

Sanctuary
Scotland

Annual *Report*

2025/2026





➤ Pictured on the cover: Sandra, cafe customer, and Hannah Gray, Community Connector

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This is a standalone operational annual report for customers and stakeholders and is separate from the statutory Annual Report and Financial Statements of Sanctuary Scotland Housing Association Limited.

↩ Pictured: School Park Homes, Strichen, Aberdeenshire

Our Objectives And *Values*



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

Joint Chair's And Director's Statement

This has been an important year for Sanctuary Scotland. Throughout the year, we have stayed focused on listening to residents, improving services and supporting people through ongoing financial pressure. That focus has shaped the decisions we have taken, the investment we have made and the way we continue to look ahead.

We know that, for many residents, the past year has continued to bring real financial pressure. Supporting people through that has remained a priority. Our rent arrears improved and our welfare rights service secured more than £2.4 million for tenants. Hundreds of customers received advice, support and reassurance to help them stay on track.

We have also seen the value of strong local relationships. Across Scotland, our teams have worked with partners and communities to provide practical support, strengthen resilience and help sustain tenancies. That work is not always the most visible, but it makes a real difference in people's everyday lives and remains a vital part of our role in the communities we serve.

At the same time, we have continued to invest in both new and existing homes. During the year, we completed 269 new affordable homes across Scotland and maintained a strong pipeline of future developments. We also invested £3.6 million in improvements to existing homes, alongside a continued focus on safety and quality, including 100% gas safety compliance throughout the year.

One of the achievements we are especially proud of this year is Sanctuary Scotland becoming the first part of Sanctuary to achieve Investors in People Platinum accreditation. Platinum is the highest level of accreditation and recognises organisations that invest in their people, help colleagues grow and create the conditions for them to do their best work. We believe this says a great deal about the culture our colleagues have built together and the commitment they show every day to residents and communities across Scotland.

As we look ahead, we remain focused on the things that matter most: listening to residents, improving services, and continuing to invest in homes and communities across

Scotland. We are proud of what has been achieved this year and grateful to residents, colleagues and partners for the role they have played in that progress.

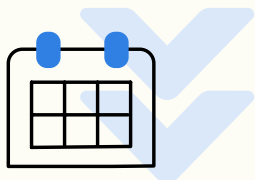


Nigel Wilcock
Chair



Pat Cahill
Director

Social Housing Performance *Indicators*



32.21

Average number of days
to relet



0.70%

Residential rent lost
through empty homes



9,122

Homes occupied



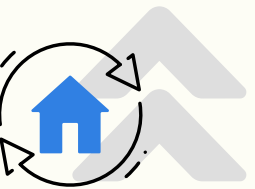
107

Homes vacant and
available for letting



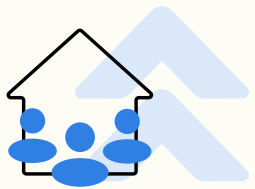
58

Homes vacant and
unavailable for letting



9,287

Total number of homes
we manage



521

Number of relets



£2,718,236

Current tenant rent
arrears £



4.98%

Current tenant rent
arrears %



£210,185

Former tenant rent
arrears £



0.39%

Former tenant rent
arrears %



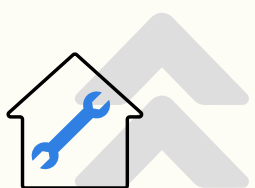
8,793

Emergency repairs
completed



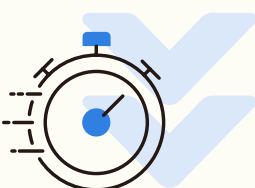
26,661

Non-emergency repairs
completed



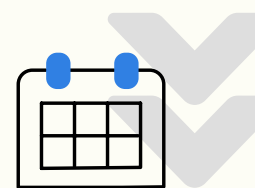
35,454

Total number of repairs
completed



5.19 hours

Average time to
complete an emergency
repair



16.84

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

Housing And Sustainable Communities



This year has been a significant one for Sanctuary Scotland, with a focus on listening to residents, improving services and supporting people through ongoing cost-of-living pressures.

Our People

We are proud to have achieved Investors in People Platinum accreditation, the highest level available. This recognises our commitment to supporting colleagues so they can deliver safe, responsive and high-quality services to residents.

Supporting Residents Through Cost Of Living

We improved our rent arrears performance, reducing arrears to 4.98% (from 5.52% in 2024/2025). This was supported by updates to our performance management framework, including improved real-time tools for income management and better insight into customer demand.

We have also made significant improvements to our factoring invoicing and debt collection processes as part of our factoring improvement plan.

Welfare rights support also contributed, delivering clear financial benefits for tenants. Through advice, casework and referrals, residents were supported to claim new benefits, challenge incorrect decisions and maximise household income. In 2025/2026, this helped secure £2,491,476 in welfare rights gains for tenants, up from £2,476,721 in 2024/2025. This included help with disability benefits, housing-related entitlements and wider financial support. For many tenants, this meant increased weekly income, backdated payments and improved financial stability. Welfare rights advice also supported residents to manage debt, reduce financial stress and sustain tenancies during a challenging economic period.

↑ Pictured: Volunteers, Nan, Anne and Karen, at Peat Road, Glasgow

Housing And Sustainable Communities (Cont.)

Digital Improvements

We strengthened our digital offer by introducing DocuSign for housing applicants, helping to make key processes quicker and easier. So far, more than 3,177 applicants have completed the DocuSign process across Scotland, supporting customers to apply for a home or report a change of circumstances digitally rather than using paper forms. Residents also took part in early scoping work to shape a new customer experience approach and a future customer portal.

Resident Voice And Scrutiny

Resident involvement remained central to our work. Residents helped scrutinise the gas safety access process, which informed improvements to communication and helped reduce missed appointments. We also reviewed our approach to resident engagement, with input from residents across Scotland.

We set up a Scotland Community of Interest to strengthen resident voices, alongside clearer Group-level governance for Scottish scrutiny work. The Scotland Review Panel was disbanded, with existing members continuing their involvement through the Area Committee or the Residents' Scrutiny Panel. A range of resident involvement events also took place during the year, with good engagement.

We developed and reported the tenant satisfaction survey at Board level, so resident feedback is considered as part of decisions and service improvement planning.



↑ Pictured: Volunteers, Marie and Abida, at Peat Road, Glasgow

Housing And Sustainable Communities (Cont.)

Better Homes For The Future

We began the Scotland retrofit programme, focusing on surveying homes, planning investment and engaging residents. Over time, this will improve energy efficiency, comfort and sustainability, helping residents reduce energy costs and carbon emissions.

Our repairs performance showed a marked improvement, reflecting our commitment to ensuring our homes are safe and secure for customers. In Scotland, non-emergency repairs improved from 20.15 days to 16.84 days, and the time taken to carry out emergency repairs improved from 6.53 hours to 5.19 hours (within our 6-hour target).

Safer Working And Compliance

We rolled out new lone working devices for colleagues working in communities, improving safety and reassurance for staff and residents. We also achieved letting agent re-accreditation, confirming continued compliance with required standards.

Communities

This year, we continued to strengthen community connection and resilience across Scotland, working with partners to provide practical, local support. In Priesthill, we delivered the final year of our UK Shared Prosperity Fund work, including £98,000 to support community activities and progress towards Scotland's first Trauma Informed Neighbourhood. In Torglen, we supported well used local projects and opened our first Community Living Room in the Torglen multi-storey blocks, creating a welcoming space for outreach and conversations with tenants.

We also supported communities to access longer-term investment and joined up work with partners. In Cumbernauld, we played an active role in a multi-year programme backed by £2.6 million of funding, supporting local events and providing Trauma Informed Practice input and training. In Dundee, we delivered the Scottish Government's Upstream Prevention of Homelessness pilot (one of seven organisations sharing £1 million), focused on Cash First approaches, and shared learning

with the wider sector as 'Ask and Act' duties develop. In Aberdeen, we worked with partners to provide more than 80 Christmas hampers for tenants most in need, alongside support for local 'Ask and Act' work.

This work delivered measurable results. Our Community Connectors engaged 5,942 people to build connection and resilience, while specialist colleagues supported 440 people at the highest risk of tenancy failure. We used local learning to inform wider practice across the sector, and developed a new pilot to support tenants experiencing Hoarding Disorder.

During the year, we secured £308,068 in grant funding to support this work.

Our emphasis has been on practical support for residents, alongside investment in safer services and better homes for the future.



↑ Pictured: Community shop volunteer, Kaye

Development And *Reinvestment*



In 2025/2026, our focus stayed on people and place. We completed 269 new affordable homes across the country, helping individuals and families settle in the communities where they want to live, while progressing a strong pipeline of new developments.

North Lanarkshire

The former Lennox House site in Cumbernauld has been transformed into 44 energy-efficient social rented homes within easy reach of the town centre. Building on this progress, we submitted a planning application for a further 199 new affordable homes on the site of the former HMRC office on St Mungo's Road.

We also started on site for phase two of our Heathfield development in Gartcosh. When completed later this year, it will provide a further 25 social rented homes and support more people to find a secure, long-term home locally.

Inverclyde

We completed 64 new homes on a former health centre site in Greenock, increasing housing choice for local people. Delivered by our newly formed in-house Construction team, the development includes a mix of houses and apartments with one, two, three and four-bedroom homes, including two properties adapted for wheelchair and bariatric use.

Work is under way at Bay Street, where we started on site to deliver 24 amenity apartments. The design will support independent living, with features intended to meet changing needs over time.

↑ Pictured: Senior Project Manager, Sarah Macaulay, and Construction Manager, Brian Mundy

Development And *Reinvestment (Cont.)*

Glasgow

We're progressing well with 126 social rented homes in Carntyne. The development includes apartments and two-storey houses, with a significant proportion of three and four-bedroom family homes to help address the city's shortage of larger homes. More than half were already occupied by April 2026. The final homes are expected to be handed over by the end of summer.

In Battlefield, our redevelopment of the former Victoria Infirmary site reached a key point when phase one of The Victoria completed in October 2025. Marked with a ceremony attended by residents and representatives from Glasgow City Council, the £30.9 million first phase has delivered 136 high-quality affordable homes and 11 commercial units. The homes include 43 for social rent, 61 mid-market rent apartments and 32 New Supply Shared Equity homes.

Our new residents include key workers, older people and families. All residential blocks have lifts, and 14 flats are wheelchair-adaptable to support accessibility. The Victoria was also named 'Starter Home of the Year' at the Scottish Home Awards 2025.

Work continues around The Victoria. Planning permission is in place for a further 46 amenity apartments on the former adjacent car park site, with a start on site planned for this year. We also continued to expand our programme in other parts of Scotland to meet local housing need.



↑ Pictured: The Victoria development, Glasgow

Development And *Reinvestment (Cont.)*



Edinburgh

In Edinburgh, our first new-build project in the city completed this year, delivering 100 social rented homes in South Queensferry. We also started work at Edmonstone Village, where we are delivering a further 55 social rented homes. These homes will be powered by a district heating system, with heating and hot water supplied from a central energy centre through a network of insulated pipes. This removes the need for individual gas boilers, helping to reduce carbon emissions and improve energy efficiency while supporting warmer, more affordable homes. As more people move into these homes, we also stayed focused on the everyday services that help communities thrive.

Improving Our Existing Homes

We invested £3.5 million improving the roofs, render, windows and doors, kitchens and bathrooms, and energy efficiency of our homes. We spent another £132,000 cleaning gutters and decorating internal communal areas. Our Energy team helped us progress our Energy Efficiency Standard for Social Housing compliance journey thanks to Scottish Government net zero heat funding.

The wellbeing of our customers remains our priority. We maintained 100% gas safety compliance throughout the year and invested almost £500,000 in new boilers and wider reinvestment across heating systems in Scotland. We also began rolling out new energy-efficient heating controls, improving comfort, security and day-to-day living.

↑Pictured: Heat pumps at our Toryglen development

Procurement *Activity*

Sanctuary's central Procurement team is responsible for sourcing goods and services on behalf of Sanctuary Group. Details of this activity, together with the impact of our community benefit work, are reported in Sanctuary's Sustainability Report, available at:
<https://scotland.sanctuary.co.uk/sustainability/sustainability-report>

In Scotland, procurement is largely aligned with Group arrangements; however, a key area of distinct activity relates to our new build development programme. All services are procured in accordance with Group procurement procedures and the Public Contracts (Scotland) Regulations 2015. Our procurement strategy and forward pipeline are published at:
<https://scotland.sanctuary.co.uk/suppliers>

A summary of procurement activity for 2025/2026 is provided below and relates solely to development activity on current schemes.

Summary Of Activity 2025/2026

Scheme	Contractor	Contract Amount £	Number Of Units
Edmonstone	Avant Homes (Scotland) Ltd	£8,754,188	55
Heathfield Phase 2	Persimmon Homes Ltd	£4,617,500	25

Scheme	Consultant	Fee Amount £	Date Of Appointment
Lyle Road (Sacred Heart)	CDP Engineers	£75,000	18.12.25
Holy Cross	CDP Engineers	£47,600	18.12.25
Lyle Road (Sacred Heart)	MAST Architects	£167,310	18.12.25
Holy Cross	MAST Architects	£114,800	18.12.25
Paisley West End	G3 Engineers	£206,050	27.02.26



➤ Pictured: Housing and Communities Connector, Kieran Renshaw, and Assistant Housing Officer, Chloe Smith

Procurement *Activity*

(Cont.)

As previously reported, a dedicated internal Construction team has now been established and continues to be strengthened. This investment supports our objective of delivering as many new homes as possible through in-house provision. We expect this approach to deliver benefits including improved customer satisfaction, reduced overheads, shorter delivery timescales, and enhanced project control.

In light of this, external procurement will be undertaken only where required. This model is expected to provide significant advantages for the Group, and as a result it is anticipated that there will be few, if any, main contractor tenders in any given period. This position will remain dependent on workload, resourcing capacity, and the geographical location of future development sites. Where appropriate, specialist main contractors may still be appointed for specific scopes of work, such as demolition.

The appointment of external consultants — including architects, engineers, quantity surveyors, and employer's agents — will continue for projects delivered by the in-house Construction team.



➤ Pictured: Trade Operative, Michael Costello

Accessibility

If you require this document in an alternative format or language, please email communications@sanctuary.co.uk.

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Jeśli potrzebujesz tego dokumentu w innym formacie lub języku, wyślij wiadomość e-mail do: communications@sanctuary.co.uk.

Dacă aveți nevoie de acest document într-un format sau într-o limbă alternativă, vă rugăm să trimiteți un e-mail la communications@sanctuary.co.uk.

Si necesita este documento en un formato o idioma alternativo, por favor envíe un correo electrónico a communications@sanctuary.co.uk.

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