

A decorative graphic consisting of three concentric circles of stylized bird silhouettes. The outermost circle is composed of dark teal birds, the middle circle of light teal birds, and the innermost circle of orange birds. All birds are facing outwards from the center.

# Annual Report 2020-2021

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:



Ambition



Diversity



Integrity



Quality



Sustainability

## Chairperson's Statement



This year was, of course, a year like no other but as a landlord I feel we can look back with pride. The Covid-19 pandemic's challenges were significant across the organisation but sheer hard work and perseverance helped us overcome them. Our tried and tested working practices were adapted to make sure tenants and residents continued to receive a service that met their immediate needs. Our focus was rightly on the most vulnerable residents in our homes and the communities we serve.

Our Housing Officers made more than 1,700 phone calls to check on the wellbeing of tenants aged 70 and over who live alone, plus others without local friend or family support. Our Community Investment team made the most of a £96,000 Scottish Government grant award to facilitate more than 8,000 food deliveries to those isolating or shielding. Our Welfare Rights Officers engaged with dozens of residents over the phone to reduce financial pressures exacerbated by the impact of lockdown. The feedback we've had from those we've been able to help shows how much these efforts have been appreciated across our communities. We continue to help where we can.

The successful transfer of Glasgow-based Thistle Housing Association to Sanctuary Scotland on 1 March 2021 was a great achievement, the culmination of a full year of intense work by Director Pat Cahill and her team. The transfer took our housing stock beyond 8,000 homes and has given more than 1,000 tenants the strong and stable landlord they deserve.

While our development programme was paused for a time during lockdown we still handed over a total of 204 new homes including our first Inverclyde properties in Port Glasgow and 44 new affordable homes in Portsoy, Aberdeenshire. We continue to work with local authorities and the Scottish Government to build much-needed homes for social rent, which includes the 133 flats being built at Burns Road in Cumbernauld. Significantly this development is the final phase of our 10-year regeneration of the town's high-rise blocks. Not to forget the continuing investment in improving our existing homes which during this last year included replacement doors, windows, kitchens, boilers and bathrooms despite the lockdown. For the forthcoming year, our planned reinvestment spend tops £7 million.

We will continue to listen to our residents, invest in our homes, build new housing, and deliver our mission as the country recovers from the pandemic. We rightly look ahead with optimism.

**Alan West**  
Chairperson



Pat Cahill, Director - Sanctuary Scotland, on the Toryglen estate



## » Housing Operations and Community Investment



Lorraine Quinn, Housing Manager for Toryglen, Glasgow

One of our biggest challenges in 2020/2021 was not being able to get out and about in communities across Scotland.

Spending time with people face-to-face is important for our staff and the many residents and groups we work with across Aberdeen, Aberdeenshire, Dundee, Glasgow, North Lanarkshire, Renfrewshire, and Inverclyde.

The way we engage has changed considerably due to the pandemic. We have, however, been able to adapt how we work so that people get the support they need.

Over the past 12 months, more than 8,000 residents have received food deliveries, and wellbeing calls have been made to 1,700 people. To provide these essential services to vulnerable people and those isolating or shielding, we were awarded £96,000 by the Scottish Government. Our activities included getting medication to those in need and providing activity packs to children who could not attend school due to the restrictions. In Cumbernauld, for example, we helped

Carbrain and Hillcrest Community Council prepare and deliver around 10,000 meals and food parcels for children, adults and pensioners. The Kirkton Community Larder in Dundee also distributed 100 Christmas hampers.

More widely, we supported The Pyramid at Anderston in Glasgow successfully gain around £1.2 million from the National Lottery and Robertson Trust. These funds will pay for the regeneration of their building, a hugely popular community hub, plus the salaries of their staff for three years.

Our development programme funded the renovation of a new playground in Portsoy, Aberdeenshire, a community benefit linked to the creation of 44 new affordable homes.

We have also been given a £136,000 grant from the Scottish Government's Homelessness Prevention Fund to employ a Housing and Communities Connector over the next three years. Appointed in early 2021, Kevin Carr brings great personal and professional experience to the team. Kevin's focus will be

working with us to prevent people from losing their home.

Our Community Connector Manager, Anthony Morrow, said:

**"While 2020 presented a significant challenge for us all, we have worked with some amazing people and seen a real difference made to their lives."**

Alongside our work in the community, our staff's wellbeing was at the forefront of our minds. Part of this was a focus on raising awareness of the impact of Adverse Childhood Experiences (ACEs) and trauma throughout people's lives. Led by Anthony, training sessions have been delivered to more than 100 employees to show how such issues affect staff and residents. The better understanding of ACEs that results from this training helps our Housing and Welfare Rights Officers empathise with, and deliver a better service to, residents whose lives continue to be disrupted.



Rana Judge, tenant and allotment holder in Anderston, Glasgow



## Development and Reinvestment

In the three years to April 2020, Sanctuary built 1,220 homes in Scotland. We created a further 204 much-needed homes for social rent last year despite the pandemic's challenges.

Our 2020/2021 development programme included Sanctuary's first homes in Inverclyde. We were proud to hand over 52 homes across three sites in Port Glasgow, a mix of houses, flats and cottage flats. Sixteen of these properties are amenity flats with walk-in showers so older people can live independently. We speak with local authorities across the country to make sure our projects best serve the housing needs of the communities we build in.

In Aberdeenshire, we completed 44 homes in Park Crescent, Portsoy. Twenty-three houses, 20 cottage flats and one bungalow have brought life back to a site where the town's community hospital once stood. Like all of Sanctuary's affordable housing projects, this development was supported by a substantial Scottish Government grant. Park Crescent has been a welcome addition to the 18 homes we already managed in Portsoy.

In North Lanarkshire, tenants received keys to 66 homes for social rent handed over in Hume Road, Cumbernauld. Hume Road's completion coincided with work beginning on 133 flats in Burns Road, the last phase of our decade-long regeneration of Cumbernauld's 12 tower blocks. Sanctuary will have helped create a total of 598 replacement homes when Burns Road is completed, more than those lost from the high-rise demolitions. Peter Martin, Sanctuary's Group Director – Development, said:

**“What we've achieved in Cumbernauld makes me immensely proud and shows the value of partnership working.”**

In Glasgow, construction started at the site of Glasgow's former Victoria Infirmary hospital. The first phase will see 135 much-needed affordable homes built plus 11 retail units. In Paisley, 131 homes in Glenburn will be completed during 2021/2022, most of which will be managed by Sanctuary Scotland for social rent. We continue to work with our contractors to maximise the benefits our projects can provide to the local community. This includes employment and training opportunities, plus in-kind support to groups within the area.

Over £5 million was set aside to improve our housing stock during 2020/2021. In the North East we upgraded boilers and replaced kitchens, bathrooms, windows and doors. Windows and doors were replaced in the Central region, while homes in the West received new bathrooms and boundary fencing. We installed new fire and smoke alarms at more than 5,800 homes, a statutory requirement designed to improve resident safety. All 58 tenants who responded to a customer survey were 'very satisfied' or 'fairly satisfied'.

In 2021/2022 our projected reinvestment spend is over £7 million. Almost £3 million will be used to further improve our housing stock in the North East. The remaining money will be invested in Glasgow's Toryglen, a legacy of the recent transfer to Sanctuary Scotland of Thistle Housing Association.

Dundonald Road development,  
Paisley, Renfrewshire





## Social Housing Performance Indicators

Housing Stock	2021	2020	The number of homes managed by Sanctuary Scotland increased by 1,157 during the year. This was as a result of our development programme, homes transferred from Thistle Housing Association and a small number of properties purchased on the open market. There were 22 homes vacant and unavailable for letting at the end of the performance year.
Total available for letting	8,116	6,970	
Vacant and unavailable for letting	22	11	
<b>Total stock</b>	<b>8,138</b>	<b>6,981</b>	
Allocations and Voids			The reduction in the number of relets was due to Covid-19 lockdown restrictions impacting people's ability/willingness to move home. The average number of days to relet figure effectively doubled, an outcome again linked to the pandemic. Although 'virtual viewings' were introduced to enable prospective tenants to inspect our homes remotely, it still took people longer to move into our properties. Delays were compounded by staffing levels (including the need for teams to work in a safe, socially distanced way), plus issues around the availability of materials.
Number of relets	358	408	
Average number of days to relet	41.35	21.92	
Residential rent lost through voids %	0.62	0.46	
Rent Arrears			The increase in both our current and former tenant rent arrears was expected during a full year impacted by the pandemic. Our Housing Officers and Welfare Rights Officers did their best to mitigate these increases but understandably could not fully overcome the impact of Covid-19 on many people's incomes. New legislation to protect tenancies during the pandemic prevented us from carrying out any evictions during 2020/2021, regardless of the level of rent arrears accrued.
Current tenant rent arrears %	5.4	4.91	
Current tenant rent arrears £	1,925,806	1,657,492	
Former tenant rent arrears %	0.28	0.1	
Former tenant rent arrears £	100,780	33,342	
Maintenance Services			
Classification of Repair			The number of emergency repairs carried out during 2020/2021 increased slightly, a small rise in line with the higher number of homes under our management year on year. The number of non-emergency repairs was 45 per cent lower as a result of the pandemic. For much of the year lockdown restrictions meant our Maintenance teams were not allowed to enter homes to carry out work not considered urgent. The pandemic also affected local staffing levels and caused delays in the supply of materials.
Emergency repairs	6,799	6,551	
Non-emergency repairs	12,877	23,223	
<b>Total</b>	<b>19,676</b>	<b>29,774</b>	
Repairs Performance			The average time to complete an emergency repair was more than 30 minutes faster during 2020/2021. This was the result of lockdown restrictions sometimes making emergency repairs the only focus of our Maintenance team. The doubling of our non-emergency response time can be attributed to the pandemic's effect on our staffing levels and the availability of the materials needed.
Average time to complete emergency repair (hours)	4.48	5.16	
Average time to complete non-emergency repair (days)	13.24	6.55	

Adam Sime, Apprentice Painter and Decorator





## Procurement Activity

This section reports on procurement activity that has taken place since the publication of the Procurement Strategy issued in December 2016, arising from the Procurement Reform (Scotland) Act 2014. Sanctuary's strategy can be viewed at [www.sanctuary-group.co.uk/suppliers](http://www.sanctuary-group.co.uk/suppliers).



In terms of regulated procurement, goods and services for Sanctuary Group as a whole are procured by the central Procurement team, in accordance with established Group procedures and Public Contract Regulations that prevail

in both England and Scotland. All such Group-wide activity is reported in overall Group reports and the impact of community benefits is summarised in Sanctuary's Our Impact report.

An area where procurement occurs in Scotland separately is where Sanctuary carries out development and house building. A summary of this activity is below. It should be noted that activity was severely restricted and many staff were on furlough during the period due to the Covid-19 pandemic.

### Summary of Activity 2020/2021

The following schemes have been awarded in the period April 2020 to March 2021:

Scheme	Contractor	Contract Amount £m	Date of Contract	Number of Units
Skye Crescent, Paisley	Cruden Group Ltd	18.9	September 2020	131
Persley Den, Aberdeen	Cala Homes North Ltd	18.6	August 2020	150
<b>Total</b>		<b>37.5</b>		<b>281</b>

Scheme	Consultant	Fee Amount £m	Appointment Date
Prospecthill Road, Glasgow	Collective Architecture	0.16	September 2020
Prospecthill Road, Glasgow	Clyde Design Partnerships	0.04	September 2020
<b>Total</b>		<b>0.20</b>	
<b>Grand total</b>		<b>37.7</b>	

The impact of Covid-19 restricted procurement activity during this reporting period particularly regarding development projects. The construction industry slowed down considerably, and Sanctuary placed development staff on furlough consequently curtailing the development programme during this period.

However, it is expected that activity will resume in 2021/2022.

All services listed above have been procured in accordance with Group procedures and Public Contract Regulations (Scotland) 2015, and consequently the principles contained in the strategy.

### Future Works

Due to the nature of development works, it is not always possible to publish an anticipated programme as the progression of schemes to site is never certain, neither is the advanced knowledge of site opportunities particularly given the circumstances outlined on the previous page. Sanctuary will similarly publish a retrospective summary in 2022.

Sanctuary has in place major works and consultancy frameworks to support the Group's development programme. All frameworks

require providers to consider how community benefits can be delivered. A thorough Community Benefits, Skills and Apprenticeships Framework for main contractors makes sure we maximise opportunities for community investment and the improvement of people's life chances.

Contract and award notices will be published on Public Contracts Scotland and in the Official Journal of the European Union. Again, the outcome of these requirements will be reported in 2022.



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We want this annual report to be accessible to all. If you would like it in a different format, please phone **0800 131 3348**.

# Sanctuary Scotland

# Sanctuary Group

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