

Annual Report

2024/2025

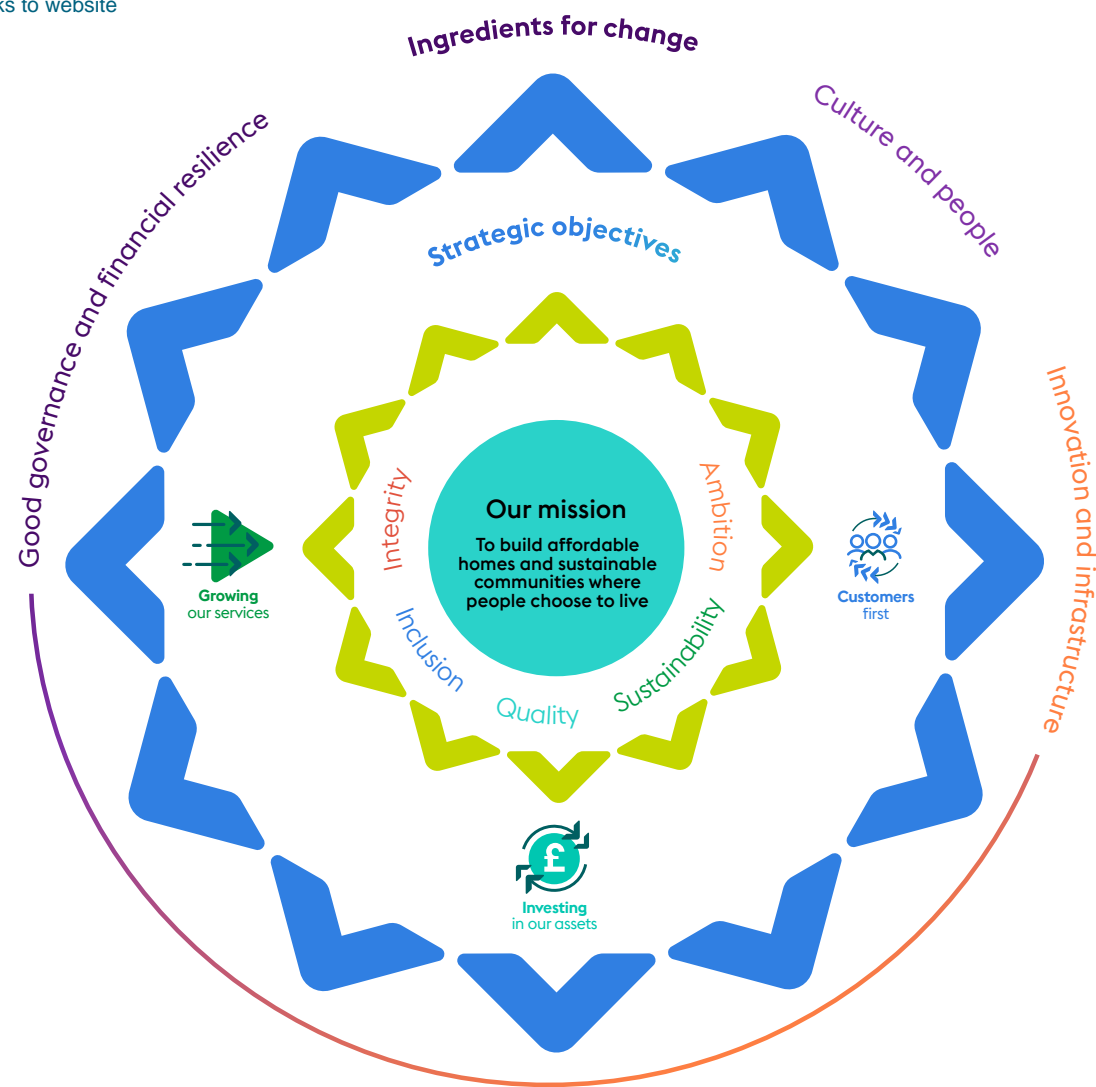


Sanctuary
Scotland

Contents

Objectives and Values	3
Chair's Statement	4
Social Housing Performance Indicators	6
Housing and Sustainable Communities	8
Development and Reinvestment	10
Procurement Activity	12

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Links to website



On the cover: Residents Kerry Thomas Baillie-Brown and Lesley Baillie-Brown

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

Chair's Statement



We are one of the leading housing providers in Scotland, managing more than 9,000 homes. Customers are at the heart of everything we do, and we are driven by our values and mission – to build affordable homes and sustainable communities where people choose to live.

In the last 12 months we have carried out our three-year tenant satisfaction survey. We spoke to 1,000 residents from across Scotland to find out how they feel we are performing and gather feedback on topics including how we communicate, our repairs service and opportunities for customers to get involved. We were delighted to see an improvement in satisfaction ratings, showing the positive progress we have made.

We continue to actively engage and listen to residents in communities across the country through customer focus days, to learn what we are doing well and where we can improve. Our frontline teams play an integral role in gathering insights from customers to help shape our future, and we also work closely with our resident review panels to ensure we hear voices from a diverse customer base.

Supporting our customers – particularly through a period of high housing, energy and food costs – is integral to ensuring they remain safe and secure in their homes and communities.

Our Housing and Sustainable Communities teams continue to help residents access vital support services and funding, so they can maintain their tenancies and remain connected to their communities. Our local Community Connectors also work closely with our many partner organisations across Scotland to help residents build connections in their neighbourhoods, increasing the resilience of our communities.

As well as continued investment in our homes, building new high-quality, energy-efficient housing remains a key priority for the organisation, and we are delighted to have completed the construction of new homes in communities across Scotland during the last 12 months. To help enable this, we have invested significantly in our own in-house Construction team. Challenging market conditions, such as high levels of inflation, have led many contractors across the UK to cease trading, so investment in the team means we can continue to deliver new homes without delay.

We will continue to work with our customers, stakeholders and key partners to deliver high-quality housing and services for our tenants.

Nigel Wilcock
Chair



Social Housing
Performance
Indicators



Housing Officers Ainsleigh Butters
and Heather Paterson



8,927

Homes occupied



61

Homes vacant and
available for letting



107

Homes vacant and
unavailable for
letting



9,095

Total number of
homes we manage



480

Number of relets



33.05

Average number
of days to relet



0.63%

Residential rent
lost through empty
homes



£2,829,659

Current tenant rent
arrears



5.52%

Current tenant rent
arrears



£228,109

Former tenant rent
arrears



0.44%

Former tenant rent
arrears



9,861

Emergency repairs
completed



23,190

Non-emergency
repairs completed



33,051

Total number of
repairs completed



6.53 hours

Average time
to complete an
emergency repair



20.15 days

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

Housing and Sustainable Communities



We are committed to putting our customers first.

We were therefore delighted to see the results of our three-year tenant satisfaction survey, which showed an improvement in satisfaction ratings from 71% in 2021 to 84% in 2024.

Our local Housing teams work closely with our residents to gather feedback on services and their communities. In the last year we have delivered over 30 customer focus days where we have met with residents in their communities to engage with them on a range of things including estate improvements, repairs and benefits advice. We have also worked with our residents' review panel on scrutinising and identifying improvements to our new tenant journey.

Ongoing development of our services is integral to ensuring we are meeting the needs of customers. During 2024/2025, we have changed our housing operating model so key services including tenancy and income management are now being delivered more locally. Alongside this, we have continued to invest in our teams with the delivery of Think Customer training to colleagues.

Our Sustainable Communities team continues to work with residents in Aberdeen, Aberdeenshire, Glasgow, Cumbernauld and Paisley.

Together with our Housing teams, our Sustainable Communities team supports tenants to overcome issues such as risk of eviction, significant rent arrears, and difficulty paying bills.

Our teams have worked together in partnership with the Fuel Bank Foundation to support customers experiencing fuel hardship or poverty. Their support has helped secure more than 1,000 energy vouchers for our customers, equating to more than £51,000 of energy support.

Housing Officers and Housing and Community Connectors have helped around 270 customers that were at the highest risk of failure or struggling to maintain their tenancies. Support has been provided in a range of areas including addiction, mental health, hoarding, bereavement and physical health. In addition to helping customers maintain their tenancies, the team has connected them back, or kept them connected, into their communities.

“During 2024/2025, we have **changed our housing operating model** so key services including tenancy and income management are now **being delivered more locally**”

Our Community Connectors have also supported the delivery of £100,000 worth of investment from partners in community projects across Scotland. In addition, they have successfully secured £98,000 from the UK Shared Prosperity Fund in Glasgow towards the third year of a project in Priesthill, focusing on trauma, poverty and mental health.

We have also worked with our Sustainable Communities team to deliver National Customer Support Offer awards for 188 customers in Scotland during the year. These totalled over £34,000 in support, including immediate needs like heating and food, or carpets and curtains for new customers moving into one of our homes.

Priesthill Community Breakfast



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 2024/2025 we completed four developments delivering 367 new homes across the country.

The first homes are now occupied in Paisley West End, Renfrewshire, seeing an important milestone in the first phase of regeneration and the Sutherland Street project. The regeneration is providing a mix of modern, energy efficient two and three-bedroom houses, and two-bedroom apartments for social rent. The new homes have brought vibrancy to a key area of Paisley, bringing new life and a new community. As part of the wider regeneration, an initial programme to demolish several derelict units has begun. New designs for the project are also being progressed following engagement with the local community.

In Renfrewshire we have also successfully completed our Napier Street scheme. The development provides a mix of 51 affordable homes for social rent across two-storey apartments. Napier Street is a former disused industrial site located on the edge of Linwood. Due to the industrial legacy of the site, the entire development required extensive remediation prior to the start of construction work. A further challenge was presented midway through the build when the contractor went into liquidation. We acted swiftly to resolve the issue by delivering the rest of the development through our in-house Construction team. As well as delivering much-needed new housing, the project also provided a new children's play park.

We have completed construction of 136 affordable homes at the former Victoria Infirmary development in the Southside of Glasgow. The £29 million development has delivered a range of high-quality one, two and three-bedroom apartments to meet Glasgow's wide-ranging housing needs within a tight commercial context. The quality of the development saw it named Starter Home of the Year at the 2025 Scottish Housing Awards. Sustainability has been central to the construction of the new homes. Each has been built with high levels of insulation, large floor to ceiling windows and efficient heating systems. The blocks also benefit from solar panels on the roofs. All principles of Glasgow City Council's City Development Plan have been incorporated into the design, including a public realm through the site to allow access and connectivity to Queens Park, a play area and attractive open space incorporating natural planting to enhance biodiversity.

"We have completed construction of **136 affordable homes** at the former **Victoria Infirmary development** in the Southside of Glasgow"



We have also started work to deliver 64 new homes at a former health centre site in Greenock, Inverclyde. Working in partnership with the Scottish Government and Inverclyde Council, we are transforming the site and building the new homes using our own in-house Construction team.


The development comprises a mix of one, two, three and four-bedroom flats and houses, all available for social rent, with the first homes expected to be complete by early spring 2026. Four of the flats have been specifically designed to accommodate people with a range of accessibility needs, while the site is close to the town centre with good access to local amenities and transport links.

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. All services are 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> 

There were no reportable procurements during 2024/2025. This is largely due to the fact the development programme has been at a stage where many of the legacy projects are either about to start on-site, have started on-site, or are due to finish on-site within the near future.

In addition, as we have now created a new dedicated internal Construction team, we are endeavouring to complete as many new homes as possible internally. We will look to enjoy the benefits of this by way of better customer satisfaction, reduced overheads, improved timescales, and greater project control and autonomy.

Given that this is the case, we did not carry out any recent main contractor tendering exercises. It is likely that this trend will continue, as we believe this way forward will provide major advantages for the Group. Therefore, it is unlikely that we will have any, or any more than a couple of, main contractor tenders in any given period. This is, and will continue to be, entirely dependent on workload/resourcing levels and the geographical location of future new build sites. It may be the case that specialist main contractors are appointed for scopes such as demolition works in the future.

We will continue to seek to appoint external consultants (such as architects, engineers, quantity surveyors, and employer's agents) on the projects which will be constructed by our in-house team.

“As we have now created a new dedicated **internal Construction team**, we are endeavouring to complete as many new homes as possible **internally**”



Accessibility

We want this report to be accessible to all. If you would like it in a different format, email communications@sanctuary.co.uk.

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Sanctuary Scotland Housing Association Limited

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