

**LINK HOUSING ASSOCIATION LIMITED**



**LINKHOUSING**

**ANNUAL REPORT AND FINANCIAL STATEMENTS**

**FOR THE YEAR ENDED 31 MARCH 2025**

**Community Benefit Society Registration No: 8793**

**The Scottish Housing Regulator No: 364**

**Registered Scottish Charity No: SC052747**

# LINK HOUSING ASSOCIATION LIMITED

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# LINK HOUSING ASSOCIATION LIMITED

## ADMINISTRATIVE INFORMATION

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<b>Board Members</b>	P Pyke K Hewie D Robinson E Porter I Ahmad P Matthews B Lees A Campbell S Gorman	(Appointed May 2024)
<b>Secretary</b>	Link Group Limited	
<b>Registered office</b>	Link House 2c New Mart Road Edinburgh EH14 1RL	
<b>Auditor</b>	RSM UK Audit LLP Third Floor 2 Semple Street Edinburgh EH3 8BL	
<b>Internal auditor</b>	TIAA Artillery House Fort Fareham Industrial Site Fareham PO14 1AH	
<b>Bankers</b>	Bank of Scotland 75 George Street Edinburgh EH2 3EW	
<b>Solicitors</b>	Harper Macleod LLP 65 Haymarket Terrace Edinburgh EH12 5AD  Kelly & Co 184 Abercromby Street Glasgow G40 2RZ	Addleshaw Goddard LLP Exchange Tower Edinburgh EH3 8EH
<b>Website</b>	<a href="http://www.linkhousing.org.uk">www.linkhousing.org.uk</a>	
<b>Email</b>	<a href="mailto:linkhousing@linkhousing.org.uk">linkhousing@linkhousing.org.uk</a>	

# LINK HOUSING ASSOCIATION LIMITED

## REPORT OF THE BOARD OF MANAGEMENT

### FOR THE YEAR ENDED 31 MARCH 2025

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The Board of Link Housing Association Limited present its report and audited financial statements for the year ended 31 March 2025.

#### Principal Activity

The Association is wholly owned by Link Group Limited, and its principal activity is to provide a management and maintenance service to tenants of Link Group.

The Association is responsible for the housing management of 10,760 (2024: 10,691) social rented homes. The Association aims to provide value for money and demonstrate its accountability and transparency in all the advice, support, and services that it delivers.

At a board meeting on 27 August 2024, the Link Group Limited board (the ultimate parent undertaking) approved a proposal to transfer the activities, assets and liabilities within Link Housing Association over to Link Group Limited. The transfer occurred on 30 June 2025. The operational and strategic plans noted in this report will transfer with the activities. The legal entity Link Housing Association will be wound up thereafter.

#### Strategic Objectives 2025/26

The Association has developed a housing strategy called Link Together, in collaboration with its RSL partner organisations Link Group Limited, Horizon Housing Association Limited, Larkfield Housing Association Limited, and West Highland Housing Association Limited. The Association has involved staff from across the business to shape and deliver a strategy that reflects its aims, ambitions, and objectives. This strategy provides a clear direction for the Association's services over the next five years and is based on four themes that support Link Group Limited's vision. This strategy will be taken forward by Link Group Limited when operating the association's services post transfer date.

#### Tenant Led Engagement

- Work with tenants to deliver excellent services and do what we say we are going to do.
- Develop combined tenant engagement strategy.
- Identify tenant and customer profiles.
- Tailor services to suit individual needs.
- Deliver and implement community engagement plans.
- Co-create and manage projects to suit tenants.

#### Value Led Services

- Demonstrate that housing services offer value for money.
- Demonstrate value for money initiatives.
- Review annual costs making efficiency savings where appropriate.
- Tenant and customer focused locality planning.

#### Sustainability

- Maintain and improve a sustainable joined up housing service tailor made to customer needs.
- Promote independent living and inclusive communities.
- Create sustainable communities and tenancies.
- Ensure current and future tenants can access and sustain housing appropriate for their needs.
- Work towards a carbon neutral environment within our communities.

#### Accountability

- Be accountable, open, and honest in all that we do.
- Lead success through a culture of mutual support involving others in decisions that affect them.
- Take ownership of tenants and customer needs and advocate on their behalf.
- Deliver personalised solutions with a "can do" attitude.
- Take personal responsibility for actions and performance.

2025 will be the final year of the strategy and will allow a reflection on progress against each theme with an opportunity to create a new strategy within Link Group Limited, which will be implemented from 1 April 2026.

# LINK HOUSING ASSOCIATION LIMITED

## REPORT OF THE BOARD OF MANAGEMENT(CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

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### Housing Management 2024/25

The Association has responded to the current cost of living crisis and both our performance and service levels have been maintained throughout 2024/25. The overall results of the reported key performance indicators on page 10 are a testament to the efforts of the Association's staff teams, who have continued to operate in a flexible and responsive way during challenging times.

As part of the consultation process with former Weslo Housing Management tenants on transferring to Link Group Limited during 2022, a commitment was given to create an Area Board, a member of whom is also a board member of the Association. During 2024/25, the Area Board developed a clear action plan to ensure that tenant commitments are met. A new structure has been put in place from April 2025 allowing the activities, that previously took place via the Area Board to be incorporated into a new tenant engagement body, which will be fully supported by Link's Tenant engagement team.

Several successful community events, such as the Bathgate Fun Day took place in 2024/2025, demonstrating the Association's commitment to supporting local groups across West Lothian.

The award-winning Tenant Scrutiny Panel (TSP) plays a vital role within the Association and act independently and in the interests of tenants. Its purpose is to scrutinise service delivery and performance and work to drive forward improvements. The Panel has conducted 6 scrutiny exercises to date and reviewed processes and the Charter Report Card. The scrutiny exercises to date include advice services, repairs services, asset planning, communication, estate management and gas servicing. The TSP continue to be a valued team of individuals who make a difference to the work we do.

The Association's performance in 2024/2025 has remained strong with significant progress in several key strategic areas.

In the past year, the Association has:

- Ensured the safety of Link Group's tenants and properties through the Association's compliance framework.
- Successfully transitioned away from Sheltered Housing with a new retirement service in place from April 2024.
- Continued to deliver a telephony project which also considered wider customer communication options including customer app functionality; omni channel capability; call recording for quality and staff wellbeing purposes; and improved self-service options.
- Continued to make use of an Eviction Panel to review all decrees granted by the Courts prior to any enforcement action being taken.
- Developed and implemented safe ways of working guidance and procedures for staff.
- Increased Link Group's rental income through new build lets and maintained our arrears position within agreed targets.
- Delivered a strong customer centred approach and support through wrap around services.
- Found new ways to engage with tenants including introducing digital formats.
- Implemented Clear Review performance management system across the Association to support and develop staff in 2024/2025.
- Implemented the Link Together Housing Strategy.
- Supported the West Lothian Area Board to continue to focus on the delivery of tenant commitments.
- Achieved excellent tenant satisfaction results across several key performance indicators.

# LINK HOUSING ASSOCIATION LIMITED

## REPORT OF THE BOARD OF MANAGEMENT(CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2025

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The Association is committed to tenancy sustainment, Link Housing Association Limited has a comprehensive tenancy sustainment policy, and the following activities demonstrate how this is embedded in housing management practice:

- Excellent Tenancy Toolkit – provides staff with an increased awareness of tenancy sustainment and how we can support Link Group's tenants with diverse needs.
- Trauma Informed Practice – frontline staff are receiving training on trauma informed practice. Trauma Informed Practice is a strengths-based approach, which seeks to understand and respond to the impact of trauma on people's lives.
- Help On Managing Everything project (HoME) – HoME is a service delivered to Link Housing tenants by LinkLiving Limited, working with tenants to better manage and maintain their homes and settle into their community.
- Money and Wellbeing Project – part funded by Scottish Legal Aid Board (SLAB) Debt Journey program. The project provides remote support to tenants who are in debt and experiencing mental health issues and/or are digitally excluded. Self-help coaching is delivered by LinkLiving Limited via telephone or video call.
- Lightening Reach – Fully funded pilot launched in 2024 to allow tenants to access a wide range of benefits using a portal that links with available funding bespoke to individuals circumstances.

#### Rent Levels and Affordability

Link Group's aim is to balance the affordability of rents for our tenants with the need for continued investment in properties and services. No minimum rent increases are employed, and no above inflation rent increases are assumed.

Link Group's business plan projections incorporate an estimated rate of inflation based on a CPI of inflation target set by the UK Government and Bank of England and that estimate applies throughout the 30-year business planning cycle.

#### Welfare Reform

The cost of living, fuel crises and the war in Ukraine are putting considerable pressure on household budgets, with many tenants struggling to afford their rent and daily essentials such as food and utilities.

Welfare Reforms are largely complete with only Universal Credit (UC) Managed Migration and the continued roll-out of Scottish Government devolved benefits outstanding from the Welfare Reform Act 2012.

UC Managed Migration is on track to complete by April 2026, with final migration notices expected to be issued in September 2025. There are approximately 1,250 Link Housing tenants still to go through the migration and due to their long-term health conditions, it is anticipated that they will require significant support to manage the process successfully. The managed migration process is proving considerably more complex than anticipated. Advice Service staff have undergone initial training and will continue to keep abreast of learning and best practice as it emerges. Communications to frontline staff and tenants is well underway and will continue to be updated as more information becomes available.

There are robust controls in place to monitor the rent accounts of tenants in receipt of UC, to ensure UC payments are received and provide support to those tenants. Recording measures are reported monthly to housing services teams and Link Housing senior management team. Regular reports are presented to the Association and Link Group Board's and the Group Leadership Team.

The ongoing cost of living continues to adversely affect tenants. Inflation has fallen from its 40-year high of 11.1% in October 2022, to 3.5% in February 2025, but this remains above the Bank of England target of 2%. The energy price cap continues to increase, currently £1,849 per year for the period 1 April 25 – 30 June 25. This is an increase of 9% on the same period in 2024 (£1,690).

# LINK HOUSING ASSOCIATION LIMITED

## REPORT OF THE BOARD OF MANAGEMENT(CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

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Analysis of rent affordability continues to inform that households in receipt of Universal Credit (UC) and Housing Benefit (HB) are the most significantly impacted, with modelling of all household types demonstrating that rents are not affordable, based on the National Housing Federation definition.

Notwithstanding the wider position, Link Group continues to protect its rental income through robust rent account management procedures and the provision of welfare benefits and debt and money advice and support.

The membership and work of the Welfare Reform Group has again been refocussed, with a recognition that much of the tenancy sustainment and welfare reform actions are now contained within action plans for the Sustainability, Linked Together and Streets into Communities Strategies. The Group will move to an advisory and information exchange format, with plans underway to create a SharePoint site.

### **Analogue to Digital Transformation of Warden call systems**

During 2024/25, the Association has made considerable progress in the analogue to digital journey of the Association's existing analogue telecare infrastructure. This transformation is required because of national changes to the telephony infrastructure planned by BT Openreach.

Working closely with the Digital Office and Scottish Federation of Housing Associations (SFHA) TEC team, the Association has identified a sustainable alternative to the existing analogue warden call system with plans to use digital dispersed alarms to provide an enhanced service to customers.

In 2024/25 the service implemented 4 pilots across sheltered and retirement plus developments to evaluate alternative systems. These pilots have been vital in gathering feedback from tenants and in identifying issues with the existing infrastructure that will impact on the specification for the replacement system.

In 2024/25 we entered a new partnership with Bield Response 24 who provide a TSA (Telecare Services Association) accredited contact centre. The Alarm Receiving Centre is a facility that monitors and responds to alarms raised by customers. ARC's play a critical role in ensuring rapid response to emergencies, providing peace of mind for our customers. Link customers transferring to the new service met staff from Bield Response 24 during a series of roadshows throughout July. These events were well attended, and the feedback from Link customers was very encouraging.

The move to a fully digital Alarm Receiving Centre means Link can move forward with an ambitious programme to replace existing analogue systems with digital dispersed alarms across our Retirement Plus developments.

In 2025/26 we will:

- Continue to work with tenants to plan and prepare for the transition to a new system.
- Work with the Link Group's Sustainability Team to plan and manage the transition of all existing warden call systems to digital dispersed alarms.

### **Tenancy Sustainment and Support Service**

The Association is committed to tenancy sustainment, the principles of which are explained in the Tenancy Sustainment Policy. The following activities demonstrate how this is embedded in housing management practice:

- Lightning Reach – Scottish Federation of Housing Associations has funded a project to provide access to the Lightning Reach portal for Link Housing tenants and sharing owners. The 12-month project commenced on 22 July 2024 and to date, 1140 tenants have accessed the portal of which 918 have created profiles and been matched with support. Grants of £42,700 have been identified for tenants.
- Fuel poverty initiatives during 2024/25
  - The Association secured access to emergency fuel vouchers from Housing Association Charitable Trust to assist tenants in fuel poverty because of the energy crisis. 109 tenants received 214 vouchers totaling £18,254.

# LINK HOUSING ASSOCIATION LIMITED

## REPORT OF THE BOARD OF MANAGEMENT(CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2025

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- Partnership with Home Energy Scotland to provide advice and support to tenants experiencing fuel poverty. 246 tenants were referred with the following outcomes achieved: 108 given energy advice, 96 signposted for support with complex matters including billing and metering issues and 24 received Home Energy Checks.
- Excellent Tenancy Toolkit - provides staff with an increased awareness of Tenancy Sustainment and how the Association can support Link Group's tenants with diverse needs. This is underpinned by on the job and peer to peer learning via the "Bring Your Own Blur" lunch and learn sessions. Resources for the toolkit are available, allowing staff to revisit information and to develop their skills and knowledge, when needed. Sessions continued to be delivered during 2024/25 including on domestic abuse, Thistle Insurance and Multi-agency Public Protection Arrangements.
- Trauma Informed Practice – frontline staff are receiving training on Trauma Informed Practice, equipping them with the knowledge and skills to deal more effectively with affected tenants. To date, 146 frontline staff have attended the training.
- Help On Managing Everything project (HoME) – HoME is a service delivered to Link Housing tenants by LinkLiving. HoME has a project worker working with each area housing team providing services to tenants that assist them to better manage and maintain their homes with a focus on tenancy sustainment and preventing homelessness through abandonment or eviction. The HoME Project provided a service to 197 tenants in 2024/25 and was a significant contributory factor in sustaining tenancies.
- Building Resilience for a Better Home offers free self-help coaching sessions to tenants who are experiencing mild to moderate mental health issues, including anxiety, stress, low mood, depression, and sleep difficulties. Tenants accessing the service can receive up to nine sessions with a LinkLiving self-help coach which are delivered online or by telephone. When a person's mood is low this can impact their ability to manage their tenancy, this service provides tenants with the tools and techniques to better manage their mental health challenges. The project has worked with 66 tenants over the past year.
- Starter packs – The Community Wellbeing Team funded the provision of starter packs to new tenants, delivering 71 packs during 2024/25.
- Business support – the business support function provides monthly analysis and information, of households in receipt of Universal Credit, to housing staff, identifying those tenants most at risk and in need of support.

#### Going Concern

At a board meeting on 27 August 2024, the Link Group Limited board (the ultimate parent undertaking) approved a proposal to transfer the activities, assets and liabilities within Link Housing Association over to Link Group Limited. After this transfer the legal entity, Link Housing Association Limited, will be wound up. This will not affect any service we provide.

The board have prepared the financial statements on the basis that Link Housing Association is no longer a going concern. There has been no adjustment made to the financial statements as a result of the application of the non-going concern basis. The transfer date was 30 June 2025.

#### Strategy

In October 2024, the Association Board met to consider the current business plan as part of our strategic planning process. New strategic objectives have been derived from the strategic planning day and these will be monitored quarterly through the Business Delivery Plan updates to the Board and the objectives will be taken forward by Link Group Limited from 1 July 2025.



# LINK HOUSING ASSOCIATION LIMITED

## REPORT OF THE BOARD OF MANAGEMENT(CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

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These include:

- Implementation of the Association's operating model – This will form part of a new programme called Housing Services for the future, due to be implemented in the latter part of 2025/26
- Review of Retirement Service – Due to be completed in 2025/26
- Complete Tenant Satisfaction Survey – To take place by October 2025
- Review of Allocations Policy – Due to complete by July 2025
- Implementing the Housing Strategy and achieving outcomes for each of the strategy themes whilst dovetailing with the Communities Strategy.
- Review of performance reporting and targets and reflect how these align to customer experience.
- Measure performance improvement for each business area identified through Annual Return on the Charter and benchmarking results.
- Embed a culture of continuous improvement and deliver excellent customer services to reflect the principles of the CIH Professional Standards and customer expectations.
- Embed a culture refresh in relation to working practices, attitudes, and behaviours that meet customer and tenant expectations.
- Contribute to the review of the Link Group Asset Management strategy.
- Ensure that we participate in the delivery of Link Group's Asset Management Investment Programme.
- Consider the viability of Link Group's Older Person stock in 2025/2026.
- Consider improvements to the Association's Digital Services offer in line with our Digital Strategy.
- Further develop an action plan based on the Tenant Engagement Strategy and develop the Association's intelligence of what customer aspirations and needs are to allow service delivery to be tailor made to suit.

The Association remains in a financially secure position, part of which is due to the continued reliable and robust performance of rent and debt collection. The Association will continue to review risk profiles, protecting tenants and staff within this environment. Remaining compliant and managing all other aspects of the housing management business, the Association will continue in accordance with both Scottish Government and Scottish Housing Regulatory frameworks.

### Risks

The Association has a risk register which sets out its key risks. A new Audit and Risk Committee was established in March 2023 to monitor all risks associated within the Association's area of operation. Following another year of operating within a difficult environment the measures adopted have again proven to be successful, which saw an increase in income and staff absence managed effectively.

# LINK HOUSING ASSOCIATION LIMITED

## REPORT OF THE BOARD OF MANAGEMENT(CONTINUED)

**FOR THE YEAR ENDED 31 MARCH 2025**

<b>Risk</b>	<b>Controls</b>
Significant Business Interruption including lack of staff	This risk is mitigated by the disaster recovery and business continuity plans.
Insufficient resources to deliver the service growth and change programme, having a negative impact on staff health and wellbeing.	This risk is mitigated with regular feedback from staff, performance reviews, robust business planning and transformation implementation.
Loss of Income (Rental Income / Funding / void loss)	This risk is mitigated by the staff structure, with a focus of staff resources on income and arrears management process and tenancy sustainment. Budget monitoring and KPI indicators, and annual visits are used to monitor performance. In addition, Link provide money and debt advice services.
Unfavourable results from welfare reforms (Property Occupancy)/ Reduced benefit payments/benefit cap/benefit freeze	This risk is mitigated with the continual assessment of impact of welfare reforms and monitoring of early intervention. Staff are provided with training, enabling Link to identify tenant who require support.
Failure to comply with Scottish Social Housing Charter outcomes	To mitigate this risk, staff are provided with appropriate training and allocation of responsibility.  Performance is monitored by tenant inspection and scrutiny panels. A full suite of KPI's is presented to LHA Board on a quarterly basis. There is a monitoring regime through verification of ARC indicators, internal audit reviews and weekly and monthly monitoring of KPI's.
Non-compliance - Freedom of Information Act	To mitigate this risk staff, maintain awareness of legislative programme, and any changes to this.

# LINK HOUSING ASSOCIATION LIMITED

## REPORT OF THE BOARD OF MANAGEMENT(CONTINUED) *FOR THE YEAR ENDED 31 MARCH 2025*

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### Board Members

The Board Members who held office during the year and up to the date of signature of the financial statements were as follows:

A Shute	(Resigned April 2024)
P Pyke	
K Hewie	
D Robinson	
E Porter	
I Ahmad	
P Matthews	
B Lees	
A Campbell	
S Gorman	(Appointed May 2024)

### Financial Review

The financial statements are prepared in accordance with the Statement of Recommended Practice 2018 (SORP) for Social Housing Providers. The Association achieved total comprehensive income for the year to 31 March 2025 of £nil (2024: £nil).

Turnover of £12.0m (2024: £11.7m) has increased by 2.6% and Operating expenditure of £11.9m (2024: £11.6m) has increased by 2.6% both are mainly attributable to increased costs being covered by higher management fees charged to Link Group.

Cash balances decreased by £0.1m to £1.9m (2024: £2.0m). Accounts receivable has increased by £0.9m to £7.6m (2024: £6.7m) and accounts payable has increased by £0.9m to £9.5m (2024: £8.6m) reflecting higher intercompany balances.

### Performance 2024/2025

The following table provides the performance of the Association's functions against the targets approved by the Association's Board in 2024.

# LINK HOUSING ASSOCIATION LIMITED

## REPORT OF THE BOARD OF MANAGEMENT (CONTINUED)

**FOR THE YEAR ENDED 31 MARCH 2025**

Indicator	Reason	LHA Performance 2024/2025	LHA Targets 2024/2025	Proposed Targets 2025/2026	Scottish Average 2023/24
Gross Rent arrears as a % of rent due	ARC indicator Service Impact	4.18%	5.0%	4.3%	6.7%
% of new tenancies sustained for more than a year by source of let	ARC indicator Service Impact Prevention of homelessness	94.01%	94.0%	93.0%	94.6%
% of properties available (and there was a demand for homeless) how many were let to homeless applicants	ARC indicator Service Impact Prevention of homelessness	81.3%	65.0%	65.0%	33.0%
% of tenants who feel that rent for their property represents good value for money	ARC indicator Service Impact	82.49%	82.5%	75.0%	81.8%
% of rent due lost through homes being empty	ARC indicator Service Impact	0.47%	0.4%	0.48%	1.4%
Average Days to Let	ARC indicator Service Impact	31.83 days	30 Days	30 Days	56.7
number of properties meeting SHQS target	ARC indicator Legislative requirement	92.71%	99.6%	95%	87.7%
Average length of time taken to complete emergency repairs hours	ARC indicator Direct service impact Safety and wellbeing	2.98	4	4	4
Average length of time taken to complete non-emergency repairs.	ARC indicator Direct service impact Safety and wellbeing	12.80	9	6	8
Percentage tenants satisfied with repairs service	ARC indicator Direct service impact Safety and wellbeing	84.47%	96.0%	96.0%	87.8%

# LINK HOUSING ASSOCIATION LIMITED

## REPORT OF THE BOARD OF MANAGEMENT (CONTINUED)

**FOR THE YEAR ENDED 31 MARCH 2025**

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The average re-let times and % of rent due lost through homes being empty indicators have fallen below target, the main reason has been the impact of long-term void properties. These are properties which are either being used as decant accommodation or are being considered for redevelopment and are, therefore, not being re-let. The decrease in length of time taken to complete non-emergency repairs is reflected in a lower tenant satisfaction rate with the repairs service. However, there has been an increase in tenant satisfaction regarding value for money and a decrease in gross rent arrears as a percentage of rent due.

### Corporate Governance

The Association is governed by a Board made up of 9 members (maximum 12 members allowed). Meetings are held bi-monthly, and agenda items are either approved, noted, and/or discussed. Matters of business assurance are referred to Link Group Limited.

Each Board member brings their individual skills and experience to the governing body of the Association. The Association's Board are tasked with making the key decisions about the Association's direction and provide challenge and oversight of the staff team to ensure that all decisions and services are provided and delivered in the best interests of our tenants and customers.

Training requirements for the Association Board members were identified as part of the annual performance reviews and a suite of training courses is available to ensure that the Association's Board members have a full knowledge of our business.

Current membership of the Board is set out in the Administrative Information page.

### Auditor

In accordance with section 487 of the Companies Act 2006, the auditor, RSM UK Audit LLP will be deemed to be reappointed and will therefore continue in office.

### Statement of disclosure to auditor

So far as each person who was a director at the date of approving this report is aware, there is no relevant audit information of which the Association's auditor is unaware. Additionally, each Board Member has taken all the necessary steps that they ought to have taken as a Board Member in order to make themselves aware of all relevant audit information and to establish that the Association's auditor is aware of that information.

This statement was approved by the Board on 27 August 2025.

### BY ORDER OF THE BOARD OF MANAGEMENT

[Redacted Signature]

P Matthews  
Chair

[Redacted Signature]

C Archibald  
Secretary

[Redacted Signature]

K Hewie  
Vice Chair

# **LINK HOUSING ASSOCIATION LIMITED**

## **BOARD OF MANAGEMENT STATEMENT ON INTERNAL FINANCIAL CONTROLS FOR THE YEAR ENDED 31 MARCH 2025**

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### **Identification of Business Risks**

The Board is responsible for identifying the major business risks faced by the Association and for determining the appropriate course of action to manage those risks. Major business risks and the financial implications are assessed by reference to established criteria. These risks are incorporated into risk registers which are reviewed by the Group Leadership Team, the Association Audit and Risk Committee and the Board itself.

The financial implications of major business risks are controlled by means of delegated authorities which reserve significant matters to the Board for decision, segregation of duties in appropriate areas and physical controls over assets and access to records.

### **Management Information Systems**

Management information systems have been developed to provide accurate and timeous data of all aspects of the business. Management accounts comparing actual results against budget are presented to the Board monthly, together with a balance sheet and performance against key financial indicators. Reports accompanying the accounts also provide information on borrowing, investment, and recoverability of debts due.

### **Internal Control Systems**

The Board monitors the operation of the internal financial control system by considering regular reports from management and the external auditor. This ensures appropriate corrective action is taken to address any reported weaknesses.

### **Internal Audit**

Internal Audit services are provided by an experienced external company TIAA. The audit work plan is generated from a detailed Audit Needs Assessment which is based upon a systematic risk assessment of the Groups' operations and activities. There were no major weaknesses/control issues regarding the reports/areas reviewed. The Internal Auditor reports to the Group Audit and Risk Committee.

### **Group Audit and Risk Committee**

The Group Audit and Risk Committee has up to seven members and monitors the controls which are in force and any perceived gaps in the control environment. This is achieved through reports to the Committee from the internal and external auditors. The Committee considers and determines relevant action in respect of any control issues raised by the internal or external auditors. Partner Boards also receive reports from the external and internal auditors.

### **Development Committee**

The remit of the Development Committee is to approve Link's development programme, scrutinise the financial viability of projects and ensure that a full risk assessment, incorporating all appropriate due diligence, is carried out. In addition, the Committee monitors the progress of projects through to completion against programme and budget.

# LINK HOUSING ASSOCIATION LIMITED

## BOARD OF MANAGEMENT STATEMENT ON INTERNAL FINANCIAL CONTROLS (CONTINUED)

**FOR THE YEAR ENDED 31 MARCH 2025**

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### Remuneration Committee

The Remuneration Committee's remit is to monitor the performance of the Chief Executive and Directors; to review the salaries of those individuals and to determine whether any performance awards are due. The Committee has an advisory role and will make recommendations to the Board on the aforementioned matters.

### Health & Safety

The Association is committed to the provision of a healthy and safe working environment. The Group endeavours to eliminate hazards where recognisable, including the risk of fire; security losses; damage to plant, property, and the environment, thus significantly reducing the risk of personal injury or occupational ill health to all personnel. The Health & Safety Committee staff groups in each RSL oversee the risk assessment programme and regularly review the policies. Link's full-time Health and Safety Officer works closely with the Group Health and Safety Committees.

### Statement

The Board acknowledges its ultimate responsibility for ensuring that the Association has in place a system of controls that is 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 Association or for publication;
- the proper authorisation and recording of transactions.
- the maintenance of proper accounting records; and
- the safeguarding of assets (against unauthorised use or disposition).

It is the Board's responsibility to establish and maintain systems of internal financial control. Such systems can only provide reasonable and not absolute assurance against material financial misstatement or loss. In ensuring it meets its responsibilities, the Board has delegated the scrutiny of control functions to the Group Audit and Risk Committee which receives regular reports from the internal auditor based on the internal audit strategic plan. The Committee follows up on progress made with regard to the implementation of audit recommendations and the internal auditor also checks that the previous year's recommendations are implemented. The internal audit strategic plan applies to the Link Group which enables the Group Audit and Risk Committee (on the Board's behalf) to be satisfied that the control systems in the Group are effective. Both internal and external auditors are invited to all Group Audit and Risk Committee meetings

The Group Board has continued to review the system of internal financial control for the Association during the year ended 31 March 2025 and internal financial control systems of the wider Group including all partner companies. No weaknesses were found in the 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



P Matthews  
Chair

Date: 27 August 2025

# LINK HOUSING ASSOCIATION LIMITED

## STATEMENT OF BOARD'S RESPONSIBILITIES

**FOR THE YEAR ENDED 31 MARCH 2025**

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The Co-operative and Community Benefit Societies Act 2014 requires the Board to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the Association and of the surplus or deficit for that period. In preparing these financial statements, the Board is required to:

- select suitable accounting policies and then apply them consistently.
- make judgements and estimates that are reasonable and prudent.
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Association will continue in business.

The Board is responsible for instituting adequate systems of internal control and for:

- safeguarding assets
- 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.

The Board is responsible for the keeping of proper accounting records which disclose with reasonable accuracy, at any time, the financial position of the Association. The Board of Management must ensure that the financial statements comply with the Co-operative and Community Benefit Societies Act 2014. The Scottish Housing Regulator's standards of governance and financial management for Registered Social Landlords must be followed. The Board of Management is responsible for safeguarding the assets of the Association and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

This statement was approved by the Board on 25 August 2025.



.....  
P Matthews  
Chair

Date: 27 August 2025



# LINK HOUSING ASSOCIATION LIMITED

## INDEPENDENT AUDITOR'S REPORT

### TO THE MEMBERS OF LINK HOUSING ASSOCIATION LIMITED

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#### Opinion

We have audited the financial statements of Link Housing Association Limited (the 'Association') for the year ended 31 March 2025 which comprise Statement of Comprehensive Income, Statement of Changes in Reserves, Statement of Financial Position, Statement of Cashflows, and Notes to the Financial Statements, including significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards including FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland" (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the Association's affairs as at 31 March 2025 and of its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice;
- have been 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 – February 2019.

#### Basis for opinion

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and the Co-operative and Community Benefit Societies Act 2014 and report in accordance with regulations made under those Acts.

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.

#### Emphasis of matter - non-going concern basis of accounting

We draw attention to note 1.2 of the financial statements which describes the preparation of the financial statements on a non-going concern basis. As described in note 1.2, the Association has ceased trading operations and transferred its activities, assets and liabilities to its parent, and will be dissolved in due course. As a result, the directors have concluded that it is no longer appropriate to prepare the financial statements on a going concern basis. There have been no adjustments made to the financial statements as a result of the application of the non-going concern basis of accounting. Our opinion is not modified in respect of this matter.

#### 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.

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.

# LINK HOUSING ASSOCIATION LIMITED

## INDEPENDENT AUDITOR'S REPORT

### TO THE MEMBERS OF LINK HOUSING ASSOCIATION LIMITED (CONTINUED)

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#### **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 section 75; or
- a satisfactory system of control over transactions has not been maintained by the Association in accordance with section 75; or
- the income account and the balance sheet are not in agreement with the books of account of the Association; or
- we have not obtained all the information and explanations which, to the best of our knowledge and belief, we consider necessary for the purposes of our audit.

#### **Responsibilities of the Board**

As explained more fully in the Board of Management's responsibilities statement set out on page 14, the Board is responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the Board determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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

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

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

#### **The extent to which our procedures are capable of detecting irregularities, including fraud, is detailed below.**

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

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

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

# LINK HOUSING ASSOCIATION LIMITED

## INDEPENDENT AUDITOR'S REPORT

### TO THE MEMBERS OF LINK HOUSING ASSOCIATION LIMITED (CONTINUED)

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

As a result of these procedures we consider the most significant laws and regulations that have a direct impact on the financial statements are FRS 102, the Housing (Scotland) Act 2010, the Housing SORP, and the Scottish Housing Regulator's Determination of Accounting Requirements – February 2019. We performed audit procedures to detect non-compliances which may have a material impact on the financial statements which included reviewing financial statement disclosures.

The most significant laws and regulations that have an indirect impact on the financial statements are the Housing (Scotland) Acts 2006 and 2014, the Co-operative and Community Benefit Societies Act 2014, the Charities and Trustee Investment (Scotland) Act 2005, regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended), the Scottish Housing Regulator's Regulatory Framework, employment legislation, the Gas Safety Regulations 1998, health and safety regulations, and data protection regulations. We performed audit procedures to inquire of management and those charged with governance whether the Association is in compliance with these laws and regulations and inspected correspondence with licensing or regulatory authorities.

The audit engagement team identified the risk of management override of controls and income recognition as the areas where the financial statements were most susceptible to material misstatement due to fraud. For management override of controls, the audit procedures included but were not limited to testing manual journal entries and other adjustments, evaluating the business rationale in relation to significant, unusual transactions and transactions entered into outside the normal course of business and challenging judgments and estimates. For income recognition, the audit procedures included but were not limited to performing substantive testing of other income, through agreement to relevant source documentation, focusing on the existence and valuation of income recognised.

A further description of our responsibilities for the audit of the financial statements is provided on the Financial Reporting Council's website at: <https://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 and the Charities and Trustee Investment (Scotland) Act 2005. 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.

## RSM UK Audit LLP

**RSM UK Audit LLP**  
**Chartered Accountants**  
**Statutory Auditor**

Date: 29/08/25  
Third Floor  
2 Semple Street  
Edinburgh  
EH3 8BL

RSM UK Audit LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

# LINK HOUSING ASSOCIATION LIMITED

## REPORT BY THE AUDITOR TO THE MEMBERS OF LINK HOUSING ASSOCIATION ON CORPORATE GOVERNANCE MATTERS

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In addition to our audit of the Financial Statements, we have reviewed your statement on pages 12 to 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 through enquiry of certain members of the Management Committee and Officers of the Association and examination of relevant documents. 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 pages 12 to 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 Financial Statements.

## RSM UK Audit LLP

For and on behalf of RSM UK Audit LLP

Chartered Accountants

Third Floor

2 Semple Street

Edinburgh

EH3 8BL

Date: 29/08/25

# LINK HOUSING ASSOCIATION LIMITED

## STATEMENT OF COMPREHENSIVE INCOME

**FOR THE YEAR ENDED 31 MARCH 2025**

	Notes	2025 £'000	2024 £'000
Turnover	3	11,996	11,671
Operating expenditure		(11,895)	(11,558)
<b>Operating surplus</b>		101	113
Interest receivable and similar income	7	15	19
Interest payable and similar expenses	8	(116)	(132)
<b>Surplus before taxation</b>		-	-
Tax on surplus		-	-
<b>Total comprehensive income for the year</b>		-	-

The income and expenditure account has been prepared on the basis that all operations are continuing operations but operated under Link Group Limited from 30 June 2025.

The notes on pages 23 to 33 form part of these financial statements.

# LINK HOUSING ASSOCIATION LIMITED

## STATEMENT OF CHANGES IN RESERVES

**FOR THE YEAR ENDED 31 MARCH 2025**

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	Share capital £'000	Revenue reserve £'000	Total £'000
<b>Balance at 1 April 2023</b>	-	-	-
<b>Year ended 31 March 2024:</b>			
Surplus and total comprehensive income	-	-	-
	<hr/>	<hr/>	<hr/>
<b>Balance at 31 March 2024</b>	-	-	-
<b>Year ended 31 March 2025:</b>			
Surplus and total comprehensive income	-	-	-
	<hr/>	<hr/>	<hr/>
<b>Balance at 31 March 2025</b>	-	-	-
	<hr/>	<hr/>	<hr/>

The notes on pages 23 to 33 form part of these financial statements.

# LINK HOUSING ASSOCIATION LIMITED

## STATEMENT OF FINANCIAL POSITION

AS AT 31 MARCH 2025

		2025		2024	
	Notes	£'000	£'000	£'000	£'000
<b>Current assets</b>					
Debtors	10	7,617		6,716	
Cash at bank and in hand		1,862		1,954	
		<u>9,479</u>		<u>8,670</u>	
<b>Creditors: amounts falling due within one year</b>	11	(9,479)		(8,570)	
<b>Net current assets</b>			-		100
<b>Provisions for liabilities</b>					
Provisions	12	-		100	
		<u>-</u>	-	<u>100</u>	(100)
<b>Net assets</b>			-		-
<b>Reserves</b>	14		-		-

The notes on pages 23 to 33 form part of these financial statements.

The financial statements were approved by the Board of Management and authorised for issue on 20 August 2025 and are signed on its behalf on 27 August 2025 by:

K Hewie  
Vice Chair

P Matthews  
Chair

C Archibald  
Secretary

# LINK HOUSING ASSOCIATION LIMITED

## STATEMENT OF CASH FLOWS

**FOR THE YEAR ENDED 31 MARCH 2025**

	Notes	2025 £'000	£'000	2024 £'000	£'000
<b>Cash flows from operating activities</b>					
Cash generated from operations	17		9		423
<b>Investing activities</b>					
Interest received		15		19	
<b>Net cash generated from investing activities</b>			15		19
<b>Financing activities</b>					
Interest paid		(116)		(132)	
<b>Net cash used in financing activities</b>			(116)		(132)
<b>Net (decrease)/increase in cash and cash equivalents</b>			(92)		310
Cash and cash equivalents at beginning of year			1,954		1,644
<b>Cash and cash equivalents at end of year</b>			1,862		1,954

The notes on pages 23 to 33 form part of these financial statements.



# LINK HOUSING ASSOCIATION LIMITED

## NOTES TO THE FINANCIAL STATEMENTS

### FOR THE YEAR ENDED 31 MARCH 2025

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#### 1 Accounting policies

##### Association information

The Association is incorporated under the Cooperative and Community Benefit Societies Act 2014 (registration number 8793) and is a housing association registered with the Scottish Housing Regulator under the Housing (Scotland) Act 2010. The Association is Public Benefit Entity in terms of its compliance with Financial Reporting Standard 102.

A description of the Association's principal activities is detailed on page 2.

The registered address is Link House, 2c New Mart Road, Edinburgh, EH14 1RL.

##### 1.1 Accounting convention

These financial statements were prepared in accordance with applicable accounting standards and statements of recommended practice and comply with the requirements of the Determination of Accounting Requirements 2019 issued by the Scottish Housing Regulator and the Statement of Recommended Practice (SORP) Accounting by Registered Social Housing Providers 2018 (SORP 2018) and Financial Reporting Standard 102. The presentation currency of these financial statements is sterling. All amounts in the financial statements have been rounded to the nearest £1,000.

The financial statements are prepared on the historical cost basis.

The Association's parent undertaking, Link Group Limited includes the Association in its consolidated financial statements. The consolidated financial statements of Link Group Limited are available to the public and may be obtained from Link House, 2C New Mart Road, Edinburgh, EH14 1RL.

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

##### 1.2 Going concern

At a board meeting on 27 August 2024, the Link Group Limited board (the ultimate parent undertaking) approved a proposal to transfer the activities, assets and liabilities within Link Housing Association over to Link Group Limited. The Legal Entity Link Housing Association Limited will be wound up after this.

The board have prepared the financial statements on the basis that Link Housing Association is no longer a going concern. There has been no adjustment made to the financial statements as a result of the application of the non-going concern basis. The transfer date was 30 June 2025.

##### 1.3 Turnover

Management fees receivable from Link Group Limited are recognised in the year in which the management services are provided.

Service income is charged monthly in advance via tenants' rent accounts and is recognised in the period to which it relates.

Grant income is recognised in the year to which it relates.

##### 1.4 Cash and cash equivalents

Cash 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.

# LINK HOUSING ASSOCIATION LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

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### 1 Accounting policies

(Continued)

#### 1.5 Financial instruments

The Association has elected to apply the provisions of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised when the Association becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

##### **Basic financial assets**

Basic financial assets, which include trade and other debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the financial asset is measured at the present value of the future receipts discounted at a market rate of interest.

##### **Derecognition of financial assets**

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled, or when the company transfers the financial asset and substantially all the risks and rewards of ownership to another entity, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party.

##### **Classification of financial liabilities**

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into.

##### **Basic financial liabilities**

Basic financial liabilities, including trade and other creditors, are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

##### **Derecognition of financial liabilities**

Financial liabilities are derecognised when the company's contractual obligations expire or are discharged or cancelled.

#### 1.6 Value added tax

The Association is a member of Link Group's VAT group registration. Expenditure is shown inclusive of VAT and any input VAT recovered is included in other income.

#### 1.7 Provisions

The Association recognises provisions when: there is a present legal or constructive obligation as a result of past events; it is probable that an outflow of resource will be required to settle the obligation; and the amount has been reliably estimated. Provisions are not recognised for future operating losses.

# LINK HOUSING ASSOCIATION LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

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### 1 Accounting policies

(Continued)

#### 1.8 Employee benefits

The costs of short-term employee benefits are recognised as a liability and an expense, unless those costs are required to be recognised as part of the cost of stock or fixed assets.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

#### 1.9 Retirement benefits

Defined contribution plans

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

#### 1.10 Share capital

Share Capital is made up of ordinary shares with no preference and voting rights attached thereto. The shareholders hold no right to distribution of dividends.

### 2 Judgements and key sources of estimation uncertainty

In preparing the financial statements, management is required to make estimates and assumptions which affect reported income, expenses, assets, and liabilities. Use of available information and application of judgement are inherent in the formation of estimates, together with past experience and expectations of future events that are believed to be reasonable under the circumstances. Actual results in the future could differ from such estimates. The members of the Board are satisfied that the accounting policies are appropriate and applied consistently.

#### Key sources of estimation uncertainty

The estimates and assumptions which have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities are as follows.

#### *Bad and doubtful debts*

Historic data is used to estimate collection rates. A provision is then made against service 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.

#### *Provisions*

The Association recognises provisions when: there is a present legal or constructive obligation as a result of past events; it is probable that an outflow of resource will be required to settle the obligation; and the amount has been reliably estimated. Provisions are not recognised for future operating losses.

# LINK HOUSING ASSOCIATION LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

### 3 Particulars of turnover, operating costs and operating surplus/(deficit)

	2025 Turnover	2025 Operating costs	2025 Operating surplus/ (deficit)	2024 Operating surplus/ (deficit)
	£'000	£'000	£'000	£'000
Affordable letting activities (Note 3a)	11,222	(11,164)	58	(109)
Other activities (note 3b)	774	(731)	43	222
Total 2025	11,996	(11,895)	101	113
Total 2024	11,671	(11,558)	113	

# LINK HOUSING ASSOCIATION LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2025

3(a) Particulars of turnover, operating costs and operating surplus/(deficit) from affordable letting activities

	General Needs housing £'000	Supported housing £'000	Shared ownership £'000	2025 Total £'000	2024 Total £'000
<b>Revenue from rent and service charges</b>					
Service Charges receivable	1,688	-	-	1,688	1,448
Gross income from rent and service charges	1,688	-	-	1,688	1,448
<b>Net income from rents and service charges</b>	1,688	-	-	1,688	1,448
<b>Revenue grants</b>					
Other revenue grants	36	-	-	36	53
Other operating income	9,498	-	-	9,498	9,177
<b>Total turnover from affordable letting activities</b>	11,222	-	-	11,222	10,678
<b>Expenditure</b>					
Management and maintenance administration costs	(8,661)	-	-	(8,661)	(8,640)
Service costs	(2,417)	-	-	(2,417)	(2,142)
Bad debts – rents and service charges	(86)	-	-	(86)	(5)
Operating costs for affordable letting activities	(11,164)	-	-	(11,164)	(10,787)
<b>Operating surplus / (deficit) for affordable letting activities 2025</b>	58	-	-	58	(109)
<b>Operating surplus / (deficit) for affordable letting activities 2024</b>	(109)	-	-	(109)	

# LINK HOUSING ASSOCIATION LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

### FOR THE YEAR ENDED 31 MARCH 2025

#### 3 Particulars of turnover, operating costs and operating surplus/(deficit)

(Continued)

#### 3(b) Particulars of turnover, operating costs and operating surplus/(deficit)

	Grants From Scottish Ministers	Other Revenue Grants	Supporting People Income	Other Income	Total Turnover 2025	Other operating Costs 2025 £'000	Operating Surplus/ (Deficit) 2025 £'000	Operating Surplus/ (Deficit) 2024 £'000
Wider role activities	1	-	-	752	753	(731)	22	109
Contracted out services undertaken for other RSLs	-	-	-	21	21	-	21	26
Support activities	-	-	-	-	-	-	-	87
<b>Total from other activities in the year</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>773</b>	<b>774</b>	<b>(731)</b>	<b>43</b>	<b>222</b>
<b>Total from other activities in the prior year</b>	<b>47</b>	<b>-</b>	<b>87</b>	<b>859</b>	<b>993</b>	<b>(771)</b>	<b>222</b>	

# LINK HOUSING ASSOCIATION LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

### 4 Auditor's remuneration

	2025 £'000	2024 £'000
Fees payable to the company's auditor and associates:		
<b>For audit services</b>		
Audit of the financial statements of the company	14	20
<b>For other services</b>		
Taxation compliance services	4	5

### 5 Directors' remuneration

Under FRS 102 The Association has defined "key management personnel" as the Managing Director.

The total emoluments, excluding employers pension contributions, of the key management personnel over £60,000 were as follows:

	2025 £'000	2024 £'000
Remuneration for qualifying services	102	95
Company pension contributions to defined contribution schemes	9	8
	111	103
	2025 £'000	2024 £'000
£100,000 - £109,999	-	1
£110,000 - £119,999	1	-

The emoluments, excluding pension contributions, of the highest paid director, who is the Managing Director are £101,787 (2024: £94,785). The Managing Director is an ordinary member of the pension scheme, no enhanced or special terms apply and has no other pension arrangements with the Association. The pension contribution by the Association in respect of the Managing Director amounted to £8,621 (2024: £7,991).

Total expenses reimbursed insofar as not chargeable to UK income tax:

	2025 £'000	2024 £'000
Board of management	2	-

# LINK HOUSING ASSOCIATION LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

### 6 Employees

The average monthly number of persons (including directors) employed by the company during the year was:

	2025 Number	2024 Number
Average number of employees	124	128
Average full time equivalent employees	113	119

Their aggregate remuneration comprised:

	2025 £'000	2024 £'000
Wages and salaries	4,825	4,603
Social security costs	513	493
Pension costs	375	360
	<u>5,713</u>	<u>5,456</u>

Agency staff costs	-	-
	<u>-</u>	<u>-</u>

Redundancy payments made or committed	29	97
	<u>29</u>	<u>97</u>

One Director (2024: One Director) received travel expenses of £280 (2024: £275).

The redundancy payments includes an ex gratia settlement payment of £16k

### 7 Interest receivable and similar income

	2025 £'000	2024 £'000
<b>Interest income</b>		
Interest on bank deposits	15	19
	<u>15</u>	<u>19</u>

### 8 Interest payable and similar expenses

	2025 £'000	2024 £'000
<b>Interest on financial liabilities measured at amortised cost:</b>		
Interest on bank overdrafts and loans	116	132
	<u>116</u>	<u>132</u>



# LINK HOUSING ASSOCIATION LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

### 9 Housing stock

	2025 No:	2024 No:
Housing accommodation for letting	10,760	10,691

### 10 Trade and other receivables

	2025 £'000	2024 £'000
<b>Amounts falling due within one year:</b>		
Arrears of rent and service charges	28	26
Less: provision for bad and doubtful debts	(17)	(15)
Net rental debtors	11	11
Trade receivables	181	167
Prepayments and accrued income	103	53
Amounts owed by group undertakings	7,255	6,055
Other debtors	67	430
	7,617	6,716

### 11 Creditors: amounts falling due within one year

	2025 £'000	2024 £'000
Rent and service charges in advance	59	52
Trade creditors	342	348
Amounts owed to group undertakings	8,704	7,381
Other creditors	175	518
Accruals and deferred income	199	271
	9,479	8,570

### 12 Provisions for liabilities

	2025 £'000	2024 £'000
Other provisions for liabilities	-	100

The provision was provided for in relation to a legal claim against the association which was settled during the year ended 31 March 2025.

No further disclosure has been given on the comparative provision in order to protect the entity from any prejudicial action. Exemption has been taken under FRS102 S21.17 in relation to the provision.

# LINK HOUSING ASSOCIATION LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

### 13 Retirement benefit schemes

	2025 £'000	2024 £'000
<b>Defined contribution schemes</b>		
Charge to profit or loss in respect of defined contribution schemes	362	342

121 (2024: 122) members of the Association staff were members of Link Group Limited's Group Personal Pension Scheme as at 31 March 2025. The assets of the scheme are administered by trustees in a fund independent of Link Group Limited.

The Scheme is a multi-employer defined benefit scheme. The Scheme is funded and is contracted-out of the State Pension Scheme.

Two members (2024: two) of the Association staff participate in the Scottish Housing Associations' Pension Scheme ('the Scheme') via Link Group Limited. Total employer contributions for the year ended 31 March 2025 amounted to £15,469 (2024: £18,459). The value of the Association's employer contributions is based on the employees that partake in the scheme, for which a breakdown of the value is received from Link Group Limited. The liability relating to the scheme is recognised in the financial statements of Link Group Limited.

Link Group Limited offers all staff membership to the Link Group Defined Contribution scheme, with employer contribution rates of up to 9% from 1 April 2019 (prior to 31 December 2013 12%).

### 14 Members' capital

	Allotted, called up and fully paid 2025 & 2024
Ordinary shares of £1 each	1

### 15 Related party transactions

#### Transactions with related parties

During the year two tenants served as Board Members (2024: 1). None of the association Board Members owned properties which benefited from property management services provided by the Association (2024: nil). These tenancies of the Board Members were on normal commercial terms and the tenants could not use their position to their advantage.

	Sales 2025 £'000	Sales 2024 £'000
Rent and factoring income received from tenants and owners of the board	9	4

As a wholly owned subsidiary of Link Group Limited, the Association is exempt, under FRS 102 section 33.1A from the requirement to disclose transactions with other members of the Link Group, headed by Link Group Limited.

# LINK HOUSING ASSOCIATION LIMITED

## NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2025

### 16 Ultimate controlling party

The Board of Management consider the ultimate parent undertaking of this Association to be Link Group Limited. Consolidated accounts can be found at Link House, 2C New Mart Road, Edinburgh, EH14 1RL.

### 17 Cash generated from operations

	2025 £'000	2024 £'000
Surplus for the year after tax	-	-
<b>Adjustments for:</b>		
Finance costs	116	132
Investment income	(15)	(19)
Decrease in provisions	(100)	-
(Increase)/decrease in debtors	(901)	2,212
Increase/(decrease) in creditors	909	(1,902)
<b>Cash generated from operations</b>	<u>9</u>	<u>423</u>

### 18 Analysis of changes in net funds

	1 April 2024 £'000	Cash flows £'000	31 March 2025 £'000
Cash at bank and in hand	1,954	(92)	1,862
	<u>1,954</u>	<u>(92)</u>	<u>1,862</u>