



Inclusion for all

Equality, Diversity and
Inclusion Strategy
2021-2024

Sanctuary



This strategy represents the next phase of Sanctuary's approach to addressing equality, diversity and inclusion in the workplace.

We have reviewed what we have achieved to date, through our previous scheme of Fairness for All, taking into account current data, our regulators, and legislative requirements, as well as our partners' advice*.

We have also sought to listen to the different experiences and diverse voices of particular groups across Sanctuary. These conversations have deepened our understanding, strengthened our commitment to equality, diversity and inclusion, and led us to conclude our focus should be on inclusion for all.

I am proud that our Group Board and Executive Committee are fully committed to embedding this vision. To deliver this, we recognise that as leaders we must take personal responsibility for role modelling inclusive behaviours in everything that we do.

This strategy provides us with a clear vision and objectives against which we can hold ourselves accountable.

Craig Moule
Group Chief Executive

*** Regulators:**

- › Regulator of Social Housing
- › Scottish Housing Regulator
- › Care Quality Commission
- › Care Inspectorate

Legislation:

- › Equality Act 2020
- › Gender Pay Gap Information Regulations 2017
- › Accessibility Regulations 2018

Partners and Standards:

- › Business Disability Forum
- › Disability Confident
- › Good Recruitment Campaign
- › Housing Quality Network
- › Investors in People
- › National Care Forum
- › National Housing Federation
- › Recruitment and Employment Confederation
- › Scottish Federation of Housing Associations
- › Stonewall Diversity Champion
- › Tech Talent Charter
- › Tech We Can
- › Universities UK
- › Women into Construction



Assistant Procurement
Administrator, Matthew Spellar

Our strategic goal

We want to be:

“a diverse, inclusive organisation where our people thrive and respond to the needs of our customers with fairness and empathy”



Resident James Annis and Housing Officer Rajwinder Garcha in Warndon, Worcestershire

Sanctuary Care resident Gordon Byrne and Ryan Khan from Lime Tree Court Residential Care Home in Wolverhampton



Our values

We have long been committed to **equality** and **diversity** – because it’s the right thing to do. We have strong values which give us a solid foundation on which to build:

Sustainability



- ▶ We continue to build a sustainable business model for our people and our customers.
- ▶ We deliver services ourselves wherever possible.

Quality



- ▶ We focus on delivering positive outcomes for our customers.
- ▶ We have high standards; providing efficient and effective services.

Our mission

Building **affordable homes** and **sustainable communities** where **people choose to live**

Ambition



- ▶ We invest in and care for our people and communities.
- ▶ We seek opportunities to grow our business.

Diversity



- ▶ We respect and value the diversity of our people.
- ▶ We are committed to embedding an inclusive environment for our people and our customers.

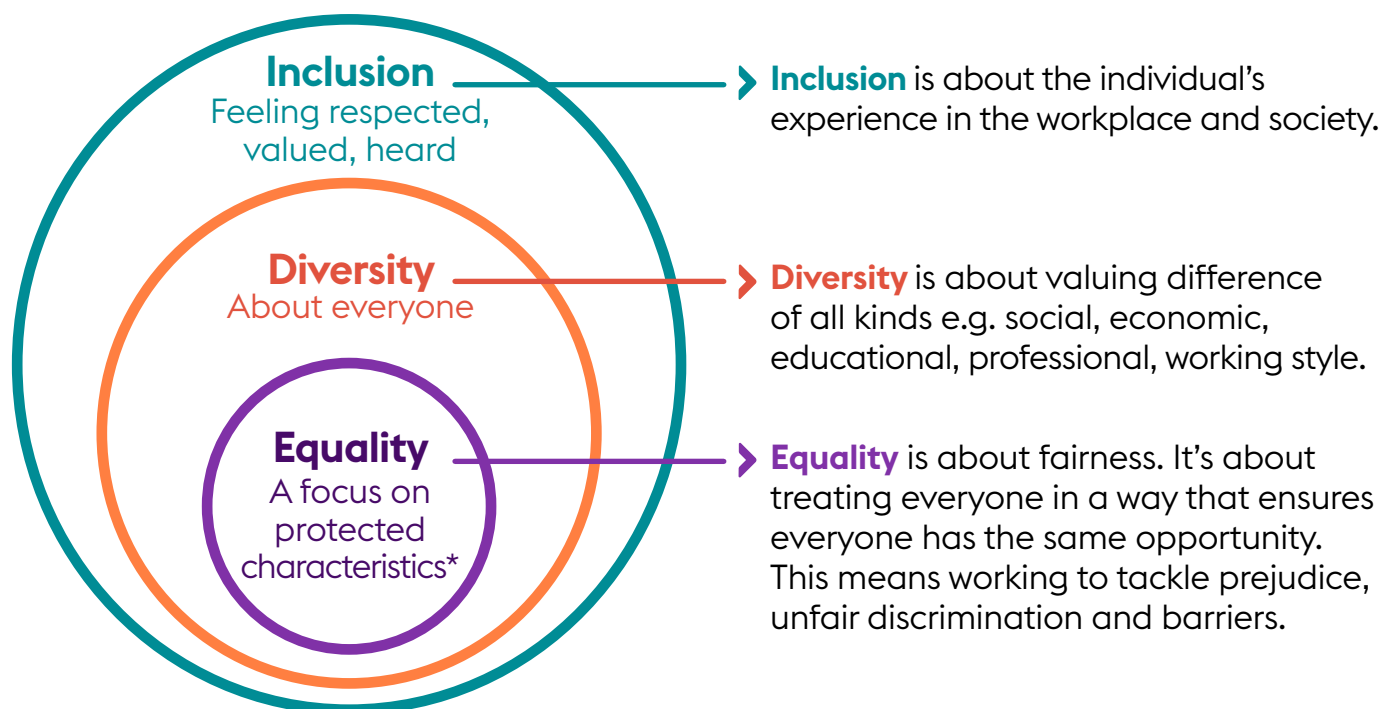


Integrity

- ▶ We act with honesty and integrity in all that we do.
- ▶ We’ll do the right thing, even if it’s not the easy thing.

Defining terms

With this strategy, we aim to evolve further by enhancing the conditions in which people in all their diversity can thrive. This means an increased focus on inclusion.



*Protected characteristics – age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion and belief, sex, sexual orientation.

Research tells us that diversity has a positive impact on organisational performance. Having an inclusive culture in which everyone feels valued, respected and heard makes for a more engaged and productive workforce and for better decision making, more innovation, better risk management, and improved customer service.

We have long been committed to designing policies, practices, and systems with diverse needs in mind so that no one is unfairly excluded from opportunity or service and everyone is treated with fairness, empathy, and respect. But we want to further evolve our inclusive culture.

We know that our people are - without a doubt - our most valuable asset: 13,000 people who care passionately about doing the right thing and delivering our mission.

Having an environment where our people are encouraged to be their whole selves and be celebrated for their many skills, talents and perspectives is the key to ensuring that we are a high-performing organisation which serves our customers with integrity and care.

This scheme is underpinned by six guiding principles:



Listening to diverse voices – we will proactively create opportunities to hear about and understand the lived experience of our team members and residents, working hard to hear from marginalised or under-represented groups, using the insight to improve.



Working as one team – we will work together to drive meaningful change through our shared systems, policies, procedures, and capability building. We will make roles and responsibilities clear so everyone knows how they positively contribute.



Being honest and curious about equality, diversity and inclusion (EDI) – we will approach this agenda with an open mind, checking our assumptions, as individuals and as an organisation, and developing our behaviours to be more inclusive.



Focusing on evidence-based outcomes – we will use data to check the outcomes of our policies and practices are in line with our commitment to equality of opportunity. Where there are gaps in data we will take steps to fill them. Where there are differences in outcomes between groups we will look to understand why and take action to address any unfairness.



Committed to the journey – we will identify and prioritise those activities that will make the most meaningful difference, be methodical in taking planned action and look to benchmark our performance externally.



Making compelling progress – we will look to identify, celebrate, and spread good practice from within and outside of our organisation. We will be brave and take calculated risks so that we improve together as one learning organisation.



Sandy Stokes and resident Hilda Warwick from Lammas House Residential Care Home, Coventry



Resident Sherrif Shettum and Oluwatoyin Akanji from Victoria Way, Greenwich

Evaluation

We will measure the success of this strategy by looking at the outcomes we are achieving. We will look carefully at different data sets to understand whether we are achieving the positive change we intended or need to do things differently going forward. This annual review will inform next steps, ensuring we build on our successes and learn from our mistakes. The data sets will include:

- Our workforce diversity data
- Our staff engagement data
- Investors In People assessments
- Customer diversity data
- Customer satisfaction and engagement.



Resident Ross Moncur from
Nithdale Road, London



Strategic objective 1: Engage - listen to diverse voices

Create new ways to listen to diverse voices and promote an open culture, so that people in all their diversity can thrive.

To benefit from the unique perspectives and insights of our staff, residents, and customers it is important to proactively work to maintain a culture in which everyone knows they have a stake, are included, respected, valued, and heard. People need to know they are safe to challenge assumptions, share experiences, connect, and offer suggestions for improvement. When they are not worrying about whether they belong, people can relax and really begin to deliver on their potential benefiting both themselves, their teams, and the organisation.



Resident Paul
Garnes and
Betty Davis from
Pennefather Court,
Aylesbury



Resident Ethel
Moffitt and Ovidiu
Patrascanu from
Iffley Residential
and Nursing Home,
Oxfordshire

So we will:

- Support the development of existing staff networks (Parents, Race and LGBTQ+* initially) and create more to follow based on employee need and interest.
- Deepen our understanding of inclusive communications and then take action to refine how we communicate.
- Connect all the staff-focused groups (Staff Council, Wellbeing Advisors, Mental Health First Aiders, Network Committees, and Working Groups) and communicate a clear offer to our teams so that everyone knows where to turn for support.
- Develop capability and confidence in tackling unacceptable behaviour.
- Increase the diversity of our involved residents to engage with different groups.
- Pilot a project of 'Lived Experience Advisors' to help decision makers make more informed decisions (for example, disabled staff advising on the issues that cause barriers in accessing services or being able to fully participate).

*Lesbian, Gay, Bisexual, Transgender, gender Queer or Questioning



Project Manager
Megan Laurie



Strategic objective 2: Invest - open to learning

Increase organisational knowledge and awareness to embed a culture where all our people are confident in demonstrating inclusive behaviours.

To deliver real change, people need to know what that looks and feels like in terms of behaviours. Differences between people can often be fascinating and enriching but they can also be challenging and uncomfortable. We need to be prepared to step outside of our comfort zone and learn.

Alice Lovatt, Conor Watt and Maddie Coller who all joined Sanctuary through our successful Graduate Development Scheme



So we will:

- ▶ Work in partnership with the co-chairs of our diversity networks, to develop and deliver an annual communication and engagement plan including internationally celebrated diversity events.
- ▶ Develop leaders' and managers' knowledge and confidence in understanding and tackling bias.
- ▶ Refresh and update Sanctuary's mandatory equality and diversity training to focus on inclusion.
- ▶ Co-create with diverse groups a bank of self-education materials to excite curiosity and stimulate learning – working to make these easy to access, use and review across all business areas.
- ▶ Integrate inclusive leadership behaviours into our leadership development, recruitment, performance, talent management, and succession planning policies and procedures.



Sanctuary Care employees
Yunus Giwa and Surinder Jakhu
at Lime Tree Court Residential
Care Home, Wolverhampton



Strategic objective 3: Advance - inclusive leadership and governance

Develop involved and informed leaders who take ownership of equality, diversity and inclusion objectives.

Being an inclusive organisation involves everyone but we recognise our leaders have an instrumental role in setting the tone. Group Board and Executive Committee are committed to championing diversity and inclusion and leading by example.



◀ Resident Jazz Shaban who sits on our Group Housing Committee



▲ Sanctuary Students employees Franca Asimonye and Solomon Gremen from Lillian Knowles House, Spitalfields, London

So we will:

- ▶ Develop a new collaborative organisation-wide Equality, Diversity and Inclusion Group to partner with the Executive Committee in the design and delivery of the objectives. The group is responsible for the shaping and delivery of an organisation-wide programme of work that is tailored to each individual business area.
- ▶ Match each diversity network with a sponsor at Director level.
- ▶ Develop our equality data capture, storage, and analytics capability to provide insight into the impact our strategy is having on our diversity profile at all levels.
- ▶ Develop clear measures in relation to staff and customer diversity and inclusion, using these every 12 months to gauge progress towards our goal.
- ▶ Identify relevant external benchmarks and use to get an objective evaluation of progress.



Sanctuary's staff choir performing at Worcester Pride in September 2019



Strategic objective 4: Grow - inclusion by design

Build diversity and inclusion into the earliest stages of new projects and services to reflect the needs of the communities served.

Providing the best customer or employee experience requires an understanding of their diverse needs. Designing systems, processes, and policies with these needs in mind right from the outset reduces the risks of unintentionally excluding users and increases the opportunity to provide services that are accessible and responsive to different needs. We want to get consistently on the front foot and to the position where inclusion by design is part of our culture.



Senior Nurse Tila Pokhrel and resident Doreen Foster from Rowanweald Residential and Nursing Home, Harrow

So through the Equality, Diversity and Inclusion Group we will:

- › Ensure our external and internal communications reflect, engage and value the diversity of our people.
- › Enhance our approach to flexible working that enables all our people to perform to their best and enables us to attract diverse talent.
- › Deliver new homes that are consciously designed in line with the needs of our diverse customer base.
- › Identify key pipeline developments in each business area and identify those where diverse user insight is needed to ensure an inclusive outcome.
- › Engage with internal and external diversity groups and partners to understand the lived experience of users, and get clarity about what needs to be designed in to give fair access and opportunity.
- › Develop new ways of reaching out to the diversity of our resident base and gathering insight to inform Sanctuary's prioritised projects.



Head of Community
Investment
Marie-Claire Wattison

We welcome feedback on this strategy to help us learn and improve. If you have any comments relating to this scheme or would like further information, please contact:

Inclusion for all

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Sanctuary Group

#LifeatSanctuary

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