



**People
Strategy
2021-2024**

Sanctuary



Introduction

Strategic objectives



Building affordable homes and sustainable communities where people choose to live

Our people are Sanctuary's greatest asset. We are one team of around 13,000 people, working in a wide range of roles across the organisation and the UK. We are united by the pride and passion we take in delivering our mission.

Our senior leaders and I recognise that our people perform best when they are listened to, appreciated, given clarity and focus, can be themselves and are empowered and engaged. This strategy sets out how we will make sure we create a positive culture that attracts and retains the best people, motivates and inspires them to serve our customers and enables them to be their true selves at work. It also sets out how we will continue to be an employer of choice, attracting and retaining the best candidates. This People Strategy is directly linked to our Inclusion for All strategy which sets out our ambition to be a diverse, inclusive organisation where our people thrive and respond to the needs of our customers with fairness and empathy.

Our philosophy is to have a modern and ambitious culture which combines being charitable, caring and customer focused with a professional, financially-strong backbone, so that we are trusted and respected by our customers and stakeholders.

I am hugely proud of our people and it is your talent, commitment and skills that propel us forward.

Craig Moule
Group Chief Executive



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Our people achievements



12,888
employees

Group
engagement up
5 percentage
points in 2021

83.4%
engagement
score in
Care

Investors in People

We're committed to investing in our people and use the Investors in People model throughout our organisation.

- Students Gold 2021
- Central Services Silver 2021
- Housing Gold 2020
- Development Silver 2020
- Care Silver 2020
- Supported Living Gold 2019
- Scotland Silver 2019
- Property (assessment due 2021)

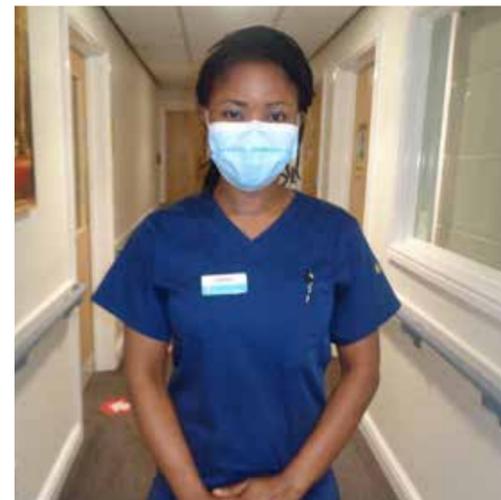
Engagement

We have a Staff Council made up of **258 colleagues** who champion the voice of our people and engage with management on key issues.

- We hold 168 meetings across Sanctuary throughout the year bringing Representatives and management together locally and nationally to discuss business and employment issues.
- Staff Council Congress brings together our 38 National Representatives from across Sanctuary with the Executive Team, operational leaders and members of the Senior HR Team.



^
Craig Moule, Group Chief Executive with Abi Bradley, Apprentice - Business and Administration, who won the WGTA Level Two Apprentice of the Year Award



^
Adefolake Olatunde, Sanctuary Care Nurse, who was named Overseas Nurse of the Year at the Nursing Times Workforce Awards

Recruitment and Reward

We want to recruit and retain the best people to help us deliver our mission.

- We hire and onboard new colleagues across Sanctuary using modern and innovative techniques.
- We recruit apprentices and graduates to give people the best possible start to their careers.
- We seek to attract a diverse talent pool to deliver on our ambition of having an inclusive working environment.
- We maintain competitive and attractive terms and conditions and pay rates.

Wellbeing

To invest in the wellbeing of our people, we undertake a number of activities designed to inform, inspire and support.

- We have 863 Mental Health First Aiders.
- We have 77 Time to Change champions, who focus on mental health.
- We have held a range of wellbeing sessions with hundreds of people attending.

Learning and Development

Through Sanctuary Learning Academy, we invest in the development of our people so everyone can fulfil their full potential.

- We employ 131 apprentices.
- We have 335 people currently undertaking qualifications.
- Our people attended 43,566 learning events during 2020/2021.
- 175,229 elearning modules were completed during 2020/2021.



Our priorities **Advance:**

advancing the recruitment, retention, management and development of individuals and high performing teams

How will we achieve our **Advance** objective?

› Enhance employee experience using technology

We will modernise our HR system, driving efficiencies and enhancing user experience. We are investing in Employee Central, which is the next generation, cloud-based version of SAP's HR system and will integrate with our existing training and recruitment system SuccessFactors. The system will enable us to maintain required levels of assurance, particularly important in a regulated environment, while giving our people greater freedom and flexibility to manage their own data.

› Develop smarter, more flexible ways to work

We are refining our approach to flexible working, using lessons from the response to the pandemic to inform our future approach. This will empower managers to enable flexibility where it is aligned to business and customer requirements and will support the retention and attraction of talent. We recognise that increased flexibility will also enable us to tap into a more diverse talent pool. We have rolled out new technology to all our people to enable them to stay connected wherever they work.

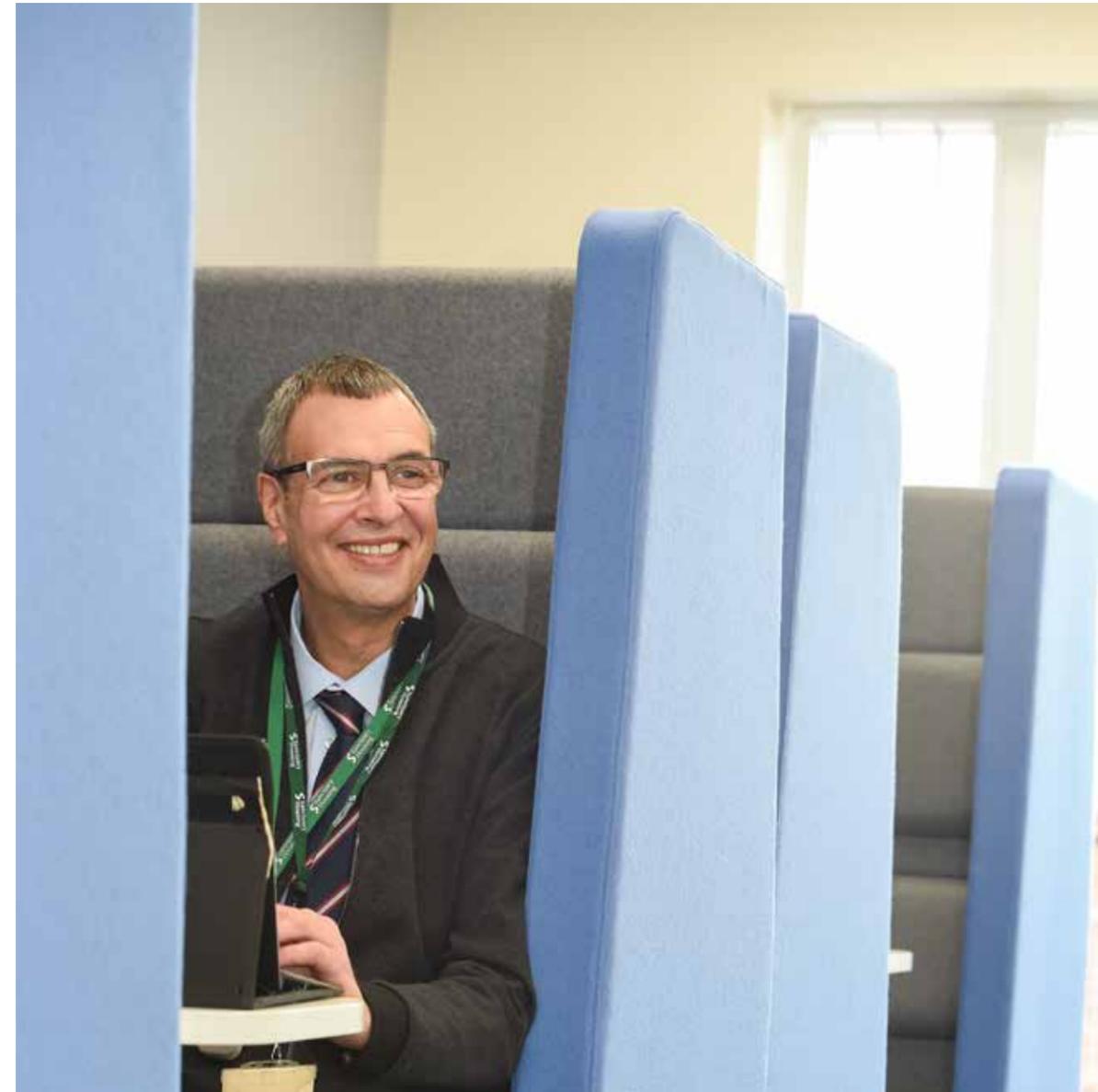
› Streamline our HR processes to make things easier for our people

We recognise extensive or difficult HR processes disengage our people and take them away from serving our customers. We will continually refine and improve our processes, based on compliance, best practice and continuous learning, to make sure they are streamlined and intuitive.



Haider Khokhar, Apprentice - Customer Service

› Jim Hakim, Housing Officer



◀ Tom Glover, Public Affairs Officer

Invest:

investing in developing our leaders so they can support our people to thrive



How will we achieve our Invest objective?

› Offer a range of leadership development opportunities

Our leaders set the tone within their teams. We use a range of development opportunities including 360 feedback, a bespoke Senior Management Development Programme, Insights Discovery, coaching and developmental workshops to develop our leaders. Our culture of outcomes-based leadership enables engagement of their teams by focusing on the results and the journey rather than the process.



Case study

Senior Management Development Programme

'The programme had a massive impact on me and in particular in supporting the development of my leadership style. I now recognise that the style I choose to use when interacting with others can directly affect the outcome and impact. For example, based on my 360 degree feedback, I am being more decisive and clear on expectations and targets with a member of staff, which has led to measurable improvements in output; such as reducing the number of empty homes more quickly and to a greater extent than would have happened previously.'



Ben Tranter
Head of Letting, Housing England

◀ **Rajwinder Garcha,**
Team Manager (360 Transformation Team North)

› Refresh our leadership behaviour framework to create a strong, positive culture

Working with the Executive Committee, Senior Management Teams and Staff Council, we will refresh our leadership behaviour framework to set clear and accountable expectations of how we will work. We will work to make sure our behaviours are modelled throughout the organisation and help create a strong, positive culture.

› Enabling our people to grow through talent management

To support our people to thrive we need to make sure we have high-quality leadership throughout the organisation. We will use effective talent management and succession planning, working in the individual operations, to identify and nurture talented individuals and provide a strong and diverse talent pipeline for senior roles initially and then roll out across the business.



▲ **Steve Carley,**
Communications Officer



▼ **Karolina Pyzlak,**
Covid Tester



Engage:

engaging our people to create a culture of ownership and collaboration to achieve the best business outcomes

How will we achieve our Engage objective?

► Recognise and celebrate success

We will make it easier for managers to celebrate the work of their teams. We will review the range of recognition arrangements available with our senior leaders and Staff Council to make sure they reflect the wide variety of roles, objectives and performance around the organisation. We will promote the range of recognition options and evaluate their use to be able to continually learn and improve. We will make sure that regularly recognising and celebrating success is an integral part of our culture. It's important to be able to deliver our mission and serve our customers effectively so that all colleagues have a stake in our organisation and feel a sense of ownership of our outcomes.

► Engage our people in learning opportunities

We will engage our employees by enabling and supporting them to develop and thrive through a range of learning opportunities, both in person and online.

Through the Sanctuary Learning Academy, we will make sure everyone's potential is nurtured and maximised, aiding retention of high-performing employees and creating a future talent pipeline that will propel us to success. Employees will be supported through our performance management system, 'My Performance' and personal development plans, alongside exploring a new approach to talent management, initially with senior managers.

Through opportunities for professional development, we offer a career for our teams and not just a job.

Working in tandem with our Inclusion for All strategy, we will increase organisational knowledge and awareness to embed a culture where all our people are confident in demonstrating inclusive behaviours.

We will use apprenticeships and other training and development opportunities, where it is appropriate to do so, to engage our people in learning.

We will make sure that we provide a modern, engaging and thorough induction to new starters to help them quickly understand how we work to deliver our mission and support our customers.

► Promote wellbeing

Ensuring colleagues feel their wellbeing is supported will help them to thrive at work. We will offer a holistic reward and wellbeing package that provides choice and flexibility for employees to tailor their employee benefits to different stages of their careers and lives. We will also offer high-quality wellbeing resources, support and events which will enable employees to manage their own physical, mental and financial wellbeing and obtain appropriate, confidential support when they need it.

We offer all employees up to two days paid time off every year to take part in volunteering placements and to make a real difference in the community. Placements offer great learning opportunities and health benefits to our teams.

► **Becky Hoskins,**
Social Media Manager



Our approach to wellbeing

We aim to provide a range of opportunities throughout the year to enable our teams to engage with information about wellbeing and the support available.



Steve Grose, Gas Engineer and Local Staff Council Representative, Swindon, South West (pictured above), attended an online session delivered by our partners Aviva on managing stress. Steve said: "The presenter came across as extremely knowledgeable, both on a personal and professional basis. What really

struck a cord with me was his point that from time to time everyone will think negative thoughts, it doesn't make you a bad person, it makes you human. The message that people are not alone, that everyone is battling with different issues, is a really strong one. Helping someone understand that can really un-burden them from negative feelings and it's certainly something I call on in my role as a Staff Council Representative. As a Staff Council Rep, you're there to encourage communication and dialogue and there is often a link to wellbeing and mental health in particular. These opportunities to engage show that the organisation cares and is committed to focusing on wellbeing."



Grow:

supporting the organisation to grow

How will we achieve our Grow objective?

Supporting business growth

We will continue to support the organisation's ambitions to grow through mergers and acquisitions, development and other opportunities. By successfully onboarding new teams and individuals who join Sanctuary and enabling our organisation structure to be fit for purpose, we will make sure we can capitalise on growth.



Ian Lowndes, Multi-Trade Operative

Our approach to business growth

Sanctuary acquired 813 supported and social housing properties from Notting Hill Genesis in 2020. Katie Baker, Area Service Manager, explains the experience she had: "I joined Sanctuary on 31 March 2020, eight days after the first national lockdown, when the supported housing service I worked for was acquired by Sanctuary. Despite all the stress and anxiety of the first lockdown, I was warmly welcomed into Sanctuary and given lots of reassurance in such a chaotic time. My managers made me feel part of the team very quickly which helped me to be a calming influence on my colleagues. I had daily catch ups to help me understand the systems and processes from a distance. My team were positively surprised by how friendly and supportive people were. I can already feel the benefits of being part of Sanctuary."



Develop our approach to employee engagement based on data and feedback

Your Say annual and pulse surveys enable our teams to have their say on how they feel about working at Sanctuary, and key business topics and issues that affect them. Your Say aims to enhance our understanding of the employee experience so we can develop our offer and improve our business together based on feedback from our teams. Aligned to the first strategic objective of our Inclusion for All strategy, listening to colleagues' diverse voices helps us to continue to develop an inclusive working environment for all.

We will continue to measure employee engagement through our Your Say survey and explore other opportunities to garner data about our organisational culture.

We also recognise that we need to offer a range of creative ways for our people to engage with us. Linked to our Inclusion for All strategy, we are also supporting the development of existing people networks, such as the Race Equality Network, PRISM (LGBTQ+ network) and Parents' Network.



Sarah Hay, Assistant Housing Officer
Angus McCallum, Area Manager

Encourage two-way conversations, transparency and collaboration

We recognise transparent and collaborative two-way dialogue between decision makers and the people affected by decisions is healthy and a vital part of running our organisation. Staff Council enables our teams to have a say in the running of the business and to shape our organisation. We continue to develop the role of Staff Council and expand the annual Congress. We encourage a collaborative culture where leaders listen, reflect and openly feedback answers to questions raised.



Sally Zanettacci, General Assistant - Catering

What gets measured gets done



We will measure the success of the People Strategy using the following indicators:

- Engagement survey results and diversity of views received
- Internal stakeholder feedback including Staff Council and inclusion networks
- External employment reviews
- Investors in People feedback and outcomes
- HR metrics including employee diversity profile, absence and turnover figures
- Sanctuary Learning Academy evaluation data.

Using insights from a blend of these measures, we will use data and feedback to drive our business forward and together colleagues and the business will grow in their shared successes.



Neil Ruecroft,
Head of Construction
Operations



Tenant George Martin
with Angela Welch,
Housing Officer

We want this strategy to be accessible to all. If you would like it in a different format, please email pr@sanctuary-housing.co.uk.

Feedback

We are always interested in learning from other people and organisations, hearing feedback and sharing our views. If you'd like to connect about this strategy, please contact:

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Sanctuary

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