



# Inclusion for All

## Diversity and Inclusion Strategy 2024-2026



Words and phrases which may need to be explained more are highlighted in **GREEN**, pages 12 and 13 explain what each of these mean.

Please ask a Sanctuary staff member if you need any further help to read this information.



## Inclusion for All

This document is our updated **strategy**.

It will tell you what we plan to do in the next 3 years, to make sure that everyone feels included.

## Introduction from Craig

Craig Moule is Sanctuary's **Chief Executive**. We have made progress in the last 3 years in our Inclusion for All Strategy.

Going forward, we will be focusing even more on how we put customers first and provide personalised services, so everyone feels included.

We have been listening to our customers and staff teams to help us learn how to improve.

This is important because we want everyone to have an excellent experience with Sanctuary.

We want to continue to get better and are committed to improving, so that we are an inclusive organisation for everyone.

This strategy will tell you how we plan to improve over the next 3 years.



# Our Goal



**It is Sanctuary's goal to be:**

A diverse, inclusive organisation where our people thrive and meet our customers' needs with fairness and empathy.

Sanctuary's **values** are an important part of achieving this goal.



Sustainability

Think long-term



Quality

Focus on high performance



Inclusion

Value difference



Integrity

Do the right thing



Ambition

Can do

We will also use these 3 **guiding principles** to help us improve.

## Listening

We will listen to people with different experiences and backgrounds to help us learn and improve.



## Data information

Data is the information we have about people. We will use this information to check if we are improving.



## Learning

We will help everyone to feel safe and feel happy to ask questions and learn about others' differences.



# What Matters To Us Is



## Inclusion

A place where everyone feels valued, respected and comfortable to be themselves.



## Diversity

It is about valuing differences of all kinds e.g. social, economic, educational, professional, working style.



## Equity

People may need to be treated differently to get equal opportunities. This means removing barriers to enable people to be their best.



**Equality** is about fairness.

It's about treating everyone in a way that ensures everyone has the same opportunity.

This means working to tackle prejudice, unfair discrimination and barriers.

# Strategic Objective 1: Know Our Customers

## Remember

Look at pages 12/13  
for the words  
**highlighted in green**  
for more information.



We want to better **understand our customers** so we can provide **fair access** to services.

## Improve our knowledge of customers



Collect information about people

Build trust to talk about personal information

Learn more about people's support and communication needs

## Design services that meet customer needs



Make customer information easy to access

Develop a **vulnerability framework** to meet people's needs

Provide **person-centred care** and support

## Monitor performance to ensure fair outcomes



Involve customers in the design and feedback of services

Accessible ways for all to engage with Sanctuary

Review information and make plans to improve

# Strategic Objective 2: Attract, retain and develop diverse talent



We want to **enhance the diversity** of our **workforce** to reflect the **communities** we work in.

## Improve our recruitment and development practices



Enhance recruitment to find more **diverse talent**

Improve recruitment skills for teams

Support **under-represented groups** to progress

## Improve information to support change



Improve **data collection**

Identify barriers and set goals to improve

Monitor staff **satisfaction surveys** against diversity information

## Help leaders to create inclusive environments



Start a **mentoring** programme for leaders

Review **leadership programmes** to ensure they are working

Share **best practice** with others

# Strategic Objective 3: Provide accessible and inclusive services and workplaces



We will **create environments** which mean staff and customers have **equitable outcomes**.

Always deliver fair access for all groups



Use clear and accessible language and communication

Improve how we make **workplace adjustments**

Support customers to access the **adaptations** they need

More confidence to ensure equity



Consider flexible working to enable better access to employment and progression

Include accessibility and inclusion when planning our offices

Learn more about **equity in practice**

Use experts to improve inclusion work



Sanctuary Supported Living helps others understand about **disability confidence**

Understand more about **trauma-informed practice**

Work with partners to share best practice

# Strategic Objective 4: Embed an inclusive culture



We will create a culture where everyone can **thrive** and reach their **full potential**.

## Promote and develop colleague networks



Use information from networks to help with writing policies

Support the development of **network leads**

Executive role to support the networks and raise awareness

## Celebrate diversity and a sense of belonging for all



Create a yearly plan to celebrate diversity across our customers and colleagues

Accessible communications for all

**Allyship programme** to increase ownership

## Take accountability for progress



Empower and ask people to think about inclusion in all areas of their work

Monitor our progress and share this information

**Zero-tolerance** approach to discrimination



# Measuring Progress

We will monitor our progress by looking at the impact in these three areas



## Equity

Outcomes of policy and procedure for different colleagues and customers



## Diversity

The range of diversity across Sanctuary



## Inclusion

How valued, respected and heard do people feel?



To ensure we meet these objectives, we will regularly provide reports to the **Executive Committee**, Group Board, and **Resident Scrutiny Panel**.

# Measuring Progress



We will use the following measures to track our progress.



Results from yearly staff survey  
'Your Say'



Investors in People feedback



How complete our data is for customers and colleagues



Changes in **workforce profile** across the organisation



Review customer satisfaction outcomes for different groups



Feedback from **Resident Scrutiny and Advisory Panels**

# EDI Leads Group



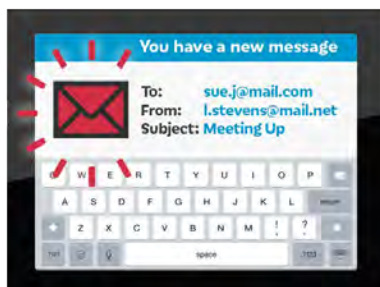
Our EDI Coalition  
(EDI Leads, Network Co Chairs, Exec Sponsors)

The EDI Leads Group is responsible for overseeing the Inclusion for All strategy.

The group has members of senior leaders for every area of Sanctuary.

The group is chaired by a member of the Executive Committee.

The group meets every 3 months to track what progress has been made and set new actions for the next 3 months.



Sanctuary has a number of case studies that provide examples of why inclusion is important.

Please let us know if you would like to hear more and in what format you would prefer to receive these.

Feedback from our colleagues and customers is welcomed and encouraged.

Please contact us on [diversityandinclusion@sanctuary.co.uk](mailto:diversityandinclusion@sanctuary.co.uk)

# Further Information

Words and phrases highlighted in **GREEN** in this document which may need to be explained more are listed here:

## **Chief Executive**

The most senior decision maker in the organisation.

## **Guiding Principles**

The things that we want to make sure we think about and do in our everyday work.

## **Vulnerability Framework**

Guidance we give staff to help them meet the needs of people.

## **Person-Centred Care**

Care that tries to understand and meet the individual needs and interests of each resident.

## **Diverse Talent**

People who have skills and experience and who come from all sorts of different groups.

## **Under-Represented Groups**

Groups that are smaller in number in the workforce than they are in the community.

## **Data Collection**

Collecting information about people and how happy they are with the service they get.

## **Satisfaction Survey**

Asking customers and staff how satisfied they are with Sanctuary.

## **Mentoring**

People with lots of experience helping those who want to learn.

## **Leadership Programmes**

A set of learning activities that help people become better leaders.

## **Best Practice**

What we know about the best way to do things.

## **Workplace Adjustments**

Changes to spaces or ways of working that help people do the best they can.

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## **Adaptations**

Making Changes to help people live more easily in their Sanctuary homes.

## **Equality in Practice**

How we can make sure everyone can access services and have equal opportunities.

## **Disability Confidence**

Feeling comfortable and ready to work with or help disabled people.

## **Trauma Informed Practice**

Sometimes people experience terrible things, this can change how they behave.

## **Network Leads**

People leading groups for people who share similar experiences.

## **Allyship Programme**

People who want to stand by others who experience discrimination or prejudice.

## **Zero Tolerance**

Sanctuary will not accept someone who is deliberately horrible to someone else because they are different.

## **Executive Committee**

The group of people who lead and make the biggest decisions for the organisation.

## **Resident Scrutiny Panel**

A group of people who live in Sanctuary homes and help the organisation improve.

## **Workforce Profile**

A picture of all the different people who work in Sanctuary.

# Sanctuary



## Accessibility

We want this strategy to be accessible to all. If you would like it in a different format, email [contactus@sanctuary.co.uk](mailto:contactus@sanctuary.co.uk).



wearesanctuary



@WeAreSanctuary



Sanctuary

#LifeatSanctuary

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Published February 2024