

# Annual Report

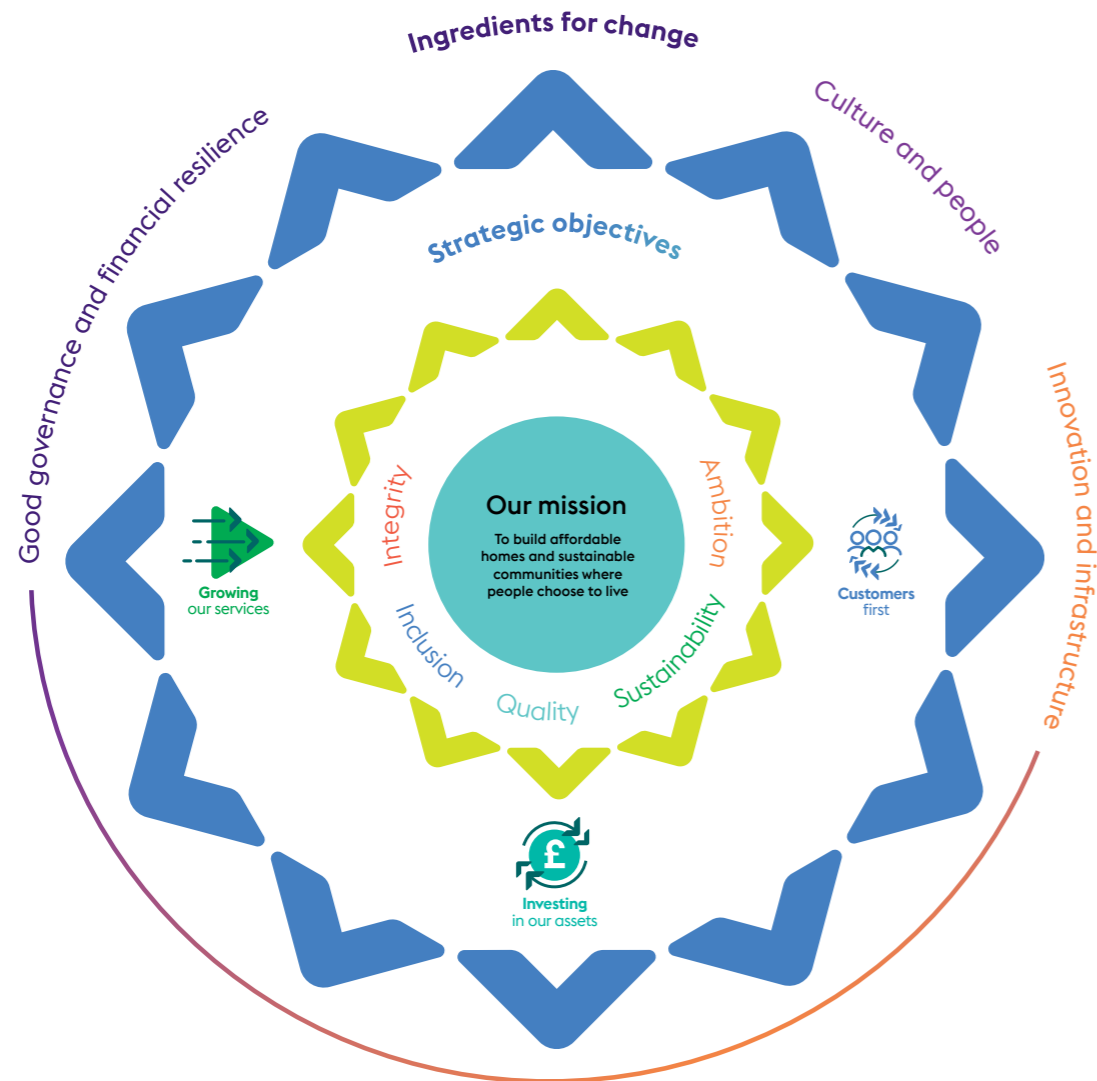
2023/2024



Sanctuary  
Scotland

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## 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:





## Chairperson's Statement

Our mission is to build affordable homes and sustainable communities where people choose to live. We want every Sanctuary Scotland resident to be proud of the place they call home, and we're committed to delivering an inclusive, high-quality service to support this.

This year we carried out our 'Sanctuary Census' to find out more about our residents and their household. The information we've received is helping us to better understand our customers and will be used to increasingly tailor our services to match what they feel is most important.

We also make sure that we actively listen to our residents to learn what we do well, and the areas where we need to improve. Our frontline teams bring back valuable insights from across our communities for us to consider. We also continue to converse with the engaged residents on our local review panels and national Resident Advisory Panel. The range of perspectives we get from these diverse groups influences the decisions our Board of Management and operational colleagues make.

Our Welfare Rights Officers continue to help Sanctuary Scotland residents get much-needed financial support. Customers have spoken glowingly about the sense of calm and clarity they've experienced when our Welfare Rights team get involved.

Our Housing teams remain our primary point of contact for residents, providing regular hands-on support.

Our Sustainable Communities team bring people together through their work with community-based projects.

We've also built new high-quality, energy-efficient homes right across Scotland through our development programme, creating new opportunities for local people to live in homes they can be proud of.

By continuing to work with customers and strengthen these relationships, we can continue to deliver high-quality services for them in their homes and communities.

**Alan West**  
Chairperson

## Housing and Sustainable Communities



“We continue to invest in our housing staff across Scotland, building on the success of the Investors in People gold award we received in 2023”

We are committed to putting our customers first.

Our Housing Officers provide hands-on, tailored support in our communities, making sure our residents' homes suit their needs and addressing issues like antisocial behaviour.

Our five Welfare Rights Officers – based in Aberdeen, Cumbernauld, Dundee and Glasgow – work with residents to let them know the financial support they can access, often helping them navigate the application process. During 2023/2024, our team secured more than £1.9 million in welfare benefits for 531 residents. This service is particularly valuable to some of our more vulnerable customers.

We continue to invest in our housing staff across Scotland, building on the success of the Investors in People gold award we received in 2023. We're giving our colleagues more opportunities to develop their knowledge and skills. This includes supporting them through qualifications to help them progress in their roles.

Four of our Assistant Housing Officers have been promoted to either temporary or permanent Housing Officer positions in Aberdeen and Glasgow's Toryglen and Priesthill offices.

We're also delighted that two of our previous apprentices in Aberdeen have successfully moved on to full-time permanent Housing Officer and Assistant Housing Officer positions.

All of this recognition was well deserved and helped Sanctuary Scotland retain these valued team members. We also welcomed two new Housing Management Apprentices to our Cumbernauld and Aberdeen offices.

Our eight Community Connectors continue to work with residents in Aberdeenshire, Glasgow, and Cumbernauld.

Together with our Housing teams, our Sustainable Communities team support tenants to overcome issues such as risk of eviction or significant rent arrears. They also work closely with our many partner organisations across Scotland to help residents build connections in their neighbourhood, increasing the resilience of our communities.



Welfare Rights Officer Lesley Johnston



We want every resident to feel safe and secure in their home. One example of us equipping our team with the tools to help our residents feel safe is our work to better understand the causes and impacts of trauma. We teamed up with the Resilience Learning Partnership and the Health and Social Care Partnership and used this learning to help address the root causes of many mental health issues and feelings of isolation. We regularly deliver trauma-informed training and workshops to local communities.

We've also taken part in workshops led by the National Society for the Prevention of Cruelty to Children in Glasgow, Dundee, and Aberdeen, to help us to identify potential signs of child abuse and neglect. We share this knowledge with residents and the steps people can take if they have concerns. It's important customers feel safe when reporting issues and our workshops provide that reassurance.

We support many different projects to help our customers and communities thrive. In Dundee, our funding helped Beechwood Community Centre provide a weekly space for local people and families. Residents built relationships and self-confidence through arts and crafts activities, toys, and games.


In Glasgow's Toryglen, more than 80 residents visit the Blether Café every Thursday to catch up over a free breakfast. [Watch our video to see the positive impact the café is having on the local community.](#) We've also set up two new affordable food spaces with Good Food Scotland and launched a weekly 'Recovery Café' to give advice and mentorship to residents.

The creative projects we've been involved in make sure local voices are heard. This includes playwright Mark MacNicol's 'Butterflies & Storms', which addresses antisocial behaviour. The play was developed using workshops with local people and toured primary schools in Glasgow.

## Development and Reinvestment



We continue to support the Scottish Government's 'Housing to 2040' vision, which aims to provide safe, good-quality, and affordable homes for everyone in Scotland. During 2023/2024 we delivered 116 new homes through our development programme.

In the North East, our £23 million development at North Anderson Drive, Aberdeen, saw the creation of 118 much-needed homes on the site of a former fire station. The project includes 109 homes for social rent, and nine supported living homes, with tailored care and support services for those with learning disabilities. This was made possible through our partnership with the Scottish Government and Aberdeen City Council. [Hear Aberdeen City Councillor Martin Greig's thoughts on the new development.](#) 

In North Lanarkshire, we celebrated the completion of our £100 million regeneration in Cumbernauld. This involved the replacement of 12 tower blocks with 588 high-quality new homes. The final phase of the project in Burns Road is now home to more than 200 residents. This includes 121 homes for social rent, 10 for shared equity sale, and an office hub for our local Housing team.

In South Lanarkshire, we transformed a disused sports centre in Stroud Road, East Kilbride, to provide 28 high-quality two-bedroom flats for local people, all available for social rent. Three of the properties have been specifically designed to meet the needs of wheelchair users. The £4.5 million development includes car parking for all residents, with electric vehicle charging points to enable more sustainable travel.

Our regeneration of Paisley's West End, in Renfrewshire, is officially underway. Our plans aim to address the high number of vacant and derelict units in a once vibrant area of the town, and to bring a thriving new community to life. The new homes are currently being built on the site of former tenements and student accommodation in Sutherland Street, offering a mix of two and three-bedroom houses and apartments available for social rent. Every home will benefit from off-street parking and environmental features such as solar panels and modern insulation, while larger properties will offer private gardens. Several adaptable apartments are being included, along with a lift in one of the blocks to ensure accessibility.



**“In North Lanarkshire, we celebrated the completion of our £100 million regeneration in Cumbernauld”**

Elsewhere, we successfully completed 128 new-build homes at our Anchor Court development in the Yoker area of Glasgow. The £21 million development has delivered a range of high-quality one, two and three-bedroom apartments on the site of a disused former Scottish Power depot at Hawick Street. We've put sustainability at the forefront of the development, with electrical vehicle charging points on site, solar panels providing lighting and electricity in communal areas, and ample cycle storage. The development was shortlisted in the Large Affordable Housing Development of the Year category of the 2023 Scottish Home Awards.

We have also been working hard to improve our residents' homes. Through our 2023/2024 reinvestment programme, we have made more than £6 million worth of improvements to ensure that our homes meet the Scottish Housing Quality Standards (SHQS) and Energy Efficiency Standard for Social Housing (EESH). This work has included 307 boiler and heating upgrades, 226 bathroom replacements, 262 kitchen replacements, and 117 window and door replacements. We've also worked with our contractors to deliver 53 roof replacements, seven cyclical decoration projects, and six gutter cleaning projects.

## Social Housing Performance Indicators



Housing Officer Paul Davis with Burns Road resident Frances Park



**8,700**

Homes occupied



**60**

Homes vacant and available for letting



**66**

Homes vacant and unavailable for letting



**8,826**

Total number of homes we manage



**480**

Number of relets



**31.55**

Average number of days to relet



**0.80%**

Residential rent lost through empty homes



**£2,693,306**

Current tenant rent arrears



**5.72%**

Current tenant rent arrears



**£120,255**

Former tenant rent arrears



**0.26%**

Former tenant rent arrears



**8,433**

Emergency repairs completed



**19,381**

Non-emergency repairs completed



**27,814**

Total number of repairs completed



**9.62 hours**

Average time to complete an emergency repair



**18.20 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://www.sanctuary.co.uk/sustainability/sustainability-report> 

One area where procurement is separate in Scotland is our new-build development programme.

Sanctuary continues to manage the risk of fluctuating labour and material costs.

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://www.sanctuary.co.uk/about-sanctuary/suppliers> 

### Summary of Activity 2023/2024

| Scheme                            | Consultant        | Fee Amount £   | Appointment Date |
|-----------------------------------|-------------------|----------------|------------------|
| Former HMRC Building, Cumbernauld | Bayne Stevenson   | 32,000         | November 2023    |
| Duncan Street, Glasgow            | MB Langmuir & Hay | 103,000        | March 2024       |
| <b>Total</b>                      |                   | <b>135,000</b> |                  |

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



Trade Operative Gary Sharp in Glasgow



# Sanctuary Scotland

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Registered office: Sanctuary House, 7 Freeland Drive, Glasgow, G53 6PG  
A Registered Social Landlord - HEP 302 and a property factor registered in Scotland No. PF000124  
Registered Society No. 2508R(S) and a charity registered in Scotland No. SC024549  
Sanctuary Scotland Housing Association Limited is a subsidiary of Sanctuary Housing Association,  
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## Accessibility

We want this report to be accessible to all. If you would like it in a different format, call **0808 168 3475**.