

Notes to the
Group Business Plan
2008



We are committed to sustainable growth through our existing operating platform and planned expansion. This supplementary information to the 2007-2010 Group Business Plan gives a more detailed breakdown of our organisation's activities and policies.

Section 1:

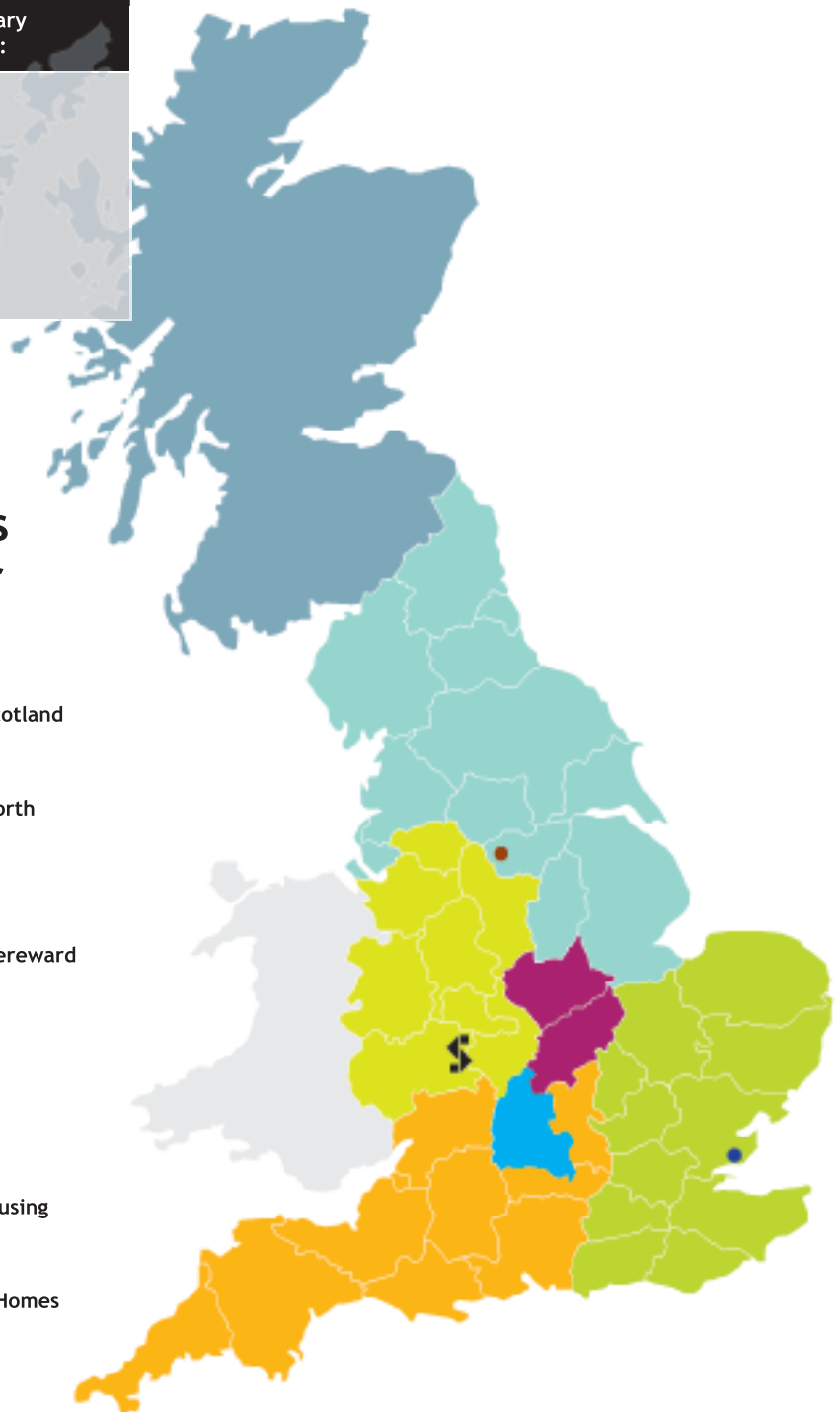
Group plan

Within this section is the following supplementary information to support the Group Business Plan:

- map showing locations and boundaries of our housing subsidiaries
- business profile
- projected profile
- stock profile (Sanctuary Group)
- staff/diversity profile (Sanctuary Group)

Map showing locations and boundaries of our housing subsidiaries

- | | |
|--|---|
|  Sanctuary Head Office
Worcester |  Sanctuary Scotland
Dundee
Glasgow |
|  Beth Johnson
Shrewsbury
Stoke on Trent
West Bromwich |  Sanctuary North
Doncaster
Hull
Leeds
Scarborough |
|  Asra Midlands
Leicester |  Sanctuary Hereward
Brighton
Canterbury
Ely
Hackney
Hertford
Ipswich
Kingsmead
Wood Green |
|  Sanctuary Shaftesbury
Exeter
Plymouth
Reading
Salisbury |  Rochford Housing
Rochford |
|  Charter Community Housing
Banbury |  Shiregreen
Community Homes
Sheffield |



Business Profile

Overview March 2008

	March 2008
Accommodation	
Social Housing	58,801
Care Home bed spaces	1,732
Student & Key Worker bed spaces	9,045
Commercial Properties	148
Total	69,726
Staff	5,399
Loan Capital	£1,092m
Grant	£873m
Reserves	£572m
Turnover	£304m

Projected Profile

Overview March 2010

	March 2010
Accommodation	
Social Housing	63,026
Care Home bed spaces	1,976
Student & Key Worker bed spaces	10,500
Commercial Properties	150
Total	75,652
Staff	6,061
Loan Capital	£1,283m
Grant	£986m
Reserves	£620m
Turnover	£344m

Stock Profile

Stock profile for Sanctuary Group as at March 2008

Scheme Type	No.
General Needs Housing	40,650
Sheltered Housing (inc category 1)	9,676
Sheltered/Supported Housing - Staff/Office	185
Supported Housing	2,298
Shared Ownership	1,718
Leasehold Housing for Older People	1,033
Private Retirement Scheme	556
Right to Buy	1,049
Managed Homeownership	1,585
Student & Key Worker - Region/Subsidiary Managed	51
Student & Key Worker - SMS	9,045
Market Rent & Commercial Region/Subsidiary Managed	5
Market Rent & Commercial - Hertford Housing	143
Care Home Bed Spaces	1,732
Grand Total	69,726

Staff Profile

Staff profile for Sanctuary Group as at March 2008 Total staff: 5,399

Business area	No.
Central Services	403
Housing	1,650
Sanctuary Care	2,618
Sanctuary Home Care & Extra Care	402
Sanctuary Management Services	326
Sanctuary Group (Total)	5,399

Diversity profile for Sanctuary Group as at March 2008 Total staff: 5,399

Diversity	%	No.
Ethnicity	White	65% 3,559
	BME	23% 1,284
	Not Known	13% 556
Age	19 & Under	1% 88
	20-29	17% 912
	30-39	23% 1,236
	40-49	27% 1,453
	50-59	23% 1,241
	60-64	7% 372
	65 & Over	2% 97
Gender	Female	76% 4,106
	Male	24% 1,293
Disability	Declared	1% 64
	Not declared	99% 5,335

Section 2:

Governance and executive management

Within this section is the following supplementary information to support the Group Business Plan:

- corporate strategies
- diversity policy & strategy extracts
- resident engagement strategy extract
- company structure
- Group Board - governance structure with details of committees
- Group Executive

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Corporate Strategies

Our vision

We aspire to be a market leader in terms of quality, innovation and performance. We aim to:

- Provide good quality homes that meet the need of the diverse communities in which we work.
- Shape flexible, cost-effective and appropriate services that are valued equally by all our customers.
- Develop and maintain a culture that recognises the diversity of our workforce and that nurtures the potential of all our employees.

Our objectives

We have a number of key objectives that support everything we do. We aim to:

- Make sure that our governance structure continues to be appropriate to the needs of the business and is effective in controlling and monitoring our activities.
- Promote and encourage opportunities for tenants to get involved in helping us shape our services, allowing them to take part in our formal structures (if they want to do so).
- Provide excellent services, making sure we understand the needs and ambitions of all our tenants and potential customers.
- Continue to develop risk management and financial modelling techniques making sure that projected outputs on new business opportunities provide a return that matches the degree of risk involved.
- Make sure that we consider all our investment decisions in the context of their effect on the many communities we work in.
- Increase income as far as possible by managing debts and empty properties effectively.
- Work with other agencies to help regenerate run-down areas and to promote social inclusion, including efforts to ensure that people can achieve their full potential in life, despite their circumstance and experience.
- Provide cost-effective Central Services to support the operational needs of the business.

Diversity Policy & Strategy Extracts

Our policy

Sanctuary Group is committed to providing homes and services with which all people will be equally pleased. We shall work hard to eliminate all forms of discrimination in the provision of our homes and services and in the employment and personal development of our workforce.

We shall challenge those who work with us and from whom we purchase goods and services to share our vision and they will be required to demonstrate their commitment.

We shall promote race equality and diversity through positive action by our board, management and staff and we shall strive to be an example of best practice in this field.

Our strategy

Whilst Sanctuary's policy is to treat all people fairly and with dignity, ensuring fairness requires that we provide homes and services in ways that reflect the differing needs of people in a diverse society. Similarly ensuring that our workforce at all levels of seniority reflect the communities in which we work will not occur by chance. Specific but different strategies are therefore required to achieve our goals.

Resident Engagement Strategy Extract

Our policy

Sanctuary Group will work together with our residents in the development and management of their homes in order to improve their environment, the quality of life for all and to create cohesive communities.

We will inform, consult and involve our residents in a variety of ways. We will listen to their views and recognise the skills and knowledge they have to offer.

We will provide support and training for staff and residents to develop their knowledge, skills, capability and confidence so that everyone involved is able to work successfully together.

Company Structure

Sanctuary Group

Housing

Asra Midlands

Beth Johnson

Charter Community Housing

Sanctuary Hereward - Kingsmead Homes
- Rochford Housing Association

Sanctuary Shaftesbury - Banbury Homes

Sanctuary North - Shiregreen Community Homes

Sanctuary Scotland

Commercial

Hertford Housing

Sanctuary Care

Sanctuary Home Care

Sanctuary Management Services

Spiral Developments

Group Board

Sanctuary Housing Association and its subsidiaries (the Group) is controlled and governed through The Board of Sanctuary Housing Association which comprises up to seven voluntary non-executive members, one executive member (the Group Chief Executive) and up to three co-opted members.

All subsidiaries within the Group have their own boards which are responsible to The Board of Sanctuary Housing Association for overseeing the operations of each subsidiary.

There are four sub-committees and members of the Group Board belong to a sub-committee as indicated through the symbol alongside their name.

- Group Audit Committee
- ▲ Remuneration Committee
- Group Housing Committee
- ◆ Scrutiny Committee

As at 31st March 2008, the Group Board comprises:

Graham Stacy CBE, FCA (Age 75) ▲◆ Group Chair

Appointed a member in August 1995 and appointed Group Chair in September 2004. Graham Stacy is a retired chartered accountant and was a member of the Competition Commission between 1995 and 2001. Graham was also a founder member of the UK Accounting Standards Board. As Group Chair, he is an ex-officio member of all committees of The Board.

Victoria Elvidge BA Hons (Age 46) ●▲ Vice Chairman and Chairman of Group Housing Committee

Elected a member in September 2004 and appointed Chairman of the Group Housing Committee in February 2006. Appointed Vice Chairman in September 2006. Victoria is a property and commercial solicitor and a JP at Gloucester.



Jan Bannister (Age 61) ■▲

Elected a member in March 1998. Jan Bannister is a retired senior civil servant having worked in both the Department of Environment and the Scottish Office. Jan is a member of the Group Audit Committee which she chaired from October 2004 to September 2007 and is a member of the South Hackney Regeneration Committee and Sanctuary's corporate representative on the Committee of Management of Sanctuary Scotland. Jan will be stepping down from The Board in September 2008.

David Bennett FCA, CCMI (Age 57) ◆ Group Chief Executive

David Bennett is a chartered accountant and has extensive experience in the housing association sector. He has been the Group Chief Executive of Sanctuary since 1992. Prior to that he was the Deputy Chief Executive at Sanctuary, and was Chief Executive at New Spiral Housing Association. Before joining Spiral he held senior positions with the Peabody Trust, the Samuel Lewis Trust and in the private sector. He is a member of the Pensions Group and on the boards of Sanctuary Care, Sanctuary Home Care, Spiral Developments, Sanctuary Management Services and Beth Johnson Housing Association.

Nick Buckland MA, FIA, FPMI (Age 62) ■▲

Elected a member in September 2005. Nick Buckland is an actuary and former partner at Bacon & Woodrow. He is a trustee of a number of pension schemes and charities and a volunteer adviser with the Citizens Advice Bureau. Nick was appointed Chair of the Group Audit Committee in December 2007 and is Chair of the Pensions Group.

Rosemary Crawley JP, SRN, SCM, M Soc Sci (Age 64)

Elected a member in September 2007, Rosemary Crawley is a JP and is a qualified nurse and midwife. She was a member of the board of Shaftesbury Housing Group and is an independent member of the Staffordshire Police Authority. She works as a volunteer fundraiser for a day centre for older people of which she is honorary secretary and treasurer. She is The Board's representative on the National Housing Staff Council.

John Doughty FIFA (Age 61) Co-opted Board Member

Co-opted in May 2008, John Doughty is a tenant of the Association living in Worcester. He works as an accountant in a local practice in Worcester.

Debbie Hay BA Hons (Age 46) ■

Elected in January 2001, Debbie Hay is a tenant of the Association living in the south west. She works as a housing consultant and is currently completing her Doctorate in resident involvement at Exeter University. She is Sanctuary's 'diversity champion' on The Board and a member of the Group Audit Committee. Debbie will be stepping down from The Board in September 2008.

Craig Moule BSc Hons (Age 42)
Group Director - Finance and Resources
Company Secretary & Co-opted Board Member

Craig Moule joined Sanctuary in 1989 from Coopers & Lybrand. Craig is responsible for finance and IS functions and he is also the Company Secretary to Sanctuary and all its subsidiaries. Craig Moule is the lead officer at Group Audit Committee meetings and a member of the Pensions Group. He is also on the boards of Sanctuary Care, Sanctuary Home Care and Beth Johnson Housing Association.

Barry Stanford RIBA (Age 66)
Co-opted Board Member

Co-opted onto The Board in June 2007. Barry Stanford is an architect based in London and Stansted and founder of Stanford Eatwell & Associates. He is Chair of Sanctuary Hereward Limited.



Group Executive

The Board has delegated day-to-day management to a group of Executive Directors to control the operations of the Group. The Group Executive is appointed by the Group Chief Executive. In addition to David Bennett (Board member) and Craig Moule (co-opted Board member), as at 31st March 2008, the Group Executive comprises:

Nick Abbey BA Hons, FCIH (Age 52)
Group Director - Housing

Nick was the Chief Executive at Hereward Housing from 1992. Hereward joined Sanctuary in 2005 and Sanctuary Hereward was formed in 2007 when he took the position of Managing Director. In his current role of Group Director - Housing, Nick is responsible for working with social housing directors to put in place consistent high standards and good performance across the country. Nick was the Vice Chair of the National Housing Federation (2004-06), where he has been a board member for five years.

Tony King (Age 47)
Group Director - Capital Investment

Tony started his career working for a London credit rating agency and then moved into banking in the City of London. He joined Sanctuary at the beginning of 2000 and has worked on the risk and treasury side of the business, becoming Director of Risk and Capital Finance in 2002 and then Corporate Projects Director in 2006. As Group Director - Capital Investments, Tony has responsibility to identify, analyse, procure and manage appropriate capital investment opportunities for the Group.

Ian McDermott BSc Hons, ARICS, MCIH, PGDip (Age 45)
Group Director - Property Services

Ian is a Chartered Surveyor and a member of the Chartered Institute of Housing. From February 1999, Ian was Chief Executive of Stonebridge Housing Action Trust and then from April 2005 he was Group Chief Executive for Shaftesbury Housing Group. Shaftesbury joined the Group in April 2007. Ian is currently responsible for asset management, the customer service centre and cost effective procurement and delivery of maintenance services.

Steve Wood MA, BSc Hons, FCIH (Age 50)
Group Director - Commercial

Steve Wood joined Sanctuary in 1997 as Regional Director for the North, was appointed Director of Asset Management in 2002 and latterly Managing Director of Sanctuary Care. As Group Director - Commercial, Steve Wood is responsible for care, supported housing, key worker/student accommodation and market rent activities. He has previously worked for a housing charity and a local authority.

Section 3:

Group support services

Within this section is the following supplementary information to support the Group Business Plan:

- staff profile (Central Services)

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Staff Profile

Diversity profile for Central Services
as at March 2008
Total Staff: 403

Diversity		%	No.
Ethnicity	White	88%	356
	BME	3%	13
	Not Known	9%	34
Age	19 & Under	<1%	3
	20-29	32%	126
	30-39	33%	132
	40-49	23%	92
	50-59	12%	48
	60-64	<1%	2
	65 & Over	0%	0
Gender	Female	67%	269
	Male	33%	134
Disability	Declared	1%	7
	Not Declared	99%	396

Section 4:

Social Housing

Within this section is the following supplementary information to support the Group Business Plan:

- business profile
- stock profile
- tenant profile, which assists in shaping services according to diversity, gender, household composition and vulnerability
- staff profile, showing diversity of operational staff
- targets for key performance indicators, showing continuous improvement
- re-investment programme

Business Profile

Social Housing

	March 2003	March 2007	March 2008	March 2010
Turnover	£111.9m	£142.0m	£225.8m	£253.1m
Staff	1,100	1,500	2,053	2,491
Units	30,026	42,242	58,801	63,026
Operating Surplus before Interest	£34.5m	£50.2m	£61.3m	£67.3m

Stock Profile

Total Social Housing as at March 2008

Scheme Type	Asra Midlands	Beth Johnson	Charter Community Housing	Sanctuary Hereward	Sanctuary North	Sanctuary Scotland	Sanctuary Shaftesbury	Total
General Needs Housing	1,082	6,559	2,802	14,482	6,568	1,830	7,327	40,650
Sheltered Housing (inc category 1)	372	1,721	770	3,824	1,192	68	1,729	9,676
Sheltered/Supported Housing - Staff/Office	5	27		80	27		46	185
Supported Housing	35	326	34	1,173	255	38	437	2,298
Shared Ownership	3	629		499	290		297	1,718
Leasehold Housing for Older People	56	254		440	59		224	1,033
Private Retirement Scheme				537	19			556
Right to Buy		268	61	671	31		18	1,049
Managed Homeownership		701		249	67		568	1,585
Grand Total	1,553	10,485	3,667	21,955	8,508	1,936	10,646	58,750

Asra Midlands as at March 2008

Scheme Type	Asra Midlands	Sanctuary Care	Sanctuary Housing	Shaftesbury Housing	Total
General Needs Housing	547		535		1,082
Sheltered Housing (inc category 1)	305		67		372
Sheltered/Supported Housing - Staff/Office	5				5
Supported Housing	29	6			35
Shared Ownership	3				3
Leasehold Housing for Older People				56	56
Grand Total	889	6	602	56	1,553

Beth Johnson as at March 2008

Scheme Type	Beth Johnson North	Sanctuary Housing	Shaftesbury Housing	Total
General Needs Housing	2,996	3,563		6,559
Sheltered Housing (inc category 1)	1,080	641		1,721
Sheltered/Supported Housing - Staff/Office	11	16		27
Supported Housing	107	211	8	326
Shared Ownership	270	359		629
Leasehold Housing for Older People	65	189		254
Right to Buy	32	236		268
Managed Homeownership	7	694		701
Grand Total	4,568	5,909	8	10,485

Charter Community Housing as at March 2008

Scheme Type	Total
General Needs Housing	2,802
Sheltered Housing (inc category 1)	770
Supported Housing	34
Right to Buy	61
Grand Total	3,667

Sanctuary Hereward as at March 2008

Scheme Type	Hereward Housing	Kingsmead Homes	Rochford Housing	Sanctuary Housing	Shaftesbury Housing	Total
General Needs Housing	3,199	774	1,305	7,986	1,218	14,482
Sheltered Housing (inc category 1)	1,125		430	940	1,329	3,824
Sheltered/Supported Housing - Staff/Office				56	24	80
Supported Housing	108			991	74	1,173
Shared Ownership	92			365	42	499
Leasehold Housing for Older People				103	337	440
Private Retirement Scheme	7			530		537
Right to Buy	105	207	125	231	3	671
Managed Homeownership	1			221	27	249
Grand Total	4,637	981	1,860	11,423	3,054	21,955

Sanctuary North as at March 2008

Scheme Type	Total
General Needs Housing	6,568
Sheltered Housing (inc category 1)	1,192
Sheltered/Supported Housing - Staff/Office	27
Supported Housing	255
Shared Ownership	290
Leasehold Housing for Older People	59
Private Retirement Scheme	19
Right to Buy	31
Managed Homeownership	67
Grand Total	8,508

Sanctuary Scotland as at March 2008

Scheme Type	Total
General Needs Housing	1,830
Sheltered Housing (inc category 1)	68
Supported Housing	38
Grand Total	1,936

Sanctuary Shaftesbury as at March 2008

Scheme Type	Banbury Homes	Sanctuary Housing	Shaftesbury Housing	Total
General Needs Housing	1,189	4,687	1,451	7,327
Sheltered Housing (inc category 1)	305	950	474	1,729
Sheltered/Supported Housing - Staff/Office	7	33	6	46
Supported Housing	54	345	38	437
Shared Ownership		264	33	297
Leasehold Housing for Older People		56	168	224
Right to Buy		18		18
Managed Homeownership		530	38	568
Grand Total	1,555	6,883	2,208	10,646

Tenant Profile

Diversity Breakdown as at July 2008

	BME	White	Refused or Not Recorded
Asra Midlands	53%	43%	4%
Beth Johnson	9%	69%	22%
Charter Community Housing	1%	44%	55%
Sanctuary Hereward	23%	31%	46%
Sanctuary North	6%	74%	20%
Sanctuary Shaftesbury	4%	69%	27%
Sanctuary Scotland	3%	76%	21%
Group Average	13%	53%	34%

Notes:

- 1) The migration of data following recent merger activity may have impacted upon this data
- 2) Rochford Housing Association is included with Sanctuary Hereward data
- 3) A Group-wide data collection exercise is being conducted to collect the missing information and refresh the data already held

Household Composition as at July 2008

	Under 18	18-25	26-35	36-45	46-65	Over 65	Age Not Recorded
Asra Midlands	17%	11%	18%	17%	19%	18%	0%
Beth Johnson	11%	9%	14%	15%	20%	18%	13%
Charter Community Housing	7%	7%	8%	10%	17%	25%	26%
Sanctuary Hereward	12%	7%	9%	10%	10%	9%	43%
Sanctuary North	16%	11%	14%	15%	19%	15%	10%
Sanctuary Shaftesbury	18%	10%	12%	13%	13%	12%	22%
Sanctuary Scotland	18%	13%	11%	17%	21%	11%	9%
Group Average	13%	9%	11%	13%	15%	14%	25%

Notes:

- 1) The migration of data following recent merger activity may have impacted upon this data
- 2) Rochford Housing Association is included with Sanctuary Hereward data
- 3) A Group-wide data collection exercise is being conducted to collect the missing information and refresh the data already held

Gender Breakdown as at July 2008

	Female	Male	Unknown
Asra Midlands	59%	41%	0%
Beth Johnson	55%	44%	1%
Charter Community Housing	38%	25%	37%
Sanctuary Hereward	46%	36%	18%
Sanctuary North	54%	45%	1%
Sanctuary Shaftesbury	47%	39%	14%
Sanctuary Scotland	50%	48%	2%
Group Average	49%	39%	12%

Notes:

- 1) The migration of data following recent merger activity may have impacted upon this data
- 2) Rochford Housing Association is included with Sanctuary Hereward data
- 3) A Group-wide data collection exercise is being conducted to collect the missing information and refresh the data already held

Vulnerability Breakdown as at July 2008

	Disability Declared	Disability Not Declared
Asra Midlands	5%	95%
Beth Johnson	2%	98%
Charter Community Housing	0%	100%
Sanctuary Hereward	6%	94%
Sanctuary North	3%	97%
Sanctuary Shaftesbury	5%	95%
Sanctuary Scotland	7%	93%
Group Average	3%	97%

Notes:

- 1) The migration of data following recent merger activity may have impacted upon this data
- 2) Rochford Housing Association is included with Sanctuary Hereward data
- 3) A Group-wide data collection exercise is being conducted to collect the missing information and refresh the data already held

Staff Profile

Diversity profile for Social Housing
Operational Staff (Offices & Estates) as at March 2008
Total Staff: 1,650

Diversity		%	No.
Ethnicity	White	77%	1,272
	BME	12%	197
	Not Known	11%	181
Age	19 & Under	<1%	11
	20-29	13%	221
	30-39	22%	354
	40-49	27%	450
	50-59	28%	452
	60-64	9%	137
	65 & Over	1%	25
Gender	Female	62%	1,015
	Male	38%	635
Disability	Declared	3%	38
	Not Declared	97%	1,612

Targets

Key Performance Indicators (KPIs)

Performance Indicator	Current Average Performance as at March 2008	Target March 2010
Finance		
Arrears	4.72%	3.10%
Rent Loss Due to Voids	0.91%	0.8%
Compliance		
Average Age of Complaints (days)	21 days	20 days
Average Age of Antisocial Behaviour (ASB) cases (days)	77 days	25 days
Decent Homes Standard Achieved (%)	92.59%	99%
Energy Efficiency Rating in Homes (SAP)	65.2	74
Service		
Quality & Efficiency		
• Overall Service Satisfaction	79%	82%
• Satisfaction with Repairs	68%*	92%
• Satisfaction with Home	81%	81%
• Value for Money	69%	72%
• Opportunities to Participate	54%	65%
Problem Solving		
• Complaints Resolution Rate (2007/2008)	93%	97%
• Antisocial Behaviour Resolution Rate	46%	60%
• Satisfaction with Being Kept Informed	77%	81%
Timeliness (On Time Delivery/Resolution)		
• Repairs Completion Date	95.2%	97.5%
• Average Re-let Days (CORE Data)	26 days	20 days

Notes:

1) The average re-let days (CORE Data) is an interim figure only and is subject to change

2) Repairs completion rate is percentage of routine repairs completed on time for 3 months ended 31/03/08

* The satisfaction with repairs figure is taken from the annual National Residents Survey. The percentage of respondents to the Repairs Satisfaction Survey in March 2008 which rated the service as good or excellent was 88.32%

Re-investment Programme

Sanctuary Housing Association and Subsidiary Companies

Planned Maintenance Expenditure 2008 to 2010

All costs exclude VAT (Excludes: Sanctuary Management Services, Shiregreen, Rochford and Radford)

Decent Homes/Scottish Housing Quality Standard (SHQS) Related Expenditure

	04/2008 to 03/2009	04/2009 to 03/2010	04/2008 to 03/2010
Sanctuary	£4,735,476	£3,496,342	£8,231,818
Sanctuary Scotland	£30,000	£30,000	£60,000
Shaftesbury	£5,000,000	£4,250,000	£9,250,000
Banbury Homes	£1,250,000	£1,250,000	£2,500,000
Hereward Housing	£2,805,000	£2,815,000	£5,620,000
Asra Midlands	£104,120	£268,004	£372,124
Charter Community Housing	£4,662,975	£4,898,375	£9,561,350
Beth Johnson	£28,572	£0	£28,572
	£18,616,143	£17,007,721	£35,623,864

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Non Decent Homes Planned Maintenance Expenditure

	04/2008 to 03/2009	04/2009 to 03/2010	04/2008 to 03/2010
Sanctuary	£11,909,268	£14,827,548	£26,736,816
Sanctuary Scotland	£417,000	£511,000	£928,000
Shaftesbury	£260,436	£750,000	£1,010,436
Banbury Homes	£339,936	£324,295	£664,231
Hereward Housing	£1,210,069	£1,362,905	£2,572,974
Asra Midlands	£340,880	£166,683	£507,563
Charter Community Housing	£3,074,013	£1,479,695	£4,553,708
Beth Johnson	£1,358,662	£1,549,376	£2,908,038
	£18,910,264	£20,971,502	£39,881,766

Planned Maintenance Expenditure

	04/2008 to 03/2009	04/2009 to 03/2010	04/2008 to 03/2010
Sanctuary	£16,644,744	£18,323,890	£34,968,634
Sanctuary Scotland	£447,000	£541,000	£988,000
Shaftesbury	£5,260,436	£5,000,000	£10,260,436
Banbury Homes	£1,589,936	£1,574,295	£3,164,231
Hereward Housing	£4,015,069	£4,177,905	£8,192,974
Asra Midlands	£445,000	£434,687	£879,687
Charter Community Housing	£7,736,988	£6,378,070	£14,115,058
Beth Johnson	£1,387,234	£1,549,376	£2,936,610
	£37,526,407	£37,979,223	£75,505,630

Section 5:

Care

Within this section is the following supplementary information to support the Group Business Plan:

- business profile - care and supported housing
- care portfolio
- staff profile (Sanctuary Care and Sanctuary Home Care)
- key performance indicators

Portfolio

Sanctuary Care as at March 2008:

	No.
Mental Health beds	23
Beds for Older People	1,149
Beds for Older People with Dementia	364
Beds for Adults with Learning Disabilities	98
Beds for Adults with Physical Disabilities	98
Total Bed Spaces	1,732
Sanctuary Home Care	4,855 hours

Business Profile

Care and Supported Housing

	March 2003	March 2007	March 2008	March 2010
Turnover	£9.7m	£51.5m	£56.1m	£63.9m
Staff	494	2,400	3,020	3,200
Units	435	1,656	1,732	1,976
Operating Surplus before Interest	£0.9m	£2.9m	£3.8m	£5.6m

Staff Profile

Diversity profile for Sanctuary Care
as at March 2008
Total Staff: 2,618

Diversity		%	No.
Ethnicity	White	56%	1,460
	BME	36%	944
	Not Known	8%	214
Age	19 & Under	2%	53
	20-29	16%	425
	30-39	23%	606
	40-49	28%	719
	50-59	22%	561
	60-64	7%	194
	65 & Over	2%	60
Gender	Female	86%	2,239
	Male	14%	379
Disability	Declared	0.5%	14
	Not Declared	99.5%	2604

Diversity profile for Sanctuary
Home Care as at March 2008
Total Staff: 402

Diversity		%	No.
Ethnicity	White	59%	238
	BME	21%	84
	Not Known	20%	80
Age	19 & Under	<1%	2
	20-29	14%	53
	30-39	23%	93
	40-49	29%	115
	50-59	26%	104
	60-64	6%	25
	65 & Over	2%	10
Gender	Female	93%	373
	Male	7%	29
Disability	Declared	0.5%	2
	Not Declared	99.5%	400

Key Performance Indicators

Sanctuary Care

	March 2008 %	Target %
Staff costs as a % of turnover	63.2%	63.5%
Occupancy % (shown as a percentage of total occupancy)	95.9%	97.0%
Expenses as a % of turnover	18.7%	15.0%
Agency staff costs as a % of total staff costs	1.6%	1.5%
Operating surplus as a % of turnover	11.4%	16.0%
Surplus after interest / depreciation and amortisation as a % of turnover	5.2%	5.1%
CSCI quality score attainment as a %*	94.2%	95.0%

Sanctuary Home Care

	March 2008 %	Target %
Staff costs as a % of turnover	79.3%	82.1%
Expenses as a % of turnover	4.5%	4.2%
Operating surplus as a % of turnover	7.7%	7.2%
Surplus after interest / depreciation and amortisation as a % of turnover	5.9%	5.6%
CSCI quality score attainment as a %*	97.5%	100.0%

Notes:

* CSCI is the Commission for Social Care Inspection.

Section 6:

Student and key worker accommodation

Within this section is the following supplementary information to support the Group Business Plan:

- business profile - student and key worker
- accommodation portfolio (student and key worker)
- staff profile
- key performance indicators
- growth opportunities

Business Profile

Student and key worker

	March 2003	March 2007	March 2008	March 2010
Turnover	£7.3m	£15.0m	£22.1m	£27.0m
Staff	112	260	326	370
Units	3,713	7,137	9,045	10,500
Operating Surplus before Interest	£0.2m	£4.9m	£8.1m	£9.9m

Accommodation Portfolio

Sanctuary Management Services as at March 2008

Site	Number of Units Managed
Glasgow University	2,598
Dundee University	1,587
Lincoln University	1,037
Brighton University	168
Falmouth College of Arts	156
Addenbrooke's NHS	791
Queen Margaret's University	800
School of Oriental & African Studies	776
London School of Economics	366
University of the Arts (London)	559
City University	207
Total	9,045

Staff Profile

Diversity profile for Sanctuary Management Services as at March 2008
Total Staff: 326

Diversity	%	No.	
Ethnicity	White	71%	233
	BME	14%	46
	Not Known	15%	47
Age	19 & Under	5%	19
	20-29	27%	87
	30-39	16%	51
	40-49	24%	77
	50-59	23%	76
	60-64	4%	14
	65 & Over	1%	2
Gender	Female	64%	210
	Male	36%	116
Disability	Declared	1%	3
	Not Declared	99%	323

Key Performance Indicators

Total Business: (Sanctuary Management Services and Shaftesbury)

	2003	2007	2008	2010
Contribution %	2.74%	32.67%	36.65%	36.67%

Growth Opportunities

Sanctuary Group has developed a good reputation with the student housing market with its funding structure and clear partnership arrangements.

However the market is becoming increasingly competitive with Higher Education establishments less concerned with retaining an element of control over accommodation and more interested in initial capital receipts.

While there may exist opportunities with NHS Trusts, projects will only be considered if strategically beneficial.

Growth Opportunities for the next three years are therefore:

	2008	2009	2010
Units	-	600	1,000



Sanctuary Group
Sanctuary House
Chamber Court
Castle Street
Worcester
WR1 3ZQ

Telephone 01905 338600
Facsimile 01905 338700

www.sanctuary-housing.co.uk

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