



Sanctuary Horizons:
Young Persons
2025-2028 **Strategy**

Introduction

Group Chief Executive



Group Chief Executive Craig Moule with Graduate Fina Evans

We're at an exciting moment across Sanctuary. A new generation is stepping forward – not just getting ready for the future, but actively shaping it. Young people are already helping to influence how we live, work and connect in our communities.

Sanctuary Horizons is our new groupwide Young Persons Strategy. It marks the beginning of a journey to better understand, support, and empower young people across everything that we do – and we want them right there with us, shaping the conversation.

The early stages of Sanctuary Horizons will focus on deeper engagement with young people to ensure our future actions are built on what matters to them. Their voices and experiences should shape how we build homes, offer services, develop careers, and design inclusive communities.

This strategy calls on every part of Sanctuary to play a role in enabling young people to thrive, not only because it's the right thing to do, but because it will equip us to build a better future together.

Rooted in our values of ambition, integrity, inclusion, quality and sustainability, this strategy outlines how we will uplift, empower, and stand beside the next generation. Together, we will build a future defined by opportunity, equity, and hope.

I feel strongly that young people deserve more than encouragement, they deserve action. We know we won't get everything right the first time, but we are committed to learning, listening, and evolving.

The journey starts here. Let's ignite the potential of young people to shape their own extraordinary future.

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

Craig Moule
Group Chief Executive

Strategic context



This strategy focuses on young people, typically aged 16 to 25; a generation navigating major life transitions such as entering the workforce, finding secure housing, and building independent lives. They bring fresh perspectives, digital fluency, and a strong desire for inclusion, flexibility, and purpose.

However, many young people face mounting barriers to achieving this independence. One in four fear homelessness, with more than 80% of private landlords unwilling to rent to them. In the UK, a young person becomes homeless every four minutes, and one in eight young people are not in education, employment, or training. These realities highlight a deeper, systemic issue: insecurity, inequality, and limited opportunity at a time when stability should be increasing, not slipping further out of reach.

The workforce is already changing. Younger generations now make up a growing share of our colleagues. To remain a relevant and resilient organisation, we must evolve how we

engage, support, and retain this emerging talent. **Sanctuary Horizons** is our strategic commitment to creating a culture where young people feel seen, supported, and empowered to thrive.

Across Sanctuary, there are already great pockets of activity supporting young people, from tenancy sustainment and skills development to inclusive recruitment and community outreach. This strategy seeks to bring that work together, share best practice and build on it with a unified approach and clear strategic objectives.

We recognise that further learning is essential. The voices and needs of young people from diverse and intersecting identities will be central to how we shape inclusive and responsive services. We want to co-create services with young people, based on real needs, real insights, and real voices. With national research, internal learning, and deepening engagement to guide us, we are laying the foundations for change together.

Vision, mission and guiding principles



Vision:

To ignite the potential of young people to shape their own extraordinary future.

Our ambition:

A world where every young person, regardless of their background, can access safe housing, meaningful work, strong communities, and the support needed to flourish. This strategy is our commitment to go beyond what is expected.

Mission:

To unlock the brilliance of young people by creating the conditions for them to thrive, lead, and shape their futures with courage, confidence, and purpose.

Executive summary:

Sanctuary Horizons is our strategy to support and empower young people aged 16 to 25. It focuses on two key areas: helping **young customers** access safe homes, strong communities, and the support they need to thrive; and supporting **young colleagues** to grow, develop, and feel valued at work. By listening to young people and working alongside them, we aim to remove barriers, improve opportunities, and create lasting change. This strategy is about making sure every young person has the chance to shape their own future with confidence and support.



Muhammad Khan, Care Assistant, with resident Dianne Byrne at The Green Residential Care Home, Cornwall

Vision, mission and **guiding principles**



Guiding principles:

- **Youth-centred participation and empowerment:** Actively involve young people in shaping the services and decisions that affect them, recognising them as partners and leaders.
- **Strengths-based approach:** Focus on the talents, potential, and aspirations of young people.
- **Equity and inclusion:** Ensure all young people – regardless of background, identity, or circumstance – have equal access to opportunities and support.
- **Transparency and accountability:** Be open about goals, actions, and outcomes, and hold the organisation accountable to young people and stakeholders.
- **Safety and wellbeing:** Create environments – physical, emotional, and social – that are safe, supportive, and nurturing.
- **Continuous learning and improvement:** Use feedback, data, and evidence to adapt and improve services and strategies over time.

Resident Stephen Hogan and Support Assistant Spencer Cassidy



Strategic alignment



Sanctuary Horizons is grounded in our group values of ambition, integrity, inclusion, quality and sustainability. To realise our vision and mission, our first strategy focuses on two themes: young customers and young colleagues. These are supported by the customer and colleague action plans that drive delivery.



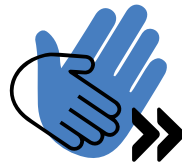
Ambition:

Push boundaries to ensure young people reach their full potential.



Integrity:

Be honest, open, and responsible in everything we deliver.



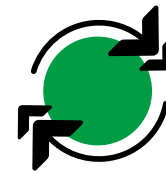
Inclusion:

Make sure all young people are heard, especially those facing extra challenges due to their background or identity.



Quality:

Committed to supporting young people to be their best.



Sustainability:

Make lasting investments in people, places, and communities.



Students at Moor Lane, Preston

Strategic objectives



Empowering young customers

- › Deliver personalised tenancy support and first tenancy programmes; helping more young people find and keep a place to call home.
- › Improve financial confidence and access to welfare guidance.
- › Expand and retrofit youth specific housing and community spaces.
- › Strengthen co-production, feedback, and satisfaction frameworks.
- › Provide wellbeing support and create opportunities for local engagement and leadership.

These priorities will make sure that young people help design our services, so Sanctuary can deliver them and enable them to thrive.

Resident Shanice with her children



Quantitative data such as participation rates, tenancy terminations, and former customer debt will be tracked to **evaluate impacts and progress**.

Strategic objectives

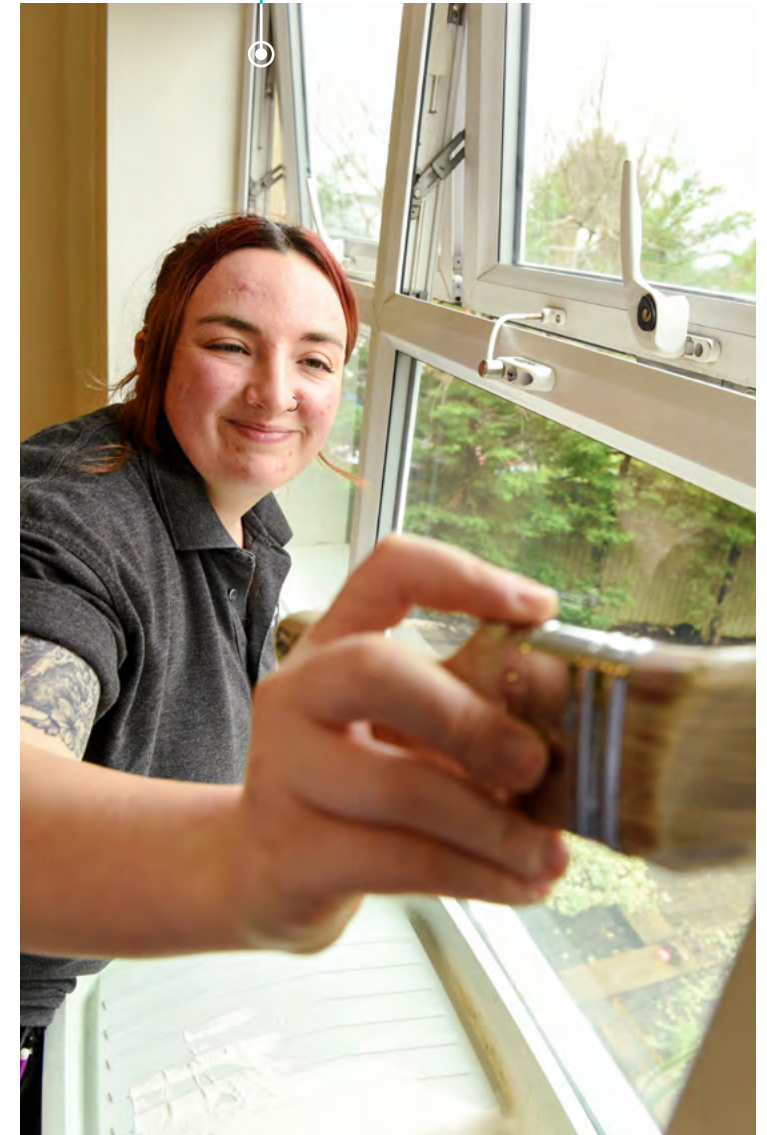


Supporting young colleagues

- Build inclusive early careers communities and feedback channels within the workplace.
- Promote clear, accessible career pathways, including apprenticeships and graduate routes.
- Enhance onboarding, learning and development, and mentoring support.
- Promote wellbeing through tailored self-care.
- Benchmark progress and develop leadership for a multigenerational future.
- Leverage digital native skills to drive innovation.
- Offer early career support that works for young people from all backgrounds, with fair access and help that fits their needs.

These priorities reflect our belief that young people are not only beneficiaries of our services, but vital contributors to our culture, innovation, and long-term success.

Quantitative data such as participation rates, retention figures, and progression metrics will be tracked to **monitor success**.



Conclusion



Sanctuary Horizons is a bold and collective promise.

We commit to investing in the talent, wellbeing, and potential of young people.

Through co-creation, let's ignite the potential of young people to shape their own extraordinary future.



Sanctuary



Accessibility

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

إذا كنت بحاجة إلى هذه الوثيقة بتنسيق أو لغة بديلة، فيرجى إرسال بريد إلكتروني إلى communications@sanctuary.co.uk.

Jeśli potrzebujesz tego dokumentu w innym formacie lub języku, wyślij wiadomość e-mail do: communications@sanctuary.co.uk.

Dacă aveți nevoie de acest document într-un format sau într-o limbă alternativă, vă rugăm să trimiteți un e-mail la communications@sanctuary.co.uk.

Si necesita este documento en un formato o idioma alternativo, por favor envíe un correo electrónico a communications@sanctuary.co.uk.

اگر آپ کو یہ دستاویز کسی متبادل صورت یا زبان میں درکار ہے، تو براہ کرم communications@sanctuary.co.uk پر ای میل کریں۔



wearesanctuary



Sanctuary

#LifeatSanctuary

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

Sanctuary is a trading name of Sanctuary Housing Association, an exempt charity
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: October 2025