COMPANY REGISTRATION NUMBER: SC401352
CHARITY REGISTRATION NUMBER: SC042381

Scotland's Housing Network

Company Limited by Guarantee

Financial Statements

31 March 2026

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PB AUDIT LIMITED
REGISTERED AUDITORS

Scotland's Housing Network

Company Limited by Guarantee

Financial Statements

Year ended 31 March 2026

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Scotland's Housing Network

Company Limited by Guarantee

Trustees' Annual Report (Incorporating the Directors' Report)

Year ended 31 March 2026

The trustees, who are also the directors for the purposes of company law, present their report and the financial statements of the charity for the year ended 31 March 2026.

Reference and administrative details

Registered charity name	Scotland's Housing Network	
Charity registration number	SC042381	
Company registration number	SC401352	
Principal office and registered office	5 South Charlotte Street Edinburgh Scotland EH2 4AN	
The trustees	Mr G Winning	
	Mr F Ross	
	Mr D Cargill (Chair)	
	Mrs J Watson	
	Mr M Weir (Vice Chair)	
	Mr B Pearson	(Appointed 5 November 2025 and resigned 28 July 2026)
	Mr C Ellis	(Appointed 5 November 2025)
	Mr C Wynd	(Appointed 5 November 2025)
	Ms A Jenkins	(Appointed 5 November 2025)
	Ms G Findlay	(Appointed 5 November 2025)
	Mrs E Cuthbertson	(Resigned 7 July 2025)

Key management personnel

Chief Executive Officer	Andrea Finkel-Gates

Auditor	PB Audit Limited Statutory Auditors 18 North Street Glenrothes Fife KY7 5NA

Bankers	TSB 4th Floor Finance House Orchard Brae Edinburgh EH4 1PF
Solicitors	Dentons UK and Middle East LLP 1 George Square Glasgow G2 1AL

Structure, governance and management

Scotland's Housing Network (SHN) is a membership organisation for Scottish local authorities, housing association and co-operative landlords. Its legal and governance structure is that of an incorporated charity. The company changed its name on 19th January 2016 and was formerly known as the Scottish Housing Best Value Network.

Trustees are appointed through election at the Annual General Meeting; all are employed by member organisations ensuring a representative board. The Board is responsible for strategic direction and governance. The trustees are also directors for company law purposes.

Day-to-day management is delegated to the Chief Executive Officer.

Objectives and activities

The purpose of SHN is to support social landlords in Scotland to deliver customer-focused, efficient and effective services that represent value for money.

This purpose is furthered by:

- Undertaking research, study, and assessment to benchmark good practice in the provision of housing in Scotland;
- Encouraging and facilitating the sharing of information and experience among members to support good practice (now and in the future) in the provision of housing in Scotland;
- Providing training, including to other organisations, in areas connected with the above;
- Making representations on behalf of the charity regarding practical and policy issues that support good practice in the provision of housing in Scotland.

Our Strategic Plan covers the period 2024-2029, our five-year goals are:

To be member led:

- We continue to serve our members well.
- We are governed by our members.
- We are funded by our members.
- Our services are co-produced with our members.

Objectives and activities *(continued)*

To demonstrate renowned experience:

- We offer robust data and insight.
- We help our members to collectively share their experience and harness their expertise.
- Our expertise is sought by partners and others.

To offer vital services:

- Our services are highly valued by our members and partners.
- They are reliable, relevant, and effective.
- We make effective use of innovative technology.
- Our services make a positive impact, are accessible, affordable and easy to use.

To be a resilient organisation:

- We are well-governed with robust systems and processes.
- We are an excellent employer and are financially sound.
- We act on feedback from our members and monitor our performance.

Achievements and performance

During the year ended 31 March 2026, SHN has continued to operate as a member-led organisation, supporting social landlords through ongoing financial and regulatory challenges.

Membership levels remained strong, with representation across all local authorities and a growing number of registered social landlords. At the 31st March 2026 total membership was 141. Engagement remained high across services and events, with 99% of members engaging in activities.

During the year we delivered 55 events to a total of 2,368 delegates.

The Scottish Housing Regulator's (SHR) Regulatory Framework remains a key priority for our members. We have continued to support our members through their Annual Return on Charter (ARC) submissions and assurance statements via successful events and guidance materials. We also provide the most comprehensive early indication of Charter performance to our members only days after the SHR's submission deadline. The validation and consultancy service has continued to grow following the acquisition of CD Consultancy, with strong delivery and forward bookings.

Scotland's Housing Network has supported the work of the Tayside, Fife and Central Housing Options Hub since 2010. In 2025/26, we continued to support this hub and the North and Islands Hub. We also manage the Housing Options Training Toolkit; a dedicated online learning resource aimed at standardising training for all practitioners providing housing options advice across Scotland. The toolkit is the intellectual property of all 32 Scottish local authorities and Wheatley Homes Glasgow. SHN is the managing agent and is proud to support its development and continual improvement, ensuring consistently high levels of housing options advice across Scotland. During the year we have supported the rollout of this important resource to housing associations and third-sector organisations.

Achievements and performance *(continued)*

Scotland's Housing Network is also proud to continue to provide management services to Association of Local Authority Chief Housing Officers and to support their valued work.

Financial review

The financial position of SHN for the year ended 31 March 2026 remained stable and positive.

Income exceeded budget expectations due to additional service delivery, membership growth, and interest income. A surplus was achieved which exceeded the original budget.

During the period 1st April 2025 to 31st March 2026:

- SHN membership subscriptions: £349,661 (2025: £337,851)
- ALACHO membership subscriptions: £96,000 (2025: £96,000)
- Housing Options Training Toolkit income: £127,079 (2025: £125,326)
- Housing association and cooperative subscriptions: £187,515 (2025: £163,654)
- Other income: £99,074 (2025: £64,650)
- Costs of activities: £741,231 (2025: £652,440)
- Governance costs: £13,298 (2025: £9,130)

Unrestricted reserves at 31 March 2026 were £674,597 (2025: £604,149). Restricted reserves totalled £192,060 (2025: £139,713), which comprise ALACHO: £54,222 (2025: £49,968) and HOTTC: £137,838 (2025: £89,745). These reserves are held as working capital and are intended to cover three to twelve months' of running costs, in line with the Reserves Policy.

Key risks

The Trustees of Scotland's Housing Network work hard to mitigate risks and review key strategic and operational risks at each board meeting. The Trustees set agreed risk appetite parameters and closely monitor the risk register at least quarterly.

Operationally, cybersecurity is a key risk facing many organisations, including our own. To mitigate this, we have external cyber security IT support contract in place.

As a membership body, our income is wholly reliant on membership subscriptions. Although membership has grown over the last year, we must not become complacent. We remain focused on delivering excellent services and products that are viewed as value for money. Ensuring that our offerings are innovative is key. In addition to seeking member feedback on product development, we anticipate emerging trends in the sector to ensure we are offering members what they want, when they need it.

We also actively seek other funding streams to support our costs, allowing us to maintain membership fees at competitive levels. As a small team, we face inherent risks in workforce planning, particularly as most roles are specialised and niche in nature.

Plans for future periods

SHN will continue to align services to member needs, expand consultancy activity, enhance data products, and support members through regulatory changes.

Specifically, during 2026 we will relaunch the affordability service using Power BI to provide accessible and bespoke analysis of affordability using rent levels and national statistics. This service was piloted with members during 2025.

We will develop our Cost Value for Money service; we will do this in co-production with our members and by commissioning appropriately qualified and experienced professions to support the work.

We will also review our Governance Self-Assessment frameworks; this again will be in co-production with our members.

We will also carry out a technology review to ensure that our technology needs are met now and are fit for the future.

We will work with our members to revise the performance indicators we collect, and the frequency of collection and reporting. By working collaboratively, we will ensure that any changes reflect the needs of our members. We will respond to changes introduced by the Scottish Housing Regulator and support our members in doing so.

We will continue to put our members at the heart of all that we do, utilising our personalised account management approach. Account management gives us customer insight and allows us to ensure all our members are getting maximum benefit from their membership subscriptions.

Trustees' responsibilities statement

The trustees (who are also directors of Scotland's Housing Network for the purposes of company law) are responsible for preparing the Trustees' Annual Report and the financial statements in accordance with applicable law and regulations.

Company law requires the trustees to prepare financial statements for each financial year. Under that law, the trustees have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (UK Accounting Standards and applicable law). Trustees must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and of its income and expenditure for that period.

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

- select suitable accounting policies and then apply them consistently;
- Observe the methods and principles in the Charities SORP;
- make judgments and accounting estimates that are reasonable and prudent;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements;
- Prepare the financial statements on a going concern basis unless it is inappropriate to presume that the charitable company will continue in operation.

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

Statement of disclosure to auditor

Each of the persons who is a trustee at the date of approval of this report confirms that:

- so far as they are aware, there is no relevant audit information of which the charity's auditor is unaware; and
- they have taken all steps that they ought to have taken as a trustee to make themselves aware of any relevant audit information and to establish that the charity's auditor is aware of that information.

Small company provisions

This report has been prepared in accordance with the provisions applicable to companies entitled to the small companies exemption.

The trustees' annual report (incorporating the directors' report) was approved on 08 October 2026 and signed on behalf of the board of trustees by:

D Cargill

D Cargill
Chairperson

Opinion

We have audited the financial statements of Scotland's Housing Network (the 'charity') for the year ended 31 March 2026 which comprise the statement of financial activities (including income and expenditure account), statement of financial position, 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 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 charity's affairs as at 31 March 2026 and of its incoming resources and application of resources, including 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 Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

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 charity 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 trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charity'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 trustees with respect to going concern are described in the relevant sections of this report.

Other information

The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

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

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

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

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

Matters on which we are required to report by exception

In the light of the knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the directors' report, included within the trustees' annual report.

We have nothing to report in respect of the following matters where the Companies Act 2006, the Charities and Trustees Investment (Scotland) Act 2005, and the Charity Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

- adequate and proper accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit; or
- the trustees were not entitled to prepare the financial statements in accordance with the small companies' regime and take advantage of the small companies' exemptions in preparing the directors' report, included within the trustees' annual report, and from the requirements to prepare a strategic report.

Responsibilities of trustees

As explained more fully in the trustees' responsibilities statement, the trustees (who are also the directors for the purposes of company 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 trustees 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 trustees are responsible for assessing the charity'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 trustees either intend to liquidate the charity or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditor under section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with the Acts and relevant regulations made or having effect thereunder.

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

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

Based on our understanding of the charity and industry, we identified that the principal risks of non-compliance with laws and regulations related to breaches of UK regulations and prohibited business practices, and we considered that the extent to which non-compliance might have a material effect on the financial statements. We also considered those laws and regulations that have a direct impact on the preparation of the financial statements such as the Companies Act 2006. We evaluated management's incentives and opportunities for fraudulent manipulation of the financial statements (including the risk of override controls), and determined that the principal risks were related to the potential posting of inappropriate journal entries to manipulate financial results and management bias in accounting estimates.

Audit procedures performed by the engagement team included:

- Enquiry of management, those charged with governance and the entity's solicitors around actual and potential litigation and claims.
- Reviewing minutes of meetings of those charged with governance including the Board.
- Evaluation and testing of the operating effectiveness of management's controls designed to prevent and detect irregularities.
- Identifying and testing journal entries based on risk criteria.
- Designing audit procedures to incorporate unpredictability around the nature, timing or extent of our testing.
- Investigated the rationale behind significant or unusual transactions.
- Reviewed clients risk register for anything unusual.
- Reviewed accounting estimates for evidence of bias.
- Performed analytical review and sample testing of income.
- Agreed financial statement disclosures to supporting documentation.

There are inherent limitations in the audit procedures described above. We are less likely to become aware of instances of non-compliance with laws and regulations that are not closely related to events and transactions reflected in the financial statements.

As part of an audit in accordance with ISAs (UK), we exercise professional judgment and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the trustees.
- Conclude on the appropriateness of the trustees' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the charity's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the charity to cease to continue as a going concern.

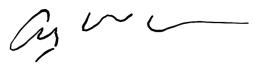
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

A further description of our responsibilities is available 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 charity's members, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the charity'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 charity and the charity's members as a body, for our audit work, for this report, or for the opinions we have formed.



Craig Wallace B.Acc.(Hons), F.C.C.A. (Senior Statutory Auditor)

For and on behalf of
PB Audit Limited
Statutory Auditors
18 North Street
Glenrothes
Fife
KY7 5NA

PB Audit Limited are eligible to act as auditors under the terms of Section 1212 of the Companies Act 2006.

08 October 2026

Scotland's Housing Network

Company Limited by Guarantee

Statement of Financial Activities
(including income and expenditure account)

Year ended 31 March 2026

	Note	Unrestricted funds £	2026 Restricted funds £	**Total funds £**	2025 Total funds £
Income and endowments					
Charitable activities	**5**	636,250	223,079	**859,329**	787,481
Investment income	**6**	17,995	–	**17,995**	15,046
Total income		654,245	223,079	**877,324**	802,527
Expenditure					
Expenditure on charitable activities	**7,8**	583,797	170,732	**754,529**	661,570
Total expenditure		583,797	170,732	**754,529**	661,570
Net income and net movement in funds		70,448	52,347	**122,795**	140,957
Reconciliation of funds					
Total funds brought forward		604,149	139,713	**743,862**	602,905
Total funds carried forward		674,597	192,060	**866,657**	743,862

The statement of financial activities includes all gains and losses recognised in the year.
All income and expenditure derive from continuing activities.

The notes on pages 15 to 23 form part of these financial statements.

Scotland's Housing Network

Company Limited by Guarantee

Statement of Financial Position

31 March 2026

	Note	2026 £	2025 £
Fixed assets			
Intangible assets	14	**27,000**	30,000
Tangible fixed assets	15	**15,192**	30,386
		42,192	60,386
Current assets			
Debtors	16	**42,160**	50,261
Cash at bank and in hand		**792,332**	667,288
		834,492	717,549
Creditors: amounts falling due within one year	17	**10,027**	34,073
Net current assets		**824,465**	683,476
Total assets less current liabilities		**866,657**	743,862
Net assets		**866,657**	743,862
Funds of the charity			
Restricted funds		**192,060**	139,713
Unrestricted funds		**674,597**	604,149
Total charity funds	19	**866,657**	743,862

These financial statements have been prepared in accordance with the provisions applicable to companies subject to the small companies' regime.

These financial statements were approved by the board of trustees and authorised for issue on 08 October 2026, and are signed on behalf of the board by:

D Cargill

D Cargill
Chairperson

The notes on pages 15 to 23 form part of these financial statements.

Scotland's Housing Network

Company Limited by Guarantee

Statement of Cash Flows

Year ended 31 March 2026

	2026 £	2025 £
Cash flows from operating activities		
Net income	**122,795**	140,957
Adjustments for:		
Depreciation of tangible fixed assets	**15,194**	15,194
Amortisation of intangible assets	**3,000**	–
Other interest receivable and similar income	**(17,995)**	(15,046)
Accrued expenses	**2,112**	131
Changes in:		
Trade and other debtors	**8,101**	(7,107)
Trade and other creditors	**(26,158)**	28,860
Cash generated from operations	**107,049**	162,989
Interest received	**17,995**	15,046
Net cash from operating activities	**125,044**	178,035
Cash flows from investing activities		
Purchase of intangible assets	**–**	(30,000)
Net cash used in investing activities	**–**	(30,000)
Net increase in cash and cash equivalents	**125,044**	148,035
Cash and cash equivalents at beginning of year	**667,288**	519,253
Cash and cash equivalents at end of year	**792,332**	667,288

The notes on pages 15 to 23 form part of these financial statements.

1. General information

The charity is a public benefit entity and a private company limited by guarantee, registered in Scotland and a registered charity in Scotland. The address of the registered office is 5 South Charlotte Street, Edinburgh, Scotland, EH2 4AN.

2. Statement of compliance

These financial statements have been prepared in compliance with FRS 102, 'The Financial Reporting Standard applicable in the UK and the Republic of Ireland', the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP (FRS 102)) and the Companies Act 2006.

3. Accounting policies

Basis of preparation

The financial statements have been prepared on the historical cost basis, as modified by the revaluation of certain financial assets and liabilities and investment properties measured at fair value through income or expenditure.

The financial statements are prepared in sterling, which is the functional currency of the entity.

Going concern

There are no material uncertainties about the charity's ability to continue.

Judgements and key sources of estimation uncertainty

The preparation of the financial statements requires management to make judgements, estimates and assumptions that affect the amounts reported. These estimates and judgements are continually reviewed and are based on experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Taxation

The charity is exempt from tax on income and gains falling within section 505(1) of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

3. Accounting policies *(continued)*

Fund accounting

Unrestricted funds are available for use at the discretion of the trustees to further any of the charity's purposes.

Restricted funds are subjected to restrictions on their expenditure declared by the donor or through the terms of an appeal.

Incoming resources

All income is included in the statement of financial activities when entitlement has passed to the charity, it is probable that the economic benefits associated with the transaction will flow to the charity and the amount can be reliably measured. The following specific policies are applied to particular categories of income:

- income from donations or grants is recognised when there is evidence of entitlement to the gift, receipt is probable and its amount can be measured reliably.
- income from contracts for the supply of services is recognised with the delivery of the contracted service. This is classified as unrestricted funds unless there is a contractual requirement for it to be spent on a particular purpose and returned if unspent, in which case it may be regarded as restricted.

Resources expended

Expenditure is recognised on an accruals basis as a liability is incurred. Expenditure includes any VAT which cannot be fully recovered, and is classified under headings of the statement of financial activities to which it relates:

- expenditure on charitable activities includes all costs incurred by a charity in undertaking activities that further its charitable aims for the benefit of its beneficiaries, including those support costs and costs relating to the governance of the charity apportioned to charitable activities.

Goodwill

Goodwill arises on business acquisitions and represents the excess of the cost of the acquisition over the charity's interest in the net amount of the identifiable assets, liabilities and contingent liabilities of the acquired business.

3. Accounting policies *(continued)*

Goodwill *(continued)*

Goodwill is measured at cost less accumulated amortisation and accumulated impairment losses. It is amortised on a straight-line basis over its useful life. Where a reliable estimate of the useful life of goodwill or intangible assets cannot be made, the life is presumed not to exceed five years.

Amortisation

Amortisation is calculated so as to write off the cost of an asset, less its estimated residual value, over the useful life of that asset as follows:

Goodwill	-	10% straight line

If there is an indication that there has been a significant change in amortisation rate, useful life or residual value of an intangible asset, the amortisation is revised prospectively to reflect the new estimates.

Tangible assets

Tangible assets are initially recorded at cost, and subsequently stated at cost less any accumulated depreciation and impairment losses. Any tangible assets carried at revalued amounts are recorded at the fair value at the date of revaluation less any subsequent accumulated depreciation and subsequent accumulated impairment losses.

Depreciation

Depreciation is calculated so as to write off the cost or valuation of an asset, less its residual value, over the useful economic life of that asset as follows:

Computer equipment & software	-	Straight line over 3 years
Website Development	-	Straight line over 5 years

Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

Defined contribution plans

Contributions to defined contribution plans are recognised as an expense in the period in which the related service is provided.

4. Limited by guarantee

Scotland's Housing Network is a company limited by guarantee and has no share capital. Each member of the charity has undertaken to contribute an amount not exceeding £1 towards any deficit arising in the event of the charity being placed in liquidation. At the balance sheet date the charity had 141 members.

5. Charitable activities

	Unrestricted Funds £	Restricted Funds £	**Total Funds 2026 £**
Local Authority Subscriptions	349,661	–	**349,661**
Housing Association and Cooperative Subscriptions	187,515	–	**187,515**
Management and consultancy services	99,074	–	**99,074**
ALACHO memberships	–	96,000	**96,000**
HOTTC income	–	127,079	**127,079**
	636,250	223,079	**859,329**

	Unrestricted Funds £	Restricted Funds £	Total Funds 2025 £
Local Authority Subscriptions	337,851	–	337,851
Housing Association and Cooperative Subscriptions	163,654	–	163,654
Management and consultancy services	64,650	–	64,650
ALACHO memberships	–	96,000	96,000
HOTTC income	–	125,326	125,326
	566,155	221,326	787,481

6. Investment income

	Unrestricted Funds £	**Total Funds 2026 £**	Unrestricted Funds £	Total Funds 2025 £
Bank interest receivable	17,995	**17,995**	15,046	15,046

7. Expenditure on charitable activities by fund type

	Unrestricted Funds £	Restricted Funds £	**Total Funds 2026 £**
Services to members	34,488	–	**34,488**
Support costs	549,309	170,732	**720,041**
	583,797	170,732	**754,529**

	Unrestricted Funds £	Restricted Funds £	Total Funds 2025 £
Services to members	49,896	–	49,896
Support costs	447,088	164,586	611,674
	496,984	164,586	661,570

8. Expenditure on charitable activities by activity type

	Activities undertaken directly £	Support costs £	**Total funds 2026 £**	Total fund 2025 £
Services to members	34,488	542,714	**577,202**	491,945
ALACHO	–	88,395	**88,395**	85,248
HOTTC	–	75,634	**75,634**	75,247
Governance costs	–	13,298	**13,298**	9,130
	34,488	720,041	**754,529**	661,570

9. Analysis of support costs

	Services to members £	ALACHO £	HOTTC £	**Total 2026 £**	Total 2025 £
Staff costs	439,550	79,275	50,690	**569,515**	480,768
Premises	65,571	–	–	**65,571**	52,974
Communications and IT	579	–	–	**579**	625
General office	37,013	9,121	24,944	**71,078**	68,177
Governance costs	6,596	3,351	3,351	**13,298**	9,130
	549,309	91,747	78,985	**720,041**	611,674

10. Net income

Net income is stated after charging/(crediting):

	2026	2025
	£	£
Amortisation of intangible assets	**3,000**	–
Depreciation of tangible fixed assets	**15,194**	15,194

11. Auditor's remuneration

	2026	2025
	£	£
Fees payable for the audit of the financial statements	**5,000**	2,888

12. Staff costs

The total staff costs and employee benefits for the reporting period are analysed as follows:

	2026	2025
	£	£
Wages and salaries	**442,068**	382,840
Social security costs	**48,304**	31,431
Employer contributions to pension plans	**79,143**	66,497
	569,515	480,768

The average head count of employees during the year was 10 (2025: 9).

The number of employees whose remuneration for the year fell within the following bands, were:

	2026	2025
	No.	No.
£60,000 to £69,999	**2**	2

Key Management Personnel

Key management personnel include all persons that have authority and responsibility for planning, directing and controlling the activities of the charity. The total compensation paid to key management personnel for services provided to the charity was £95,035 (2025: £90,388).

13. Trustee remuneration and expenses

Trustee expenses paid in the year totalled £628, consisting of travel costs of £333 and accommodation costs of £295 (2025: expenses totalled £169, consisting of travel costs of £67 and accommodation costs of £102).

14. Intangible assets

	Goodwill £
Cost	
At 1 Apr 2025 and 31 Mar 2026	**30,000**
Amortisation	
Charge for the year	**3,000**
At 31 Mar 2026	**3,000**
Carrying amount	
At 31 Mar 2026	**27,000**
At 31 Mar 2025	30,000

15. Tangible fixed assets

	Computer equipment & software £	Website Development £	**Total £**
Cost			
At 1 Apr 2025 and 31 Mar 2026	8,154	75,968	**84,122**
Depreciation			
At 1 Apr 2025	8,154	45,582	**53,736**
Charge for the year	–	15,194	**15,194**
At 31 Mar 2026	8,154	60,776	**68,930**
Carrying amount			
At 31 Mar 2026	–	15,192	**15,192**
At 31 Mar 2025	–	30,386	30,386

16. Debtors

	2026 £	2025 £
Trade debtors	**20,037**	27,107
Prepayments and accrued income	**18,327**	17,067
Other debtors	**3,796**	6,087
	42,160	50,261

17. Creditors: amounts falling due within one year

	2026	2025
	£	£
Trade creditors	**5,027**	1,185
Accruals and deferred income	**5,000**	2,888
Other creditors	**–**	30,000
	10,027	34,073

18. Pensions and other post retirement benefits

Defined contribution plans

The amount recognised in income or expenditure as an expense in relation to defined contribution plans was £79,143 (2025: £66,497).

19. Analysis of charitable funds

Unrestricted funds

	At 1 Apr 2025	Income	Expenditure	**At 31 Mar 2026**
	£	£	£	**£**
General funds	604,149	654,245	(583,797)	**674,597**

	At 1 Apr 2024	Income	Expenditure	At 31 Mar 2025
	£	£	£	£
General funds	519,932	581,201	(496,984)	604,149

Restricted funds

	At 1 Apr 2025	Income	Expenditure	**At 31 Mar 2026**
	£	£	£	**£**
ALACHO	49,968	96,000	(91,746)	**54,222**
HOTTC	89,745	127,079	(78,986)	**137,838**
	139,713	223,079	(170,732)	**192,060**

	At 1 Apr 2024	Income	Expenditure	At 31 Mar 2025
	£	£	£	£
ALACHO	41,261	96,000	(87,293)	49,968
HOTTC	41,712	125,326	(77,293)	89,745
	82,973	221,326	(164,586)	139,713

20. Analysis of net assets between funds

	Unrestricted Funds	Restricted Funds	**Total Funds 2026**
	£	£	**£**
Intangible assets	27,000	–	**27,000**
Tangible fixed assets	15,192	–	**15,192**
Current assets	637,432	197,060	**834,492**
Creditors less than 1 year	(5,027)	(5,000)	**(10,027)**
Net assets	674,597	192,060	**866,657**

	Unrestricted Funds	Restricted Funds	Total Funds 2025
	£	£	£
Intangible assets	30,000	–	30,000
Tangible fixed assets	30,386	–	30,386
Current assets	574,948	142,601	717,549
Creditors less than 1 year	(31,185)	(2,888)	(34,073)
Net assets	604,149	139,713	743,862

21. Financial instruments

The carrying amount for each category of financial instrument is as follows:

	2026	2025
	£	£
Financial assets that are debt instruments measured at amortised cost		
Financial assets that are debt instruments measured at amortised cost	**834,492**	717,549
Financial liabilities measured at amortised cost		
Financial liabilities measured at amortised cost	**10,027**	34,073

22. Analysis of changes in net debt

	At 1 Apr 2025	Cash flows	**At 31 Mar 2026**
	£	£	**£**
Cash at bank and in hand	667,288	125,044	**792,332**