



Sanctuary

People Strategy

2025-2028

Introduction

Group Chief Executive



Group Chief Executive Craig Moule with Jessica Senior, Regional Performance Manager

Our people are our greatest asset. We are one team of around 14,000 people, working in a wide range of roles across the UK. We are united by the pride and passion we take in delivering our mission.

It's been three years since we launched our first People Strategy, outlining the progress and steps we are taking to create a positive culture that attracts and retains the best people, motivates and inspires them to serve our customers, and enables them to deliver our strategic ambitions.

We 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:

- Motivates and inspires our teams to deliver high performance for our customers;
- Enables our teams to thrive and reach their full potential;

- Ensures Sanctuary is an organisation our people are proud to work for.

It also sets out how we will continue to be an employer of choice, attracting and retaining the best people. We are committed to being an inclusive place to work, with a workforce that reflects the needs of our customers and communities.

Our philosophy is to have a forward-thinking and ambitious culture that combines being charitable, caring and customer focused with professionalism and financial resilience. This enables us to build relationships of trust and respect with our customers, partners and regulators.

I am hugely proud of our people and it is their talent, commitment and hard work that propel us forward.

A handwritten signature in black ink, appearing to read 'Craig Moule'.

Craig Moule
Group Chief Executive

Achievements



Highlights since our last strategy

High-performing teams, passionately delivering for customers:



Secured Investors in People Gold across six business areas.



Completed more than 125,000 in-house professional development courses.



Improved Your Say scores with colleague engagement reaching 77%.



Strengthened the role of Staff Council in business change and development.



Enhanced our retention of talented colleagues, with turnover reducing by 11.08 percentage points.



Delivered improved employee offer through Salary Exchange schemes for pensions and electric vehicles.



Launched MySanctuary, e-hub and Pulse, our new technology platforms for colleagues.



Celebrated colleague achievements through Sanctuary Stars event and enhanced loyalty arrangements.

Strategic context/ objectives



Our goal is to provide an environment where our people thrive and are empowered to deliver the best outcomes for our customers.

The strategic objectives of the People Strategy are:



1 Employer of choice

We aim to attract and retain the best people to deliver our mission and customer-first approach.

- Attract and retain diverse talent.
- Onboarding new colleagues.
- Strategic workforce planning and talent management.
- Insightful performance data and business analytics.



2 High-performance culture

We support the growth of high-performing teams focused on ambitious outcomes.

- Shared mission, values and behaviours.
- Engaged and empowered teams.
- Outcomes-based culture.
- Organisational design focused on customer need.



3 Engaged and motivated workforce

We invest in our people, nurturing high potential and enabling talent to thrive.

- Growth opportunities with clear development pathways.
- Workspaces fit for the future.
- Recognising our people.
- A fair and accessible workplace.



4 Skilled and inclusive leadership

We develop our leaders, role modelling our values and behaviours.

- Well-led and managed.
- Actively listening to our people.
- Coaching culture.
- Fair and equitable outcomes.

How we'll achieve **our strategy**



How we will measure our progress:

- › Retention and turnover data
- › Workforce diversity profile
- › Time to hire performance

Employer of choice:

We aim to attract and retain the best people to deliver our mission and customer-first approach.

- › **Attract and retain diverse talent:** We want to access the broadest talent pools to drive the best outcomes for our customers and stimulate innovative thinking. We will deliver on the recommendations from our inclusive recruitment review which will support our ambition to reflect the communities in which we work.
- › **Onboarding new talent:** Our transformational HR system, MySanctuary, brings a range of enhancements which we are building into daily processes for teams and colleagues. We will maximise this investment to simplify and enhance our onboarding process, and to engage colleagues.
- › **Strategic workforce planning:** Talent management is essential to the development of our teams and to ensuring our workforce is fit for the future. We will embed succession planning across the organisation, identifying and growing talent via a range of succession planning tools.
- › **Insightful performance data and metrics:** Aligning performance data and people analytics will support the best decision-making for our customers and teams. We will continue to embed outcome-focused metrics that help identify and plan for future workforce needs.

Resident Timothy Williams and Senior Care and Support Assistant Kay Hampton-Powell



How we'll achieve **our strategy**



How we will measure our progress:

- Employee engagement and net promoter scores
- Investors in People feedback
- Customer outcomes and operational performance indicators

High-performance culture:

We support the growth of high-performing teams focused on ambitious outcomes.

- **Shared mission, values and behaviours:** We will embed a clear golden thread from our strategic priorities to every role within Sanctuary. Building on excellent cross-team working to date, we will enable collaboration with a focus on aligning goals and objectives.
- **Engaged and empowered teams:** We want our people to take pride in Sanctuary's mission and their role in delivering it. We will support empowerment within a framework, enabling teams to take responsibility and accountability for their own performance.
- **Outcomes-based culture:** We will refresh our My Performance framework, ensuring this drives high performance, personal growth and innovation. This will be complemented by more recognition of team and individual achievements, to celebrate success across Sanctuary.
- **Organisational design:** Whether building new teams or integrating colleagues into Sanctuary, ensuring we are designed for high performance is crucial. We will ensure our organisational structures are aligned to our strategic priorities with clear job profiles and career pathways.

Chef Kevin Somers



How we'll achieve **our** **strategy**



How we will measure our progress:

- Internal development and progression
- Evaluation of training, learning and development offering
- Reward and benefits adoption

Engaged and motivated workforce:

We invest in our people, nurturing high potential and enabling talent to thrive.

- **Growth opportunities with clear development pathways:** Formalising the framework for Personal Development Plans and making it easier to understand and access development options will provide clear pathways for people to reach their ambitions. Our youth support and early years programmes will continue to evolve to meet the changing needs of those joining the workforce during this strategic period, offering growth and clear pathways.
- **Workspaces fit for the future:** Through our Future Workspaces Programme, we will continue to review the use of our workspaces, ensuring they are fit for the future. We will support managers to explore opportunities for flexibility within their teams to meet the diverse needs of our customers.
- **Recognising our people:** We will aim to maximise choice, so individuals can access benefits they value and that suit their requirements. Where possible we will strive to simplify our terms and conditions across the Group, balancing financial and market factors.
- **A fair and accessible workplace:** Wellbeing is at the heart of our employment offer, and ensuring this is visible and accessed by colleagues is vital. We will enhance our workplace adjustments process, removing barriers that prevent people reaching their potential.



How we'll achieve **our strategy**



How we will measure our progress:

- Internal stakeholder feedback, including Staff Council and Networks
- Employee Relations activity
- External employment review feedback sites

Skilled and inclusive leadership:

We develop our leaders, role modelling our values and behaviours.

- **Well-led and managed:** Our leaders set the tone within their teams and our culture of outcomes-based leadership focuses on the results rather than the process. We will continue to enhance our leadership development offer, including rolling out a 360-feedback tool to provide feedback to leaders on strengths and areas to develop their approach.
- **Actively listening to our people:** In partnership with our Staff Council, we are committed to developing our engagement and consultation channels across Sanctuary. Your Say, Staff Networks, and Investors in People give insight into the experiences of our employees and we will remain committed to hearing and learning from these to enhance our business.
- **Coaching culture:** We recognise the importance of investing in high-potential talent to grow and develop. We will embed our approach to coaching and mentoring to enable our leaders of the future to flourish.
- **Continually improve our equitable outcomes:** We are committed to delivering equitable outcomes for our people and ensuring Sanctuary is an inclusive workplace. We will use feedback from colleagues to inform the delivery of improvements and be transparent about the progress we are making.

Service Delivery Manager Karl Godbold



Sanctuary



Accessibility

We want this report to be accessible to all. If you would like it in a different format, email communications@sanctuary.co.uk.

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Sanctuary

#LifeatSanctuary

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Registered office: Sanctuary House, Chamber Court, Castle Street, Worcester, WR1 3ZQ
Registered as a provider of social housing with the Regulator of Social Housing No. L0247
Registered Society No. 19059R

Published: July 2025