providers 2018 have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the association will continue in business.

The Board members are ultimately responsible for keeping adequate accounting records that are sufficient to show and explain the association's transactions and disclose with reasonable accuracy at any time the financial position of the association and enable them to ensure that the financial statements comply with the Co-operative and Community Benefit Societies Act 2014, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022. They are also ultimately responsible for safeguarding the assets of the association and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Board is ultimately responsible for ensuring that the Report of the Board is prepared in accordance with the Statement of Recommended Practice: Accounting by registered social housing providers 2018.

Financial statements are published on the Association's website in accordance with legislation in the United Kingdom governing the preparation and dissemination of financial statements, which may vary from legislation in other jurisdictions. The maintenance and integrity of the Group and Association's website is the ultimate responsibility of the Board members. The Board members' responsibility also extends to the ongoing integrity of the financial statements contained therein.

Mitchell Charlesworth (Audit) Limited

Accountants

Suites C, D, E, & F . 14th Floor, The Plaza . 100 Old Hall Street . Liverpool . L3 9QJ

Independent Auditor's Report to the Members of

Regenda Limited

Opinion

We have audited the financial statements of Regenda Limited (the 'parent association') and its subsidiaries (the 'group') for the year ended 31 March 2026 which comprise the Group and the parent association's Statements of Comprehensive Income, the Group and the parent association's Statements of Changes in Reserves, the Group and the parent association's Statements of Financial Position, the Group Statement of Cash Flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the group's and of the parent association's affairs as at 31 March 2026 and of the group's and the parent association's surplus for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Co-operative and Community Benefit Societies Act 2014, the Co-operative and Community Benefit Societies (Group Accounts) Regulations 1969, the Housing and Regeneration Act 2008 and the Accounting Direction for Private Registered Providers of Social Housing 2022.

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 association in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

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

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

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

Other information

The Board is responsible for the other information. The other information comprises the information included in the Board Report, other than the financial statements and our auditor's report thereon. 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.

Mitchell Charlesworth (Audit) Limited

Accountants

Suites C, D, E, & F . 14th Floor, The Plaza . 100 Old Hall Street . Liverpool . L3 9QJ

Independent Auditor's Report to the Members of

Regenda Limited

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

We have nothing to report in this regard.

Matters on which we are required to report by exception

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

- the parent association has not kept proper books of account; or
- a satisfactory system of control over transactions has not been maintained; or
- the financial statements are not in agreement with the books of account; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of the Board

As explained more fully in the Statement of the Board's responsibilities set out on page 27, the Board is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Board determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board is responsible for assessing the group's and the parent association's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Board either intends to liquidate the group or the parent association or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud is detailed below:

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

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

Mitchell Charlesworth (Audit) Limited

Accountants

Suites C, D, E, & F . 14th Floor, The Plaza . 100 Old Hall Street . Liverpool . L3 9QJ

Independent Auditor's Report to the Members of

Regenda Limited

Identifying and assessing potential risks related to irregularities

In identifying and assessing risks of material misstatement in respect of irregularities, including fraud and non-compliance with laws and regulations, we considered the following:

- the nature of the industry and sector, control environment and business performance;
- the association's own assessment of the risks that irregularities may occur either as a result of fraud or error;
- the results of our enquiries of management and members of the Board of their own identification of and assessment of the risks of irregularities;
- any matters we identified having obtained and reviewed the association's documentation of their policies and procedures relating to:
 - identifying, evaluating and complying with laws and regulations and whether they were aware of any instances of non-compliance;
 - detecting and responding to the risks of fraud and whether they have knowledge of any actual, suspected or alleged fraud; and
 - the internal controls established to mitigate risks of fraud or non-compliance with laws and regulations; and
 - the matters discussed among the audit engagement team regarding how and where fraud might occur in the financial statements and any potential indicators of fraud.

As a result of these procedures, we considered the opportunities and incentives that may exist within the organisation for fraud and identified the greatest potential for fraud in the following areas:

(i) The presentation of the association's Statement of Comprehensive Income, (ii) the association's accounting policy for revenue recognition (iii) the overstatement of salary and other costs, (iii) the pension valuation, (iv) impairment of fixed assets. In common with all audits under ISAs (UK), we are also required to perform specific procedures to respond to the risk of management override.

We also obtained an understanding of the legal and regulatory framework that the Group operates in, focusing on provisions of those laws and regulations that had a direct effect on the determination of material amounts and disclosures in the financial statements. The key laws and regulations we considered in this context included the UK Companies Act, the Community Benefit Societies Act 2014, the Statement of Recommended Practice - 'Accounting and Reporting by Charities' issued by the joint SORP making body and the Statement of Recommended Practice for registered social housing providers issued by the joint SORP making body.

In addition, we considered provisions of other laws and regulations that do not have a direct effect on the financial statements but compliance with which may be fundamental to the association's ability to operate or to avoid a material penalty.

Mitchell Charlesworth (Audit) Limited

Accountants

Suites C, D, E, & F . 14th Floor, The Plaza . 100 Old Hall Street . Liverpool . L3 9QJ

Independent Auditor's Report to the Members of

Regenda Limited

Audit response to risks identified

Our procedures to respond to risks identified included the following:

- reviewing the financial statement disclosures and testing to supporting documentation to assess compliance with relevant laws and regulations described above as having a direct effect on the financial statements;
- enquiring of management and members of the Board concerning actual and potential litigation and claims;
- performing analytical procedures to identify any unusual or unexpected relationships that may indicate risks of material misstatement due to fraud;
- reading minutes of meetings of those charged with governance and reviewing correspondence with relevant authorities where matters identified were significant;
- in addressing the risk of fraud through management override of controls, testing the appropriateness of journal entries and other adjustments; assessing whether the judgements made in making accounting estimates are indicative of a potential bias; and evaluating the business rationale of any significant transactions that are unusual or outside the normal course of business.

We also communicated relevant identified laws and regulations and potential fraud risks to all engagement team members and remained alert to any indications of fraud or non-compliance with laws and regulations throughout the audit.

Because of the inherent limitations of an audit, there is a risk that we will not detect all irregularities, including those leading to a material misstatement in the financial statements or non-compliance with regulation. This risk increases the more that compliance with a law or regulation is removed from the events and transactions reflected in the financial statements, as we will be less likely to become aware of instances of non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation.

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

Use of the audit report

This report is made solely to the association's members as a body in accordance with Part 7 of the Co-operative and Community Benefit Societies Act 2014 and Chapter 4 of Part 2 of the Housing and Regeneration Act 2008. Our audit work has been undertaken so that we might state to the association'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 association and the association's members as a body for our audit work, for this report, or for the opinions we have formed.

Mitchell Charlesworth (Audit) Limited

Mitchell Charlesworth (Audit) Limited
Statutory Auditors

Suites C, D, E & F
14th Floor, The Plaza
100 Old Hall Street
Liverpool
L3 9QJ

24 September 2026

Regenda Limited

Consolidated and Association Statement of Comprehensive Income For the year ended 31 March 2026

	Note	Group 2026 £'000	Group 2025 £'000	Association 2026 £'000	Association 2025 £'000
Turnover	4	105,636	109,696	73,433	70,060
Cost of sales	4	-	(840)	-	(854)
Operating costs	4	(91,377)	(93,224)	(59,739)	(53,538)
Fair value (loss)/gain on revalued investment properties	15	(3,338)	945	(3,338)	875
Surplus on sale of housing properties	4, 10	1,144	1,866	755	1,512
Operating surplus	4, 7	12,065	18,443	11,111	18,055
Interest receivable and other income	11	316	510	212	374
Interest payable and similar charges	12	(10,103)	(9,582)	(10,670)	(10,276)
SHPS Pension net interest	32	(247)	(325)	(247)	(325)
Gift Aid receivable	39	-	-	655	2,173
Surplus/(deficit) on ordinary activities before taxation		2,031	9,046	1,061	10,001
Taxation on surplus/(deficit) on ordinary activities	13	(869)	(130)	-	-
Surplus for the year		1,162	8,916	1,061	10,001
Other comprehensive income					
Actuarial gain in respect of pension schemes	32	131	841	131	841
Total comprehensive income/(expense) for the year		1,293	9,757	1,192	10,842

The consolidated and Association's results relate wholly to continuing activities.

Regenda Limited

Consolidated and Association Statement of Financial Position For the year ended 31 March 2026

	Note	Group 2026 £'000	Group 2025 £'000	Association 2026 £'000	Association 2025 £'000
Tangible fixed assets					
Social and non-social properties	14	526,259	518,400	513,702	505,090
Investment properties	15	29,187	32,448	20,195	23,520
		<u>555,446</u>	<u>550,848</u>	<u>533,897</u>	<u>528,610</u>
Other tangible fixed assets	16	9,824	10,095	5,853	6,041
Goodwill	18	3,571	3,916	-	-
Other intangible fixed assets	17	197	274	-	-
Investments in subsidiaries	19	-	-	8,587	8,381
Fixed asset investment	21	334	458	-	-
		<u>569,372</u>	<u>565,591</u>	<u>548,337</u>	<u>543,032</u>
Current assets					
Properties held for sale	22	-	-	-	-
Trade and other debtors	24	18,119	16,601	7,454	6,301
Stocks	23	413	163	-	-
Cash at bank and in hand	25	14,456	17,828	7,629	8,116
		<u>32,988</u>	<u>34,592</u>	<u>15,083</u>	<u>14,417</u>
Creditors: amounts falling due within one year	26	<u>(33,100)</u>	<u>(35,724)</u>	<u>(40,223)</u>	<u>(42,110)</u>
Net current liabilities		<u>(112)</u>	<u>(1,132)</u>	<u>(25,140)</u>	<u>(27,693)</u>
Total assets less current liabilities		<u>569,260</u>	<u>564,459</u>	<u>523,197</u>	<u>515,339</u>
Creditors: amounts falling due after more than one year	27	461,585	453,801	431,931	423,481
Provisions for liabilities	28	276	2,768	-	-
Net pension liability	32	3,369	5,153	3,369	5,153
		<u>465,230</u>	<u>461,722</u>	<u>435,300</u>	<u>428,634</u>

Regenda Limited

Consolidated and Association Statement of Financial Position [Continued]

For the year ended 31 March 2026

	Note	Group 2026 £'000	Group 2025 £'000	Association 2026 £'000	Association 2025 £'000
Capital and reserves					
Non-equity share capital	33	-	-	-	-
Restricted reserve	34	1,390	1,408	1,361	1,361
Expendable endowments	34	117	115	-	-
Revenue reserve	34	102,523	101,214	86,536	85,344
Group's/Association's funds		104,030	102,737	87,897	86,705
Total liabilities and funds		569,260	564,459	523,197	515,339

The financial statements were approved by the Board on 17th September 2026 and signed on its behalf by:



L Dixon
Chair



M Birkett
Board Member



J Vincent
Secretary

The notes on pages 37 to 83 form part of these financial statements

Regenda Limited

Consolidated and Association Statement of Changes in Reserves For the year ended 31 March 2026

Group	Note	Endowment Reserve £'000	Restricted Reserve £'000	Revenue Reserve £'000	Total £'000
At 1 April 2024		115	1,396	91,469	92,980
Surplus for the year		-	12	8,904	8,916
Actuarial gain relating to pension scheme	32	-	-	841	841
At 31 March 2025		115	1,408	101,214	102,737
At 1 April 2025		115	1,408	101,214	102,737
Surplus for the year		2	(18)	1,178	1,162
Actuarial gain relating to pension scheme	32	-	-	131	131
At 31 March 2026		117	1,390	102,523	104,030
Association					
	Note	Endowment Reserve £'000	Restricted Reserve £'000	Revenue Reserve £'000	Total £'000
At 1 April 2024		-	1,361	74,502	75,863
Surplus for the year		-	-	10,001	10,001
Actuarial loss relating to pension scheme	32	-	-	841	841
At 31 March 2025		-	1,361	85,344	86,705
At 1 April 2025		-	1,361	85,344	86,705
Surplus for the year		-	-	1,061	1,061
Actuarial loss relating to pension scheme	32	-	-	131	131
At 31 March 2026		-	1,361	86,536	87,897

The notes on pages 37 to 83 form part of these financial statements

Regenda Limited

Consolidated Statement of Cash Flows For the year ended 31 March 2026

	Note	2026 £'000	2025 £'000
Net cash generated from operating activities	38	13,218	18,235
Cash flow used in investing activities			
Purchase of tangible fixed assets		(742)	(1,284)
Acquisition and construction of properties		(19,803)	(27,716)
Proceeds from sale of tangible fixed assets - housing		2,402	4,535
Proceeds from sale of tangible fixed assets - other		-	238
Grants received		2,578	8,652
Interest received		316	510
Purchase of fixed asset investments		-	-
Cash inflow on disposal of trade and assets		-	-
Net cash outflow used in investing activities		(15,249)	(15,065)
Cash flow used in financing activities			
Interest paid		(10,888)	(11,160)
New secured loans		15,000	15,000
Debt issue costs incurred		-	-
Repayment of borrowings		(5,453)	(6,048)
Net cash used in from financing activities		(1,341)	(2,208)
Net change in cash and cash equivalents		(3,372)	962
Cash and cash equivalents at beginning of year		17,828	16,866
Cash and cash equivalents at end of year		14,456	17,828
		</	

The notes on pages 37 to 83 form part of these financial statements

Notes to the Financial Statements For the year ended 31 March 2026

1. Legal status

The Association is registered with the Financial Conduct Authority under the Co-operative and Community Benefits Societies Act 2014 and is registered with the Regulator of Social Housing as a social housing provider. The Association is a public benefit entity.

2. Accounting policies

Basis of accounting

The financial statements have been prepared in accordance with applicable law and UK accounting standards (United Kingdom Generally Accepted Accounting Practice) which for Redwing Living Limited includes the Cooperative and Community Benefit Societies Act 2014, the Housing and Regeneration Act 2008, FRS 102 "the Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland", the Statement of Recommended Practice (SORP) for Registered Social Housing Providers 2018, "Accounting by registered social housing providers" 2018 and the Accounting Direction for Private Registered Providers of Social Housing 2022.

The financial statements of the Group and Association have been prepared in accordance with applicable law and UK accounting standards (United Kingdom Generally Accepted Accounting Practice) which for Regenda Limited includes the Cooperative and Community Benefit Societies Act 2014 (and related group accounts regulations), the Housing and Regeneration Act 2008, FRS 102 "the Financial Reporting Standard applicable in the United Kingdom and the Republic of Ireland" the Statement of Recommended Practice (SORP) for Registered Social Housing Providers 2018, "Accounting by registered social housing providers 2018", the Accounting Direction for Private Registered Providers of Social Housing 2022.

The accounts are prepared under the historic cost basis except for the modification to a fair value basis for investment properties as specified in the accounting policies below.

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires management to exercise judgement in applying the Association's accounting policies.

The financial statements are presented in Sterling (£) and rounded to the nearest thousand pound.

The preparation of financial statements in compliance with FRS 102 requires the use of certain critical accounting estimates. It also requires Group management to exercise judgement in applying the Group's accounting policies (note 3).

The Group and Association have not early adopted the amendments to FRS 102 arising from the Periodic Review 2024, which are effective for accounting periods beginning on or after 1 January 2026, or the revised Statement of Recommended Practice for registered social housing providers applicable from the same date. The Group is currently assessing the impact of these changes on the financial statements.

Basis of consolidation

The Group accounts consolidate the accounts of the Association and all its subsidiaries at 31 March 2026.

The consolidated financial statements incorporate the financial statements of the Association and entities controlled by the group.

Control is achieved where the group has the power to govern the financial and operating policies of an entity so as to obtain benefits from its activities.

Notes to the Financial Statements For the year ended 31 March 2026

2. Accounting policies [Continued]

The results of subsidiaries acquired or disposed of during the year are included in total comprehensive income from the effective date of acquisition and up to the effective date of disposal, as appropriate, using accounting policies consistent with those of the parent.

All intra-group transactions, balances, income and expenses are eliminated in full on consolidation. Investments in subsidiaries are accounted for at cost less impairment in the individual financial statements.

Disclosure exemptions

In preparing the separate financial statements of the parent Association, advantage has been taken of the following disclosure exemptions available in FRS 102:

- No cash flow statement has been presented for the parent Association;
- Disclosures in respect of the parent Association's financial instruments have not been presented as equivalent disclosures have been provided in respect of the group as a whole;
- No disclosure has been given for the aggregate remuneration of the key management personnel of the parent association as their remuneration is included in the totals for the group as a whole.

The following principal accounting policies have been applied:

Going concern

The Group's activities, its current financial position and factors likely to affect its future development are set out within the Strategic Report.

The Board originally approved the Group's 2026/27 budget in March 2026 with the aim of adopting the approved budget as the base for the thirty-year business plan which was presented to the Board in May 2026.

The Board were presented with a range of scenarios and stress tests to fully understand the potential impact on the business plan, including significant reductions in rental income collected and changes to key assumptions, such as interest and inflation rates. Periodic reviews of the business plan are scheduled for the coming year to allow the Board and Executive Team to make any necessary changes and continue to deliver outstanding services in the safest way possible whilst following Government guidelines.

At 31st March 2026, the Group had in place loan facilities of £287.2m (2025 £278.7m), which included £75m of bank funded revolving credit facilities of which £55m was undrawn. Which the undrawn facilities provide adequate resources to finance committed reinvestment and development programmes, along with the Group's Day to day operations. The Group also has a long-term business plan that demonstrates it is able to service these debt facilities whilst continuing to comply with lenders' covenants.

Turnover and revenue recognition

Turnover comprises rental income receivable in the year, income from shared ownership first tranche sales, sales of properties built for sale and other services included at the invoiced value (excluding VAT where recoverable) of goods and services supplied in the year and grants receivable in the year.

Rental income is recognised from the point where properties under development reach practical completion or otherwise become available for letting, net of any voids. Income from first tranche sales and sales of properties built for sale is recognised at the point of legal completion of the sale. Charges for support services funded under Supporting People are recognised as they fall due under the contractual arrangements with Administering Authorities. For other services supplied by group companies, turnover represents net invoiced sales of services excluding value added tax except in respect of service contracts where turnover is recognised

2. Accounting policies [Continued]

when the company obtains the right to consideration. Revenue is measured as the fair value of the consideration received or receivable, excluding discounts, rebates and value added tax.

Taxation

Current tax is recognised for the amount of income tax payable in respect of the taxable surplus for the current or past reporting periods using the tax rates and laws that have been enacted or substantively enacted by the reporting date.

Deferred taxation

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 recognised when income or expenses from a subsidiary or associate have been recognised, and will be assessed for tax in a future period, except where:

- the group is able to control the reversal of the timing difference; and
- it is probable that the timing difference will not reverse in the foreseeable future

A deferred tax liability or asset is recognised for the additional tax that will be paid or avoided in respect of assets and liabilities that are recognised in a business combination. The amount attributed to goodwill is adjusted by the amount of deferred tax recognised.

Deferred tax relating to investment property that is measured at fair value using the tax rates and allowances that apply to the sale of the asset, except for investment property that has a limited useful life and is held in a business model whose objective is to consume substantially all of the economic benefits embodied in the property over time.

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.

With the exception of changes arising on the initial recognition of a business combination, the tax expense (income) is presented either in income and expenditure, other comprehensive income or equity depending on the transaction that resulted in the tax expense (income).

Deferred tax liabilities are presented within provisions for liabilities and deferred tax assets within debtors. Deferred tax assets and deferred tax liabilities are offset only if:

- the group has a legally enforceable right to set current tax assets against current tax liabilities, and
- the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realise the assets and settle the liabilities simultaneously.

2. Accounting policies [Continued]

Value added tax

The Group charges value added tax (VAT) on some of its income and is able to recover part of the VAT it incurs on expenditure. The financial statements include VAT to the extent that it is suffered by the Association and not recoverable from HM Revenue and Customs. The balance of VAT payable or recoverable at the year-end is included as a current liability or asset.

Interest payable

Interest is capitalised on borrowings to finance developments of qualifying assets to the extent that it accrues in respect of the period of development if it represents:

- interest on borrowings specifically financing the development programme after deduction of related grants received in advance; or
- a fair amount of interest on borrowings of the association as a whole after deduction of social housing grant received in advance to the extent that they can be deemed to be financing the development programme.

Other interest payable is charged to income and expenditure in the year.

Goodwill

Upon the acquisition of a subsidiary, goodwill is initially measured as the excess of the cost of the business combination over the fair value of the net identifiable assets, liabilities, and contingent assets.

After initial recognition goodwill is measured at cost less accumulated amortisation and accumulated impairment losses. An estimate of the useful life of the Goodwill will be made at acquisition and the Goodwill be amortised on a systematic basis over that life.

As part of the annual impairment review process, the value of goodwill is compared with the recoverable amount of the asset. In the event that the value of the goodwill is found to be less than the recoverable amount, the value of the impairment will be recognised in the accounts.

The goodwill arising upon the acquisition of Ecogee Limited on 3 March 2023 is amortised on a straight-line basis over its useful economic life which was considered to be 10 years. This balance will be disposed of once fully amortised.

Valuation of investment

Investments in subsidiaries are measured at cost less accumulated impairment.

Notes to the Financial Statements For the year ended 31 March 2026

2. Accounting policies [Continued]

Supported housing managed by agencies

Social housing capital grants are claimed by the Group as developer and owner of the property and included in the consolidated statement of financial position. The treatment of other income and expenditure in respect of supported housing projects depends on the nature of the partnership arrangements between the Group and its managing agents and on whether the Group carries the financial risk.

Where the Group holds the support contract with the Supporting People Administering Authority and carries the financial risk, all of the project's income and expenditure is included in the Group's income and expenditure account.

Where the agency holds the support contract with the Supporting People Administering Authority and carries the financial risk, the income and expenditure account includes only that income and expenditure which relates solely to the Group.

Social housing and non-social housing properties

Housing properties are properties held for the provision of social housing or to otherwise provide social benefit. Housing properties are principally properties available to rent and are stated at cost less accumulated depreciation and impairment losses. Cost includes the cost of acquiring land and buildings, development costs and interest charges incurred during the development period.

Works to existing properties which replace a component that has been treated separately for depreciation purposes, together with works that result in an enhancement of the future economic benefits or service potential of the property, are capitalised as improvements.

Expenditure on shared ownership properties is split proportionately between current and fixed assets based on the element relating to expected first tranche sales. The first tranche proportion is classed as a current asset and relates to sales proceeds included in turnover, and the remaining element is classed as a fixed asset and included in housing properties at cost, less any provisions needed for depreciation or impairment.

Government grants

Government grants include grants receivable from Homes England, local authorities, and other government organisations. Government grants received for housing properties are recognised in income over the useful life of the housing property structure and, where applicable, its individual components (excluding land) under the accruals model.

Grants relating to revenue are recognised in income and expenditure over the same period as the expenditure to which they relate once reasonable assurance has been gained that the entity will comply with the conditions and that the funds will be received.

Grants due from government organisations or received in advance are included as current assets or liabilities. Government grants received for housing properties are subordinated to the repayment of loans by agreement with Homes England. Government grants released on sale of a property may be repayable but are normally available to be recycled and are credited to a Recycled Capital Grant Fund and included in the statement of financial position in creditors.

If there is no requirement to recycle or repay the grant on disposal of the asset, any unamortised grant remaining within creditors is released and recognised as income in the Statement of Comprehensive Income.

Notes to the Financial Statements For the year ended 31 March 2026

2. Accounting policies [Continued]

Where individual components are disposed of and this does not create a relevant event for recycling purposes, any grant which has been allocated to the component is released to income and expenditure. Upon disposal of the associated property, the Group is required to recycle these proceeds and recognise them as a liability.

Other grants

Grants received from non-government sources are recognised using the performance model. A grant which does not impose specified future performance conditions is recognised as revenue when the grant proceeds are received or receivable. A grant that imposes specified future performance related conditions on the association is recognised only when these conditions are met. A grant received before the revenue recognition criteria are satisfied is recognised as a liability.

Depreciation of housing properties

The Group separately identifies the major components which comprise its housing properties, and charges depreciation, so as to write-down the cost of each component to its estimated residual value, on a straight-line basis, over its estimated useful economic life.

The Group depreciates the major components of its housing properties at the following annual rates:

Structure	100 years
Roofs	50 years
Kitchens	20 years
Bathrooms	30 years
Boilers	15 years
Central heating	30 years
Windows	30 years
Doors	30 years

Freehold land is not depreciated.

Properties held on leases are amortised over the life of the lease or their estimated useful economic lives in the business, if shorter.

Housing properties in the course of construction are stated at cost and not depreciated.

Other tangible fixed assets

Other tangible fixed assets are measured at cost less accumulated depreciation and any accumulated impairment loss.

Depreciation is provided evenly on the cost of other tangible fixed assets to write them down to their estimated residual values over their expected useful lives. No depreciation is provided on freehold land. The principal terms used for other assets are:

Leasehold offices	- 100 years
Furniture, fixtures and fittings	- 10 years
Computers and office equipment	- 2 to 8 years
Motor vehicles	- 4 years
Scheme assets	- 4 to 25 years

Notes to the Financial Statements For the year ended 31 March 2026

2. Accounting policies [Continued]

Gains or losses arising on the disposal of other tangible fixed assets are determined as the difference between the disposal proceeds and the carrying amount of the assets and are recognised as part of the surplus/deficit for the year.

Intangible assets

Intangible assets are initially recognised at cost. After recognition, under the cost model, intangible assets are measured at cost less any accumulated amortisation and any accumulated impairment losses.

Amortisation is provided on intangible assets at rates calculated to write off the cost of each asset on a straight-line basis over its expected useful life.

Amortisation is provided on the following basis:

Computer software - 3 years

Investment properties

Investment properties consist of commercial properties and other properties not held for the social benefit or for use in the business. Investment properties are measured at cost on initial recognition and subsequently at fair value as at the year-end, with changes in fair value recognised in income and expenditure.

Leases

Leases are classified as finance leases whenever the terms of the lease transfer substantially all the risks and rewards of ownership of the leased asset to the Group. All other leases are classified as operating leases. Assets held under finance leases are recognised initially at the fair value of the leased asset (or, if lower, the present value of minimum lease payments) at the inception of the lease. The corresponding liability to the lessor is included in the statement of financial position as a finance lease obligation. Lease payments are apportioned between finance charges and reduction of the lease obligation using the effective interest method so as to achieve a constant rate of interest on the remaining balance of the liability. Finance charges are deducted in measuring the surplus or deficit. Assets held under finance leases are included in tangible fixed assets and depreciated and assessed for impairment losses in the same way as owned assets.

Rental payments under operating leases are charged to income and expenditure on a straight-line basis over the lease term, unless the rental payments are structured to increase in line with expected general inflation, in which case the Group recognises annual rent expense equal to amounts owed to the lessor.

The aggregate benefit of lease incentives is recognised as a reduction to the expense recognised over the lease term on a straight-line basis.

Properties held for sale

Shared ownership first tranche sales, completed properties for outright sale, and property under construction are valued at the lower of cost and net realisable value. Cost comprises materials, direct labour and direct development overheads. Net realisable value is based on estimated sales price after allowing for all further costs of completion and disposal.

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 cost model. Basic financial instruments are recognised initially at the transaction price, including transaction costs where applicable, and subsequently measured at amortised costs using the effective interest method

2. Accounting policies [Continued]

Debtors

Short term debtors are measured at transaction price, less any impairment.

Cash

Cash is represented by cash in hand and deposits with financial institutions repayable without penalty on notice of not more than 24 hours. Cash equivalents are highly liquid investments that mature in no more than three months from the date of acquisition and that are readily convertible to known amounts of cash with insignificant risk of change in value.

Creditors

Short term creditors are measured at the transaction price. Other financial liabilities, including bank loans, are measured initially at transaction value, net of transaction costs, and are measured subsequently at amortised cost using the effective interest method.

Pensions

The group participates in the multi-employer defined benefit Social Housing Pension Scheme (SHPS). The scheme assets and liabilities have been separately identified for each employer, and the group has now been able to account for the scheme as a defined benefit scheme.

Under defined benefit accounting the Scheme assets are measured at fair value. Scheme liabilities are measured on an actuarial basis using the projected unit credit method and are discounted at appropriate high-quality corporate bond rates.

The net surplus or deficit is presented separately from other net assets on the Statement of Financial Position. The current service cost and costs from settlements and curtailments are charged to operating surplus. Past service costs are recognised in the current reporting period. Interest is calculated on the net defined benefit liability. Re-measurements are reported in other comprehensive income.

Provisions for liabilities

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that the Group will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognised as a provision is the best estimate of the consideration required to settle the present obligation at the end of the reporting period, taking into account the risks and uncertainties surrounding the obligation.

Where the effect of the time value of money is material, the amount is expected to be required to settle the obligation is recognised at present value using a pre-tax discount rate.

The unwinding of the discount is recognised as a finance cost in profit or loss in the period it arises.

The Group recognises a provision for annual leave accrued by employees as a result of services rendered in the current period, and which employees are entitled to carry forward and use within the next 12 months. The provision is measured at the salary cost payable for the period of absence.

2. Accounting policies [Continued]

Fire safety remediation works include fire risk assessment of external walls (FRAEW), cladding remediation and other fire safety mitigation measures, including waking watch and installation of fire safety equipment. Expenditure on works to Group-owned properties is capitalised where it results in the creation or replacement of an identifiable component, or otherwise enhances the future economic benefits or service potential of the property; all other expenditure is recognised in the Statement of Comprehensive Income as incurred. For leaseholder properties, expenditure is recognised in the Statement of Comprehensive Income unless the recognition criteria for an asset are met.

A provision is recognised for fire safety remediation obligations where the Group has a present legal or constructive obligation arising from past events and it is probable that an outflow of resources will be required to settle that obligation. Any recoveries from developers, insurers, leaseholders or other third parties are assessed separately and recognised only when the relevant recognition criteria are met.

Regenda/Redwing complies with all legislation for fire safety including but not limited to The Building Safety Act 2022, The Regulatory Reform (Fire Safety) Order 2005, The Fire Safety Act 2021. The Fire Safety (England) Regulations 2022.

Liquid resources

Liquid resources are readily disposable current asset investments. They include some money market deposits, held for more than 24 hours that can only be withdrawn without penalty on maturity or by giving notice of more than one working day.

Reserves

The group establishes restricted reserves for specific purposes where their use is subject to external restrictions. Included within this figure are a major repairs reserve and a sinking fund in relation to the Mountcroft scheme. Restricted reserves relate to Gift Aid reserves which have been carried forward since the entity, Regenda Limited, received was registered under the Co-operative and Community Benefit Societies Act in 2011. The movements in the year relate to movements in the reserves restricted within the subsidiary charities, which are restricted in for various reasons in line with the Charities' objectives.

3. Judgements in applying accounting policies and key sources of estimation uncertainty

Significant judgements and estimates

Preparation of the financial statements requires management to make significant judgements and estimates. The items in the financial statements where these judgements have been made include:

Bad debt provision - Bad debts are provided for in line with the group's policy. This includes a judgement as to the recoverability of certain debts, including tenant rental debtors. This is also monitored in the group's management accounts. Please refer to note 24 for further detail.

Investment property valuations - Commercial properties are valued each year by externally appointed valuers and their market value reflected in the financial statements. Please refer to note 15 for further detail.

Impairment

At each reporting date, the Group assesses whether there is any indication that an asset may be impaired. Indicators considered include significant adverse changes in an asset's use or expected performance and, for housing properties, changes in tenure or use, reduced forecast rental income, increased scheme costs or properties becoming strategic voids. Where such an indication exists, the recoverable amount of the asset or cash-generating unit is estimated.

3. Judgements in applying accounting policies and key sources of estimation uncertainty [Continued]

For housing properties, a cash-generating unit is normally a group of properties at scheme level whose cash flows can be separately identified. The recoverable amount is the higher of fair value less costs to sell and value in use, being the present value of future cash flows obtainable from the continued use of the properties. Where the recoverable amount is less than the carrying value, an impairment loss is recognised in the Statement of Comprehensive Income, unless the asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease in accordance with the relevant accounting policy.

Investments in subsidiaries are measured at cost less accumulated impairment. At each reporting date, the Association assesses whether there is any indication that an investment may be impaired. Indicators may include evidence from internal financial reporting that the economic performance of an investment is, or is expected to be, worse than anticipated. Where an indication of impairment exists, the recoverable amount of the investment is assessed, and any resulting impairment loss is recognised in the Statement of Comprehensive Income.

Capitalisation of property development costs

Distinguishing the point at which the project is more likely than not to continue, allowing capitalisation of associated development costs requires judgement. After capitalisation management monitors the asset and considers whether changes indicate that impairment is required. These costs will include an element of staff management time and the apportionment of these is monitored regularly to ensure consistency over costs charged to particular schemes.

Estimation uncertainty

Information about estimates and assumptions that have the most significant effect on recognition and measurement of assets, liabilities, income and expenses is provided below. Actual results may be substantially different.

Useful lives of depreciable assets

Management reviews its estimates of the useful lives of depreciable assets at each reporting date based on the expected utility of the assets. Uncertainties in these estimates relate to technological obsolescence that may change the utility of certain software and IT equipment and changes to decent homes standards which may require more frequent replacement of key components.

The critical underlying assumptions in relation to the estimate of the pension defined benefit scheme obligation such as standard rates of inflation, mortality, discount rate and anticipated future salary increases. Variations in these assumptions have the ability to significantly influence the value of the liability recorded and annual defined benefit expense.

Defined benefit pension scheme assumptions

Pension figures in these accounts are prepared by independent actuaries. In preparing the figures the actuaries use a number of judgements based on the latest available financial and actuarial information available.

Provisions

A provision of £1.3m was provided for defect works on 30 properties at Hornby Road, Caton following the collapse of the house builder Mulbury Homes Ltd, leaving Redwing liable for the works as the developer. The works were completed in the financial year 2025/26.

Additional provisions this year include an increase of £225k to an existing provision of £25k for a legal obligation relating to the maintenance of an unadopted road at a previous development, Bluebrook Road, bringing the total provision to £250k. A provision of £27k remains in place for fire remediation works in Redwing.

Regenda Limited

Notes to the Financial Statements For the year ended 31 March 2026

4. Turnover, cost of sales, operating costs and operating surplus

Group	2026					
	Turnover £'000	Cost of Sales £'000	Operating Costs £'000	Gain on Disposal of Housing Properties £'000	Fair Value (Loss)/Gain on Revalued Investments £'000	Operating Surplus/ (Deficit) £'000
Income and expenditure from social housing activities						
Housing accommodation	56,339	-	(45,893)	-	-	10,446
Supported housing	14,061	-	(10,970)	-	-	3,091
Low-cost home ownership	4,377	-	(2,054)	-	-	2,323
	74,777	-	(58,917)	-	-	15,860
Other social housing activities						
Supporting people contract income	200	-	(200)	-	-	-
Development costs not capitalised	-	-	-	-	-	-
Management services income	551	-	(378)	-	-	173
Community regeneration income	-	-	-	-	-	-
Other social housing activities	-	-	-	-	-	-
First tranche property sales	-	-	-	-	-	-
Petrus	1,833	-	(2,276)	-	-	(443)
Gain on disposal of fixed assets	-	-	-	1,144	-	1,144
Other	19,709	-	(18,192)	-	-	1,517
	22,293	-	(21,046)	1,144	-	2,391
Non-social housing activities						
Lettings	3,177	-	(3,861)	-	-	(684)
Other	5,389	-	(7,002)	-	(3,338)	(4,591)
Goodwill	-	-	(551)	-	-	(551)
	8,566	-	(11,414)	-	(3,338)	(6,186)
Total	105,636	-	(91,377)	1,144	(3,338)	12,065

Notes to the Financial Statements For the year ended 31 March 2026

4. Turnover, cost of sales, operating costs and operating surplus [Continued]

Group	2025					
	Turnover £'000	Cost of Sales £'000	Operating Costs £'000	Gain on Disposal of Housing Properties £'000	Fair Value (Loss)/Gain on Revalued Investments £'000	Operating Surplus/ (Deficit) £'000
Income and expenditure from social housing activities						
Housing accommodation	52,951	-	(40,541)	-	-	12,410
Supported housing	14,051	-	(9,863)	-	-	4,188
Low-cost home ownership	3,750	-	(2,931)	-	-	819
	70,752	-	(53,335)	-	-	17,417
Other social housing activities						
Supporting people contract income	315	-	(315)	-	-	-
Development costs not capitalised	-	-	-	-	-	-
Management services income	601	-	(566)	-	-	35
Community regeneration income	-	-	(66)	-	-	(66)
Other social housing activities	-	-	-	-	-	-
First tranche property sales	338	(840)	-	-	-	(502)
Petrus	2,349	-	(2,101)	-	-	248
Gain on disposal of fixed assets	-	-	-	1,866	-	1,866
	3,603	(840)	(3,048)	1,866	-	1,581
Non-social housing activities						
Lettings	2,502	-	(4,016)	-	-	(1,514)
Other	32,839	-	(32,336)	-	945	1,448
Goodwill	-	-	(489)	-	-	(489)
	35,341	-	(36,841)	-	945	(555)
Total	109,696	(840)	(93,224)	1,866	945	18,443

Regenda Limited

Notes to the Financial Statements For the year ended 31 March 2026

4. Turnover, cost of sales, operating costs and operating surplus [Continued]

Association	2026					
	Turnover £'000	Cost of Sales £'000	Operating Costs £'000	Gain on Disposal of Housing Properties £'000	Fair Value (Loss)/Gain on Revalued Investments £'000	Operating Surplus/ (Deficit) £'000
Income and expenditure from social housing activities						
Housing accommodation	55,548	-	(45,901)	-	-	9,647
Supported housing	13,738	-	(10,673)	-	-	3,065
Low-cost home ownership	1,493	-	(1,384)	-	-	109
	70,779	-	(57,958)	-	-	12,821
Other social housing activities						
Supporting people contract income	200	-	(200)	-	-	-
Development costs not capitalised	-	-	-	-	-	-
Management services income	140	-	(130)	-	-	10
Community regeneration income	-	-	-	-	-	-
Other social housing activities	-	-	-	-	-	-
First tranche property sales	-	-	-	-	-	-
Rent refunds	-	-	-	-	-	-
Gain on disposal of housing properties	-	-	-	755	-	755
	340	-	(330)	755	-	765
Non-social housing activities						
Lettings	2,165	-	(942)	-	-	1,223
Other	149	-	(509)	-	(3,338)	(3,698)
	2,314	-	(1,451)	-	(3,338)	(2,475)
Total	73,433	-	(59,739)	755	(3,338)	11,111

Notes to the Financial Statements For the year ended 31 March 2026

4. Turnover, cost of sales, operating costs and operating surplus [Continued]

Association	2025					
	Turnover £'000	Cost of Sales £'000	Operating Costs £'000	Gain on Disposal of Housing Properties £'000	Fair Value (Loss)/Gain on Revalued Investments £'000	Operating Surplus/ (Deficit) £'000
Income and expenditure from social housing activities						
Housing accommodation	52,164	-	(40,712)	-	-	11,452
Supported housing	13,740	-	(9,578)	-	-	4,162
Low-cost home ownership	1,401	-	(1,101)	-	-	300
	67,305	-	(51,391)	-	-	15,914
Other social housing activities						
Supporting people contract income	315	-	(315)	-	-	-
Development costs not capitalised	-	-	-	-	-	-
Management services income	142	-	(99)	-	-	43
Community regeneration income	-	-	(66)	-	-	(66)
Other social housing activities	-	-	-	-	-	-
First tranche property sales	352	(854)	-	-	-	(502)
Rent refunds	-	-	-	-	-	-
Gain on disposal of housing properties	-	-	-	1,512	-	1,512
	809	(854)	(480)	1,512	-	987
Non-social housing activities						
Lettings	1,774	-	(863)	-	-	911
Other	172	-	(804)	-	875	243
	1,946	-	(1,667)	-	875	1,154
Total	70,060	(854)	(53,538)	1,512	875	18,055

Notes to the Financial Statements For the year ended 31 March 2026

5. Particulars of income and expenditure from social housing lettings

Group	2026			
	General Needs £'000	Supported Housing and Housing for Older People £'000	Low Cost Home Ownership £'000	Total £'000
Turnover from social housing activities				
Rent receivables net of identifiable service charges	50,954	8,265	2,293	61,512
Charges for support services	6	79	8	93
Service income	2,479	5,227	1,741	9,447
Other income	11	-	335	346
Amortised government grants	2,889	490	-	3,379
Other revenue grants	-	-	-	-
Turnover from social housing lettings	56,339	14,061	4,377	74,777
Expenditure on social housing activities				
Management	(11,087)	(168)	(55)	(11,310)
Services	(2,259)	(4,890)	(1,653)	(8,802)
Routine maintenance	(11,507)	(1,728)	(173)	(13,408)
Planned maintenance	(5,574)	(814)	(181)	(6,569)
Major repairs expenditure	(6,290)	(1,521)	(66)	(7,877)
Bad debts	(863)	(103)	(2)	(968)
Depreciation of housing properties	(7,434)	(948)	(289)	(8,671)
Impairment of housing properties	(284)	-	-	(284)
Component write backs	35	-	-	35
Other costs	(630)	(798)	365	(1,063)
Operating costs on social housing lettings	(45,893)	(10,970)	(2,054)	(58,917)
Operating surplus on social housing letting activities	10,446	3,091	2,323	15,860
Void losses	(264)	(531)	(30)	(825)

Notes to the Financial Statements For the year ended 31 March 2026

5. Particulars of income and expenditure from social housing lettings [Continued]

Group	2025			
	General Needs £'000	Supported Housing and Housing for Older People £'000	Low Cost Home Ownership £'000	Total £'000
Turnover from social housing activities				
Rent receivables net of identifiable service charges	48,441	8,076	2,246	58,763
Charges for support services	8	65	-	73
Service income	2,146	5,411	1,427	8,984
Other income	8	-	77	85
Amortised government grants	2,348	499	-	2,847
Other revenue grants	-	-	-	-
Turnover from social housing lettings	52,951	14,051	3,750	70,752
Expenditure on social housing activities				
Management	(10,292)	(267)	(147)	(10,706)
Services	(2,209)	(4,836)	(1,698)	(8,743)
Routine maintenance	(9,870)	(1,829)	(193)	(11,892)
Planned maintenance	(5,239)	(777)	(382)	(6,398)
Major repairs expenditure	(4,828)	(1,010)	(53)	(5,891)
Bad debts	(268)	(57)	(4)	(329)
Depreciation of housing properties	(7,666)	(964)	(160)	(8,790)
Impairment of housing properties	565	-	-	565
Component write offs	(372)	-	-	(372)
Other costs	(362)	(123)	(294)	(779)
Operating costs on social housing lettings	(40,541)	(9,863)	(2,931)	(53,335)
Operating surplus on social housing letting activities	12,410	4,188	819	17,417
Void losses	199	528	2	729

Notes to the Financial Statements For the year ended 31 March 2026

5. Particulars of income and expenditure from social housing lettings [Continued]

Association	2026			
	General Needs £'000	Supported Housing and Housing for Older People £'000	Low Cost Home Ownership £'000	Total £'000
Turnover from social housing activities				
Rent receivables net of identifiable service charges	50,658	8,066	814	59,538
Charges for support services	5	79	8	92
Service income	2,414	5,140	671	8,225
Other income	-	-	-	-
Other revenue grants	-	-	-	-
Amortised government grants	2,471	453	-	2,924
Turnover from social housing lettings	55,548	13,738	1,493	70,779
Expenditure on social housing activities				
Management	(11,478)	(147)	(216)	(11,841)
Services	(2,183)	(4,811)	(788)	(7,782)
Routine maintenance	(11,412)	(1,661)	(54)	(13,127)
Planned maintenance	(5,502)	(736)	(25)	(6,263)
Major repairs expenditure	(6,290)	(1,521)	(66)	(7,877)
Bad debts	(862)	(98)	(1)	(961)
Depreciation of housing properties	(7,204)	(906)	(136)	(8,246)
Impairment of housing properties	(284)	-	-	(284)
Component write backs	35	-	-	35
Other costs	(721)	(793)	(98)	(1,612)
Operating costs on social housing lettings	(45,901)	(10,673)	(1,384)	(57,958)
Operating surplus on social housing letting activities	9,647	3,065	109	12,821
Void losses	(242)	(484)	(4)	(731)

Notes to the Financial Statements For the year ended 31 March 2026

5. Particulars of income and expenditure from social housing lettings [Continued]

Association	2025			
	General Needs £'000	Supported Housing and Housing for Older People £'000	Low Cost Home Ownership £'000	Total £'000
Turnover from social housing activities				
Rent receivables net of identifiable service charges	48,144	7,866	786	56,796
Charges for support services	8	65	-	73
Service income	2,066	5,355	615	8,036
Other income	8	-	-	8
Other revenue grants	-	-	-	-
Amortised government grants	1,938	454	-	2,392
Turnover from social housing lettings	52,164	13,740	1,401	67,305
Expenditure on social housing activities				
Management	(10,594)	(255)	(15)	(10,864)
Services	(2,140)	(4,755)	(750)	(7,645)
Routine maintenance	(9,785)	(1,770)	(64)	(11,619)
Planned maintenance	(5,179)	(689)	(46)	(5,914)
Major repairs expenditure	(4,828)	(1,010)	(53)	(5,891)
Bad debts	(267)	(59)	(2)	(328)
Depreciation of housing properties	(7,292)	(919)	(135)	(8,346)
Impairment of housing properties	565	-	-	565
Component write offs	(372)	-	-	(372)
Other costs	(820)	(121)	(36)	(977)
Operating costs on social housing lettings	(40,712)	(9,578)	(1,101)	(51,391)
Operating surplus on social housing letting activities	11,452	4,162	300	15,914
Void losses	(199)	(528)	(2)	(729)

Notes to the Financial Statements For the year ended 31 March 2026

6. Accommodation in management and development

At the end of the year accommodation in management for each class of accommodation was as follows:

Group	31 March 2025 Units	New Stock Bought/ Developed Units	Sold/ Demolished Units	Transactions With Other RPs Units	Other Movements Units	31 March 2026 Units
Social housing						
General housing – social	8,487	35	(20)		(3)	8,499
General housing - affordable	707	14	-	-	(1)	720
Supported housing and housing for older people - social	1,727	-	(2)	-	(18)	1,707
Supported housing and housing for older people - affordable	88	-	-	-	-	88
Low-cost home ownership	1,108	-	(15)	-	2	1,095
Total social housing owned and managed	12,117	49	(37)	-	(20)	12,109
Social leasehold units owned	496	-	-	-	(7)	489
Total social housing	12,613	49	(37)	-	(27)	12,598
Non-social housing						
Market rented	389	-	-	-	(77)	312
Office and retail units owned by the Association	39	-	-	-	-	39
Leasehold owned units	58	5	-	-	8	71
Total non-social housing	486	5	-	-	(69)	422
Total owned and managed	13,099	54	(37)	-	(96)	13,020
Accommodation in development at the year end	138	-	-	-	(6)	132

Notes to the Financial Statements For the year ended 31 March 2026

6. Accommodation in management and development [Continued]

Group	31 March 2024 Units	New Stock Bought/ Developed Units	Sold/ Demolished Units	Transactions With Other RPs Units	Other Movements Units	31 March 2025 Units
Social housing						
General housing - social	8,487	39	(33)	-	14	8,487
General housing - affordable	707	18	(1)	-	-	707
Supported housing and housing for older people - social	1,727	-	(30)	-	1	1,727
Supported housing and housing for older people - affordable	88	-	-	-	-	88
Low-cost home ownership	1,108	4	(17)	-	3	1,108
Total social housing owned and managed	12,117	61	(81)	-	18	12,117
Social leasehold units owned	496	-	-	-	8	496
Total social housing	12,613	61	(81)	-	26	12,613
Non-social housing						
Market rented	389	-	-	-	43	389
Office and retail units owned by the Association	39	-	-	-	-	39
Leasehold units owned	58	-	-	-	8	58
Total non-social housing	486	-	-	-	51	486
Total owned and managed	13,099	61	(81)	-	77	13,099
Accommodation in development at the year end	138	-	-	-	-	138

Notes to the Financial Statements For the year ended 31 March 2026

6. Accommodation in management and development [Continued]

Association	31 March 2025 Units	New Stock Bought/ Developed Units	Sold/ Demolished Units	Transactions With Other RPs Units	Other Movements Units	31 March 2026 Units
Social housing						
General housing - social	8,409	35	(19)	-	(3)	8,422
General housing - affordable	705	14	-	-	(1)	718
Supported housing and housing for older people	1,663	-	(2)	-	(19)	1,642
Affordable rent supported housing and housing for older people	88	-	-	-	-	88
Low-cost home ownership	439	-	(5)	-	2	436
Total social housing owned and managed	11,304	49	(26)	-	(21)	11,306
Social leasehold units owned	276	-	-	-	(3)	273
Total social housing	11,580	49	(26)	-	(24)	11,579
Non-social housing						
Market rented	129	-	-	-	-	129
Office and retail units owned by the Association	2	-	-	-	-	2
Leasehold units owned	13	-	-	-	6	19
Total non-social housing	144	-	-	-	6	150
Total owned and managed	11,724	49	(26)	-	(18)	11,729
Accommodation in development at the year end	138	-	-	-	(6)	132

Notes to the Financial Statements For the year ended 31 March 2026

6. Accommodation in management and development [Continued]

Association	31 March 2024 Units	New Stock Bought/ Developed Units	Sold/ Demolished Units	Transactions With Other RPs Units	Other Movements Units	31 March 2025 Units
Social housing						
General housing - social	8,333	39	(32)	-	69	8,409
General housing - affordable	688	18	(1)	-	-	705
Supported housing and housing for older people	1,692	-	(30)	-	1	1,663
	88	-	-	-	-	88
Low-cost home ownership	490	4	(7)	-	(48)	439
Total social housing owned and managed	11,291	61	(70)	-	22	11,304
Social leasehold units owned	266	-	-	-	10	276
Total social housing	11,557	61	(70)	-	32	11,580
Non-social housing						
Market rented	129	-	-	-	-	129
Office and retail units owned by the Association	2	-	-	-	-	2
Leasehold units owned	8	-	-	-	5	13
Total non-social housing	139	-	-	-	5	144
Total owned and managed	11,696	61	(70)	-	37	11,724
Accommodation in development at the year end	211	-	-	-	-	138

Notes to the Financial Statements For the year ended 31 March 2026

7. Operating surplus

This is arrived at after charging/ (crediting):

	Group 2026 £'000	Group 2025 £'000	Association 2026 £'000	Association 2025 £'000
Depreciation of housing properties	8,671	8,790	8,246	8,346
Depreciation of other tangible fixed assets	950	913	534	581
Amortisation of intangible fixed assets	139	108	-	-
Amortisation of goodwill	551	489	-	-
Amortisation of government grants	(3,379)	(2,847)	(2,924)	(2,392)
Gain on fixed asset investments	-	-	-	-
Impairment of housing properties	284	(565)	284	(565)
Operating lease rentals:				
- land and buildings	-	193	-	-
- Office equipment, cars and computers	1,148	846	7	7
Auditors remuneration (excluding VAT):				
- for the audit of the financial statements	147	140	37	35
- for the audit of service charge accounts	21	21	21	21
- for non-audit services	22	21	-	-
- tax compliance	-	-	6	6
- other	-	-	-	-

The Association's operating surplus in 2025/26 is shown after charging £3,638k in respect of fire safety and EPC remediation works.

8. Employees

Average monthly number of employees expressed in full-time equivalents:

	Group 2026 Number	Group 2025 Number	Association 2026 Number	Association 2025 Number
Administration	201	194	82	81
Development	5	5	5	5
Housing, support and care	217	211	145	144
Community regeneration	-	-	-	-
Education/nursery care	115	73	-	-
Maintenance	241	284	52	50
	779	767	284	280

Regenda Limited

Notes to the Financial Statements For the year ended 31 March 2026

8. Employees [Continued]

	Group 2026 £'000	Group 2025 £'000	Association 2026 £'000	Association 2025 £'000
Employee costs:				
Wages and salaries	28,614	27,885	11,433	11,268
Social security costs	3,545	2,726	1,439	1,112
Pension costs	1,430	1,368	692	669
	33,589	31,979	13,564	13,049
Restructuring costs	-	164	-	156
	33,589	32,143	13,564	13,205

Restructuring costs included redundancy payments of £nil (2025: £156k).

	Group 2026 £'000	Group 2025 £'000	Association 2026 £'000	Association 2025 £'000
Key management personnel				
Salary	1,200	1,256	906	962
Benefits in Kind	36	36	-	-
Pensions	97	93	73	69
	1,333	1,385	979	1,031

Key management personnel include all directors apart from executive directors who are included below. £1,949k (2025: £1,924k) SHPS pension deficit contributions paid in the year are included in the association's pension costs above.

The CEO is an ordinary member of the SHPS DC scheme. No enhanced or special terms apply, and the group makes no contribution to an individual pension arrangement.

	2026 £'000	2025 £'000
Executive directors		
Aggregate executive directors' remuneration:		
- Emoluments	1,276	1,025
Highest paid executive director		
- Emoluments, excluding pension contributions	260	255

Notes to the Financial Statements For the year ended 31 March 2026

8. Employees [Continued]

The full-time equivalent number of staff (including executive directors) who received emoluments:

Senior management	2026 Number	2025 Number
£60,001 to £70,000	19	12
£70,001 to £80,000	3	3
£80,001 to £90,000	4	4
£90,001 to £100,000	3	1
£100,001 to £110,000	2	3
£110,001 to £120,000	5	5
£120,001 to £130,000	-	-
£130,001 to £140,000	-	-
£140,001 to £150,000	-	-
£150,001 to £160,000	-	-
£160,001 to £170,000	1	2
£170,001 to £180,000	-	1
£180,001 to £190,000	2	-
£220,001 to £230,000	-	1
£230,001 to £240,000	-	-
£250,001 to £260,000	1	1

9. Non-executive directors

Group	2026 £'000	2025 £'000
Board members / Board member remuneration		
L Dixon	18.1	17.8
J Wood	9.7	9.5
N Hibbert	9.4	6.5
S Bonnette	-	3.3
T Jones	3.3	6.5
M Pierre	7.1	6.5
G Pink	6.6	6.5
J Worthington	6.6	6.5
R Cressey	4.4	9.5
S Parr	9.7	9.5
S Stubbs	6.6	6.5
V Gandhi	6.6	6.5
K Russell	6.6	-
K Hirst	7.1	-
	101.8	95.1
Board remuneration as a % of Group turnover	0.10%	0.09%

Notes to the Financial Statements For the year ended 31 March 2026

9. Board members and executive directors [Continued]

The executive directors, including the Group Chief Executive, are employed on the same terms as other staff. A number of the executive directors are members of the Social Housing Pension Scheme, which is a defined contribution pension scheme. The Group contributes to the scheme on behalf of its employees on the same terms as all other eligible staff. Executive directors and other officers may be members of the Association's board on a non-remuneration basis.

10. Sale of fixed assets - housing properties

	Group 2026 £'000	Group 2025 £'000	Association 2026 £'000	Association 2025 £'000
Proceeds of sale	2,770	4,925	1,977	4,286
Carrying values of fixed assets	(847)	(1,403)	(623)	(1,375)
	1,923	3,522	1,354	2,911
Capital grant recycled (note 30)	(779)	(1,656)	(598)	(1,399)
Surplus for the year	1,144	1,866	755	1,512

11. Interest receivable and other income

	Group 2026 £'000	Group 2025 £'000	Association 2026 £'000	Association 2025 £'000
Interest receivable and similar income	316	510	212	374

12. Interest payable and similar charges

	Group 2026 £'000	Group 2025 £'000	Association 2026 £'000	Association 2025 £'000
Bank loans and overdrafts	10,860	10,403	11,428	11,097
Interest capitalised on housing properties under construction	(757)	(821)	(757)	(821)
	10,103	9,582	10,671	10,276

Regenda Limited

Notes to the Financial Statements For the year ended 31 March 2026

13. Tax on surplus

	Group 2026 £'000	Group 2025 £'000	Association 2026 £'000	Association 2025 £'000
Current tax				
UK corporation tax on surplus for the year at 25% (2025: 25%)	-	-	-	-
Adjustments in respect of prior years	(232)	(8)	-	-
	(232)	(8)	-	-
Deferred taxation				
Origination and reversal of timing differences	(694)	(124)	-	-
Adjustments in respect of prior years	57	2	-	-
	(637)	(122)	-	-
Tax charge on surplus	(869)	(130)	-	-
Current tax reconciliation				
Surplus for the period before taxation	2,031	9,046	-	-
UK corporation tax rate 25% (2025: 25%)	(508)	(2,259)	-	-
Fixed asset differences	(31)	(56)	-	-
Expenses not deductible for tax purposes	(18,862)	(17,218)	-	-
Income not chargeable to corporation tax	18,731	19,039	-	-
Amounts relating to other comprehensive income or otherwise transferred	-	-	-	-
Capital gains/(losses)	(61)	(70)	-	-
Adjustments in respect of prior periods	(232)	(8)	-	-
Adjustment in respect of prior periods – deferred tax	57	2	-	-
Movement in deferred tax not recognised	(191)	440	-	-
Adjustment in respect of prior periods - deferred tax	-	-	-	-
Other permanent differences	228	-	-	-
Total tax charge/(credit)	(869)	(130)	-	-
Change in tax rate				

The main corporation tax rate was raised from 19% to 25% for tax years starting 1 April 2023.

Regenda Limited

Notes to the Financial Statements For the year ended 31 March 2026

14. Tangible fixed assets - housing properties

Group	<u>Held for letting</u>		<u>Low-cost home ownership</u>		<u>Total</u>
	Completed	Under Construction	Completed	Under Construction	Housing Properties
Property cost	£'000	£'000	£'000	£'000	£'000
At 1 April 2025	587,459	28,683	40,937	-	657,079
Additions	-	11,432	-	-	11,432
Properties acquired	-	-	-	-	-
Schemes completed	36,384	(36,384)	-	-	-
Works to existing properties	7,524	-	-	-	7,524
Impairment of properties	(1,284)	-	-	-	(1,284)
Disposals	(958)	-	(786)	-	(1,744)
At 31 March 2026	629,125	3,731	40,151	-	673,007
Depreciation and impairment					
At 1 April 2025	133,494	-	5,185	-	138,679
Charge for the year	8,382	-	289	-	8,671
Eliminated in respect of impairment	292	-	-	-	292
Eliminated in respect of disposals	(802)	-	(92)	-	(894)
At 31 March 2026	141,366	-	5,382	-	146,478
Net book value					
31 March 2026	487,759	3,731	34,769	-	526,259
At 31 March 2025	453,965	28,683	35,752	-	518,400

Regenda Limited

Notes to the Financial Statements For the year ended 31 March 2026

14. Tangible fixed assets - housing properties [Continued]

Association	Held for letting		Low-cost home ownership		Total
	Completed	Under Construction	Completed	Under Construction	Housing Properties
Property cost	£'000	£'000	£'000	£'000	£'000
At 1 April 2025	584,906	27,956	13,574	-	626,436
Additions	-	11,529	-	-	11,529
Acquired by	-	-	-	-	-
Schemes completed	36,383	(36,383)	-	-	-
Works to existing properties	7,337	-	-	-	7,337
Impairment of properties	(1,284)	-	-	-	(1,284)
Disposals	(957)	-	(288)	-	(1,245)
At 31 March 2026	626,385	3,102	13,286	-	642,773
Depreciation and impairment					
At 1 April 2025	120,697	-	649	-	121,346
Charge for the year	8,109	-	135	-	8,244
Eliminated in respect of impairment	292	-	-	-	292
Eliminated in respect of disposals	(802)	-	(9)	-	(811)
At 31 March 2026	128,296	-	775	-	129,071
Net book value					
31 March 2026	498,089	3,102	12,511	-	513,702
At 31 March 2025	464,209	27,956	12,925	-	505,090
		Group	Group	Association	Association
		2026	2025	2026	2025
		£'000	£'000	£'000	£'000
Components capitalised		7,524	8,037	7,337	7,868
Amounts charged to income and expenditure account		7,876	5,890	7,876	5,890
		15,400	13,927	15,213	13,758

Notes to the Financial Statements For the year ended 31 March 2026

15. Investment properties non-social housing properties held for letting

	Group 2026 £'000	Group 2025 £'000	Association 2026 £'000	Association 2025 £'000
At 1 April 2025	32,448	31,483	23,520	22,625
Additions	64	20	-	20
Other movements	13	-	13	-
Increase/(decrease) in value	(3,338)	945	(3,338)	875
At 31 March 2026	29,187	32,448	20,195	23,520

16. Tangible fixed assets - other

Group	Freehold/ Leasehold Premises £'000	Motor Vehicles £'000	Computers and Office equipment £'000	Fixtures and Fittings £'000	Scheme Assets £'000	Total £'000
Cost						
At 1 April 2025	8,154	688	2,079	3,611	6,767	21,299
Additions	16	-	370	69	224	679
Disposals	-	(260)	(617)	(553)	-	(1,430)
At 31 March 2026	8,170	428	1,832	3,127	6,991	20,548
Depreciation and impairment						
At 1 April 2025	2,665	592	1,225	2,117	4,605	11,204
Charged in year	55	30	360	245	260	950
Elimination on disposal	-	(260)	(617)	(553)	-	(1,430)
At 31 March 2026	2,720	362	968	1,809	4,865	10,724
Net book value						
At 31 March 2026	5,450	66	864	1,318	2,126	9,824
At 31 March 2025	5,489	96	854	1,494	2,162	10,095

Notes to the Financial Statements For the year ended 31 March 2026

16. Tangible fixed assets - other [Continued]

Association	Freehold/ Leasehold premises £'000	Computers and Office equipment £'000	Fixtures and Fittings £'000	Scheme Assets £'000	Total £'000
Cost					
At 1 April 2025	3,454	959	1,079	6,146	11,638
Additions	-	122	5	219	346
Disposals	-	(55)	-	-	(55)
At 31 March 2026	3,454	1,026	1,084	6,365	11,929
Depreciation and impairment					
At 1 April 2025	528	499	640	3,930	5,597
Charged in year	23	197	76	236	533
Elimination on disposal	-	(53)	-	-	(53)
At 31 March 2026	551	643	716	4,166	6,076
Net book value					
At 31 March 2026	2,903	383	368	2,199	5,853
At 31 March 2025	2,926	460	439	2,216	6,041

Regenda Limited

Notes to the Financial Statements For the year ended 31 March 2026

17.	Other intangible assets	Computer Software £'000
	Group	
	Cost	
	At 1 April 2025	949
	Additions	62
	Disposals	(83)
	At 31 March 2026	928
	Amortisation	
	As at 1 April 2025	675
	Charge for the year	139
	Eliminated on disposal	(83)
	At 31 March 2026	731
	Net book value	
	At 31 March 2026	197
	At 31 March 2025	274
18.	Goodwill	£'000
	Group	
	Cost	
	At 1 April 2025	7,969
	Adjustment in the year	206
	At 31 March 2026	8,175
	Amortisation	
	At 1 April 2025	4,053
	Amortisation in year	551
	At 31 March 2026	4,604
	Net book value	
	At 31 March 2026	3,571
	At 31 March 2025	3,916

Regenda Limited

Notes to the Financial Statements For the year ended 31 March 2026

18. Goodwill [Continued]

The goodwill figure shown above relates to goodwill on acquisition of the following subsidiaries:

	£'000
M&Y Maintenance and Construction Limited	1,068
McDonald Property Rentals Limited	687
Alder Training Limited	1,295
Positive Footprints Limited	25
Ecogee Limited	5,100
	8,175

19. Investments in subsidiaries

2026	2025
£'000	£'000

Association

Cost

Investment in M&Y Maintenance and Construction	1,134	1,134
Investment in Alder Care Limited	-	1,600
Investment in The Learning Foundry Limited	678	678
Investment in Positive Footprints Limited	-	212
Investment in Ecogee Limited	7,025	6,819
	8,837	10,443

Impairment

Impairment of investment in Alder Care Limited	-	(1,600)
Impairment of investment in The Learning Foundry Limited	(250)	(250)
Impairment of investment in Positive Footprints	-	(212)
	(250)	(2,062)

Carrying value at 31 March 2026

8,587	8,381
--------------	-------

Notes to the Financial Statements For the year ended 31 March 2026

19. Investments in subsidiaries [Continued]

As required by statute, the financial statements consolidate the results of the following companies which were subsidiaries of the Association as at 31 March 2026:

- Redwing Living Limited
- M&Y (Regenda Partnership) Limited
- M&Y Maintenance & Construction Limited
- Petrus Community Limited
- The Learning Foundry Limited
- Centre 56 Limited
- E Hind & Co Limited
- Templar Homes Limited
- Regenda Developments Limited
- Community Threads (formerly The National Communities Resource Centre Limited)
- Ecogee Limited

The Association has the right to appoint members to the board of all subsidiaries and thereby exercises control over them. Redwing Living Limited is a Registered Provider; Petrus Community Limited, Community Threads (formerly The National Communities Resource Centre Limited) and Centre 56 are registered charities; the other subsidiaries are companies incorporated under the Companies Act 2006.

Regenda Limited is the ultimate parent undertaking.

Further details in relation to subsidiary undertakings is detailed in note 39.

20. Transactions with non-regulated entities

During the year the Association had the following intra-group transactions with non-regulated entities:

	2026 £'000	2025 £'000
M&Y Maintenance and Construction Limited		
Provision of repairs and maintenance services	(38,670)	(43,296)
	<u> </u>	<u> </u>
The Learning Foundry		
Training and refurbishment	(154)	(247)
	<u> </u>	<u> </u>
Petrus Community Limited		
Management of rental schemes	(527)	(335)
	<u> </u>	<u> </u>

Regenda Limited

Notes to the Financial Statements For the year ended 31 March 2026

20. Transactions with non-regulated entities [Continued]

	2026 £'000	2025 £'000
Regenda Developments Limited		
Development and construction schemes	(12,097)	(18,995)
Ecogee Limited		
Provision of energy efficiency retrofit and compliance services	(1,779)	-

21. Fixed asset investment

	Group 2026 £'000	Group 2025 £'000	Association 2026 £'000	Association 2025 £'000
At 1 April 2025	458	473	-	-
Disposals	(124)	(15)	-	-
At 31 March 2026	334	458	-	-

The historical cost of investments is £396,854 (2025: £396,854).

22. Properties held for sale

	Group 2026 £'000	Group 2025 £'000	Association 2026 £'000	Association 2025 £'000
Shared ownership properties				
Work in progress	-	-	-	-

The impairment charge in the year was £nil (2025: £76k).

23. Stock

	Group 2026 £'000	Group 2025 £'000	Association 2026 £'000	Association 2025 £'000
Finished goods and goods for resale	413	163	-	-
Raw materials and consumables	67	-	-	-

24. Debtors

	Group 2026 £'000	Group 2025 £'000	Association 2026 £'000	Association 2025 £'000
Amounts falling due in more than one year				
Other debtors	1,813	1,813	1,813	1,813

Regenda Limited

Notes to the Financial Statements For the year ended 31 March 2026

24. Debtors [Continued]

	Group 2026 £'000	Group 2025 £'000	Association 2026 £'000	Association 2025 £'000
Amounts falling due within one year				
Rent and service charges receivable	3,391	2,981	3,315	2,782
Less: Provision for bad and doubtful debts	(2,495)	(1,890)	(2,451)	(1,742)
Net rent arrears	896	1,091	864	1,040
Trade debtors	2,839	3,295	-	-
Social housing grants receivable	115	115	115	115
Other debtors	2,379	1,474	435	513
Amounts owed by group undertakings	-	-	1,785	1,190
Prepayments and accrued income	5,716	3,426	2,442	1,630
Gross amounts owed by contract customers	4,326	4,714	-	-
Corporation tax	5	5	-	-
Deferred tax	31	668	-	-
Total debtors falling due within one year	16,304	14,788	5,641	4,488
Total debtors	18,119	16,601	7,454	6,301

Other debtors due after more than one year relate to cash security in relation to long term borrowing arrangements.

Amounts owed by group undertakings are interest free and repayable on demand.

25. Cash

	Group 2026 £'000	Group 2025 £'000	Association 2026 £'000	Association 2025 £'000
	14,456	17,828	7,629	8,116

Included within cash balances is £3.6m (2025: £3.4m) relating to client funds that are not available for use by the group, with an equal client fund liability recognised.

Regenda Limited

Notes to the Financial Statements For the year ended 31 March 2026

26. Creditors: amounts falling due within one year

	Group	Group	Association	Association
	2026	2025	2026	2025
	£'000	£'000	£'000	£'000
Debt (note 29)	5,725	5,458	17,569	17,952
Trade creditors	2,923	2,709	49	246
Rent and service charges received in advance	3,728	3,489	3,393	3,143
Amounts owed to group undertakings	-	-	8,061	8,397
Other creditors	5,070	5,626	3,006	4,117
Other taxation and social security	836	795	412	478
Accruals and deferred income	8,961	12,797	3,001	4,140
Recycled capital grant fund (note 30)	2,526	1,569	2,279	1,203
Deferred capital grant (note 31)	2,668	2,649	2,453	2,434
Leaseholder funds	663	632	-	-
	33,100	35,724	40,223	42,110

Amounts owed to group undertakings are interest free and repayable on demand.

27. Creditors: amounts falling due after more than one year

	Group	Group	Association	Association
	2026	2025	2026	2025
	£'000	£'000	£'000	£'000
Recycled capital grant fund (note 30)	2,857	3,888	2,393	3,384
Deferred capital grant (note 31)	229,120	229,237	200,961	200,475
Debt (note 29)	227,121	218,232	227,107	218,207
Sinking funds	2,485	2,444	1,470	1,415
	461,583	453,801	431,931	423,481

28. Provisions for liabilities

	Group	Group	Association	Association
	2026	2025	2026	2025
	£'000	£'000	£'000	£'000
At 1 April 2025	2,768	4,203	-	-
Provision charged to income and expenditure - Caton	(163)	-	-	-
Provision charged to income and expenditure – Fire remedial works	(67)	254	-	-
Onerous contract	-	650	-	-
Other provisions	225	25	-	-
Expenditure	(2,487)	(2,364)	-	-
At 31 March 2026	276	2,768	-	-

Regenda Limited

Notes to the Financial Statements For the year ended 31 March 2026

28. Provisions for liabilities [Continued]

	Fire Safety Work £'000	Caton £'000	Bluebrook £'000	Onerous Contract £'000	Total £'000
At 1 April 2024	3,583	620	-	-	4,203
Charged to income and expenditure	254	-	25	650	929
Expenditure incurred in year	(2,076)	(288)	-	-	(2,364)
At 31 March 2025	1,761	332	25	650	2,768
At 1 April 2025	1,761	332	25	650	2,768
Charged to income and expenditure	(67)	(163)	225	-	(5)
Expenditure incurred in the year	(1,668)	(169)	-	(650)	(2,487)
At 31 March 2026	27	-	250	-	276

29. Debt analysis

	Group 2026 £'000	Group 2025 £'000	Association 2026 £'000	Association 2025 £'000
Due within one year				
Bank loans (note 26)	5,725	5,458	5,719	5,452
Loan from subsidiary undertaking	-	-	11,850	12,500
	5,725	5,458	17,569	17,952
Due after more than one year				
Bank loans	171,460	162,191	171,446	162,166
Notes and debentures	55,000	55,000	55,000	55,000
Loan premium	5,056	5,321	5,056	5,321
Loan set up costs	(4,395)	(4,280)	(4,395)	(4,280)
	227,121	218,232	227,107	218,207
Total	232,846	223,690	244,676	236,159

Regenda Limited

Notes to the Financial Statements For the year ended 31 March 2026

29. Debt analysis [Continued]

	Group 2026 £'000	Group 2025 £'000	Association 2026 £'000	Association 2025 £'000
In one year or less (note 26)	5,725	5,458	17,569	17,952
Between one and two years	6,101	5,744	6,087	5,719
Between two and five years	70,188	54,522	70,188	54,522
In five years or more	95,832	102,966	95,832	102,966
	177,846	168,690	189,676	181,159
M&G Senior Note 4.96% repayable 2043	22,000	22,000	22,000	22,000
M&G Senior Note 5.01% repayable 2048	22,000	22,000	22,000	22,000
M&G Senior Note 5.00% repayable 2053	11,000	11,000	11,000	11,000
	232,846	223,690	244,676	236,159

Security

Bank and other loans are secured by fixed charged on individual properties.

Terms of repayment and interest rates

The loans (other than the M&G notes) are repayable by instalments by up to 15 years and are at fixed or variable interest rates between 2.98% and 10.43%. The group has facilities of £287.2m (2025: £292.6m). At 31 March 2026, the group had undrawn loan facilities of £55m (2025: £70m). The group uses its housing properties as security for all its existing loan facilities.

Three of the loans are bullet repayments due up to 2047.

There is a loan balance of £11.85m at 31 March 2026 in the Association. This is an intercompany loan from Redwing to Regenda. The loan facility permits a total principal amount of £13.0m to be on-lent from Redwing to Regenda. The loan is repayable upon demand. The interest rate on the loan is based on SONIA (plus a margin of 1.1% minus a cost of carry of 0.5%).

The group assessed its bank loans as basic using the criteria in section 11 of FRS 102, although the loan agreements contain two-way breakage clauses.

The group's interpretation of the financial reporting standard is that the clauses do not prevent the loans being accounted for as basic.

	Group 2026 £'000	Group 2025 £'000
Fixed rate	188,472	160,506
Variable rate	43,713	62,137
At 31 March 2026	232,185	222,643

The fixed rate financial liabilities have a weighted average interest rate of 4.53% (2025: 4.49%) and the weighted average period for which it is fixed is 12 years (2025: 15 years).

Notes to the Financial Statements For the year ended 31 March 2026

30. Recycled capital grant fund

	Group 2026 £'000	Group 2025 £'000	Association 2026 £'000	Association 2025 £'000
At 1 April 2025	5,457	4,207	4,587	3,249
Grants recycled	779	1,620	598	1,399
Transfer to/from	-	-	367	346
Grants utilised in the year	(1,075)	(606)	(1,075)	(607)
Interest accrued	222	236	195	200
At 31 March 2026	5,383	5,457	4,672	4,587
Amounts to be released within one year (note 26)	2,526	1,569	2,279	1,203
Amounts to be released in more than one year (note 27)	2,857	3,888	2,393	3,384
	5,383	5,457	4,672	4,587

31. Deferred capital grant income

	Group 2026 £'000	Group 2025 £'000	Association 2026 £'000	Association 2025 £'000
At 1 April 2025	231,886	227,538	202,909	197,199
Grants received in the year	3,652	9,257	3,800	9,257
Released to income in the year	(3,378)	(2,847)	(2,923)	(2,392)
Grant disposed in the year	(372)	(2,062)	(372)	(1,155)
At 31 March 2026	231,788	231,886	203,414	202,909
Amounts to be released within one year (note 26)	2,668	2,649	2,453	2,434
Amounts to be released in more than one year (note 27)	229,120	229,237	200,961	200,475
	231,788	231,886	203,414	202,909
Government funding received	317,474	313,674	271,437	267,636
Grants amortised to date (contingent liabilities)	(85,686)	(81,788)	(68,023)	(64,727)
	231,788	231,886	203,414	202,909

Notes to the Financial Statements For the year ended 31 March 2026

32. Net pension liability

Social Housing Pension Scheme (Group and Association)

The Association participates in the Social Housing Pension Scheme (the Scheme), a multi-employer scheme which provides benefits to some 500 non-associated employers. The Scheme is a defined benefit scheme in the UK.

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

The last triennial valuation of the scheme for funding purposes was carried out as at 30 September 2020. This valuation revealed a deficit of £1,522m. A recovery plan has been put in place with the aim of removing this deficit by 30 September 2026.

The Scheme is classified as a 'last-man standing arrangement'. Therefore, the Group is potentially liable for other participating employers' obligations if those employers are unable to meet their share of the scheme deficit following withdrawal from the Scheme. Participating employers are legally required to meet their share of the Scheme deficit on an annuity purchase basis on withdrawal from the Scheme.

For financial years ending on or after 31 March 2019, it is possible to obtain sufficient information to enable the Group to account for the Scheme as a defined benefit scheme.

For accounting purposes, an actuarial valuation of the scheme was carried out with effective date of 31 March 2025. The liability figures from each valuation are rolled forward to the relevant accounting dates, if applicable, and are used in conjunction with the Group's fair share of the Scheme's total assets to calculate the Group's net deficit or surplus at the accounting period start and end dates.

Present values of defined benefit obligation, fair value of assets and defined benefit asset/(liability)	2026 £'000	2025 £'000
Fair value of plan assets	34,104	32,117
Present value of defined benefit obligation	(37,473)	(37,270)
Deficit in plan	(3,369)	(5,153)
	2026 £'000	2025 £'000
Defined benefit obligation at start of year	37,270	40,447
Expenses	49	34
Interest expense	2,129	1,949
Actuarial (gains)/losses due to scheme experience	33	1,405
Actuarial (Gains)/losses due to changes in demographic assumptions	332	(5,080)
Actuarial (Gains)/losses due to changes in financial assumptions	(560)	-
Benefits paid and expenses	(1,780)	(1,485)
Defined benefit obligation at end of period	37,473	37,270

Notes to the Financial Statements For the year ended 31 March 2026

32. Net pension liability [Continued]

Reconciliation of opening and closing balances of the fair value of plan assets	2026 £'000	2025 £'000
Fair value of plan assets at start of year	32,117	32,888
Interest income	1,882	1,624
Experience on plan assets (excluding amounts included in interest income) (loss)/gain	(64)	(2,834)
Contributions by the employer	1,949	1,924
Benefits paid and expenses	(1,780)	(1,485)
Fair value of plan assets at end of year	34,104	32,117

The actual return on the plan assets (including any changes in share of assets) over the year ended 31 March 2025 to 31 March 2026 was a gain of £1,818,000 (2025: loss of £1,210,000).

Defined benefit costs recognised in Statement of comprehensive income	2026 £'000	2025 £'000
Expenses	49	34
Net interest expense	247	325
Defined benefit costs recognised in Statement of comprehensive income	296	359

Defined benefit costs recognised in other comprehensive income	2026 £'000	2026 £'000
Experience on plan assets (excluding amounts included in net interest cost) - loss	(64)	(2,834)
Experience gains and losses arising on the plan liabilities - (loss)/gain	(33)	(1,405)
Effects of changes in the demographic assumptions underlying the present value of the defined benefit obligation – (loss)	(332)	-
Effects of changes in the financial assumptions underlying the present value of the defined benefit obligation - gain	560	5,080
Total amount recognised in other comprehensive income - gain/(loss)	131	841

Notes to the Financial Statements For the year ended 31 March 2026

32. Net pension liability [Continued]

	2026 £'000	2025 £'000
Assets		
Absolute Return	-	-
Alternative Risk Premia	-	-
Credit relative value	-	-
Distressed Opportunities	-	-
Emerging markets debt	-	-
Liquid Alternatives	6,073	5,956
Global equity	3,779	3,598
Infrastructure	1	5
Insurance-linked securities	51	99
Liability driven investment	10,398	9,728
Long lease property	-	9
Net current assets	332	69
Private debt	-	-
Property	1,665	1,609
Risk sharing	-	-
Secured income	1,035	536
Opportunistic Illiquid Credit	-	-
High yield	-	-
Real Assets	3,211	3,845
Cash	7	436
Private equity	73	28
Currency hedging	(1)	51
Private credit	4,117	3,931
Credit	1,358	1,228
Investment Grade Credit	2,005	989
Total assets	34,104	32,117

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

	2026 % per annum	2025 % per annum
Key assumptions		
Discount rate	6.14%	5.86%
Inflation (RPI)	3.29%	3.09%
Inflation (CPI)	3.03%	2.79%
Salary growth	4.03%	3.79%
Allowance for commutation of pension for cash at retirement	75% of maximum allowance	

Notes to the Financial Statements For the year ended 31 March 2026

32. Net pension liability [Continued]

The mortality assumptions adopted at 31 March 2026 imply the following life expectancies:

Key assumptions	Life expectancy at age 65	
	2026 (Years)	2025 (Years)
Male retiring in 2026	20.9	20.5
Female retiring in 2026	23.2	23.0
Male retiring in 2045	22.2	21.3
Female retiring in 2045	24.6	24.5

33. Share capital

	Association 2026 £	Association 2025 £
Allotted, issued and fully paid		
At 1 April 2025 and 31 March 2026	9	9

The share capital of the association consists of shares with a nominal value of £1 each, which carry no rights to dividends or other income. Shares in issue are not capable of being repaid or transferred. When a shareholder ceases to be a member, that share is cancelled, and the amount paid thereon becomes the property of the Association. Therefore, all shareholdings relate to non-equity interests.

34. Reserves

Reserves are made up of the following:

- Restricted reserves relate to a Gift Aid reserve in the Association, for which there has been no movement in the year or prior year, as well as restricted reserves in Community Threads (formerly The National Communities Resource Centre Limited) and Petrus Community Limited which are restricted for various reasons in line with the Charities' objectives.
- The endowment fund principally comprises a legacy received in 2005 in Petrus Community. The trustees have the discretion to spend the capital (an expendable endowment), but their intention is to maintain the capital and use the investment income arising for the benefit of the homeless people under the terms of the legacy.
- Revenue reserve - these are the accumulated designated and income and expenditure reserves for the Group. Distribution is restricted by the corresponding company's rules.

Notes to the Financial Statements For the year ended 31 March 2026

35. Capital commitments

	Group 2026 £'000	Group 2025 £'000	Association 2026 £'000	Association 2025 £'000
Capital expenditure				
Capital expenditure that has been contracted for but has not been provided for in the financial statements	16,966	13,746	16,966	13,746
Capital expenditure that has been authorised but has not yet been contracted for	1,967	-	1,967	-
	18,933	13,746	18,933	13,746

Capital commitments will be funded from cash reserves and planned future borrowing.

36. Operating leases

	Group 2026 £'000	Group 2025 £'000	Association 2026 £'000	Association 2025 £'000
Land and buildings:				
In one year or less	90	193	-	-
Between one and five years	543	897	-	-
In more than five years	270	400	-	-
	903	1,490	-	-
Office equipment, computer equipment and motor vehicles:				
In one year or less	802	762	7	7
Between one and five years	846	1,051	5	13
	1,648	1,813	12	20

37. Contingent liabilities

The Group receives capital grant from Homes England which is used to fund the acquisition and development of housing properties and their components. In certain circumstances upon disposal of grant funded properties, the group is required to recycle grant by crediting the Recycled Capital Grant Fund.

During financial year 2017/18, 1,201 properties were transferred from Redwing Living to Regenda Homes as part of an intra-group stock transfer with an associated grant value of £24.0m. The transfer resulted in a surplus on sale of £36.7m which is recorded in the Statement of Comprehensive Income of Redwing Living Limited.

Although the stock transfer has not given rise to a relevant event for the purposes of recycling the grant (as the group retains the property asset) Regenda Homes Limited does have a future obligation to recycle the grant if the property is disposed of.

As no relevant event giving rise to an obligation to recycle the grant has occurred at the reporting date, no provision has been recognised. The timing and occurrence of any future disposal remains uncertain and the potential obligation is therefore disclosed as a contingent liability.

Notes to the Financial Statements For the year ended 31 March 2026

38. Cash flow from operating activities

	Group 2026 £'000	Group 2025 £'000
Surplus for the year	1,162	8,916
Adjustments for non-cash items:		
Depreciation of tangible fixed assets – housing properties	8,667	8,790
Depreciation of tangible fixed assets – other	950	913
Impairment	1,577	(501)
Amortisation of grant	(3,378)	(2,847)
Movement in debtors	(2,297)	(2,254)
Movement in creditors	(2,114)	1,166
Movement in provisions	(2,492)	(1,435)
Pension costs less contributions payable	(1,653)	(1,565)
Movement in properties held for sale/stock	(250)	318
Amortisation of intangibles	690	598
Unwinding of loan premium	(265)	(265)
Bank loans EIR adjustment	(298)	-
RCGF interest accrued	222	-
Acquisition accounting adjustment	(205)	-
Amortisation of debt issue costs	172	(5)
Loss on fixed asset investment	124	15
Deferred tax movement	637	130
Interest receivable	(316)	(510)
Interest payable	10,103	9,582
Surplus on sales of assets	(1,144)	(1,866)
Fair value (gains)/losses	3,326	(945)
Net cash generated from operating activities	13,218	18,235

39. Related parties

During the year, Gift Aid of £835k (2025: £2,423k) was paid by subsidiary undertakings, comprising £618k (2025: £277k) from M&Y Maintenance and Construction, £37k (2025: £98k) from Regenda Developments, £180k (2025: £2,031k) from Ecogee Limited and £nil (2025: £17k) from The Learning Foundry. Of the total Gift Aid paid, Regenda Limited received £655k and Centre 56 £180k.

Transactions with other members of the group are disclosed in note 20.

Notes to the Financial Statements For the year ended 31 March 2026

39. Related parties [Continued]

The following are subsidiaries whose results have been incorporated into the consolidated accounts on the basis of Regenda exercising effective control:

Organisation	Status	Country	Principal activity	Basis of control
Redwing Living Limited	Co-operative and Community Benefit Society	England	Registered provider	Control over Board membership
M&Y Maintenance and Construction Limited	Company limited by shares	England	Registered Contractor	Ownership of share capital and control over Board membership
Petrus Community	Charity	England	Registered Charity providing community support	Control over Board membership
M&Y (Regenda Partnership) Limited	Company limited by shares	England	Property repairs and build services	Ownership of share capital and control over Board membership
The Learning Foundry Limited	Company limited by shares	England	Training Provider	Ownership of share capital and control over Board membership
Centre 56 Limited	Charity	England	Provide assistance to families in necessitous circumstances	Ownership of share capital and control over Board membership
Regenda Developments Limited	Company limited by shares	England	Developments Agent	Ownership of share capital and control over Board membership
Community Threads (formerly The National Communities Resource Centre Limited)	Charity	England	Registered Charity providing community support	Control over Board membership
Ecogee Limited	Company limited by shares	England	Provision of energy solutions	Ownership of share capital and control over Board membership