

Sanctuary
H O M E S

more

A contractor's guide to
working with Sanctuary

Introduction

Our ambitious development programme of 30,000 homes over the next 10 years gives us an exciting opportunity to deliver more for our residents and communities. We want to go beyond simply building homes to create jobs and training opportunities, regenerate neighbourhoods and support community activities across the UK. MORE is our scheme which formalises that impact and invites our partners and contractors to get involved too.

Of the 30,000 new homes we will be building, around two-thirds of that number will be social housing, either below market rent or for shared ownership, where the Government has subsidised the building of the homes through grant. The remaining 10,000 homes will be for outright sale and housing for older people and will include the development of 20 new care homes.



As part of this, we have been allocated almost £90 million funding from the Homes and Communities Agency (now Homes England), its largest ever grant allocation, to build 2,265 affordable homes across England over the next five years.

This ambition to deliver takes forward our proud heritage as one of the leading developers of social housing nationally. Our £750 million national development programme, which ran from 2011 to 2015, saw the delivery of over 5,000 new homes.

We will be building well designed, environmentally sustainable homes where people want to live, as well as creating employment in the heart of our neighbourhoods.

In delivering this programme, we believe we have an ideal opportunity to create a positive impact in the communities where we operate and we are keen for our construction contractors to play their part. We are looking for partners who can add value to our development programme by providing social, environmental and economic benefits directly to the neighbourhoods where we work.

By doing this, we believe we will be helping build more than just homes.

Peter Martin

Group Director - Development



About this guide

We have produced this guide to provide our development contractors with more information about Sanctuary and our objectives. We want to be clear about what we expect from our partners and what we will do in return. We know that many of the contractors we are working with are already running similar schemes and initiatives to those set out in this guide, but we believe that there are benefits to be gained from sharing good practice and helping to inspire innovation.

Why go the extra mile?

Development and regeneration are key aspects of our business. Combining material improvements with social, economic and environmental renewal helps to transform neighbourhoods, ensuring that they are places where people want to live and work. Our development programme presents opportunities to make a real difference to the lives of local residents and businesses. Unlike a private developer, we don't walk away once a development project has completed; we continue to manage those properties into the future. This is why it's important to us to invest in the communities where we work.

The benefits

Investing in communities is good for business. Benefits to contractors include:

- recruiting, training and retaining a skilled and motivated workforce.
- meeting corporate social responsibility objectives.
- raising the positive profile of the building industry.
- brand enhancement and publicity.

What we expect

Sanctuary requires its contractors to meet specified outputs in relation to the provision of training and employment opportunities, attaining sustainability standards and creating community benefits. These are outlined in contractual documentation and reflect the minimum level which we expect our development partners to attain. However, we believe that, by working together, we can go much further than this to help add value for the communities where we are working.

Monitoring and reporting

We access grants for our development programmes from government bodies like Homes England, the Greater London Authority and the Scottish Government, and need to provide regular updates on our progress. It is important that you report back to us in our required format so that we can comply with our own obligations. We will set key performance indicators and expect contractors to provide accurate and timely monitoring and reporting information.

How we can help you

Sanctuary can help you to deliver community projects in a number of ways. This can include:

- providing contacts to other organisations in the local area, including charities, community groups and residents' associations to help you to deliver your project.
- funding for community initiatives, where these will directly benefit Sanctuary residents.
- providing ideas, suggestions and information.
- promoting employment opportunities to our residents.
- supporting with promotions and publicity.

About Sanctuary Group

One of the leading providers of housing, care and community services, Sanctuary Group employs over 12,500 people and manages more than 100,000 homes throughout England and Scotland, including general rented, retirement living, supported housing, student and key worker accommodation and care homes.

Our mission is to remain a market leader in the provision of high quality housing, nursing and residential care, and community services for people in need.

Through careful stewardship of resources, we aim to maximise the benefits of our ethically-based operations, providing quality and value to our customers and stakeholders.

Sanctuary Homes will build and market any of our affordable and market rent, or grant funded, homes. Our ambition is for Sanctuary Homes to become the market leader in the provision of high quality shared ownership properties. While all homes sold by Sanctuary on the open market will be through Beech Grove Homes, which will be associated with prime sites, outstanding craftsmanship and elegant living.

Our values

At the core of our business are Sanctuary's values: ambition, diversity, integrity, quality and sustainability. These represent the way we conduct ourselves and how we do business.

We aim to deliver value by:

- building new homes
- providing cost-effective services
- achieving high quality standards.

Our priorities

Our key priorities for adding value through our development programme are:

- addressing skills shortages by providing training opportunities for our communities.
- boosting the uptake of apprenticeships.
- ensuring the continuous development of our supply chain.
- creating job opportunities for local people.





Diversity

We work hard to ensure that equality and diversity are integrated into the way we plan, develop and deliver all our services and we expect our contractors to do the same. We aim to advance equality of opportunity and foster good relations with the communities where we work, particularly for those people who could otherwise face inequality or prejudice.

Sanctuary has an equality scheme called Fairness For All. This covers our functions as an employer and a service provider, weaving equality, diversity and human rights into the way we plan, develop and deliver all our services. You can download a copy from the equality and diversity pages of our website.

Improving diversity

Sanctuary aims to make sure people from all backgrounds and walks of life are able to access any of the opportunities we have on offer. In the past, we have worked with our contractors to target hard to reach groups and those under-represented in the construction industry. These have included women, single parents, young offenders, people with mental health issues and those not in employment, education or training.



Case study

Women into Construction

In December 2016 Sanctuary recruited its first female employee through its partnership with Women into Construction (WiC) to work on sites in London and the South East.

Sanctuary, which is a gold member of WiC, employed Samantha Newton into the role of trainee quantity surveyor/building surveyor with the maintenance team.

Working with the community

Sanctuary is committed to creating vibrant and sustainable communities. We take a long-term view of our involvement in an area and want to maximise the opportunities that our development programme will bring to build capacity and resources in the neighbourhoods where we operate.

Adding value

As every development scheme will vary in size, type and location, there will be no 'one-size-fits-all' approach to working with communities. For each scheme, careful consideration needs to be given to how the needs of the neighbourhood will be best met.

You should start to engage with local people before work begins on site in order to get to know the community, find out which groups are active in the area and gather information about their priorities. We can help you identify key contacts in the area and will support you to develop a plan setting out details of the projects to be delivered, together with timescales and key responsibilities.

Ideas:

- Donate skills, time and labour to a local community centre or group.
- Carry out a makeover to a community facility, such as a playground or garden area.
- Provide materials or funding to local schools for specific projects.
- Create some community art in conjunction with local people to enhance a development.
- Work with job seekers to provide CV advice and interview training.
- Host a job fair.
- Deliver workshops promoting the construction industry to under-represented groups.
- Pass on some skills to residents through a DIY day.
- Provide an insight into your company through taster days or work placements.
- Run site visits to provide an insight into the skills, attitudes and varied career opportunities the sector has to offer.

Case study

Shiregreen, Sheffield

Shiregreen was visited by Gill Furniss MP who hosted the opening of Sycamore Heights, a development of 46 one and two-bedroom apartments. The development boasts generous garden spaces with raised beds for planting by residents, tree-lined pathways and seating areas. This is in keeping with the original garden village design of Shiregreen. Sanctuary's MORE funding also helped local people improve the local neighbourhood centre which now boasts external planting of attractive shrubs, flowers, fruit and vegetables. These will be maintained for the benefit of all residents by volunteers from the local gardening group.



Creating employment and training opportunities

Sanctuary Group was the first registered provider of social housing in England to be awarded National Skills Academy for Construction status.



Sanctuary ensures that its development projects deliver not only affordable high quality homes but also create local jobs and training opportunities – core objectives achieved by working closely with our lead contractors, supply chains and other partners.

We aim to generate employment in the construction sector by offering training and work experience opportunities to a range of people.

We also want our development programme to leave a positive employment legacy by creating job opportunities for local people. There are a number of ways for contractors to target local people in their recruitment. These could include job fairs, recruitment days and advertising, or by teaming up with agencies such as Jobcentre Plus. Sanctuary can also assist in promoting employment opportunities to its residents directly.

Students and graduates

Students and graduates, particularly those studying courses related to construction or the built environment, can bring a different set of skills to your work force. You can access these skills and build up links with major academic institutions by providing work experience, vacation placements or sandwich year employment.

Creating apprenticeships

We want to make sure that Sanctuary's investment creates and sustains apprenticeship opportunities. We expect to see apprentices working on all of our sites, regardless of the size of the development. On larger sites, we require contractors or their supply chain to create new apprenticeship opportunities, as well as sustaining existing ones.

Case study

Fulbourne Road, London

As part of a £23 million development of 107 homes, contractors Ardmore Construction created 20 new apprenticeships. To help local residents into the roles, a job fair was held at the College of Haringey, Enfield and North East London, as well as workshops and pre-training opportunities.

Case study

Anderston, Glasgow

Forty apprenticeships have been created in Anderston, Glasgow, as a result of a £60 million transformation of the area. Sanctuary and construction partner CCG (Scotland) Ltd are providing jobs and training for local people.

Apprenticeships guidance:

- Ensure that suitable provision has been made for each apprentice to complete their training. This should cover the duration of their course and include suitable opportunities to develop the full range of experience required.
- Take advantage of funding opportunities. There is funding available to assist contractors when taking on apprentices or paying for pre-apprenticeship training.
- Consider who will employ the apprentice. This can include flexible hosting arrangements, for example where the development contractor acts as 'host' but the apprentice is placed with a sub-contractor.

Creating employment and training opportunities

Work placements and site experience

Work placements can offer a versatile way to introduce different people to the construction industry. These can include school leavers, people changing career and those with no prior work experience or history.

Case study

Sanctuary Grove, Worcester

Our flagship retirement living scheme in Worcester provided 100 work experience placements to youngsters from schools and colleges across the West Midlands. Working with construction specialist Stepnell and Jobcentre Plus, people were given five-day site placements where they completed activities including carpentry and plastering.



Working with local suppliers

Supporting local businesses in the areas where we operate can make a significant contribution to the local economy. We encourage our development partners to keep local contractors and suppliers informed about any tendering opportunities and to provide them with any information they may need to tender effectively for work. This can be done by way of a 'Meet the Buyer' event or through targeted publicity aimed at the local market.

Small and medium-sized enterprises

We expect our contractors to take steps to support locally-based small and medium-sized enterprises, including ensuring that procurement processes do not place smaller organisations at a disadvantage.

Assistance could take the form of:

- reducing the scale of contracts which are put out to tender to ensure that smaller contractors can compete.
- helping smaller local organisations to prepare to apply for supplier status.
- assisting with the development of a company training plan.
- running workshops for newly appointed organisations on specific issues, such as site conduct.
- providing assistance with training, for example advanced health and safety, through programmes such as the Site Manager Safety Training Scheme, Site Supervisor Safety Training Scheme or bodies including the Institution of Occupational Safety and Health.

Sustainability



At Sanctuary we take our environmental responsibilities very seriously. The way in which we operate our business impacts on the world around us, so it's important to play our part by being as sustainable as possible. For new developments, this means building homes which are energy and water efficient and cost effective for our residents to run. It also means minimising our construction site impacts, from preserving site ecology to reducing waste.

Long-term

Ensuring that our developments are sustainable forms part of Sanctuary's long-term view of its responsibilities as an organisation. We will usually become responsible for the ongoing maintenance of any properties we build and, in some cases, the payment of energy and water bills. We don't believe in creating false economies by cutting corners during the build process only to find that this increases maintenance or utility costs later on. This is something which you should bear in mind during the construction of any of our schemes.

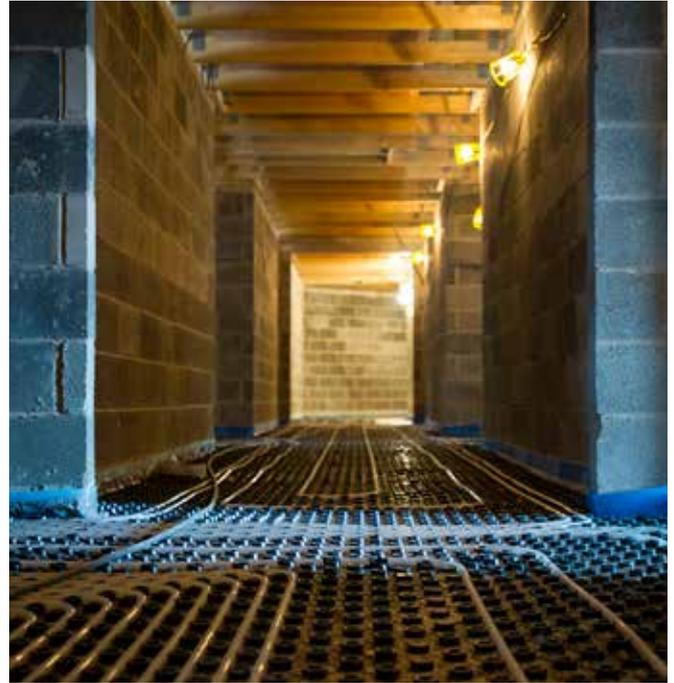


Renewable technologies

Where possible we use green and renewable technologies on our properties. We work with specified suppliers and have put in place additional criteria around the use of certain types of renewable technology. We are happy to provide you with more information on request.

Home user guides

What's the point in building brilliantly constructed energy efficient properties with lots of exciting new technology when nobody knows how to use them? Explaining how to operate things in a way that the end user of a property will understand is paramount. We expect clearly written home user guides to be produced on all new developments. These should meet the criteria set out in any relevant standard (such as the Code for Sustainable Homes Man1 criteria). We can help you put together a guide if you need advice and assistance.



Considerate constructors

Case study



Solar panels at Bretch Hill, Banbury

Sanctuary joined forces with local construction company, G Purchase, to install 15 solar photovoltaic panels at the Sunshine Centre to help save money and reinvest it back into the community. The Sunshine Centre provides essential local services for children and families, from health advice and childcare to trips and activities. The 250W solar panels, which should reduce CO₂ emissions by over three tonnes each year, will cut utility bills and allow the centre to reinvest savings into providing more services for the community.



Sanctuary is a client partner of the Considerate Constructors Scheme. We expect all contractors to register their development sites under the scheme and to attain an average score of at least 38 points for each site (using the scoring system that came into effect in January 2013). For more information about the scheme please visit: www.ccscheme.org.uk.

Many of our contractors are already very familiar with the scheme and attain consistently high scores across their projects. For example, our Hayes Road, Don Gratton House and Newton Grange developments all won accolades at The Considerate Constructors Scheme's National Site Awards 2016. If you are talented enough to win an award for a particular development, please let us know; we'd love to publicise your success.

Publicity

If you've put in place any of the suggestions outlined in this guide, you've got something to shout about. So let us know about the projects you have in the pipeline and we will help you promote them.

Protocols

Sanctuary has a set of Media and Communications Protocols for Partners, which you must follow. These protocols provide a clear framework for all partners to work to and set out the things you must do to meet PR and communication requirements.

Ideas

There are a number of ways that you can generate interest in a development project. These include:

- entering local and national awards.
- running competitions and awards schemes.
- planting time capsules.
- working with Sanctuary on events to mark key milestones.
- sending press releases, approved by Sanctuary, to the media.

To discuss your ideas, or for further advice, please email: pr@sanctuary-housing.co.uk

Contact us

Need more information or want to talk to somebody about anything contained in the guide?

Please contact Colleen Eccles, Head of Development, on:

 0114 232 8104

 colleen.eccles@sanctuary-housing.co.uk

Awards and recognition

Recognising great work is something that we'd like to encourage across all our developments. Sanctuary has sponsored awards relating to its development programme, particularly where these relate to an issue we feel passionately about, such as the creation of apprenticeships. We encourage our contractors to do the same.



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01905 334344 or **email: pr@sanctuary-housing.co.uk**



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