



Ark[®]

Ark Housing Association Limited

**ANNUAL REPORT AND CONSOLIDATED
FINANCIAL STATEMENTS**

For the Year Ended

31 March 2025

**(Co-operative & Community Benefit Society No. 1899RS)
(Scottish Housing Regulator Registration No. 66)
(Scottish Charity No. SC015694)**

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BOARD OF MANAGEMENT, DIRECTORS, AND ADVISORS

Board of Management

Ian Logan (Chair)
Lucy Robertson (resigned 26 September 2024)
Catriona Clarke*
Oliver Saint
Dr Darcy Black#
Craig Unsworth
Jane Dunlop* (appointed 26 September 2024)

Richard Stark# (appointed 26 September 2024)
David Proudfoot*
Joanna Mansell#
Donna Downie
David Belfall (resigned 5 August 2024)
Isla Gray* (appointed 26 September 2024)
Kerrie Mitchell# (appointed 26 September 2024)

* Audit Finance & Risk sub-committee member

Business Performance & Compliance sub-committee member

Chief Executive and Directors

Bobby Duffy
Victoria Knox

Tom Leftley
Mark Hall
Caryn Innes

Chief Executive
Director of Workforce Strategy and Business Transformation
Director of Finance & Digital Improvement
Director of Care & Support
Director of Development & Customer Experience

External Auditor

CT Audit Limited
Chartered Accountants and
Statutory Auditor
61 Dublin Street
Edinburgh EH3 6NL

Bankers

The Royal Bank of Scotland plc
Corstorphine Branch
239 St Johns Road
Edinburgh EH12 7XA

Internal Auditor

TIAA Ltd
Business Support Centre
53-55 Gosport Business Centre
Aerodrome Road
Gosport
Hampshire
PO13 0FQ

Solicitors

T C Young
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Registered Office

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REPORT OF THE BOARD OF MANAGEMENT

The Board of Management presents its report and audited financial statements for the year ended 31 March 2025.

Purpose, Vision, Mission, Values, Objectives

Purpose

As a not-for-profit charity and registered social landlord, Ark is driven by its social purpose which is to “provide for the relief of those in need by reason of age, ill-health, disability, financial hardship or other disadvantage through the provision, construction, improvement and management of land and accommodation and the provision of care”.

Vision

Our vision is of “inclusive communities where quality of housing and care enable people to thrive and live a good life”. Ark works every day to break down barriers for the people we serve, our tenants and supported people.

Through our housing teams, we work to ensure our tenants are not financially excluded by mitigating the impact of welfare reforms, keeping rents affordable, and alleviate the impact of rising fuel costs by ensuring our housing is energy efficient.

We provide care and support to one of the most marginalised and vulnerable group of people in society. Our vision is that through our work and the work of others, this group will be enabled to become active citizens in the communities in which they live.

Mission

Our mission is to “create the best possible customer outcomes through our highly skilled people, the provision of high quality affordable homes and excellent care”. Good quality housing and high quality care are therefore essential to enable Ark to achieve its vision.

Values

Arks' Values are true to the core purpose of the organisation and the services we deliver. They determine our behaviours, and what we should expect in our relationships with one another. Working within the following values will guide and help us deliver our vision and mission of Ark being an organisation where everyone is equal:

- **Trust:** We have confidence in our people to deliver excellent services and trust in them to do so. We will develop trusting and honest relationships and our customers will feel assured that they can rely on us to deliver;
- **Respect:** We treat everyone fairly and we listen. We are respectful of each person with whom we come into contact and expect our people to respond professionally and treat others as they would wish to be treated;
- **Understanding:** We will operate with empathy and compassion and approach each situation with an open mind. We will question and challenge to ensure we achieve the right outcomes for customers and our people;
- **Equality:** We believe everyone is equal and expect our people to create positive experiences where everyone feels valued and included; and
- **Integrity:** We will do the right thing and take responsibility for our actions. We will work together to uphold the highest standards of behaviour and practice.

REPORT OF THE BOARD OF MANAGEMENT (continued)

Objectives

Ark's 5-year Business Plan, 2020-25 set out four overarching strategic aims, which were developed in response to the feedback we have received, through a significant piece of customer and employee engagement work in 2019 which we believe will deliver for the communities we serve in Ark. Our strategic aims are to:

- Have a reputation for excellence and be recognised as a high-quality provider of housing and care;
- Be known as an excellent employer where employees will enjoy rewarding careers;
- Build our technological and digital capability to support a successful business;
- Have in place Leadership to create a culture of excellence throughout the business.

We implemented our new Strategy 2023-26 in April 2023, and we retained the strategic aims we set out in the original business plan as we believe they remain the correct overarching guiding strategic aims for Ark. The key focus of the new strategy is to build on the work already begun through the original business plan, which seeks to respond to the emerging priorities of the past few years.

We continued to make good progress in year two of the strategy, notably delivering the following corporate objectives:

- Delivered all milestones in year one of the Care and Support Strategy.
- Relocated to Ark's Head Office from the Priory to Edinburgh Business Park.
- Delivered key milestones in the Asset Management Strategy, including the decommissioning and sale of the Priory with planning permission which helped us achieve above our budgeted sale price.
- Implement the Critical and High Priority recommendations from the external Compliance Audit, which has ensured 100% compliance across all key compliance areas.
- Delivered all aspects of the Housing and Asset Management Service Improvement Plan, which guides our work in the improvement of our social housing for our tenants.
- Completed a Governance Review, creating a new governance structure, which includes a new Group Subsidiary Board, independent from the main Board and new sub committees, to support the work of the Board.

We have been engaged in a significant amount of planning over the last few years, as we seek to put the building blocks in place for our future, our focus moving forward will be on delivering those plans for the benefit of our customers and our employees

Structure, Governance and Management

Ark is incorporated under the Co-operative and Community Benefit Societies Act 2014 and is registered by the Financial Conduct Authority. Ark, a Registered Social Landlord and a registered charity, was established in 1977 under a Memorandum of Association which established the objects and powers of the Association.

Ark is governed by a voluntary Board of Management (the Board) and the management of Ark is delegated by the Board to the Executive Officers. Governance, management policies and procedures that set the parameters for those matters to be dealt with by the Board, and those which can be dealt with by the Executive Officers, have been approved by the Board. Meetings of both parties are held on a regular basis throughout the year and are conducted in accordance with Arks' reporting procedures.

REPORT OF THE BOARD OF MANAGEMENT (continued)

Following a Governance Review the Board established two new sub-committees to replace the Finance Committee and the Audit Committee, they are the Audit, Finance and Risk Committee and the Business Performance and Compliance Committee. Each sub-committee has specific terms of reference agreed by the Board with several aspects of decision-making being delegated to the sub-committee from the Board. Each committee is chaired by a member of the Ark Board.

The Board also established an Executive Committee with delegated authority for decision-making in particular circumstances. The Board and Executive Officers of Ark serving during the year are listed on page 1.

Each member of the Board holds one fully paid share of £1 in Ark. The Executive Officers of Ark hold no interest in Arks' share capital and, although not having the legal status of Directors, act as Executives within the authority delegated by the Board.

Ark has a documented policy for recruitment to the Board and the recruitment process is structured in such a way as to ensure that those appointed to the Board have the required diversity of skills, interests and experience. Ark has established twice-yearly induction days and is creating additional learning days for Board members to ensure they maintain and enhance their contribution to Board Governance. Continuous learning requirements will be captured through a Board Effectiveness Survey.

Ark has two fully controlled subsidiaries in Ark Services Limited and Ark Commercial Investment Limited.

Ark Services Limited was set up to develop housing for those who are aged, infirm or disabled and in need of housing and associated amenities. As a registered charity, it was able to access Special Needs Capital Grant funding which was not available to Housing Associations.

Ark Commercial Investment Limited was set up as a vehicle to provide student accommodation in a former care home. As a commercial entity it leased the building from Ark and established a management contract to ensure high levels of occupancy throughout the year.

Ark has in place a management service contract with Ark Services Limited and Ark Commercial Investment Limited to provide management and professional services to these organisations.

The financial statements of Ark Services Limited and Ark Commercial Investment Limited are consolidated in the Ark Group financial statements.

Financial Review

The Group's turnover for the year ended 31 March 2025 totaled £27,266k (2024: £24,793k). The main source of income for the Group includes the provision of care and support services of £22,757k (2024: £20,518k). The remainder of the Group's income is primarily derived from the social rental of housing property, with net rental income of £4,509k (2024: £4,275k).

Operating costs for the Group in the year totaled £25,858 (2024: £24,592k), largely comprising of the following:

- Care and support activity costs of £22,360k (2024: £20,899k), which are primarily employee costs;

REPORT OF THE BOARD OF MANAGEMENT (continued)

- Management and maintenance administration costs associated with affordable letting activities totaling £1,533k (2024: £1,531k);
- Planned and reactive maintenance costs of £775k to our social letting properties (2024: £1,014k); and
- Depreciation expenditure for social housing assets of £977k(2024: £844k).

The Group generated an operating surplus of £1,408k or 5.1% (2024: £201k surplus or 0.8%). Other expenditure in the year includes £58k of interest due on loan funding (2024: £88k).

Total comprehensive income for the year of £1,675k (2024: £1,434k loss) includes a net £128k increase (2024: £1,702k decrease) in respect of the annual actuarial valuation of the Scottish Housing Associations' Pension Scheme ("SHAPS").

Cashflows

The cash flow statement of the Group is shown on page 25. Ark generated £1,096k on operating activities (2024: £1,133k), a decrease of £37k on the prior year. Cash and cash equivalents in the year increased by £950k (2024: increased by £318k), to £9,161k (2024: £8,211k).

Treasury Management

The Board reviews Ark's treasury management arrangements annually. Cash funds are held in instant access and a range of longer-term notice or deposit accounts.

Readily liquefiable assets are held at a balance of at least an amount equivalent to two months cashflow expenditure (approximately £3,700k), which is considered sufficient to cover operational working capital requirements.

Borrowings are secured based on a mix of fixed and variable rate finance. Approximately 42% of Group funds are secured on a fixed borrowing rate and 58% on a variable rate.

Fixed Assets

The cost of Ark's housing properties after depreciation is £27,195k (2024: £25,463k). These have been funded principally through a combination of Housing Association Grant and other grants, private finance, and internal resources. The market value of Ark's housing properties is substantially higher than the net book value and is sufficient to meet all asset value related loan covenants.

Reserves Policy

The Association operates with three principle reserves; a revenue reserve, designated reserve, and a restricted reserve.

Revenue reserve

The revenue reserve includes amortised historic grant received in respect of new build housing properties, and specific projects for which subsidy has been received. These grants have been invested for the specific purposes prescribed in the related grant conditions. The Association has no ability to realise new cash from this element of reserves, since selling the related assets which were constructed

REPORT OF THE BOARD OF MANAGEMENT (continued)

or improved with the grant funds would trigger clawback conditions and require repayment of grant to the Scottish Government or other grant providers.

The residual amount of revenue reserves, not represented by grant, may be invested by the Association in line with its 30-year financial plan. Such investment is subject to the Association maintaining a viable financial profile over the life of its financial plan, as well as approval by the Board of Management. In approving the financial plan annually, the Board will take into account projected compliance with loan covenants, as well as the impact of sensitivity analysis and other risk factors which may apply.

At 31 March 2025 revenue reserves stood at £17,736k (2024: £16,061k), a £1,675k increase on prior year.

Designated reserve

Designated reserves are funds which have been set aside to meet future spending. Details of which are set out in note 12. At 31 March designated reserves stood at £348k (2024: £331k).

Restricted reserve

Restricted reserves are funds that have been donated to the Association for specific purposes. Details of which are set out in note 13. At 31 March restricted reserves stood at £32k (2024: £44k).

Business Review

This review refers to Ark Housing Association only. Equivalent material for its subsidiaries, Ark Services Ltd and Ark Commercial Investment Ltd, is included in their separate Annual Reports and Financial Statements.

Housing & Customer Services

The 2024/25 financial year was another busy year for the Housing Team. A re-structure within the Housing & Assets Teams took effect from the 1st April, 5 new staff members joined the two teams and existing staff members saw a change in their job responsibilities. We continued to bed in the new housing management system and maximised opportunities to streamline our processes supporting our on-going commitment to quality improvement.

Stock turnover in the year stayed at a similar level to the previous year at 5.05%, however we took handover of 20 new build properties within Livingston, letting a total of 44 properties in the year. Our average re-let time increased from 24 days to 33 days, but our overall void loss reduced from 0.7% to 0.55% of the total rent debit. A number of our tenants continued to experience financial hardship with arrears levels increasing from 1.21% the previous year to 1.7% at 31st March 2025, with 4 cases being taken to court for rent arrears throughout the year.

We facilitated 353 emergency repairs throughout the year, with an average response time of 7.7 hours, an improvement of 2.2 hours on 2024-25. In relation to non-emergency repairs a total of 1023 jobs were completed, with an average response time of 10.1 days, taking on average 2.7 days longer to complete these repairs. We started a contractor procurement exercise for the reactive repairs and void repair services during the year and aim to have these new contractors on board in the early part of 25/26.

Year-end results also contained within our annual returns to the Scottish Housing Regulator include:

REPORT OF THE BOARD OF MANAGEMENT (continued)

Average time to complete emergency repairs	7.70 hrs
Average time to complete non-emergency repairs	10.10 days
% of reactive repairs completed right first time	96.77%
% of tenants who have had repairs or maintenance carried out in last 12 months satisfied with the repairs and maintenance service	72.97%

Asset Management

During the financial year the asset team delivered over £140k in component replacements across Ark HA's housing stock.

Over the past year we also completed 8 Stage-3 adaptations totaling £45,450 which was funded by Scottish Government. We currently have 4 applications at the year-end awaiting works. The adaptation programme was significantly reduced this year mainly due to lower level of grant funding provided by Scottish Government.

New Build Development

The approved five-year financial plan includes capacity to build 101 units over the next five years. Our first development in over 10 years, delivering 20 new net-zero in heat emissions social homes in Livingston, was completed in July 2024.

During the year the Board also approved delivery of a further 12 properties using modern methods of construction at our site in Penicuik with works commencing in July 2024. The original practical completion date was scheduled to happen in February 2025. The original contractor went into Administration in January 2025, and the site stalled for 6 weeks. A new contractor has been procured to complete the works; we anticipate completion being achieved in September 2025.

Several pipeline development opportunities, as well as commercial investment opportunities for the purchase of new build homes for market rent, are currently being progressed through the development process and anticipate our first purchase to be made in 2025/26.

Care & Support

Our priority in Care & Support has continued to be improving the quality of life, safety and wellbeing of the people we support and our staff.

We have seen a marked reduction in agency spend over the course of the year, despite the continuing recruitment and retention challenges across the Adult Social Care sector. Additional measures implemented to improve recruitment and retention have contributed to this. Improved rota management processes have also contributed to this.

Seven of our ten registered services have been inspected during the year. The services inspected were Ark Tayside, Ark Edinburgh, Ark Fife East, Ark Forth Valley, Ark Moray, Ark Fife West and Ark Grangemouth.

For quality indicator 'How well do we support people's wellbeing?', the services were graded 5 (Very Good), 4 (Good) and 3 (Adequate). For quality indicator 'How good is our staff team?', the services were graded 5 (Very Good), 4 (Good) and 3 (Adequate). Ark Moray was inspected on 'How good is

REPORT OF THE BOARD OF MANAGEMENT (continued)

our leadership?' and was graded 4 (Good). Ark Edinburgh was inspected on quality indicator 'How well is our care planned?' and was graded 3 (Adequate).

We offer regular opportunities for the people we support to provide feedback regarding the quality of our service. The optional 'How Are We Doing' form is included in all 6 monthly Support Plan Reviews. This year we received 612 forms which provide valuable information that our services can use to direct continuous improvement initiatives. Organisational-wide feedback provided via this method includes:

- 94% of respondents said they were always happy with the support they get
- 96% of respondents said they were always treated with respect during their support time
- 98% of respondents said they knew who to speak to if they wanted to make changes to their support

Care and Support Strategy

We began implementation of our Care and Support Strategy early into 2024/25 with staff consultations prior to recruitment into new roles. The new roles, as part of the Practice Development Team employed to deliver on the Positive Behaviour Strategy and develop our Practice Leadership model, include a Practice Development Manager and three Practice Leaders. The new roles, as part of the Resource Coordinator Team employed to develop our digital rota management approach, include a Senior Resource Coordinator and four Resource Coordinators. All roles were recruited to successfully and both teams are now deployed across a range of services with clear implementation plans.

Staff benefits were also included as part of the C&S Strategy and included an Enhanced Overtime Rate of £1.50 on top of staff's hourly base rate for any hours worked over their full-time contracted hours. This was implemented in November 2024 and will be reviewed as part of the strategy roll-out.

Participation

Opportunities for tenants and supported people to participate in the work of Ark have continued positively with our new Participation Officer. There are 12 Speak Out Groups in care and support services and 15 Speak Out Workers, who are support staff, to facilitate them. The Voices Group is an opportunity for supported people to share news and achievements. Supported people presented at the AGM and have been heavily involved in recruitment panels for new staff across all departments in the organisation.

Learning & Development

Ark is committed to investing in all staff, ensuring they feel confident and competent to deliver a high-quality service to customers. We have a dedicated Learning and Development ("L&D") function to support an on-going delivery programme, aligned with the needs of the business. We operate a blended approach of classroom based, e-learning, and digital classroom solutions to improve our range of offering and accessibility.

We also continue to deliver high quality SVQ qualifications and are audited regularly by the SQA to ensure our internal accredited centre operates at a high standard. We support our staff to meet their regulatory SSSC registration target within the required timescales, to allow them to deliver essential services in the Social Care Sector.

REPORT OF THE BOARD OF MANAGEMENT (continued)

Employee Engagement

We operate an Employee Forum, the Employee Voices Group, to work in partnership with our people to understand how we can improve the working experience. The Group's aim is to improve engagement and communication to ensure that our teams are part of decision-making processes and shape the future of the organisation.

Ark recognises Unite the Union and have a longstanding Recognition Agreement in place. Consultation with staff representatives and a full-time Union Official takes place on a regular basis through meaningful discussions on all staff related matters. We work in partnership on issues affecting the sector and have carried on the excellent relationship we have enjoyed over the years.

Funds held as Custodian Trustee on Behalf of Others

During the year we held 139 (2024: 142) bank accounts in trust on behalf of people we support. These accounts are kept separate from funds held by the Association and controls monitored by the Care Inspectorate are in place to ensure the safe custody of said funds.

Risk and Control Framework

The Association recognises the importance of effective identification, evaluation and management of all key strategic and operational risks. This is a requirement set out by the Scottish Housing Regulator's Regulatory Standards:

"The governing body bases its decisions on good quality information and advice and identifies and mitigates risks to the organisation's purpose".

Risk management is a key element of the Association's overarching governance arrangements and it demonstrates that the Association has considered those areas which put the achievement of its strategic objectives under threat, that it has analysed the consequences of things going wrong and identified the actions and controls needed to prevent or limit these consequences.

The Audit, Finance & Risk Sub-Committee advises the Board on its risk management processes, along with issues of control and governance and has a remit from the Board to monitor and review internal and external audit functions, compliance with relevant statutory regulations, compliance with our policies and procedures and health and safety management.

We also have in place a system of exception reporting to the Executive Officers and Audit, Finance & Risk Sub-Committee. This includes remedial risk assessment and action reports, ensures that learning and improvement from Reporting of Injuries, Diseases and Dangerous Occurrences Regulations and serious incidents is identified and acted upon. We maintain a Strategic Risk Register to ensure that, once they are identified, risks are monitored, managed and reported. This is reported to the Board twice per year.

We also operate an organisational regulatory checklist that is reviewed each month by officers. In respect of Health and Safety, the checklist is supported by our Health and Safety checks and audit system.

REPORT OF THE BOARD OF MANAGEMENT (continued)

The services provided by us, in particular to those with learning difficulties, are inherently risky; however, we have in place policies, procedures, and guidelines to manage these risks. Risk assessments are carried out for each supported person and are regularly reviewed.

Within Care and Support, a regular system of reviews is in place, which is carried out at various management levels to ensure that risks to supported people and our employees are properly managed and to support best practice.

Principal strategic risks facing the Association, and mitigations, are noted below:

Risk	Mitigation
Failure to meet regulatory standards	The Board and Executive Team have in place a robust Governance framework to ensure compliance with regulatory standards and effective systems to monitor and accurately report delivery of objectives and financial performance across the business.
Failure to maintain financial sustainability	Ark have developed a financial strategy that provides the framework and guidance for all key financial and investment decisions. Five-year financial plans are reviewed on an annual basis by the Board, with regular management account updates presented throughout the year.
Failure to prevent significant cyber security event creating major disruption to all Ark systems.	Annual Penetration testing to ensure that all external facing systems are secure Bi-monthly reminders to highlight awareness around phishing attacks. Daily/weekly checks in place and periodic restore tests carried out and updated BC tests carried out twice a year by external supplier. Full test restores from backup are scheduled bi-annually. Full ICT disaster recovery tested annually and lessons learned documented.

Our Strategic Priorities for 2023-2026

Our 2023-26 Corporate Plan sets out four strategic aims we identified as part of the last business plan as we strongly believe they will inspire our work over the next three years; they are clear aspirations for everyone in Ark to aim for and they describe explicitly, the organisation we are striving to become.

- **Delivering High Quality Housing and Care**

Ark aims to build a reputation for excellence and be recognised as a high-quality provider of housing and care; we have already made good progress in improving both our care and our housing offering and we have now identified several key strategic priorities to continue the improvements we have made to ensure we realise this strategic aim.

We have created a new vision for Care and Support and have begun to implement a bespoke care and support delivery model; we are now in year two of the Care and support Strategy which aims to create the structure and resources to delivery high quality care to our supported people; we launched our Housing Development Strategy in April 2023 with a target to build or acquire 101 new homes and we completed our first 20 unit development in Livingston in the summer of 2024. Ark's Asset Management Strategy, launched in June 2023 sets out the long-term plans for the improvement in the quality of our existing stock and we now have a published investment programme which demonstrates how we will make the improvements across our housing stock in the next year.

- **Ark as an Excellent Employer**

Our people are essential to any ambitions and success we have as an organisation and it is incumbent upon us to create an organisation where people can flourish and enjoy a rewarding career; where people feel valued and recognised for the difference they make every day; where we have in place a

REPORT OF THE BOARD OF MANAGEMENT (continued)

set of people policies that supports our teams and where we ensure the health and well-being of our people by offering appropriate and effective support. We have implemented our People Strategy, which aims to ensure the wellbeing of our people whilst ensuring they are supported to develop the skills and competencies to support our customers to live a good life.

- **Build our Technological and Digital Capability**

At Ark we aim to build our technological and digital capability to a level where it will support the business to be successful. We will improve our technological and digital capability by providing our people with well-designed software and technology that in turn results in an excellent customer experience. Our ability to get more from our systems, data and technology will provide our people with better insight and intelligence to allow them to identify and proactively address operational issues and deliver excellent customer service.

- **Creating a culture of Excellence**

Ark aspires to achieve excellence, however this outcome is only possible if achieving excellence is embedded within the culture of the organisation. We wish to create plans for improved communication and engagement across the organisation and in the external environment. This requires the Leadership of Ark to be proactive with all our people across the organisation and deliver a consistent message that excellence is what we should all be aspiring to.

Creation of this focus and culture is ultimately to the benefit of Ark's customers who would be in receipt of services that our people will be proud to be part of, as they will deliver the positive outcomes that are important to our customers.

This approach is underpinned by robust and compliant Governance systems and processes, and we will create a framework where Governance becomes tangible within Ark and all of our people, including the Board understand the role they play in delivering good governance for Ark.

Going Concern

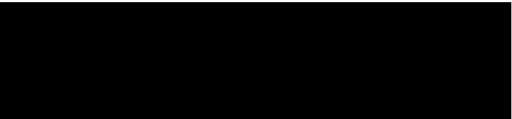
The Board of Management has reviewed the results for this year and has also reviewed the projections for the next five years. The Board, therefore, has a reasonable expectation that we have adequate resources to continue in operational existence for the foreseeable future. For this reason, the going concern basis has been adopted in these financial statements.

More details on the Board's assessment of the use of the going concern basis is provided in Note 2.

Auditors

A resolution to re-appoint CT Audit Limited as auditors for the ensuing year will be proposed at the annual general meeting.

By order of the Board of Management


Ian Logan (Chair)
28 August 2025

Lochside House
Ground Floor West Suite
3 Lochside Way
Edinburgh
EH12 9DT

STATEMENT OF BOARD'S RESPONSIBILITIES IN RESPECT OF THE REPORT OF THE BOARD OF MANAGEMENT AND THE FINANCIAL STATEMENTS

The Board is responsible for preparing the Board's Report and the financial statements in accordance with applicable law and regulations.

Co-operative and Community Benefit Society law requires the Board to prepare financial statements for each financial year. Under that law the Board has elected to prepare the financial statements in accordance with UK Accounting Standards, including FRS 102 The Financial Reporting Standard applicable in the UK and Republic of Ireland.

The financial statements are required by law to give a true and fair view of the state of affairs of the association and of the income and expenditure of the association for that period.

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

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

The Board is responsible for keeping proper accounting records of account that disclose with reasonable accuracy at any time the financial position of the association and to enable it to ensure that its financial statements comply with the Co-operative and Community Benefit Societies Act 2014, the Housing (Scotland) Act 2010 and Registered Social Landlords Determination of Accounting Requirements 2024. The Board is also 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 responsible for the maintenance and integrity of the corporate and financial information included on the association's website. Legislation in the UK governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Information for the Auditors

The Board members have confirmed, as far as they are aware, that there is no relevant audit information of which the auditors are unaware. Each of the Board members has confirmed that they have taken all the steps they ought to take as trustees in order to make themselves aware of any relevant audit information and to establish that it has been communicated to the auditor.

By order of the Board of Management



Ian Logan (Chair)
28 August 2025

Lochside House
Ground Floor West Suite
3 Lochside Way
Edinburgh
EH12 9DT

BOARD OF MANAGEMENT STATEMENT OF INTERNAL FINANCIAL CONTROLS

The Board of Management acknowledges their responsibility for ensuring that the Group has in place systems of control that are appropriate to the various business environments in which it operates. These controls are designed to give reasonable assurance with respect to:

- The reliability of financial information used within the Group or for publication;
- The maintenance of proper accounting records; and
- The safeguarding of assets (against unauthorised use or disposition).

It is the Board of Management's responsibility to establish and maintain systems of internal financial control. Such systems can only provide reasonable and not absolute assurance against material misstatement or loss.

The key elements of the Group's systems of internal financial control are set out below:

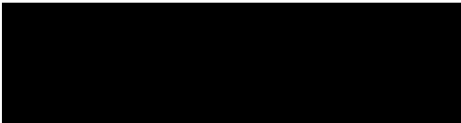
- Formal policies and procedures are in place, including the documentation of key systems and rules relating to the delegation of authorities, which allow the monitoring of controls and restrict the unauthorised use of the Association's assets.
- Experienced and suitably qualified staff take responsibility for important business functions.
- Forecasts and budgets are prepared regularly which allow the Board and staff to monitor the key business risks and financial objectives as well as the progress towards the financial plans set for the year and the medium term.
- Management accounts are prepared promptly, providing relevant, reliable and up-to-date financial and other information and significant variances from budgets are investigated as appropriate.
- All significant new initiatives, major commitments and investment projects are subject to formal authorisation procedures.

The Board reviews reports from management and from the Audit, Finance & Risk Sub-Committee, which scrutinises reports from both internal and external auditors, to obtain reasonable assurance that control procedures are in place and are being followed. The Group has a rolling programme of internal audit reviews which cover the key activities of the Group. Formal procedures have been established for instituting appropriate action to correct weaknesses identified from the above reports. These arrangements are considered appropriate to the scale and range of the Association's activities and comply with the requirements contained in the Scottish Housing Regulator's Guidance.

Significant risks are identified, evaluated and managed as outlined on pages 9 and 10 of this document.

The Board of Management has reviewed the system of internal financial control in the Group during the year ended 31 March 2025 and up to the approval date of the financial statements. No weaknesses were found in internal financial controls which could result in material losses, contingencies, or uncertainties which require disclosure in the financial statements or in the auditor's report on the financial statements.

By order of the Board of Management


Ian Logan (Chair)
28 August 2025

Lochside House
Ground Floor West Suite
3 Lochside Way
Edinburgh
EH12 9DT

INDEPENDENT AUDITORS REPORT TO THE MEMBERS OF ARK HOUSING ASSOCIATION LIMITED

Opinion

We have audited the financial statements of Ark Housing Association Limited (the ‘association’) and its subsidiaries (the ‘group’) for the year ended 31 March 2025 which comprise the Group and Association Statement of Comprehensive Income, the Group and Association Statement of Financial Position, Group Statement of Changes in Reserves, the Group and Association Statement of Cash Flows and the related notes, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 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 Association’s and the Group’s affairs as at 31 March 2025 and of the Association’s and the Group’s income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice
- have been properly prepared in accordance with the requirements of the Co-operative and Community Benefit Societies Act 2014, Part 6 of the Housing (Scotland) Act 2010, and the Determination of Accounting Requirements – 2024.

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 about 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 of going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor’s report thereon. The Board is responsible for the other information contained within the annual report. Our opinion on the financial statements does not cover the other information and, we do not express any form of assurance conclusion thereon.

INDEPENDENT AUDITORS REPORT TO THE MEMBERS OF ARK HOUSING ASSOCIATION LIMITED (CONTINUED)

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

We have nothing to report in this regard.

Matters on which we are required to report by exception

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

- proper books of account have not been kept by the Association in accordance with the requirements of the legislation;
- a satisfactory system of control over transactions has not been maintained by the Association in accordance with the requirements of the legislation;
- the financial statements are not in agreement with the books of account of the Association; 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 14, the Board members (who are also the Trustees of the association for the purposes of charity law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the board determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

Auditor's responsibilities for the audit of the financial statements

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

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

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

INDEPENDENT AUDITORS REPORT TO THE MEMBERS OF ARK HOUSING ASSOCIATION LIMITED (CONTINUED)

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

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

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

- obtained an understanding of the nature of the sector, including the legal and regulatory frameworks that the Association operates in and how the Association is complying with the legal and regulatory frameworks;
- inquired of management and those charged with governance, about their own identification and assessment of the risks of irregularities, including any known actual, suspected or alleged instances of fraud; and
- discussed matters about non-compliance with laws and regulations and how fraud might occur including assessment of how and where the financial statements may be susceptible to fraud.

As a result of these procedures, we consider that the most significant laws and regulations that have a direct impact on the financial statements were, but not limited to, FRS 102, Housing SORP 2018, the Scottish Housing Regulator's Determination of Accounting Requirements 2024, the Co-operative and Community Benefit Societies Act 2014 and the Housing (Scotland Act) 2010. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing financial statement disclosures against the requirements of the relevant financial reporting standards.

We also performed audit procedures to inquire of management, and those charged with governance whether the Association is in compliance with these laws and regulations, inspected correspondence with regulatory authorities including mandatory submissions to the Regulator, reviewed minutes of meetings of the Board and relevant sub-committees, and reviewed available online information.

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 our 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. 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.

CT Audit Limited
Chartered Accountants and Statutory Auditors
61 Dublin Street
Edinburgh
EH3 6NL

09 September 2025

REPORT BY THE AUDITORS TO THE MEMBERS OF ARK HOUSING ASSOCIATION LIMITED ON CORPORATE GOVERNANCE MATTERS

In addition to our audit of the Group Financial Statements, we have reviewed your statement on page 13 concerning the Association's compliance with the information required by the Regulatory Standards in respect of internal financial controls contained within the publication "Our Regulatory Framework" and associated Regulatory Advisory Notes which are issued by the Scottish Housing Regulator.

Basis of Opinion

We carried out our review having regard to the requirements to corporate governance matters within Bulletin 2006/5 issued by the Financial Reporting Council. The Bulletin does not require us to review the effectiveness of the Association's procedures for ensuring compliance with the guidance notes, nor to investigate the appropriateness of the reason given for non-compliance.

Opinion

In our opinion the Statement on Internal Financial Control on page 13 has provided the disclosures required by the relevant Regulatory Standards within the publication "Our Regulatory Framework" and associated Regulatory Advisory Notes issued by the Scottish Housing Regulator in respect of internal financial controls and is consistent with the information which came to our attention as a result of our audit work on the Group Financial Statements.

Through enquiry of certain members of the Board of Management and Officers of the Association and examination of relevant documents, we have satisfied ourselves that the Board of Management's Statement on Internal Financial Control appropriately reflects the association's compliance with the information required by the relevant Regulatory Standards in respect of internal financial controls contained within the publication "Our Regulatory Framework" and associated Regulatory Advisory Notes issued by the Scottish Housing Regulator in respect of internal financial controls.



CT Audit Limited
Chartered Accountants and Statutory Auditors
61 Dublin Street
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EH3 6NL

09 September 2025

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 MARCH 2025 – GROUP

	<i>Notes</i>	2025 £'000	2024 £'000
Turnover	3	27,266	24,793
Less: Operating costs	3	(25,858)	(24,592)
Operating surplus		1,408	201
 Interest receivable and similar income	 9	 197	 148
Interest payable and similar charges	10	(58)	(88)
Surplus for the financial year		1,547	261
 Unrealised gain / (loss) on investments	 17	 -	 7
Amendment to pension recovery plan	23	274	(1,639)
		1,821	(1,371)
 Other Comprehensive Income			
Initial recognition of multi-employer defined benefit scheme	22	-	-
Actuarial loss in respect of pension scheme	22	(146)	(63)
 Total comprehensive gain / (loss) for the financial year		 1,675	 (1,434)

All amounts relate to continuing operations.

These financial statements were approved by the Board of Management and authorised for issue on 28 August 2025 and signed on its behalf by:

Ian Logan (Chair)

Catriona Clarke (Board Member)

Bobby Duffy (Secretary)

The notes on pages 25 to 51 form part of these financial statements.

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 31 MARCH 2025 – ASSOCIATION

	<i>Notes</i>	2025 £'000	2024 £'000
Turnover	<i>3</i>	26,407	23,932
Less: Operating costs	<i>3</i>	(25,388)	(24,167)
Operating surplus		1,019	(235)
 Interest receivable and similar income	 <i>9</i>	 165	 98
Interest payable and similar charges	<i>10</i>	(23)	(31)
Surplus for the financial year		1,161	(168)
 Unrealised gain / (loss) on investments	 <i>17</i>	 -	 7
Amendment to pension recovery plan	<i>23</i>	274	(1,639)
		1,435	(1,800)
 Other Comprehensive Income			
Initial recognition of multi-employer defined benefit scheme	<i>22</i>	-	-
Actuarial loss in respect of pension scheme	<i>22</i>	(146)	(63)
 Total comprehensive gain / (loss) for the financial year		 1,289	 (1,863)

All amounts relate to continuing operations.

These financial statements were approved by the Board of Management and authorised for issue on 28 August 2025 and signed on its behalf by:

Ian Logan (Chair)

Catriona Clarke (Board Member)

Bobby Duffy (Secretary)

The notes on pages 25 to 51 form part of these financial statements.

STATEMENT OF CHANGES IN RESERVES FOR THE YEAR ENDED 31 MARCH 2025 – GROUP

	Income & Expenditure Reserve £'000	Designated Reserve £'000	Restricted Reserve £'000	Total £'000
Balance at 1 April 2023	17,495	-	44	17,539
Total comprehensive income	(1,434)	331	-	(1,103)
Balance at 1 April 2024	<u>16,061</u>	<u>331</u>	<u>44</u>	<u>16,436</u>
Total comprehensive income	1,675	17	(12)	1,680
Balance at 31 March 2025	<u>17,736</u>	<u>348</u>	<u>32</u>	<u>18,116</u>

All amounts relate to continuing operations.

STATEMENT OF CHANGES IN RESERVES FOR THE YEAR ENDED 31 MARCH 2025 – ASSOCIATION

	Income & Expenditure Reserve £'000	Designated Reserve £'000	Restricted Reserve £'000	Total £'000
Balance at 1 April 2023	15,308	-	44	15,353
Total comprehensive income	(1,863)	331	-	(1,533)
Balance at 1 April 2024	<u>13,445</u>	<u>331</u>	<u>44</u>	<u>13,820</u>
Total comprehensive income	1,289	17	(12)	1,294
Balance at 31 March 2025	<u>14,736</u>	<u>348</u>	<u>32</u>	<u>15,114</u>

All amounts relate to continuing operations.

The notes on pages 25 to 51 form part of these financial statements.

STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2025 - GROUP

	<i>Notes</i>	2025 £'000	2024 £'000
Fixed assets			
Housing properties	<i>15</i>	27,193	25,464
Other tangible fixed assets	<i>16</i>	515	2,731
Investment property	<i>17</i>	475	475
Investments	<i>17</i>	-	-
		<u>28,183</u>	<u>28,670</u>
Current assets			
Debtors	<i>18</i>	2,498	2,193
Cash at bank		9,161	8,211
		<u>11,659</u>	<u>10,404</u>
Creditors: amounts falling due within one year	<i>19</i>	<u>(3,276)</u>	<u>(5,088)</u>
Net current assets		<u>8,383</u>	<u>5,316</u>
Total assets less current liabilities		36,566	33,986
Creditors: amounts falling due after more than one year	<i>20</i>	(15,593)	(14,565)
Provisions for liabilities			
Pension – defined benefit liability	<i>23</i>	<u>(2,857)</u>	<u>(2,985)</u>
Total net assets		<u>18,116</u>	<u>16,436</u>
Capital and reserves			
Share capital	<i>21</i>	-	-
Designated reserves	<i>12</i>	348	331
Restricted reserves	<i>13</i>	32	44
Revenue reserve		17,736	16,061
Total reserves		<u>18,116</u>	<u>16,436</u>

These financial statements were approved by the Board of Management and authorised for issue on 28 August 2025 and signed on its behalf by:

Ian Logan (Chair)

Catrina Clarke (Board Member)

Bobby Duffy (Secretary)

The notes on pages 25 to 51 form part of these financial statements.

STATEMENT OF FINANCIAL POSITION AS AT 31 MARCH 2025 - ASSOCIATION

	<i>Notes</i>	2025 £'000	2024 £'000
Fixed assets			
Housing properties	15	23,742	22,022
Other tangible fixed assets	16	515	2,731
Investment property	17	475	475
Investments	17	-	-
		<u>24,714</u>	<u>25,228</u>
Current assets			
Debtors	18	2,481	2,192
Cast at bank		7,844	6,095
		<u>10,325</u>	<u>8,287</u>
Creditors: amounts falling due within one year	19	<u>(2,938)</u>	<u>(3,633)</u>
Net current assets		<u>7,387</u>	<u>4,654</u>
Total assets less current liabilities		32,101	29,882
Creditors: amounts falling due after more than one year	20	(14,130)	(13,077)
Provisions for liabilities			
Pension – defined benefit liability	23	<u>(2,857)</u>	<u>(2,985)</u>
Total net assets		<u>15,114</u>	<u>13,820</u>
Capital and reserves			
Share capital	21	-	-
Designated reserves	12	348	331
Restricted reserves	13	32	44
Revenue reserve		14,734	13,445
Total reserves		<u>15,114</u>	<u>13,820</u>

These financial statements were approved by the Board of Management and authorised for issue on 28 August 2025 and signed on its behalf by:

Ian Logan (Chair)

Catriona Clarke (Board Member)

Bobby Duffy (Secretary)

The notes on pages 25 to 51 form part of these financial statements.

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2025 - GROUP

	<i>Notes</i>	2025 £'000	2024 £'000
Net cash generated from operating activities	25	<u>1,096</u>	<u>1,133</u>
Cash flow from investing activities			
Improvement of properties – housing stock	<i>15</i>	(365)	(842)
New build	<i>15</i>	(2,221)	(2,332)
Purchase of other fixed assets	<i>16</i>	(166)	(144)
Sale of housing properties	<i>15</i>	2,262	298
Grants received	<i>19</i>	1,381	492
Finance income	<i>9</i>	197	153
Donations received	<i>12</i>	5	331
Purchase of investments	<i>17</i>	<u>-</u>	<u>-</u>
		1,093	(2,044)
Cash flow from financing activities			
Finance charges	<i>10</i>	(58)	(88)
Disposal of investments	<i>17</i>	-	1,471
Reinvested dividends	<i>17</i>	-	-
Repayment of housing loans		<u>(1,182)</u>	<u>(155)</u>
		(1,240)	1,228
Net change in cash and cash equivalents		950	317
Cash and cash equivalents at 1 April		8,211	7,894
Cash and cash equivalents at 31 March		<u>9,161</u>	<u>8,211</u>

The notes on pages 25 to 51 form part of these financial statements.

**STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 31 MARCH 2025 -
ASSOCIATION**

	<i>Notes</i>	2025 £'000	2024 £'000
Net cash generated from operating activities	25	659	815
Cash flow from investing activities			
Improvement of properties – housing stock	<i>15</i>	(238)	(728)
New build	<i>15</i>	(2,221)	(2,332)
Purchase of other fixed assets	<i>16</i>	(166)	(144)
Sale of housing properties	<i>15</i>	2,262	298
Grants received	<i>19</i>	1,381	490
Finance income	<i>9</i>	165	110
Donations received	<i>12</i>	5	331
Purchase of investments	<i>17</i>	-	-
		<u>1,188</u>	<u>(1,975)</u>
Cash flow from financing activities			
Finance charges	<i>10</i>	(23)	(31)
Disposal of investments	<i>17</i>	-	1,471
Reinvested dividends	<i>17</i>	-	-
Repayment of housing loans		(76)	(78)
		<u>(99)</u>	<u>1,362</u>
Net change in cash and cash equivalents		1,748	201
Cash and cash equivalents at 1 April		6,095	5,894
Cash and cash equivalents at 31 March		<u>7,844</u>	<u>6,095</u>

The notes on pages 25 to 51 form part of these financial statements.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025

1. Legal status

Ark Housing Association ("Ark HA") is registered under the Co-operative and Community Benefit Societies Act 2014 No. 1899RS and is a registered Scottish Charity No. SC015694. Ark is registered as a housing association with the Scottish Housing Regulator under the Housing (Scotland) Act 2014. The principal activity of Ark HA is the provision of social housing and associated housing management and care services.

The Company and its subsidiaries (Ark Services Limited and Ark Commercial Investment Limited) are referred to as "Ark Group". The registered office is Lochside House, Ground Floor West Suite, 3 Lochside Way, Edinburgh EH12 9DT.

Ark HA is a public benefit entity.

2. Accounting policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the financial statements.

Basis of preparation

The financial statements of Ark Group and the Company are prepared in accordance with applicable accounting standards and in accordance with the accounting requirements included within the Determination of Accounting Requirements 2019, and under the historical cost accounting rules. The financial statements have also been prepared in accordance with the Statement of Recommended Practice for social housing providers 2018 ("SORP 2018"), issued by the National Housing Federation and under FRS 102. The presentational currency of these financial statements is Sterling. All amounts in the financial statements have been rounded to the nearest £1,000. The results of Ark Services are prepared under the Charities SORP 2015.

The financial statements have been prepared on a going concern basis which the Board considers to be appropriate for the following reasons:

The Association prepares a 30-year financial plan which is updated and approved on an annual basis. The most recent financial plan was approved in March 2025 by the Board. This included considering the impact of a number of scenarios on the financial plan, measured against funding levels, with potential mitigating actions identified to reduce expenditure.

The Board, after reviewing the Association budgets for 2025/26 and the Association's financial position as forecast in the 30-year financial plan, is of the opinion that, taking account of plausible downsides, the Association has adequate resources to continue to meet their liabilities over the period of 12 months from the date of approval of the financial statements (the going concern assessment period). In reaching this conclusion, the Board has considered the following factors:

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (continued)

2. Accounting policies (continued)

- The delivery of contracted Care and support income, which accounts for over 80% of total income, is spread across a number of Local Authority areas and any reduction in income will be offset by reduced staffing costs. The Board is mindful of on-going pricing pressures, the short-term nature of contract income, and the on-going public sector funding challenges. The ongoing process of care contract renewal, margin monitoring and securing future funding is actively managed ensuring the needs of all stakeholders are taken into account;
- Arrears and bad debts from rent and service charge income has not materially increased in the previous year, and there is no indication of a significant change in the near future. The financial plan takes account of potential future increases;
- Financial plan scenarios have taken account of delays in new build development activity;
- Significant price inflation across repairs and maintenance in recent years have been factored into our financial plan, with a range of scenarios modelled to take account of increasing prices, and revised profiles of repairs and maintenance expenditure, with major works being phased into future years;
- Current available cash of £6.1m and minimal external borrowings gives significant liquidity headroom for forecast cash flows over the going concern assessment period.

The Board believe the Group and Association have sufficient funding in place and expect the Association to be in compliance with its debt covenants even in severe but plausible downside scenarios.

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

Accounting judgements and estimations

Estimates and judgements are continually evaluated and are based on historical experience, advice from qualified experts and other factors.

Judgements have been made in:

- Component accounting and the assessment of useful lives;
- The assessment of the fair value of financial instruments;
- Allocation of share of assets and liabilities for multi-employer pension schemes. Judgements in respect of the assets and liabilities to be recognised are based upon source information provided by administrators of the multi-employer pension schemes and estimations performed by their actuarial advisors.
- The provision for legal settlement has been estimated based on advice from the Group's solicitor.

Basis of consolidation

The Ark Group Financial Statements incorporate the financial statements of the Group's parent Ark Housing Association Limited and its subsidiaries Ark Services Limited and Ark Commercial Investment Limited. Profits or losses on intra-group transactions are eliminated in full in accordance with FRS 102.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (continued)

2. Accounting policies (continued)

Ark Services Limited is incorporated as a company limited by guarantee. It is a registered charity and per its articles it is to be treated as a subsidiary of the Housing Association. Ark Commercial Investment Limited is incorporated as a company limited by share capital and is also a subsidiary of the Housing Association. Consolidation has been carried out using the equity method.

Turnover

Turnover, which is stated net of value added tax, represents income receivable from lettings and service charges, fees receivable from Local Authorities less amounts carried forward as deferred income, revenue grants and other income. Turnover is recognised when there is entitlement, any performance conditions attached have been met, it is probable income will be received and the amount can be realised reliably. Income received in advance is treated as deferred income.

Grant income

Where a grant is paid as a contribution towards revenue expenditure, it is included in turnover. Where a grant is received from government and other bodies as a contribution towards the capital cost of housing schemes, which are held at cost, the grant is recognised in turnover over the expected useful life of the housing property structure. Grants received specifically for components of a housing property are included in turnover over the expected useful life of the component under the accruals model.

Bad and doubtful debts

Provision is made against rent arrears of current and former tenants as well as other miscellaneous debts to the extent that they are considered potentially irrecoverable. Debts are classed as uncollectable after an assessment of the legislative options available to recover and consideration of specific circumstances.

Supported housing

Expenditure on housing accommodation and supported housing is allocated on the basis of the number of units for each type of accommodation.

Financial instruments

The Association has only basic financial assets and liabilities comprising debtors, cash and cash equivalents and trade creditors and accruals. These assets and liabilities are initially recorded at cost and subsequently at the amounts expected to be received or paid.

Deposits and liquid resources

Cash, for the purpose of the cash flow statement, comprises cash in hand and deposits repayable on demand, less overdrafts repayable on demand. Liquid resources are current asset investments that are disposable without curtailing or disrupting the business and are readily convertible into known amounts of cash at or close to their carrying values.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (continued)

2. Accounting policies (continued)

Pensions

Ark HA previously participated in the Pensions Trust Scottish Housing Association Pension Scheme ("SHAPS") Defined Benefit Pension Scheme. The scheme is now closed. Retirement benefits to employees are funded by contributions from all participating employers and employees in the Scheme. Payments are made in accordance with periodic calculations by consulting actuaries and are based on pension costs applicable across the various participating Associations taken as a whole.

In accordance with FRS 102, the Association's share of the scheme assets and liabilities have been separately identified and are included in the Association's Statement of Financial Position and measured using a projected unit method and discounted at the current rate of return on a high quality corporate bond of equivalent term and currency to the liability. The Association's share of the deficit is recognised in full and the movement is split between operating costs, finance items and in the statement of comprehensive income as actuarial gain or loss on pension schemes.

Capitalisation Policy

The fixed asset register consists of items purchased within an accounting period valued at £1,000 or more that are considered to have a useful economic life of more than one year.

This threshold applies to single items only with the exception of computer equipment which should be grouped. Items that meet the definition of a fixed asset but are below this capitalisation threshold are recognised as an expense in the Statement of Comprehensive Income in the appropriate period the expense was incurred.

Fixed assets – housing properties

In accordance with SORP 2018, the Ark Group operates a full component accounting policy in relation to the capitalisation and depreciation of its completed housing stock.

(i) Initial recognition

Social Housing properties are stated at cost. Cost includes purchase price together with the cost of capitalised improvement works and repairs that result in enhancement of the economic benefits of the asset.

(ii) Depreciation and impairment

Housing properties are split between land, structure and major components which require periodic replacement. Replacement or refurbishment of such major components is capitalised and depreciated over the estimated useful life which has been set taking into account professional advice, the Association's asset management strategy and the requirement of the Scottish Housing Quality Standard. In determining the remaining useful lives for the housing stock, Ark HA has taken account of views provided by both internal and external professional sources. Freehold land is not subject to depreciation.

Major components are treated as separable assets and depreciated over their expected useful economic lives or the lives of the structure to which they relate, if shorter at the following annual rates:

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (continued)

2. Accounting policies (continued)

	Economic life (years)
Bathrooms	20
Kitchens	15
Windows & Doors	30
Heating Systems	15
Structure & Roofs	80
Mechanical, Electrical, & Plumbing	30
Internal Works & Common Areas	30
External Environment	30

Housing assets are depreciated in the month of acquisition or in the case of a larger project, from the month of completion.

Where there is evidence of impairment, the fixed assets are written down to the recoverable amount and any write down would be charged to operating surplus.

(iii) New build

Housing properties in the course of construction are held at cost and are not depreciated. They are transferred to completed properties when ready for letting or sale.

The Group's policy is to capitalise the following:

- Cost of acquiring land and buildings;
- Interest costs directly attributable;
- Development expenditure, including staff costs attributable to the delivery of the capital investment programme; and
- Other directly attributable internal and external costs.

Expenditure on schemes which are subsequently aborted will be written off in the year in which it is recognised that the schemes will not be developed to completion.

Investment properties

Investment properties are held at fair value with revaluation movements recorded in the income statement for the period.

Sale of housing properties

Properties are disposed of under the appropriate legislation and guidance. All costs and grants relating to the share of property sold are removed from the financial statements at the date of sale, except for first tranche sales. Any grants received that cannot be repaid from the proceeds of sale are abated and the grants removed from the financial statements.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (continued)

2. Accounting policies (continued)

Grants

Housing association grants ("HAG") and other capital grants are accounted for using the Accrual Method as outlined in Section 24 of FRS 102. Grants are treated as deferred income and recognised as income on a systematic basis over the expected useful life of the property and assets to which it relates.

Grants received in respect of revenue expenditure is credited to the Statement of Comprehensive Income in the same period as the expenditure to which it relates.

Other tangible fixed assets

Expenditure incurred on the Association's office buildings is split into components and depreciated at the housing property rates detailed above. Depreciation is charged on a straight-line basis over the expected useful economic lives of fixed assets to write-off the cost, less estimated residual values over the following expected lives. Assets are depreciated in the month of acquisition, or in the case of a larger project, from the month of completion, at the following rates:

	Economic life (years)
Office furniture and equipment	7
Computer equipment	5
Ark Information Management System ("AIMS")	10

Provisions

Ark Group only provides for liabilities at the date of the Statement of Financial Position where there is a legal or constructive obligation incurred which will probably result in the outflow of resources.

Taxation

The Group is considered to pass the tests as set out in Paragraph 1 Schedule 6 Finance Act 2010 and therefore it meets the definition of a charitable company for UK corporation tax purposes. Accordingly, the Group is potentially exempt from taxation in respect of income or capital gains received within categories covered by Chapter 3 Part II Corporation Tax Act 1992 or Section 256 of the Taxation of Chargeable Gains Act 1992, to the extent that such income or gains are applied exclusively to charitable purposes.

Subsidiary companies are not exempt from taxation except where they meet similar tests as above and taxation is based on the taxable profit or loss for the year after adjusting for the effect of any gift aid payments to Ark.

Equipment Replacement Creditor

The equipment replacement creditor represents the Association's liability to replace service equipment for mainstream properties in accordance with a planned programme of work.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (continued)

2. Accounting policies (continued)

Restricted Reserves

This reflects revenue grants and donations / legacies received for restricted purposes / projects and related expenditure in these projects.

Credit Payment Policy

Purchases are paid within 30 days of invoice or in accordance with creditor payment terms.

Operating Leases

Rentals paid under operating leases are charged to the Statement of Comprehensive Income on a straight line basis over the term of the lease.

Investments

Investment income is brought into account when due and receivable. Investments are stated at market value. Unrealised gains or losses on valuation are reflected through the Statement of Comprehensive Income and disclosed in Revenue Reserve in the Statement of Financial Position. Realised gains or losses are recognised through the Statement of Comprehensive Income as they occur.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (continued)

3. Particulars of turnover, operating costs and operating surplus

Group

	<i>Notes</i>	Turnover £'000	Operating Costs £'000	2025 Operating Surplus / (Deficit) £'000	2024 Operating Surplus / (Deficit) £'000
Affordable letting activities	4	4,509	(3,498)	1,011	582
Other activities	5	22,757	(22,360)	397	(381)
Total		27,266	(25,858)	1,408	201
Total for previous reporting period		24,793	(24,592)	201	

Association

	<i>Notes</i>	Turnover £'000	Operating Costs £'000	2025 Operating Surplus / (Deficit) £'000	2024 Operating Surplus / (Deficit) £'000
Affordable letting activities	4	3,751	(3,138)	613	155
Other activities	5	22,656	(22,250)	406	(389)
Total		26,407	(25,594)	1,019	(234)
Total for previous reporting period		23,932	(24,166)	(234)	

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024 (continued)

4. Particulars of turnover, operating costs and operating surplus from social letting activities

Group

	General Needs £'000	Supported Housing Accommodation £'000	2025 Total £'000	2024 Total £'000
Rent receivable net of service charges	3,927	52	3,979	3,745
Service charges	327	11	338	338
Gross income from rents and service charges	4,253	64	4,317	4,083
Less rent losses from voids	(61)	-	60	(49)
Net income from rents and service charges	4,193	64	4,257	4,034
Grants released from deferred income	234	-	234	223
Other revenue grants	18	-	18	18
Total turnover from affordable letting activities	4,445	64	4,509	4,275
Management & administration costs	1,521	12	1,533	1,496
Service costs	301	20	321	338
Planned & cyclical maintenance including major repairs costs	283	7	290	324
Reactive maintenance costs	472	12	485	690
Bad debts – rents and service charges	14	(1)	13	1
Depreciation of affordable let properties	856	-	856	844
Operating costs from affordable letting activities	3,447	51	3,498	3,693
Operating surplus from affordable lettings	998	14	1,011	582
Operating surplus from affordable lettings for the previous reporting period	566	16	582	

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (continued)

4. Particulars of turnover, operating costs and operating surplus from social letting activities (continued)

Association

	General Needs £'000	Supported Housing Accommodation £'000	2025 Total £'000	2024 Total £'000
Rent receivable net of service charges	3,228	52	3,280	3,050
Service charges	277	11	288	296
Gross income from rents and service charges	3,504	64	3,568	3,346
Less rent losses from voids	(45)	-	(45)	(44)
Net income from rents and service charges	3,459	64	3,523	3,302
Grants released from deferred income	209	-	209	202
Other revenue grants	18	-	18	18
Total turnover from affordable letting activities	3,686	64	3,750	3,522
Management & administration costs	1,398	12	1,410	1,395
Service costs	256	20	276	296
Planned & cyclical maintenance including major repairs costs	242	7	249	305
Reactive maintenance costs	420	12	433	620
Bad debts – rents and service charges	14	(1)	13	1
Depreciation of affordable let properties	757	-	757	750
Operating costs from affordable letting activities	3,087	51	3,138	3,367
Operating surplus from affordable lettings	600	13	613	155
Operating surplus from affordable lettings for the previous reporting period	139	16	155	

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (continued)

5. Particulars of turnover, operating costs and operating surplus from other activities

Group	Grants from Scottish Ministers £'000	Other Revenue Grants £'000	Supporting People Income £'000	Other Income £'000	Total Turnover £'000	Operating Costs £'000	2025 Operating Surplus (Deficit) £'000	2024 Operating Surplus (Deficit) £'000
Care activities	-	-	21,625	523	22,148	(22,246)	(98)	(396)
Other activities	-	92	-	517	609	(114)	495	15
Total from other activities	-	92	21,625	926	22,643	(22,360)	397	(381)
Total from other activities for the previous reporting period	-	7	19,832	678	20,517	(20,889)	(381)	

Association

	Grants from Scottish Ministers £'000	Other Revenue Grants £'000	Supporting People Income £'000	Other Income £'000	Total Turnover £'000	Operating Costs £'000	2025 Operating Surplus (Deficit) £'000	2024 Operating Surplus (Deficit) £'000
Care activities	-	-	21,625	523	22,148	(22,250)	(102)	(396)
Other activities	-	92	-	416	507	-	508	7
Total from other activities	-	92	21,625	939	22,656	(22,250)	406	(389)
Total from other activities for the previous reporting period	-	7	19,832	570	20,410	(20,700)	(389)	

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (continued)

6. Board members' emoluments – Group and Association

No Board members received remuneration with £1,085 (2024: £995) paid for reimbursed expenses.

7. Key management personnel – Group and Association

Under FRS 102 Ark Group has defined “key management personnel” as the members of the Executive Team whose posts are set out on page 1 of the Report and Financial Statements.

The total emoluments of the key management personnel over £60,000, including the Chief Executive were as follows:

	2025 £'000	2024 £'000
Emoluments (excluding pension contributions)	351	420

The Directors whose emoluments exceed £60,000 fall within the following bandings:

	2025 No.	2024 No.
£60,000 - £69,999	-	-
£70,000 - £79,000	-	4
£80,000 - £89,000	3	-
£90,000 - £99,000	-	1
£100,000 - £110,000	1	-
	4	5

8. Employees – Group and Association

	2025 No.	2024 No.
The average monthly number of full time equivalent persons employed during the year was	542	518
The average total number of employees employed during the year was	615	608

	2025 £'000	2024 £'000
Staff costs (for the above persons)		
Wages and salaries	17,991	16,315
Social security costs	1,580	1,395
Pension costs	564	515
Temporary agency staff	1,328	1,622
	21,463	19,847

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (continued)

9. Finance income

	Group		Association	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Bank interest receivable on deposits in the year	197	145	165	95
Dividend income	-	3	-	3
	<u>197</u>	<u>148</u>	<u>165</u>	<u>98</u>

10. Finance charges

	Group		Association	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Loans	58	88	23	31
	<u>58</u>	<u>88</u>	<u>23</u>	<u>31</u>

11. Auditors remuneration

The remuneration of the auditor (excluding VAT) is as follows:

	Group		Association	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
In their capacity as auditors	23	22	18	17
In another capacity	-	-	-	-
Total	<u>23</u>	<u>22</u>	<u>18</u>	<u>17</u>

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (continued)

12. Designated reserves – Group and Association

	Balance at 1 April 2024 £'000	Incoming Resources £'000	Outgoing Resources £'000	Balance at 31 March 2025 £'000
Designated				
Frank Loxton	331	17	-	348
Total	<u>331</u>	<u>17</u>	<u>-</u>	<u>348</u>

13. Restricted reserves – Group and Association

	Balance at 1 April 2024 £'000	Incoming Resources £'000	Outgoing Resources £'000	Balance at 31 March 2025 £'000
Rotary Rymonth Hobbies	7	-	(7)	-
Rymonth Donations	28	-	(5)	23
Ark Care & Support	7	-	-	7
Southhouse Care & Support	2	-	-	2
Total	<u>44</u>	<u>-</u>	<u>(12)</u>	<u>32</u>

Rotary Rymonth Hobbies

This was created out of a donation received by Rymonth Housing Society from St Andrews Rotary Club for the purpose of promoting the leisure activities of the residents of Rymonth, including the provision of equipment and materials for the said purpose.

Rymonth Donations

This was created out of donations received by Rymonth Housing Society and by Ark for the residents of Rymonth.

Ark Care and Support

This is intended to be used to support one-off purchases such as furniture, or one-off activities such as trips, for Care and Support customers across Ark's services.

Southhouse Care & Support

This fund relates to a legacy received from the father of a supported person at Southhouse to be used for the benefit of staff at Southhouse service in Edinburgh.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (continued)

14. Financial commitments

Capital commitments – Group and Association

Capital commitments in relation to new build development at the end of the financial year are as follows:

	Group		Association	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Capital Expenditure				
Expenditure contracted for but not provided in the accounts	1,063	-	1,063	-
Expenditure approved by the board, but not contracted		2,549		2,549
	<u>1,063</u>	<u>2,549</u>	<u>1,063</u>	<u>2,549</u>

Operating leases

At the end of the financial year the Association had total future minimum lease payments under non-cancellable operating leases as follows:

	Group		Association	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Equipment				
In one year or less	3	3	3	3
In two to five years	-	-	-	-
	<u>3</u>	<u>3</u>	<u>3</u>	<u>3</u>
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Land and buildings				
In one year or less	110	-	110	-
Between one and two years	110	-	110	-
	<u>220</u>	<u>-</u>	<u>220</u>	<u>-</u>

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (continued)

15. Social housing properties

Group	Social Housing Properties £'000	Housing Under Construction £'000	Total £'000
Cost			
At 1 April 2024	36,138	4,605	40,743
Additions	365	2,221	2,586
Disposals	-	-	-
Transfer	4,342	(4,342)	-
At 31 March 2025	40,845	2,484	43,329
Accumulated Depreciation			
At 1 April 2024	15,279	-	15,279
Charge for year	855	-	855
Disposals	-	-	-
At 31 March 2025	16,134	-	16,134
Net Book Value			
At 31 March 2025	24,711	2,484	27,195
At 31 March 2024	20,858	4,605	25,463

All land and property is owned by the Group. None is held under a lease.

Major Repairs costs amounted to £213k (2024: £560k) of which £213k (2024: £560k) was capitalised in the year.

Association	Social Housing Properties £'000	Housing Under Construction £'000	Total £'000
Cost			
At 1 April 2024	31,009	4,605	35,614
Additions	238	2,221	2,459
Disposals	-	-	-
Transfer	4,342	(4,342)	-
At 31 March 2025	35,589	2,484	38,073
Accumulated Depreciation			
At 1 April 2024	13,592	-	13,592
Charge for year	756	-	756
Disposals	-	-	-
At 31 March 2025	14,348	-	14,348
Net Book Value			
At 31 March 2025	21,241	2,484	23,725
At 31 March 2024	17,417	4,605	22,022

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (continued)

15. Social housing properties (continued)

All land and property is owned by the Association. None is held under a lease. Major Repairs costs amounted to £180k (2024: £446k) of which £180k (2024: £446k) was capitalised in the year.

The number of units of accommodation (excluding unlettable voids) held by the Ark Group at 31 March is shown below:

	Owned No.	Not Owned No.	2025 Total No.	2024 Total No.
General needs	193	-	193	179
Supported accommodation	371	43	414	408
	<u>564</u>	<u>43</u>	<u>607</u>	<u>587</u>

The Association and Group leases a number of properties to other providers (local authorities, RSLs or charitable bodies) who manage the properties on their behalf. No funding is payable by the Association or Group to the other providers in respect of these units.

16. Other tangible fixed assets – Group and Association

	Heritable Buildings £'000	Land £'000	Computer Equipment £'000	Office Equipment £'000	Total £'000
Cost					
At 1 April 2024	1,610	1,250	1,096	81	4,037
Additions	-	-	61	105	166
Disposals	(1,610)	(1,250)	-	(81)	(2,941)
At 31 March 2025	-	1,250	1,096	105	2,451
Accumulated Depreciation					
At 1 April 2024	598	-	627	81	1,306
Charge for year	-	-	110	10	120
Disposals	(598)	-	-	(81)	(679)
At 31 March 2025	-	-	737	10	747
Net Book Value					
At 31 March 2025	-	-	419	95	514
At 31 March 2024	1,012	1,250	469	-	2,731

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (continued)

17. Investments

	Group		Association	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Opening value	-	1,476	-	1,476
Additions	-	-	-	-
Disposals	-	(1,476)	-	(1,476)
Re-invested dividends	-	-	-	-
Investment management fees	-	-	-	-
Closing value before unrealised gain	-	-	-	-
Movement in unrealised gain	-	-	-	-
Closing market value	-	-	-	-

During the previous year, Ark withdrew all funds from our investment holdings to support our long-term strategic plans for new build development.

Investment Property – West Adam Street

Opening balance	475	475	475	475
Additions	-	-	-	-
Closing balance	475	475	475	475

18. Debtors

	Group		Association	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Rent arrears	184	114	175	102
Less: Provision for bad debts	(42)	(18)	(41)	(18)
	142	96	134	84
Prepayments and accrued income	481	375	481	375
Other debtors	119	64	52	54
Local authorities	1,756	1,648	1,756	1,648
Due from other group companies	-	-	58	32
	2,498	2,183	2,481	2,193

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (continued)

19. Creditors: amounts falling due within one year

	Group		Association	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
Trade creditors	173	447	166	434
Local authorities	88	141	88	141
Other creditors	309	440	278	440
Rent and service charges received in advance	-	134	-	115
Due to other group companies	-	-	-	-
Tax and social security	467	619	467	619
Accruals	919	790	857	742
Deferred income	14	69	9	66
Equipment replacement	954	1,009	746	770
HAG	227	205	227	205
Other grants	43	43	18	18
Housing Loans (note 20)	81	1,184	81	84
	<u>3,276</u>	<u>5,081</u>	<u>2,938</u>	<u>3,634</u>

Analysis of deferred HAG / other grants – Group

	Housing Association Grants	Other Grants	Total
	£'000	£'000	£'000
Deferred income as at 31 March 2024	12,009	2,424	14,433
Additional income received	1,381	-	1,381
Released to Statement of Comprehensive Income	(209)	(43)	(252)
Deferred income as at 31 March 2025	<u>13,182</u>	<u>2,381</u>	<u>15,562</u>

Grants to be released to the Statement of Comprehensive Income

2024 – all due within one year	201	43	244
2025 – all due within one year	209	43	252

Analysis of deferred HAG / other grants – Association

	Housing Association Grants	Other Grants	Total
	£'000	£'000	£'000
Deferred income as at 31 March 2024	12,009	911	12,920
Additional income received	1,381	-	1,381
Released to Statement of Comprehensive Income	(209)	(18)	(227)
Deferred income as at 31 March 2025	<u>13,182</u>	<u>893</u>	<u>14,074</u>

Grants to be released to the Statement of Comprehensive Income

2024 – all due within one year	201	18	219
2025 – all due within one year	209	18	227

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2024 (continued)

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

	Group		Association	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
HAG	12,955	11,804	12,955	11,804
Other grants	2,338	2,381	875	893
Housing loans	301	380	301	380
	<u>15,593</u>	<u>14,565</u>	<u>14,130</u>	<u>13,077</u>

Loans are secured by specific charges on the Group's properties. Loans are repayable at current rates of interest ranging from 1.4% to 6.8% (2024: 1.4% to 6.5%) in instalments due as follows:

	Group		Association	
	2025	2024	2025	2024
	£'000	£'000	£'000	£'000
In one year or less (note 19)	81	1,184	81	84
In one to two years	83	83	83	83
Between two to five years	185	265	185	265
In five years or more	32	32	32	32
	<u>382</u>	<u>1,564</u>	<u>382</u>	<u>464</u>

Housing loans will be fully repaid between 2029 and 2031.

21. Share capital – Group and Association

	2025	2024
	£	£
Shares of £1 fully paid and issued at beginning of year	45	45
Shares issued during year	8	-
Shares cancelled during year	(7)	-
	<u>46</u>	<u>45</u>

Each member of the Association holds one share of £1 in the Association. These shares carry no rights to dividend or distributions on a winding up. When a shareholder ceases to be a member, that person's share is cancelled and the amount paid thereon becomes the property of the Association. Each member has a right to vote at members' meetings.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (continued)

22. Related party transactions

Ark Services Limited & Ark Commercial Investment Limited are wholly owned subsidiaries of Ark Housing Association.

During the year Ark HA charged Ark Services £80,600 for professional and administrative support (2024: £78,900) and £16,632 (2024: £19,849) for insurance. At 31 March 2025 there was a total balance of £34,184 (2024: £26,773) owed to Ark HA and a balance of £nil (2024: £nil) due from Ark HA in respect of rental and other income received on behalf of Ark Services Limited.

In addition Ark HA charged Ark Commercial Investment Limited £45,000 (2024: £44,000) during the year for rental of the property at West Adam Street. At 31 March 2025 there was a total of £23,469 (2024: £12,584) owed to Ark HA by Ark Commercial Investment Limited.

During the year Ark held 137 bank accounts (2024: 142) in trust on behalf of supported people. These accounts are kept separate from funds held by the Association and controls monitored by the Care Commission are in place to ensure the safe custody of said funds. The total amount held in these accounts as at 31 March 2025 was £1,363,227 (2024: £1,561,783).

23. Pensions – Group and Association

General

Ark Housing Association Limited participates in the Scottish Housing Associations' Pension Scheme ('the Scheme'), a multi-employer scheme which provides benefits to some 150 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 2021. This valuation revealed a deficit of £27m, down from a deficit of £121m in the previous valuation. A Recovery Plan, in place to eliminate the deficit, ended in September 2022.

The Scheme is classified as a 'last-man standing arrangement'. Therefore the Association 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 accounting purposes, a valuation of the scheme is carried out with an effective date of 30 September each year. The liability figures from this valuation are rolled forward for accounting year-ends from the following 31 March to 28 February inclusive.

The latest accounting valuation was carried out with an effective date of 30 September 2024. The liability figures from this valuation were rolled forward for accounting year-ends from the following 31 March 2025 to 28 February 2026 inclusive.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (continued)

23. Pensions – Group and Association (continued)

The liabilities are compared, at the relevant accounting date, with the Association's fair share of the Scheme's total assets to calculate the Association's net deficit or surplus.

A defined benefit liability of £2,857,000 is recognised within the provisions for this contractual obligation.

Ark Housing Association continues to offer defined contribution membership of the Scheme to its employees.

Present values of defined benefit obligation, fair value of assets and defined benefit asset (liability)

	2025 £'000	2024 £'000
Fair value of plan assets	20,675	22,835
Present value of defined benefit obligation	(23,532)	(25,820)
Net defined liability to be recognised	(2,857)	(2,985)

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

	2025 £'000	2024 £'000
Defined benefit obligation at start of period	25,820	26,138
Expenses	38	37
Interest expense	1,236	1,248
Actuarial losses (gains)	(2,472)	(306)
Benefits paid and expenses	(1,090)	(1,297)
Defined benefit obligation at end of period	23,532	25,820

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

	2025 £'000	2024 £'000
Fair value of plan assets at start of period	22,835	24,855
Interest income	1,090	1,185
Experience on plan assets	(2,198)	(1,945)
Contributions by the employer	38	37
Benefits paid and expenses	(1,090)	(1,297)
Fair value of plan assets at end of period	20,675	22,835

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (continued)

23. Pensions – Group and Association (continued)

The actual return on the plan assets (including any changes in share of assets) over the period from 01 April 2024 to 31 March 2025 was (£1,108k) (2024: (£760k)).

Defined benefit costs recognised in Statement of Comprehensive Income (SOI):

	2025	2024
	£'000	£'000
Expenses	38	37
Net interest expense	146	63
Defined benefit costs recognised in Statement of Comprehensive Income	184	100

Defined benefit costs recognised in other comprehensive income:

	2025	2024
	£'000	£'000
Experience of plan assets	(2,198)	(1,945)
Experience gains and losses arising on plan liabilities – gain (loss)	(62)	126
Effects of changes in the demographic assumptions underlying the present value of the defined benefit obligation – gain	-	173
Effects of changes in the financial assumptions underlying the present value of the defined benefit obligation – gain	2,534	7
Total amount recognised in other comprehensive income	274	(1,639)

In May 2021 the Scheme Trustee (TPT Retirement Solutions) notified employers of a review of historic scheme benefit changes, and the result of this is that there is uncertainty surrounding some of these changes. The Trustee is seeking clarification from the Court on these items, and this process is ongoing with it being unlikely to be resolved before the end of 2024 at the earliest. It is estimated that this could potentially increase the value of the full Scheme liabilities by £27m. We note that this estimate has been calculated as at 30 September 2022 on the Scheme's Technical Provisions basis. Until the Court direction is received, it is unknown whether the full (or any) increase in liabilities will apply and therefore, in line with the prior year, no adjustment has been made in these financial statements in respect of this.

Growth Plan

Ark Housing Association participates in the scheme, a multi-employer scheme which provides benefits to some 638 non-associated participating employers. The scheme is a defined benefit scheme in the UK. It is not possible for the company to obtain sufficient information to enable it to account for the scheme as a defined benefit scheme. Therefore it accounts for the scheme as a defined contribution scheme.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (continued)

23. Pensions – Group and Association (continued)

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 scheme is classified as a 'last-man standing arrangement'. Therefore the company 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.

Present value of provision – reconciliation of opening and closing provisions:

	2025 £'000	2024 £'000
Provision at start of period	-	1
Unwinding of the discount factor (interest expense)	-	-
Deficit contribution paid	-	(1)
Remeasurements – impact of any change in assumptions	-	-
Remeasurements – amendments to the contribution schedule	-	-
Provision at end of period	-	-

Following a change in legislation in September 2005 there is a potential debt on the employer that could be levied by the Trustee of the Plan and The Pensions Act 2011 has more recently altered the definition of Series 3 of the Plan so that a liability arises to employers from membership of any Series except Series 4. The debt is due in the event of the employer ceasing to participate in the Plan or the Plan winding up.

The debt for the Plan as a whole is calculated by comparing the liabilities for the plan (calculated on a buyout basis i.e. the cost of securing benefits by purchasing annuity policies from an insurer, plus an allowance for expenses) with the assets of the Plan. If the liabilities exceed assets there is a buy-out debt.

The leaving employer's share of the buy-out debt is the proportion of the Plan's liability attributable to employment with the leaving employer compared to the total amount of the Plan's liabilities (relating to employment with all the currently participating employers). The leaving employer's debt therefore includes a share of any 'orphan' liabilities in respect of previously participating employers. The amount of the debt therefore depends on many factors including total Plan liabilities, Plan investment performance, the liabilities in respect of current and former employees of the employer, financial conditions at the time of the cessation event and the insurance buy-out market. The amounts of debt can therefore be volatile over time.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (continued)

23. Pensions – Group and Association (continued)

When an employer withdraws from a multi-employer defined benefit pension scheme which is in deficit, the employer is required by law to pay its share of the deficit, calculated on a statutory basis (known as the buy-out basis). The calculation basis that applies to the Plan was amended due to a change in the definition of money purchase contained in the Pensions Act 2011 but the regulations that will determine exactly how the change will apply in practice are still awaited. As the law stands, it is not yet clear whether the statutory calculation should include or exclude Series 3 liabilities. However, based upon current advice, the most likely interpretation is that Series 3 liabilities will have to be included in the calculation of an employer's debt on withdrawal.

The Plan is a "last man standing" multi-employer scheme. This means that if a withdrawing employer is unable to pay its debt on withdrawal the liability is shared amongst the remaining employers. The participating employers are therefore, jointly and severally liable for the deficit in the Plan.

The Association has been notified by The Pensions Trust that the amount to be paid in 2025/26 is £1,262. Subject to certain conditions, this amount is payable annually and is anticipated to increase by 3% per annum.

24. Contingent liability

Pensions

Ark Housing Association has been notified by the Pensions Trust of the estimated employer debt on withdrawal from the SHAPS Scheme based on the financial position of the Scheme as at 30 September 2024. As of this date the estimated employer debt for Ark Housing Association was £7,302,565.

Ark Housing Association has been notified by the Pensions Trust of the estimated employer debt on withdrawal from the Growth Plan based on the financial position of the Plan as at 30 September 2024. As of this date the estimated employer debt for Ark was £5,136 including Series 3 liabilities in the calculation.

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (continued)

25. Cash flow analysis

Cash flow from operating activities – Group

	2025	2024
	£'000	£'000
Operating surplus / (deficit) for the year	1,408	201
Depreciation of tangible fixed assets	977	847
Decrease / (increase) in trade and other debtors	(305)	848
Increase / (decrease) in trade and other creditors	(984)	(763)
Net cash inflow / (outflow) from operating activities	1,096	1,133

Reconciliation of net cash flow to movement in net funds / (debt):

	2025	2024
	£'000	£'000
Increase / (decrease) in cash in the period	950	318
Cash inflow from movement in debt	1,024	153
	1,974	471
Net funds at 1 April	6,647	6,176
Net funds at 31 March	8,621	6,647

Analysis of changes in net funds:

	At 31	Cash	At 31
	March	Flows	March
	2024	2025	2025
	£'000	£'000	£'000
Cash in bank and in hand	8,211	950	9,161
Debt due within 1 year	(1,184)	1,103	(81)
Debt due after 1 year	(380)	(79)	(459)
Net funds	6,647	1,974	8,621

NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2025 (continued)

25. Cash flow analysis (continued)

Cash flow from operating activities – Association

	2025	2024
	£'000	£'000
Operating surplus / (deficit) for the year	1,019	(235)
Depreciation of tangible fixed assets	877	753
Decrease / (increase) in trade and other debtors	(289)	854
Increase / (decrease) in trade and other creditors	(948)	(557)
Net cash inflow / (outflow) from operating activities	<u>659</u>	<u>815</u>

Reconciliation of net cash flow to movement in net funds / (debt):

	2025	2024
	£'000	£'000
Increase / (decrease) in cash in the period	1,749	201
Cash inflow from movement in debt	<u>(76)</u>	<u>78</u>
	1,673	279
Net funds at 1 April	<u>5,631</u>	<u>5,352</u>
Net funds at 31 March	<u>7,304</u>	<u>5,631</u>

Analysis of changes in net funds:

	At 31	Cash	At 31
	March	Flows	March
	2024	2025	2025
	£'000	£'000	£'000
Cash in bank and in hand	6,095	1,749	7,844
Debt due within 1 year	(84)	3	81
Debt due after 1 year	(380)	(79)	(459)
Net funds	<u>5,631</u>	<u>1,673</u>	<u>7,304</u>

