

2025-26



# Annual Report



# Committee

as at 31st March 2026

Susan Gilbert: Chair  
Danny McLean: Joint Vice Chair  
June Anderson BEM: Joint Vice Chair  
Malcolm Richards: Treasurer –  
(resigned May 2026)  
Elisabeth Campbell  
Kathleen Menzies  
Barry Lees  
Lousie McNally  
Audrey Anderson  
Jamie Hughson  
John O'Meara

## H&S Stock Committee Members

Malcolm Richards – until May 2026  
June Anderson  
Elisabeth Campbell  
Danny McLean  
Susan Gilbert

## Audit Committee Members

John O'Meara  
Elisabeth Campbell  
Audrey Anderson  
Kath Menzies  
Malcolm Richards – until May 2026

## HMI Sub Committee Members

Jamie Hughson  
Susan Gilbert  
Audrey Anderson  
Louise McNally  
John O'Meara  
Elisabeth Campbell  
Malcolm Richards – until May 2026  
June Anderson

# Chair's Report

“Great things are never done in business by one person; they're done by a team of people”



This quote is from the legendary co-founder of Apple, Steve Jobs, and it certainly reflects my experience in my first year as Chair of the Association. Audrey Anderson retired from the role and left things in great shape, and it left me asking myself, how do we sustain that?

I'll not lie – it was daunting taking this on. I had to ask myself what motivates me to do this? I want to do it because I believe we should be delivering decent, safe homes for people. As a tenant, that is what I want, and I hope my efforts can help achieve this for all tenants – but I am fully aware this is about working together.

I have had a varied career– serving in the army, as a nurse and a manager in a care home. In every role, teamwork has been crucial to getting things done. The “Paragon Team” is not just about the staff, office bearers and committee members – it's also about the efforts of Association members, tenants, owners, the Tenant Scrutiny Panel, contractors, consultants and other very valued partners.

During the year, we saw continuing economic turbulence, global conflict, and recently, changing climate conditions have come to the fore. Despite all this, the team gets things done. This Annual Report sets out what the Paragon Team has delivered.

We delivered 17 new homes at Westquarter in Falkirk, acquired a record-breaking 16 BBOOMS buy-back properties, secured long-term finance, invested in existing homes, introduced easy-read documents, and improved performance in a number of areas. These are just some of the highlights.

I can't finish this report without specifically mentioning that it was a pleasure to be part of a team that won the 2025 Chartered Institute of Housing Award for Excellence in Customer Service. The award recognises our Tenant Communication Profile, which was designed to improve how the Association communicates with tenants by understanding and recording individual preferences and needs. It's about making services more accessible and customer-focused, helping to ensure that tenants receive information in the way that works best for them.

To paraphrase Steve Jobs, “Great things are done by the Paragon Team”. My thanks go to each and every one of you who have contributed and supported me.

Susan Gilbert  
Chair

Photo: Winner for Excellence in Customer Service - Tenant Communication, at the Chartered Institute of Housing (CIH) Scotland Awards 2025. Photo courtesy of CIH.



# Governance Statement

It is the role of the Management Committee to provide the leadership and strategic direction to the Association. Members are involved in high-level decisions such as policy making and setting the annual rent increase, while taking account of outcomes for service users. Staff are responsible for operational matters



The Management Committee and sub committees met on a regular basis. During the year, the required statutory and regulatory returns were made on time. This included the Annual Assurance Statement (AAS) to the Scottish Housing Regulator (SHR). These statements are produced following a review of supporting evidence, and to substantiate this, the Association undertakes a number of activities, such as internal and external audit reviews. Following the submission of these statements by October each year, the SHR issues engagement plans, and the Association has been classed as compliant for the period 31st March 2026 until 31st March 2027.

## Members Experience & Activities

The Management Committee have a broad range of skills and experience and come from a range of backgrounds. Throughout the year, they took part in a range of activities and events, including training and conferences.

Audrey Anderson stood down as Chair after the 2025 AGM and continues to act as a greatly valued member of the Management Committee. Audrey is a hard act to follow, but Susan Gilbert was up for the challenge and has served a successful first year as Chair. The other officers were Malcolm Richards as Treasurer, with June Anderson and Danny McLean serving as Joint Vice Chairs. Their work is greatly appreciated.

At a national level, Susan has kept up our long association with Employers In Voluntary Housing (EVH) since she was recently elected to the Executive Committee. We were delighted when June Anderson, Vice Chair, was recognised for her outstanding work in housing with the Clackmannanshire Tenants and Residents Federation when she was awarded the UK-wide Lifetime Achievement Award, sponsored by AICO.

In May 2026, Malcolm stepped down from the Management Committee for health reasons. He continues to take a keen interest in the activities of the Association, and we are grateful for his input over the years. His commitment to the Association's work and his championing of health and safety issues have been outstanding. We wish him well.

The Association is a member of SHARE, a specialist training provider in the housing sector, and they provide an eLearning platform. Members continue to make use of the platform, with a Friday lunchtime learning session being a favourite of Susan and Elisabeth.

## Membership and AGM

**As at the end of March 2026, membership numbers stood at 118.**

The AGM was held again at the Grange Manor Hotel, Grangemouth, with over 50 members and guests attending. Business, including elections, the presentation of the annual report and annual accounts was concluded.

Our business partners also support us in force. There was a great atmosphere as members, staff, business partners, prize winners and guests met together. The Human Bingo Game before the meeting was a great icebreaker and got people talking.

There were stalls and displays, and lots of opportunities for members to learn more about our work with partners. A highlight of the night was when Audrey Anderson, Chair, was presented with a cheque for over £12,500 from the Scottish Procurement Alliance (SPA) as a rebate for using their procurement framework. This money is being used to support projects like our HoPE project and to provide energy advice.

*Top: Signing in at our AGM.*

*Left: Audrey receiving Scottish Procurement Alliance (SPA) rebate cheque.*



# Health & Safety

## Sub Committee Report

Our work around health and safety continued with regular meetings to discuss the safety of our tenants, housing stock, and workplace.



### Damp Mould and Condensation (DMC) - Important Legal Changes

The Housing (Scotland) Act 2025 paved the way for the introduction of new requirements around the management of damp, mould and condensation for landlords. The Scottish version of Awaab's Law is set out in the Investigation and Commencement of Repair (Scotland) Regulations 2026. These will introduce new duties on landlords to investigate reports of damp and mould and start any repairs needed within a set timescale. The new duties are set to come into force on 6 October 2026.

In 2025/26 there was a first-time requirement from the Scottish Housing Regulator (SHR) for social landlords to report in the Annual Return on the Charter (ARC) on the time taken to deal with incidences of DMC and recalls, and related repeat works. Given the importance of managing this effectively, during 2026/27 there is a planned internal audit of processes to ensure effective management and accuracy of reporting.

### Housing Safety

There are regular ongoing inspections and maintenance around health and safety.

Electrical Installation Condition Reports (EICRs) are required every 5 years, and our Programme and Regeneration Team has a programme in place to deliver this.

In accordance with the Scottish Housing Regulators ARC Guidance on EICRs, Registered Social Landlords are required to report on "how many times in the reporting year did you not meet the requirement to complete an electrical installation condition report (EICR) within five years of the last EICR Reporting". Performance in this area was strong, with **99.86%** completed in within the required period. Those not completed were due to access or tenancy issues.

Gas safety also remains a top priority with annual servicing and safety checks. All safety checks were carried out in time during the year with no failures. Quality audit checks are also carried out on the work of the gas safety engineers, and there is an annual independent internal audit on processes around this. The most recent audit, carried out in February 2026, rated the system as good, and the next is planned for February 2027.

### Workplace Health & Safety

Workplace health and safety is firmly on the agenda. There is a workplace Health and Safety representative in post, and staff and committee members meet to take forward safety matters and plans.

The importance of wellbeing in the workplace is recognised nationally, and we continue to work with Seamus Corry, our wellbeing consultant. A group of staff and Committee Members undertook a 2-day certified course with him (*some of the team are pictured below*). We are delighted that they are now qualified Mental Health First Aiders.



# Audit Committee Report

The Audit Committee continued to provide oversight of the work of the Association. This includes not just financial matters but also the adequacy of controls and risk management.

There were changes to the Audit Committee this year, with Elisabeth Campbell stepping down from the role of Chair following the 2025 AGM. John O'Meara has taken over the role, bringing his experience in construction and finance. Elisabeth remains a member of the Committee so her valuable experience and insight are retained.

Internal Audit is a valuable tool in providing assurance and a full programme of Internal Audits was carried out by Henderson Loggie.

The Gas Safety Audit is carried out annually alongside a technical audit of the quality of gas works on site.

The IA programme for 2025/26 covered the following areas:

- **ARC Indicator** – Reporting on Re-let Performance and Void Management
- **Rental Income** – Treatment and Accuracy
- **Gas Safety** - this is carried out annually
- **Follow up review**

All were rated Good or Satisfactory, and no actions were flagged as being of immediate priority.

Cyber Security remains a high priority, and Cyber Essentials Plus accreditation was retained in the year. During 2026/27, Internal Audit will revisit security arrangements to ensure that good processes and controls remain in place.

RSM continued to provide external audit services. The 2025/26 outcome was a “clean” audit, with no major recommendations as part of the Audit Findings Report.

Thanks go to all involved in supporting the work of the Audit Committee.

*Below: Auditors presenting annual accounts at the AGM*



# Housing Management & Investment

The Housing Management & Investment Sub Committee deals with two main areas of our work. They are responsible for matters around our housing management policies, services, and performance, as well as housing stock maintenance and investment.

Jamie Hughson joined the Management Committee in 2025 after serving on the Tenant Scrutiny Panel. Jamie now chairs the Sub Committee.

## HOUSING MANAGEMENT ACTIVITIES

Following an extensive consultation programme, the phased introduction of the Association's new Rent Structure commenced during the year, with changes capped to support affordability for tenants while ensuring the long-term sustainability of services.

Overall performance remained steady, with strong results achieved in key areas including rent arrears management and tenant satisfaction with repairs. The Association also continued to play an important role in tackling homelessness, providing homes for 56 statutorily homeless households and maintaining high levels of tenancy sustainment across its communities.

Performance indicators tell only part of the story of the Housing Management Team's work. Alongside delivering core services, the team led and supported a number of important projects and initiatives during the year.

Through funding secured from Octopus Energy, administered by Energy Action Scotland, 135 tenants received direct support with rising energy costs through a £20,000 hardship fund. A further grant of £20,269 enabled the Association to provide dedicated energy advice services, helping tenants maximise their income, reduce fuel costs and improve their financial resilience.

The committed and enthusiastic Tenant Scrutiny Panel (TSP) continued to play an important role in shaping services and influencing decision-making. During the year, the Panel helped to develop the Association's Tenant Communication Profile, ensuring that individual communication needs can be better understood and met. That project was awarded the Customer Service Excellence Award at the Chartered Institute of Housing ceremony in October 2025.

The Panel also contributed to the review of the Draft Anti-Social Behaviour Policy, providing valuable tenant insight and constructive challenge to help ensure the policy reflects residents' experiences and expectations. Their involvement has strengthened tenant influence and supported the Association's commitment to meaningful tenant participation and continuous service improvement.

*Below, left:* Jamie with colleagues at Tenant Information Session.  
*Below, right:* Tenant Scrutiny Panel.

*Opposite page, top left:* We were winners in the Excellence in Customer Services category at the Chartered Institute of Housing (CIH) Scotland Awards 2025.





## Housing Stock

Breakdown by Area as at 31st March 2026

The number of housing units increased by 33 from 1455 to

 **1488**  
housing units  
at end of March 2026



| Local Authority Area | 2026        | 2025        |
|----------------------|-------------|-------------|
| Falkirk              | 913         | 880         |
| Clackmannanshire     | 416         | 416         |
| Stirling             | 159         | 159         |
| <b>Total</b>         | <b>1488</b> | <b>1455</b> |

## Performance Area



| Performance Area                                                                    | 2025/26    | 2024/25    |
|-------------------------------------------------------------------------------------|------------|------------|
| Rent collected as percentage of total rent due in the reporting year                | 99.63%     | 100.5%     |
| Gross tenant non technical arrears as % of gross rental income                      | 4.05%      | 4.75%      |
| Average length of time taken to complete non-emergency repairs. Measured in days    | 7.52 days  | 6.39 days  |
| The number of times statutory duty to complete a gas safety check not complied with | 0          | 0          |
| Percentage of rent lost through properties being empty during the last year         | 0.79%      | 0.84%      |
| Number of void properties over 6 months at year end                                 | 1          | 1          |
| Average time to re-let void properties                                              | 44.97 days | 44.40 days |

## Complaints

The Association has adopted the Scottish Public Services Model Complaints Procedures for Registered Social Landlords.

### Complaints Performance 2025-26

|                                                  | Completed 2025-26 | % completed in response time | Upheld - Fully or Partially | Resolved |
|--------------------------------------------------|-------------------|------------------------------|-----------------------------|----------|
| Frontline Complaints - 5 days response time      | 123               | 89.4%                        | 66                          | 31       |
| Investigative Complaints - 20 days response time | 24                | 83.3%                        | 16                          | 1        |

## Housing Management & Investment continued

### PROGRAMME & REGENERATION ACTIVITIES

#### Major Investment, Planned Maintenance & Repairs

##### Capital and Non-Capital Investment

There was a major investment programme during 2025/26. The spend of £4 million, covering both capital and non-capital works, included:

- Re-roofing / rendering
- Heating system and boiler replacements
- Kitchen and bathroom replacements
- Planned maintenance work
- Painterwork

We received great feedback on the work completed.



##### Development

The Westquarter site, with 17 units in Falkirk, was handed over in October 2025. The turnkey development in Bo'ness was delayed by a major fire on the site in December 2024. A final completion date has still to be determined.

The BBOOM programme was a great success with a record 16 properties acquired on the open market in the year. This included 6 flats in Grangemouth, previously used as contractor accommodation. These are one-bedroom units, which add to the diversity of the housing stock. Work is currently underway to bring them up to lettable standard.

Below: BBOOM project, Paris Street, Grangemouth.  
bottom: Tenancy Sign Ups Westquarter.





### Gas & General Repairs

City Technical Services (CTS), our gas contractor, continued to perform well. There were no gas servicing failures in the year. Independent quality checks assess the quality of work, and internal audit reviews provide assurance on the processes involved in managing the gas maintenance arrangements.

### Jobbing Repair Works (JRW)

Day-to-day repairs services are delivered by Sureserve. The average time to complete non-emergency repairs increased from 6.39 days to 7.52 days, while the average time to complete emergency repairs reduced from 1.31 hours to 1.2 hours. Repair satisfaction increased from **81.06%** to **83.10%** at the start of 2026/27.

### Medical Adaptations

Adaptations to properties are also carried out and grant funding is received from the Scottish Government. Minor adaptations are funded directly by the Association. The Association was awarded a grant of £129,000 in 2025/26.

#### Adaptations 2025-26

| Local Authority Area | Major Adaptations | Minor Adaptations |
|----------------------|-------------------|-------------------|
| Falkirk              | 11                | 7                 |
| Clackmannanshire     | 15                | 4                 |
| Stirling             | 5                 | 4                 |
| <b>Total</b>         | <b>31</b>         | <b>15</b>         |

### KEY INVESTMENT AREAS:

#### Gas & Heating Systems

**65** New gas boilers & heating systems installed



#### Maintenance & Upgrades

**348** Painterwork (6 year cycle) & Gutter clean (3 year cycle)



**15** properties Roofing & Rendering works



**270** Kitchens installed

**58** Sanitaryware upgrades

**212** Pre-Painterwork Planned Maintenance (6 year cycle)



**Electrical Works and Safety Checks**



**300** Electrical Inspection Condition Reports (EICR) including adhoc follow up Electrical works

**28** Legionella Communal Tanks Checks (2 year cycle)

# Garden Competition 2025

GARDEN WINNERS

GARDEN WINNERS

GARDEN WINNERS

Best Garden – Clackmannanshire  
Sponsored by The Nurture Group

|             |                   |
|-------------|-------------------|
| First Prize | Mr & Mrs Armitage |
| Commended   | Mrs Johnston      |
| Commended   | Mrs Fullerton     |

Best Communal Garden / Veranda  
Sponsored by Sureserve

|                  |              |
|------------------|--------------|
| First Prize      | Ms Pietrucha |
| Highly Commended | Ms Bowgierd  |
| Highly Commended | Mrs Heeps    |

GARDEN WINNERS

GARDEN WINNERS

Best Garden – Falkirk/Denny/Stirling  
Sponsored by City Technical Services

|             |               |
|-------------|---------------|
| First Prize | Mr & Mrs Reid |
| Commended   | Mrs Haigh     |

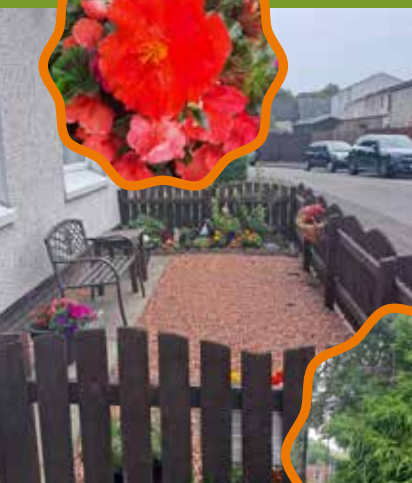
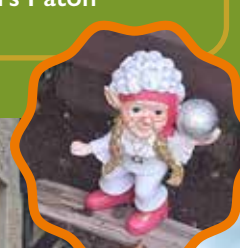
Best Garden – First Time Entrant/Beginner  
Sponsored by Howden Insurance

|                  |                    |
|------------------|--------------------|
| First Prize      | Mrs McMahon        |
| Highly Commended | Mrs Scott-Chalmers |
| Highly Commended | Ms Brown           |
| Commended        | Mrs Savoy          |
| Commended        | Ms Lygo            |
| Commended        | Ms Beresford       |
| Commended        | Ms Beattie         |
| Commended        | Mr & Mrs Paton     |

GARDEN WINNERS

Best Garden – Grangemouth  
Sponsored by Sureserve

|             |               |
|-------------|---------------|
| First Prize | Mr Waskiewicz |
|-------------|---------------|



# Financial Summary 2025-26

## Finance & Investment Activities

|                                                                 | 2025/26          | 2024/25          |
|-----------------------------------------------------------------|------------------|------------------|
| <b>Income</b>                                                   |                  |                  |
| Rents                                                           | 7,553,955        | 7,180,511        |
| Voids                                                           | (65,720)         | (64,532)         |
| Service Charges                                                 | 4,471            | 5,490            |
| Factoring                                                       | 58,711           | 58,799           |
| Replacement Components –<br>Loss on Disposal of Assets          | (145,891)        | (47,205)         |
| Interest Received                                               | 211,715          | 334,544          |
| Other Income                                                    | 91,702           | 66,597           |
| Grants                                                          | 237,990          | 131,675          |
| <b>Total Income</b>                                             | <b>7,946,933</b> | <b>7,665,879</b> |
| <b>Expenditure</b>                                              |                  |                  |
| Management Costs                                                | 2,202,298        | 2,192,808        |
| Grant Expenditure                                               | 0                | 0                |
| Reactive Maintenance                                            | 1,407,676        | 1,382,173        |
| Planned Maintenance /Special Services                           | 1,271,718        | 1,335,655        |
| Other Expenditure                                               | 150,413          | 125,396          |
| Bad Debts                                                       | (20,899)         | 69,995           |
| Interest Payable/Financing Costs                                | 857,059          | 991,277          |
| Depreciation of social housing                                  | 1,106,640        | 964,814          |
| Initial recognition of multi-employer<br>defined benefit scheme | 0                | 0                |
| Actuarial (gain)/loss in respect of pensions scheme             | (86,000)         | 8,000            |
| <b>Total Expenditure</b>                                        | <b>6,888,905</b> | <b>7,070,118</b> |
| <b>Surplus/(Loss) for Year</b>                                  | <b>1,058,028</b> | <b>595,761</b>   |

## Capital & Reserves

|                                                    |                   |                   |
|----------------------------------------------------|-------------------|-------------------|
| Share Capital                                      | 118               | 122               |
| <b>Revenue Reserves</b>                            | <b>20,059,524</b> | <b>19,001,496</b> |
| Capitalised expenditure - investment<br>in housing | 2,659,393         | 2,853,673         |

The full Statement of our Financial Accounts for 2025-26 will be available on our web site after the AGM.

## Funding

During the year we successfully negotiated a faculty of £7.5 million with the Royal Banks of Scotland to support continuing investment.



## About The Association

Published by

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## Registration

Regulation Registration Number HAL 298

Co-operative and Community Benefit Societies Act 2014 No. 2521R(S)

Scottish Charity Number SC 036262

Property Factor Registration PF000282

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## Advisors

Solicitors: Addelshaw Goddard LLP

Auditors: RSM UK Audit LLP

Internal Auditors: Henderson Loggie

Funders: GB Social Housing  
The Royal Bank of Scotland

Insurance Brokers: Howden

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## Affiliations & Memberships

SHARE

Employers in Voluntary Housing

Scottish Federation of Housing Associations

CVS Falkirk & District

