

Annual Report

2022/2023



Sanctuary
Scotland

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Dubbs Road, Inverclyde, Glasgow

Objectives



The objectives of Sanctuary Scotland are to:

- Provide good-quality, affordable housing for both rent and for sale to those least able to compete in other sectors of the housing market.
- Provide housing and associated services for those with more specific housing requirements, such as the elderly and those with long-term disabilities.
- Provide value-for-money services and advice to individuals and organisations working to provide social housing.
- Ensure that any investment made by Sanctuary Scotland provides sustainable benefits for local communities.

Values



In pursuing these objectives, Sanctuary Scotland works to Sanctuary Group's values:



Ambition



Inclusion



Integrity



Quality



Sustainability



Housing Officer, Paul Davis and resident, Frances Park

Chairperson's Statement



Our number one priority is to put our customers first and deliver a quality service across all our areas of operation. This drives Sanctuary Scotland to invest in our homes and to make them both affordable and sustainable.

The current high cost of living continues to impact our residents across Scotland, especially those who are vulnerable and live on lower incomes, so we are committed to providing support wherever we can to help customers overcome the challenges they face. Our help includes ensuring all residents are aware of, and have access to, the financial support they qualify for. Our team of five Welfare Rights Officers more than showed their worth by securing more than £1.7 million of income for Sanctuary Scotland customers in 2022/2023. We also secured £200,000 through the Fuel Insecurity Fund, which provided fuel vouchers and cash payments for residents to use towards their energy bill.

As part of our commitment to customer wellbeing, we have expanded our Sustainable Communities team, thanks in part to a £245,000 grant award from Glasgow City Council. This will see our team continue to build relationships with partner organisations and help residents play an active role in their communities through a range of exciting projects.

We could not do all of this, of course, without our dedicated team. We pride ourselves on their wellbeing, their development, and their widespread commitment to doing their job well. Our commitment to colleagues is recognised by our recent Investors in People (IiP) gold award. The assessor's report praised the "remarkable" journey we have made during the pandemic and the subsequent, and very current, cost-of-living crisis.

The report highlighted the improvements to our management practices, levels of empowerment, internal communications, and collaboration and teamwork. We are now providing more learning opportunities than ever before, and staff feel supported by managers and colleagues to push themselves to achieve their potential. The "pride and passion" felt by our staff when they make a difference to our customers and their communities was very much another plus point.

Setting rents for the forthcoming year is always a difficult process as we strive to strike the right balance between affordability and necessary investment in our homes and our resources. This year it was particularly sensitive given high inflation and cost-of-living pressures and we opted for six percent, which is below inflation and lower than the seven percent we consulted on.

Through our development activity, we continue to provide new opportunities for communities across Scotland. Our values align with the Scottish Government's 'Housing to 2040' route map, which sets out an ambition for everyone to have a safe, good-quality, energy-efficient, affordable home that meets their needs.

Our Inverclyde housing project was awarded 'Best affordable housing development – less than £20m' at last year's Inside Housing Awards, a reflection of our ambitious standards. We will continue to maintain these standards by delivering quality homes, and reinvesting in our assets to ensure they are resilient and sustainable.

Alan West
Chairperson

Housing and Sustainable Communities



We continue to do what we can to support our residents throughout the country, in line with our focus on ‘customer first’. Our team of five Welfare Rights Officers work across Aberdeen, Cumbernauld, Dundee and Glasgow to make sure our residents receive the benefits they are entitled to. Over 2022/2023, the team helped to secure over £1.7 million in welfare benefits for 486 residents. The impact of this money in the current financial climate cannot be overstated.

Our Housing Officers mostly work from the communities they cover, providing a more personal and often face-to-face service, enabled by the huge investment Sanctuary has made in mobile technology.

One of our proudest achievements during 2022/2023 was our Investors in People (IiP) gold award. The IiP assessment took an in-depth look at Sanctuary Scotland and in particular our employee engagement, communication, organisational culture and work practices. Having achieved silver in 2019, our gold award recognises the progress we have made as an organisation.

The report said: “One of your most significant strengths is the shared pride and passion you have in making a difference to your customers and their communities. Collectively you foster this passion through your values, the way that you recruit like-minded talent and inspire colleagues to go beyond expectations.”

External recognition is welcome during a particularly challenging time for our sector and shows that, organisationally, we are on the right path.

We continue to invest in our team across Scotland to build on our IiP success. Our award-winning apprenticeship programme offers colleagues the chance to progress their career by developing their skills and studying for practical qualifications while working with us. We now have a permanent Assistant Housing Officer in Cumbernauld, who joined us as an apprentice last year. We also have another who began their journey as an apprentice in Cumbernauld, before progressing to Assistant Housing Officer, and now Housing Officer, in Toryglen, Glasgow. In Aberdeen, an apprentice was given a well-deserved promotion to temporary Assistant Housing Officer. While our Priesthill apprentice progressed to Assistant Housing Officer in Cumbernauld, and now works as a Housing Officer with another social landlord in Glasgow.

“One of our proudest achievements during 2022/2023 was our Investors in People (IiP) gold award”



Assistant Housing Officer, Declan Wright and Housing Officer, Rachel Adam

Housing Officer, Angela Welch
and resident, Lesley Baillie-Brown



Our Sustainable Communities team has expanded to include a dedicated North East resource in Aberdeen and Aberdeenshire, on top of our now bigger teams in Glasgow (Priesthill and Toryglen) and Cumbernauld.

Each of the four areas has at least two Community Connectors who work with the local residents and support services. Our colleagues passionately put our customers first, proactively engaging with them to sort any areas of concern with their tenancy. This helps to keep a roof over their head and helps to reduce isolation by connecting our customers back into community life. This can involve one-to-one support, signposting to mental health services or other support, and working with social workers to make sure a resident is given access to the support that they need and are entitled to.

Our Community Connector Manager Anthony Morrow helped us win a £245,000 Scottish Government grant award for work in and around Priesthill in Glasgow. Our Community Connector Elaine Mclean, a local Priesthill resident, had her post extended thanks to this funding. The grant covers administrative support and makes £50,000 available for local projects both this year and next.

Anthony said: “This funding is spectacular and enables us to continue the journey we’ve been on for seven years. We will continue to support the creation of strong community relationships and tackle mental health and isolation, with a real emphasis on understanding the impact of trauma and why it’s vital for housing associations to play an active role in addressing it.”

Our Sustainable Communities team works closely with the Resilience Learning Partnership and the local Health and Social Care Partnership to deliver community-based trauma training in Cumbernauld, Priesthill and Toryglen, as well as trauma awareness and understanding for staff.

The team also secured £200,000 for tenants through the Fuel Insecurity Fund, money which covered more than 1,350 fuel vouchers and cash payments to customers struggling to pay their energy bill.

In Cumbernauld, our Community Connector Tim Daly co-ordinates the Sharing Time network. Local volunteers and charities discuss their work each month and plan how they can improve the town. One example of the group adding value is the equality and diversity awareness training it arranged for network members. Tim also helps at the weekly volunteer-led Community Breakfast at St Mungo’s Church which fed more than 1,200 people in just eight months.

In Toryglen, our popular Blether café provides a free breakfast to more than 80 local residents every Thursday. Our Community Connector Kieran Renshaw worked with our Toryglen Housing team to transform the upstairs space in the Cornerstone Hall to create a ‘Community Living Room’ for residents to relax in.

Development and Reinvestment



We delivered 347 new homes across Scotland through our nationwide development programme during 2022/2023. This continued investment supports the Scottish Government's 'Housing to 2040' vision and principles, which aims to tackle our country's recognised shortage of high-quality, energy-efficient, affordable homes.

In North Lanarkshire, our Burns Road project marked the successful completion of our £100 million regeneration of Cumbernauld's 12 tower blocks. The three tower blocks at Burns Road have been replaced with 121 homes for social rent, 10 for shared equity sale, and a brand-new office hub for our local Housing team. The full regeneration project created 588 new homes in the town, almost 100 homes more than the number demolished in the 12 high-rises. The regeneration project is an excellent example of the value of partnership working, with Sanctuary, the Scottish Government and North Lanarkshire Council coming together to transform four sites with housing fit for the future.

Our £20 million Hawick Street development in Glasgow now provides 56 homes for social rent, 36 at mid-market rent, and 36 sold through the Scottish Government's new supply shared equity scheme. Every dwelling has been designed in line with the Glasgow Standard, the minimum standard for partially grant-funded homes in the city which embraces best practice, encourages new technologies, is an exemplar of good design and most importantly delivers for our tenants. They also meet the Lifetime Homes Standard, sixteen design criteria intended to make homes more easily adaptable for lifetime use at minimal cost. Twelve Hawick Street homes have been designed for wheelchair-use as we look to cater to as many residents as possible.

Elsewhere, we successfully completed 21 new-build homes for social rent in Kirkintilloch, East Dunbartonshire. In Renfrewshire, our regeneration of Paisley's West End is gaining momentum, and work on the first phase of our new build began in May 2023. While in Angus our first new homes were handed over in Greenlaw Park, Carnoustie.

In the North East, the £8.8 million final phase of our Donside Village regeneration was completed this summer. Sixty-one flats across two blocks for social rent bring the total number of new homes built on the former Donside papermill site to 328. All of these homes on the banks of the River Don have our local housing office on their doorstep. We've been part of the community since our Aberdeen office moved to Donside Village and have enjoyed seeing it grow and thrive.



Our Inverclyde projects won 'Best affordable housing development – less than £20m' at the national Inside Housing Development Awards 2022. Across four sites in Port Glasgow and Greenock, we delivered 96 new homes, including some designed for customers aged 55-plus. These were our first homes in Inverclyde and a welcome addition to the area.

From a home improvement perspective, our 2022/2023 reinvestment programme helped us improve many houses and flats across Scotland. This work enables our customers to enjoy safe, secure, sustainable homes that meet the Scottish Housing Quality Standard (SHQS) and Energy Efficiency Standard for Social Housing (EESH). Residents are benefitting from new roofs, kitchens, bathrooms, windows, doors, central heating systems, boilers and door entry systems.

Resident Rana Judge at Anderston Allotments in Glasgow

Social Housing Performance Indicators



Trade Operative Chris Old



8,414

Homes occupied



64

Homes vacant and available for letting



59

Homes vacant and unavailable for letting



8,537

Total number of homes we manage



442

Number of relets



39

Average number of days to relet



0.66%

Residential rent lost through empty homes



£2,545,479

Current tenant rent arrears



5.85%

Current tenant rent arrears



£57,053

Former tenant rent arrears



0.13%

Former tenant rent arrears



8,029

Emergency repairs completed



22,299

Non-emergency repairs completed



30,328

Total number of repairs completed



5.48 hours

Average time to complete an emergency repair



11.57 days

Average number of working days to complete a non-emergency repair

Procurement Activity



Sanctuary's central Procurement team buys goods and services for Sanctuary Group. This activity and the impact of our community benefit work is reported in Sanctuary's Sustainability Report.

<https://scotland.sanctuary.co.uk/sustainability/sustainability-report>



One area where procurement is separate in Scotland is our new-build development programme. Covid-19 continued to impact construction but activity increased in the sector. Our older contracts only covered 'Force Majeure' or unexpected catastrophes, which meant contractors were able to delay a project without any financial penalty. Newer contracts now include a 'time only' clause, which reduces the risk to Sanctuary.

The volatile costs of labour and material continue to affect construction. All the services listed below were procured in line with our Group procedures and the Public Contract Regulations (Scotland) 2015.

Our procurement strategy can be viewed at:

<https://scotland.sanctuary.co.uk/suppliers>



Summary of Activity 2022/2023

Scheme	Contractor	Contract Amount £m	Date of Contract	Number of Units
Pitskelly	Persimmon Homes Ltd	7.25	17/04/2022	49
Total		7.25		49

Scheme	Consultant	Fee Amount £m	Appointment Date
Former HMRC Architect	Hackland & Dore	0.88	22/12/2022
Total		0.88	
Grand total		8.13	

“The impact of our community benefit work is reported in Sanctuary's Sustainability Report”



Project Manager, Ellie Chambers and Senior Project Manager, Summer Boyd

Sanctuary Scotland

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Accessibility

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