

Sanctuary

Corporate Strategy

2026-2030



Introduction



Our Corporate Strategy 2026 to 2030

Our new corporate strategy sets out our priorities for Sanctuary over the next five years. Our ambition is clear - to be a progressive, resilient organisation that delivers high-quality services, homes, and support for the people and communities we serve.

This ambition is rooted in a deep understanding of our customers' needs and shaped by the growing expectations of Government. We recognise the scale of change around us, and we are adapting.

By 2030, we will build on our strong foundations to ensure Sanctuary is known for delivering high-quality customer-centred services that are responsive, inclusive, and shaped by lived experience. We will invest in homes to keep them safe, secure and fit for the future. We will grow in a way that strengthens our long-term financial sustainability and expands our impact, while remaining true to our purpose.

Alongside this, we will continue to develop high-performing teams equipped with the tools, skills and culture to thrive and deliver the best outcomes for our customers.

This strategy is not just about what we do, it's about how we do it. Our approach to change is built on three key principles: ambition, empowerment and pace. We will embrace innovation in technology, empowering our people, and working at pace to deliver meaningful outcomes that are not only fit for today but ready for tomorrow. Our approach is bold, collaborative, and focused on long-term impact.

Throughout the life of this strategy, we will listen, learn, and adapt so we can deliver on our strategic aims and ensure the continued success of the sectors in which we operate.

Pictured on the cover: Housing Officer Jessica Puri and resident Lynn Moseley

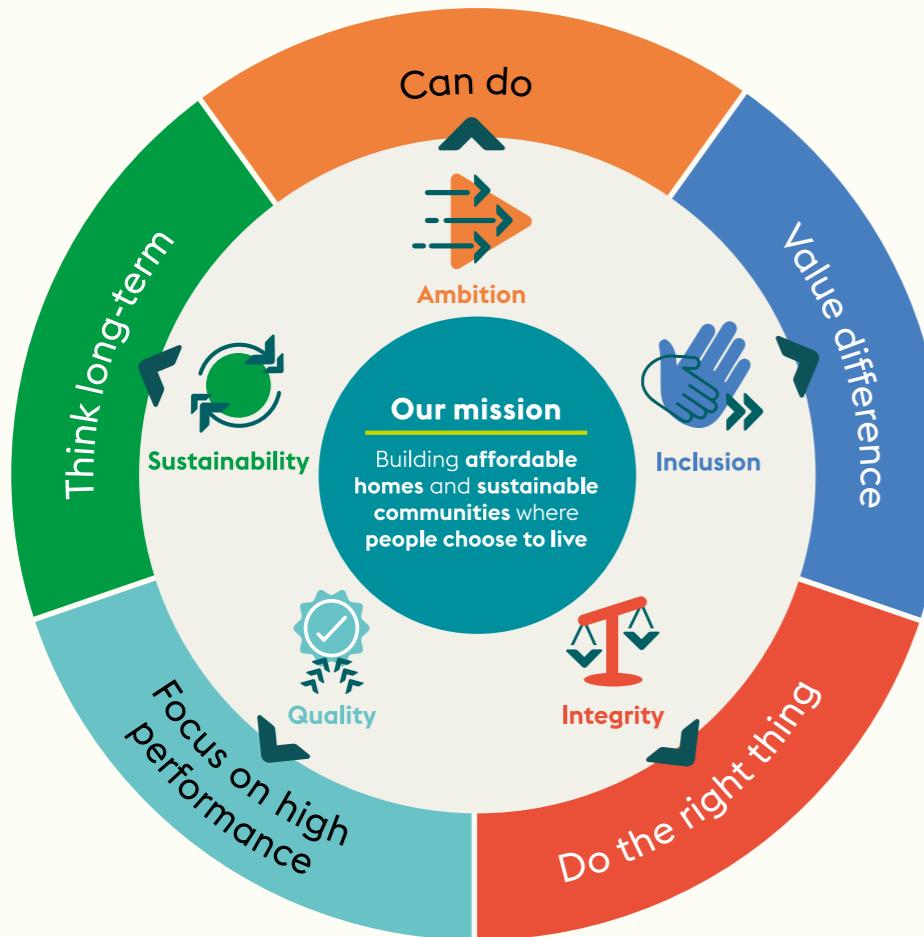
Pictured: Group Chief Executive Craig Moule



Our Strategic Context

Our Strategic Context

Our mission and values



Who we are

Sanctuary is one of the largest not-for-profit providers of affordable housing and care in the country. We manage 125,000 homes including social and affordable housing; 110 care homes; and more than 750 supported housing services; with aims to develop more homes over the lifetime of this strategy.

Why we do it

Our mission is to build affordable homes and sustainable communities where people choose to live. As a not-for-profit organisation, our aim isn't shareholder profit, it's to deliver our social purpose.

Our social purpose is to provide affordable housing and care because secure, good-quality accommodation can be the foundation that enables people to achieve their goals in life. We believe that everyone should have a home to live in and community they belong to.

We want to make a long-term positive difference and help build a society with opportunities for everyone, regardless of their background or circumstance.

Our Strategic Context



Pictured: Carer Jimit Thakkar and resident Anna Lichfield
at Haven Residential Care Home

The provision of good-quality, affordable housing for all remains a pressing issue for the UK. The number of both homeless people and families in temporary accommodation continues to rise. One in 10 supported housing schemes – which provide an essential lifeline for some of the most vulnerable in our society – are at risk of closure.

At the same time, many people struggle to save for a deposit to buy their first home. They are trapped in insecure, expensive private rentals, while too many older people experience poverty, isolation and poor health.

The UK has an ageing population. We believe older people should have choice about where they live. Moving to a retirement community or a care home can bring much-needed connection, whereas

for others staying in their own home with assistance is their preferred choice. It is vital that everyone, regardless of where they live in the country, can access the good-quality care they need, at a price they can afford.

The need to invest in the country's ageing housing, and build new homes that are fit for modern living, has never been so great. Investing in affordable housing will improve people's lives, reduce pressure on emergency and frontline services, create jobs and boost the economy.

Having a home that is safe, comfortable and a place of sanctuary has never been more important.

Sanctuary 2030



Our Approach to Change



Pictured: Senior Service Desk Support Technician Aaron Roberts, Service Transition Analyst Joseph Aziba, Technology Service Delivery Manager Jacqui Thompson, and Director of Technology Strategy and Architecture Tristram Channer

Our Approach to Change



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The environment around us is changing fast. Government expectations are higher than ever, and our customers rightly expect better services, effective communication and greater responsiveness.

At the same time, we have new tools and technologies at our disposal that we must embrace and fully utilise. We are ambitious about driving change and seeking opportunities to embed a culture of innovation and continuous improvement.

With the pace of change accelerating, we must act quickly to build on the progress we've made to date. Working smarter and faster enables us to go further for our customers, delivering services that are not only fit for today but ready for tomorrow.

Our approach to change is centred around three key principles: **ambition**, **empowerment** and **pace**.



Ambition

We are ambitious as an organisation, driven by a shared commitment to deliver meaningful impact for our customers and communities. We have set ourselves stretching performance goals to achieve transformative progress for our customers. By adopting an outcomes-based culture we challenge ourselves to go further, think differently, and deliver homes and services that are fit for the future.

This ambition is underpinned by our track record of

continuous improvement and a readiness to respond to emerging challenges. We will stay ahead in a fast-changing environment by embracing innovation, harnessing technology, and working smarter to unlock greater impact.

Collaboration has been central to our approach and will continue to shape our future. By working together as one team, we strengthen our ability to adapt and improve outcomes for our customers.

Pictured: Support Assistants Shauna Andrews and Spencer Cassidy

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Empowerment

Our ability to deliver improved outcomes for customers depends on enabling colleagues at every level to take ownership of the services we deliver. We are committed to ensuring colleagues feel supported to do the right things, make the right decisions, and find the right solutions. This means removing unnecessary barriers and equipping teams with the tools, data, and autonomy they need to focus their time where needed most.

Our culture is built on accountability and shared responsibility for performance. Colleagues are trusted to solve problems and drive change

in their areas of expertise. We support our teams to continuously seek ways to improve how we deliver services.

As a national provider with deep local roots, we recognise the diverse challenges across the communities we serve. Our principle of freedom within a framework empowers teams to find the right solutions for customers, supported by effective governance. We will continue to strengthen this approach through clear direction, accountability, and oversight.



Pace

We are committed to delivering improvements for our customers quickly, with a focus on driving meaningful change. In a fast-moving environment, our ability to adapt, innovate, and respond to emerging needs has been a key strength that we will continue to build on. Pace is not just about urgency, it's about being purposeful, agile, and outcome driven.

We encourage new ideas and innovation that leads to better services and stronger customer outcomes. New and emerging technologies will offer powerful tools

to help us work more effectively and efficiently.

To drive change, we will continue to invest in digital solutions that streamline processes, improve decision-making, and enable faster service delivery.

Delivering at pace also requires clarity on strategic direction and simple, easy to navigate processes. Working smarter and faster means we can go further for our customers, meeting expectations today and preparing for tomorrow.

Our Strategic Outcomes



Our Strategic Outcomes

1 Customer-Centred Services

Our aim is to deliver responsive, inclusive, and high-quality services shaped by the needs and experiences of our customers.

We want every customer to feel safe, respected and proud of their local communities. By deepening our understanding of individual needs and empowering our people, we will equip our teams to act quickly in response to local issues and deliver more personalised services.

To achieve this, our focus will be on five key areas:

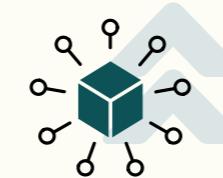
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Personalised services

- Deepening our understanding of customer needs, using our new Customer Relationship Management system to make it easier for colleagues to access information.
- Using customer insight to deliver services that are responsive to individual needs, empowering operational teams to make informed, local decisions.
- Building on our Enriching Lives framework to provide tailored support that enables customers in our care homes to live fulfilling, happy, and meaningful lives.



Easy to access support

- Developing new tools that give customers greater choice in how they interact with us. This includes enhancements to our self-service offer through the new customer portal.
- Using clear, accessible, and empathetic communication that meets diverse customer needs.
- Reducing the time it takes to let empty homes, helping more people access the housing they need.



Responsive and flexible repairs delivery

- Delivering a faster, more agile repairs service with a greater focus on completing repairs at the first appointment.
- Embedding a customer-focused operating model to support multi-channel reporting and real-time updates for customers.
- Building internal capacity and creating long-term workforce plans to support in-house delivery of more repair and maintenance work.

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Safe and thriving communities

- Enhancing neighbourhood management by increasing the visibility and presence of our colleagues.
- Working with partner agencies and local service providers to tackle antisocial behaviour and foster communities that customers feel proud to be part of.
- Strengthening community engagement and building local capacity to promote resilience, connectivity, and a sense of belonging.



Customer influence and accountability

- Working closely with our Resident Panels and engaged customers to hold us accountable for performance and shape services.
- Learning and adapting from complaints, using real-time feedback and root cause analysis to improve customer outcomes.
- Seeking greater customer engagement to co-design community services that reflect local needs.



Measuring success

Progress will be tracked using the following metrics:

- Customer satisfaction ratings
- Complaints performance
- Number of empty homes
- Management of antisocial behaviour
- Repairs completed within target timescales

Pictured: Residents at a Customer Focus Day

Our Strategic Outcomes

2 Homes fit for the future

Our aim is to ensure our homes are decent, safe and secure, enabled by strategic, data-led investment that is aligned to evolving customer needs.

We recognise the challenges posed by the ageing nature of our properties. Significant investment is needed to meet changing customer expectations and regulatory requirements, as well as meeting our net zero goals. We will not shy away from making difficult decisions about where to invest our resources. We will ensure every strategic choice is guided by data and focused on long-term impact and value for money.

To achieve this, our focus will be on five key areas:

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Customer safety

- Proactively addressing hazards such as damp and mould in line with Awaab's Law, ensuring timely action and protecting customer health and wellbeing.
- Embedding a building safety-focused culture across our teams. This includes prioritising remediation programmes and ensuring clear engagement with customers.
- Maintaining full statutory compliance across all homes with robust monitoring and assurance processes.



Data-led investment

- Aligning stock condition data with wider asset intelligence to target investment where it delivers the greatest benefit for customers.
- Developing predictive analytics to build a long-term pipeline of reinvestment, remodelling, and regeneration programmes.
- Using our data to identify properties for renewal or disposal, ensuring consistently high standards across the portfolio.



Environmental sustainability

- Upgrading the fabric of our homes to be more energy-efficient, helping to reduce fuel poverty for our customers.
- Introducing more sustainable heating and cooling solutions that align with our net zero targets and maintain high standards of comfort for our customers.
- Embedding low-carbon requirements into new build specifications to meet evolving sustainability requirements.

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Local, place-based approach

- Establishing place-based projects that combine upgrades, reinvestment and repairs to deliver greater impact.
- Introducing portfolio reviews that consider the full range of Sanctuary assets and services in a local area, guiding strategic investment decisions.
- Strengthening community engagement in reinvestment and regeneration to ensure customer voices shape long-term decisions.



Homes that enable modern living

- Delivering a planned programme of care home investment to meet evolving customer needs and provide modern, high-quality facilities.
- Expanding technology-enabled care services to support customers to live independently and with dignity.
- Actively involving young people to help design the homes and community spaces to meet the needs of tomorrow's customers.



Measuring SUCCESS

Progress will be tracked using the following metrics:

- Statutory compliance performance
- Asset data quality
- Decent Homes compliance
- Energy efficiency ratings
- Care occupancy rates

Pictured: Trade Operative Chris Old

Our Strategic Outcomes

3 Sustainable growth and development

Our aim is to ensure Sanctuary remains financially robust and resilient, with strategic decisions guided by our commitment to long-term sustainability.

We believe that providing new housing, care, and support is part of our core purpose. We remain committed to growing our services across these areas including through developing much-needed new homes. While we will not pursue growth at any cost, we recognise the value of targeted expansion for both Sanctuary and our customers.

To achieve this, our focus will be on five key areas:

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Ready for growth

- Reviewing ways of working and organisational structures to ensure we are efficient, effective, and positioned for future success.
- Strengthening our integration processes to enable us to combine the skills and experiences of incoming organisations.
- Embracing technology-driven automation that enables scalable operating models and delivers value for money.



Delivering new build homes

- Expanding our delivery of new social homes in areas aligned with our geographical footprint.
- Developing new build care homes based on a regional hub-and-spoke model, supporting the reprovision of homes no longer fit for purpose.
- Embedding a placemaking approach that enhances community development and ensures new homes are responsive to local needs.



Long-term trusted partnerships

- Pursuing growth through strategic acquisitions and collaborative partnerships to expand our impact and enable better service delivery for customers.
- Seeking joint venture opportunities that unlock the delivery of additional new homes, supported by robust governance and oversight.
- Developing strategic relationships with care and support commissioners in targeted geographical areas to position Sanctuary as a provider of choice.

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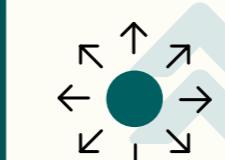
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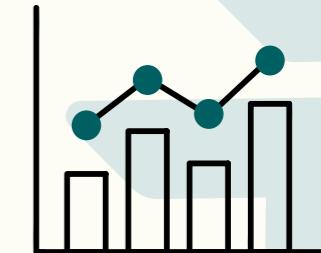
New delivery models

- Assessing opportunities to utilise our in-house construction team to mitigate external construction risk.
- Developing a single price point model for Care through the new Vivant Care offer, providing a care service that goes beyond standard expectations.
- Exploring alternative models of delivery for older persons' housing, care, and support, including reviewing new approaches such as shared community living.



Expanding our social purpose

- Strengthening our role as a committed provider of supported housing, through targeted growth that meets the needs of people with complex support requirements.
- Maximising income generation across our Commercial operations, including increasing Care self-funder occupancy, helping to close the gap between the cost of care and public funding.
- Expanding the impact of our Sustainable Communities programme by increasing the reach of our social value partnerships.



Measuring SUCCESS

Progress will be tracked using the following metrics:

- Revenue
- New build completions
- Joint Venture completions
- New build sales
- Commissioning contract awards

Pictured: Site Manager Gavin Ball at Southam Road, Banbury

Our Strategic Outcomes

4 High-performing teams

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

We recognise that achieving our ambitious performance targets depends on investing in our people. This means creating a culture where everyone can reach their full potential, supported by technology and innovation that drive greater effectiveness and efficiency.

To achieve this, our focus will be on five key areas:

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Employer of choice

- Attracting and retaining diverse talent that reflects the communities we serve, drawing from the broadest talent pools to foster innovation and deliver outstanding services.
- Celebrating exceptional performance through meaningful recognition and reward arrangements.
- Designing and refurbishing accessible, fit for the future workplaces that support collaboration and help teams work effectively.



High performance culture

- Embedding an outcomes-focused culture that drives personal growth, innovation, and accountability for performance.
- Strengthening succession planning by identifying and nurturing talent through structured development tools and opportunities.
- Formalising clear career pathways that support progression, including targeted programmes for young people at the early stage of their careers.



Inclusion for all

- Creating accessible services and workplaces by removing barriers that prevent individuals from reaching their full potential.
- Actively listening to feedback from colleagues, including through Staff Council and Staff Networks, using insights to shape improvements.
- Embedding an inclusive culture where everyone feels respected, supported, and able to thrive.

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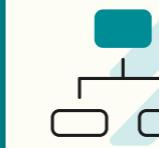
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Technology-enabled innovation

- Equipping teams with efficient, user-friendly tools that make it easier to get things done.
- Improving the quality, completeness, and security of data to support smarter decision-making and reduce risk.
- Harnessing emerging technologies, including AI, to streamline processes and deliver more personalised, effective services for customers.



Robust leadership and governance

- Developing skilled, inclusive leaders who role model our values and make decisions with long-term impact in mind.
- Strengthening our one-team approach by driving collaboration and embedding our shared mission, values, and behaviours into everyday practice.
- Upholding high standards of governance that support strong risk management, assurance, and accountability across the organisation.



Measuring SUCCESS

Progress will be tracked using the following metrics:

- Employee engagement scores
- Colleague turnover
- Workforce diversity profile
- Productivity measures
- Regulatory ratings

Pictured: Head of Land for the West Midlands, Ashley Innis, and Senior Performance Manager for Development, Yuliya Daniels

Good Governance and Financial Sustainability



Good Governance and Financial Sustainability

Ensuring robust governance and financial sustainability will remain central to Sanctuary's success over the long term. Our approach will focus on maintaining financial stability, delivering value for money and ensuring we are resilient to downside risks. This commitment underpins our ability to provide quality services and invest in homes and communities for the future.

Long-term financial planning

Building on a track record of strong operational and financial performance, we will continue to monitor our current and projected performance against our risk appetite metrics and Golden Rules. We will strengthen our business planning framework to ensure it remains forward-looking and aligns with our strategic priorities. Our long-term plans will be stress-tested against a range of scenarios, ensuring we can withstand market volatility, inflationary pressures, and shifts in funding environments without compromising customer outcomes.

Strategic choices

Operating in a challenging financial environment makes it critical that our strategic decisions are informed and aligned to our long-term objectives. We will assess strategic decisions against the outcomes outlined in this strategy. This means balancing investment in new homes and reinvestment in existing homes with the need to remain financially sustainable and resilient. This approach will enable us to operate within our financial envelope and make decisions that are in Sanctuary's long-term interests.

Funding structures

We will maintain strong liquidity and reduce debt levels over time to create capacity for future investment in our customers' homes. Optimising our funding structure will ensure that Sanctuary retains sufficient capacity to deliver on our strategic aims and commitments. We will deliver this by maintaining strong credit ratings and diversifying our funding base, aiming to secure long-term, low-cost borrowing. By ensuring compliance with all required financial covenants, we will also retain flexibility and stakeholder confidence while supporting long-term sustainability.

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Delivering financial resilience

Financial strength will remain a priority, underpinned by scale, geographic diversity, and a continued drive for operating efficiencies. Balancing reinvestment requirements with the need to meet interest obligations will ensure sustainable cash flows and protect financial resilience. Through careful financial stewardship and a measured approach to growth, we will retain the strength and stability that have driven Sanctuary's success.

Risk management

We will continue to focus on embedding robust risk management at every level of governance. This will include enhancing our systems of internal control and assurance frameworks, ensuring that key financial and operational risks are identified, monitored, and mitigated proactively. This approach will provide our Group Board and key stakeholders with confidence in our ability to maintain financial viability and deliver on our strategic objectives.

Operating efficiency

Value for money will be essential as we navigate a challenging financial environment and increasing external pressures. We will drive efficiency through innovation, digital transformation, and process improvement. Maximising occupancy of our homes and delivering our services as efficiently as possible will ensure that every pound spent maximises customer impact.



Measuring SUCCESS

Progress will be tracked using the following metrics:

- Operating margin
- EBITDA MRI interest cover
- Months of financing
- Credit ratings
- Borrowing capacity

Sanctuary



Accessibility

If you require this document in an alternative format or language, please email communications@sanctuary.co.uk.

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wearesanctuary



Sanctuary

#LifeatSanctuary

Sanctuary House, Chamber Court, Castle Street, Worcester, WR1 3ZQ
01905 334000 www.sanctuary.co.uk

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