

Sanctuary

Corporate Strategy

2023 - 2026

We are a not-for-profit housing association, providing homes and care for more than 250,000 people in England and Scotland. Every penny we make is reinvested in improving our homes and services, building new affordable homes, and investing in communities.

We believe that no one should be excluded or left behind. We believe that everyone should have a home to live in and community they can belong to. We want to help build a society with opportunities for everyone, regardless of their background or circumstance.

As a truly national provider of housing and care services, we recognise that Sanctuary has a unique role to play in ensuring the continued success of the sectors in which we operate and the critical services these provide to society.



Our strategic objectives

Our strategy spans January 2023 to January 2026 and sets out three key objectives to deliver our mission:

1. Putting our customers first



What we will do:

- Through our North Star programme, transform our housing operating model so the customer is at the heart of our service delivery and design.
- Embed our Resident Advisory and Scrutiny Panels, strengthening the connection with our Group Board.
- Develop new customer channels that enable choice about how they interact with us.
- Involve customers in the design and scrutiny of our services, using feedback to inform our improvement plans.
- Enhance the quality of our data to enable us to know our customers better.
- Adapt our care services to enrich lives against the six key senses.

2. Investing in our assets



What we will do:

- Increase our investment in our customers' homes over the next three years.
- Undertake retrofit programmes across thousands of homes.
- Launch new and improved ways of engaging with our customers regarding the energy efficiency of their homes.
- Increase our rate of stock condition surveys to improve data completeness and quality.
- Identify challenging assets and undertake optimisation programmes to meet local needs.
- Complete the remediation programmes for high-rise residential buildings.
- Ensure we are compliant with the Building Safety Act.

3. Growing our services



What we will do:

- Review future growth opportunities against our strategic commitments.
- Embed Cornwall Care into our standard operating model and review reinvestment plans for these homes.
- Plan and undertake integration of Swan Housing Association and Johnnie Johnson Housing Association.
- Deliver on programme commitments in our Strategic Partnership with Homes England, as well as the Scottish Government and the Greater London Authority.
- Complete the construction of thousands of new build homes.
- Deliver hundreds of new homes through Joint Ventures and consortiums.



Our ingredients for change

Culture and people:

Providing a culture where everyone can thrive and be their best self is central to achieving our strategic goals. We seek to develop high performing teams who are committed to our mission, values and take ownership of the services we deliver.

Innovation and infrastructure:

To deliver our strategic commitments it is essential that we drive a culture of innovation and continuous improvement.

Good governance and financial strength:

Over the 50 years since we were established, Sanctuary's success has been based upon our financial strength and resilience. We are focused on making decisions with the long-term in mind and ensuring we have a sustainable business model to underpin our strategic commitments.