



**Shaping  
our Future**

**Resident  
Engagement  
Strategy  
2022 - 2025**

**Sanctuary**

# Introduction

by Graham Jones, Chair of National Resident Scrutiny Panel



Welcome to our Resident Engagement Strategy, 'Shaping our Future,' which explains our vision for Sanctuary and its residents to work together in partnership to improve the delivery of Sanctuary's services.

I've seen great progress in Sanctuary's engagement with residents in recent years and I'm personally excited by the possibilities this strategy brings forward.

We have co-created 'Shaping our Future' with residents and Sanctuary teams based on what we have been told is most important. It follows an extensive listening exercise by the National Resident Scrutiny Panel where we heard from more than 3,000 residents and 350 Sanctuary staff.

It was reassuring to see that the views of both Sanctuary teams and residents are clearly aligned, and three clear priorities emerged:

➤ **Local engagement:** Residents want to talk to our local Sanctuary teams about local issues.

➤ **Strategic engagement:**

Strengthening resident influence on significant decisions.

➤ **Customer experience:**

Residents want a better experience when raising day-to-day issues.

As National Resident Scrutiny Panel we believe that great resident engagement is built from a strong relationship based on trust and respect, forged from two-way conversations between residents and Sanctuary teams. It's about working in partnership and residents having more ownership of services.

This strategy outlines a roadmap for resident engagement which provides even more opportunities to get involved. I'd encourage all Sanctuary's residents to step forward and seize this fantastic opportunity to shape the future, together.

**Graham Jones**  
Chair, National Resident Scrutiny Panel

**"We believe that great resident engagement is built from a strong relationship based on trust and respect"**



# Foreword

by Andrew Manning-Cox, Group Chair,  
and Craig Moule, Group Chief Executive

**We want you, our residents, to know that Sanctuary cares, because there can be no doubt – we do absolutely care about you. This is reflected in the great work our teams do every day.**

However, we recognise that this doesn't always mean that we get things right or that you always have a good experience with us. This is something we are committed to changing and 'Shaping our Future' sets out our clear intention to work with you to improve in the coming years.

Engaging with you is a key priority in our Corporate Strategy – we've been clear that this is an area in which we want to see a significant shift over the lifetime of the strategy.

It's vital that you are with us on every step of this journey, helping to shape our future. By working together, we can ensure our services remain fit for purpose and that we continue to learn and improve.

While we've already taken steps to strengthen the connection between you and Group Board and opened up new opportunities to contribute,

we've recently approved a number of new measures to give residents even greater influence over significant matters.

We're excited about the potential this creates to transform our services and help us to deliver our mission of building affordable homes and sustainable communities where people choose to live.

We'd like to thank the National Resident Scrutiny Panel for their contribution to this strategy and look forward to working with them - and you, our residents - on delivering our shared priorities to shape our future.

This strategy is not set in stone. We always want to get better. Please continue to tell us how we can using our feedback form <https://www.sanctuary.co.uk/online-enquiry-form>

**Craig Moule**  
Group Chief Executive

**Andrew Manning-Cox**  
Group Chair



**"It's vital that you are with us on every step of this journey, helping to shape our future"**

# Introduction

Engagement is at the heart of what we do. It is so important that 'Engage' is one of the four priorities of our 2020-2023 Corporate Strategy, where we set out our aim to ensure residents experience a significant shift in how actively you are heard, and that your views drive improvements to homes and services. We believe that all of you should have a genuine opportunity to influence the services they live in the places that they live. This strategy sets out how we will achieve this.

'Shaping our Future' builds on the strong foundation of working with you, developed over many years. We work with about 100 Resident Associations and Committees across the country who work alongside our local teams to scrutinise local services and influence activity where they live. Each year we hear from over 10,000 residents through surveys and consultations who provide feedback on our services and help to identify improvements. A big thank you to all who have shared your views or worked with us in recent years. We are listening and using all of what you tell us to help us get better.

At the heart of how we engage with our residents is our National Resident Scrutiny Panel. They lead resident scrutiny, challenging our senior management about how our services are doing and helping us to design services.

The Panel is supported by over 1,000 of you who are involved with us through our Communities of Interest who check on how well we are performing in a particular area of our service. We want to go further and give more of you the chance to have an even greater influence. We want a strong, two-way relationship where you feel engaged, informed, and respected by us. Relationships are key to this, as is honesty, transparency, openness and being inclusive for all. These concepts align to our Group values, which will support us in delivering on this strategy.



**“We believe that great engagement is a partnership between us”**

## How we have put 'Shaping our Future' together

We want to start off on the right foot. That is why we asked our residents for your views on how you want us to engage with you, and on what is most important to you. We heard directly from more than 3,000 of you, who shared your views and thoughts with us in putting this together. We are really grateful for this.

We believe that great engagement is a partnership between us. That is why it is also important for us to understand the views of our colleagues, especially those working in our communities, directly with residents. Over 350 of our colleagues have helped us in creating this strategy.

Over the past 12 months we have worked closely with our National Resident Scrutiny Panel to complete a big piece of work, assessing us against the Social Housing Charter (the Social Housing White Paper) that is likely to become future regulation. Through this innovative piece of work, residents on the panel spoke with 50 of our senior leaders and made 108 recommendations.

Shaping our Future is our response to what you have all told us. It sets out our goals, priorities, and approach for the next three years for how we will improve our engagement with you. It will help us create further opportunities for you and your communities to be engaged in what matters most to you, in a way that suits you as an individual.



**“Engagement is at the heart of what we do”**

## Our goal

'Shaping our Future' will support us to increase the strength of your voice, making sure that our services and plans are co-created in partnership between residents and Sanctuary, working together as one team.

We believe that by doing this we will strengthen our relationship with you, improve our services to you, and create an even better foundation for the future.

**“Working together as one team”**

## Our priorities

We have listened to you in co-creating the priorities for 'Shaping our Future,' that will improve how we engage with you.

The priorities of 'Shaping our Future' are:



### 1. Local Engagement

Strengthening how you can work with our local teams to address local issues, making local services and neighbourhoods better is our number one priority.



### 2. Strategic Engagement

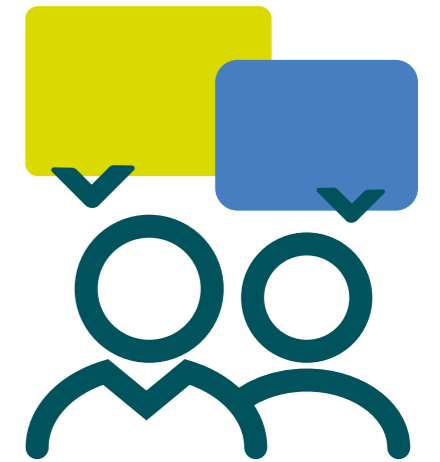
Providing more opportunities for you to influence the big decisions about Sanctuary's future, on issues such as long-term strategies and business priorities, is important to us.



### 3. Customer Experience

Giving all residents more opportunities to provide regular, simple feedback on day-to-day services will help us to understand your needs and lived experience of our services, so that we can continually improve your experience with us.

## How will we deliver on these priorities?



### PRIORITY 1: Strengthening Local Engagement

A resident said to us that 'local engagement is about local people meeting with neighbours and local colleagues to solve local issues.' We can't put it any better. You have also told us that being kept informed about what is going on locally is important.

**We know from what you've told us we need to be more consistent and do more of this. To improve how we engage with you locally, we will:**

- Work with you on the largest programme of local resident engagement in our history – 'A conversation with Sanctuary,' as promised in our Corporate Plan, and then work to make this business as usual.
- Review how we work, to make sure local teams can place much more emphasis on engaging with you locally.
- Provide our local teams with better tools and support to do this.
- Make sure you know all the ways that you can engage with your local team and neighbours.
- Develop new ways of keeping you informed of what's going on in your area.

We know that local engagement can lead to bigger change, but understand not everything can be resolved locally. Where this is the case, we'll make sure we have more effective ways of escalating things so we can work with you to deal with them strategically.

**We've got so many examples of great resident engagement happening all the time. Here's just one:**

Our local team in Hackney has been working with the Resident's Association on the Kingsmead estate to find out what's most important about the facilities and green spaces. We ran a survey and held a couple of community events. We found that having more storage for bikes is really important. We're now funding new bike storage with a mix of Sanctuary and Sport England funding through the Kings Park Moving Together fund. A brilliant example of simple and responsive engagement in action.



A brilliant example of simple and responsive engagement in action.



**PRIORITY 2:**  
**Strengthening Strategic Engagement**

Increasing the influence of residents in strategic issues and our governance is a priority for 'Shaping our Future.' We already have residents who sit on a sub-committee of our Group Board that is responsible for our housing and property services. We have explained the vital role National Resident Scrutiny Panel has played in the direction of this strategy.

**We want to go further to deliver on our commitment to increase the influence of residents in strategic issues and our governance, we will:**

- ▶ Review our governance arrangements to strengthen residents' role.
- ▶ Create a 'pathway' for residents who want to get involved with strategic boards and committees, providing support along the way.
- ▶ Work with residents and our Group Board to create more opportunities for Board members to hear our customers' voice, and to hear what matters to you.
- ▶ Increase the range of ways that you can get involved and influence strategic issues, to help us hear from residents with diverse and varied lived experiences.
- ▶ Work with you to co-create new service standards for the services you receive, that you can then hold us accountable to deliver on.

**This year, we have worked closely with our Complaints Community of Interest Group to improve how we manage customer complaints.**

Over 150 of you shared your feedback and experiences with us about making a complaint. We listened to these views to help us design a new approach to complaints that was more resident focussed. We discussed our progress regularly with National Resident Scrutiny Panel Vice Chair Bob Werrett and held further webinars with residents to talk with residents throughout. Alongside this, we have worked with National Resident Scrutiny Panel to complete our annual self-assessment against the Housing Ombudsman Complaint Handling Code. The changes agreed with residents are being implemented in 2022.



**PRIORITY 3:**  
**Listening to every voice to improve the Customer Experience**

We recognise that not everyone wants to, or has the time, to get involved directly with us, strategically, locally, or with your neighbours. This shouldn't mean that they don't have a voice. We are committed to making sure that we can hear all of your voices, which helps us understand your experiences of our day-to-day services, and contribute to helping shape our future.

**Through this strategy, we will be increasing the ways that residents can let us know what they think about the services they receive and the places you live, without having to wait to be asked. We will:**

- ▶ Introduce a broader range of tools to ask your views about services you receive from us in real-time.
- ▶ Introduce 'always on' options for you to give us feedback on any issue that is important to you, whether about services you receive or about where you live.
- ▶ Improve how we listen and learn from complaints, where you tell us that something has gone wrong.
- ▶ Improve how we bring all your individual voices together to tell a clear story to residents engaged in our governance, our Board Members and our Senior Management, giving a clear 'Voice of the Customer'



**We have worked with about 400 residents to develop a new tone of voice for housing and supported living customers in the last 12 months.**

This came about because we recognised that residents would receive lots of different communications from us, in different tones of voice, and that did not lead to a positive customer experience or the close, warm relationship we wanted.

Residents have encouraged us to think differently about how we communicated. You ensured that we considered tone of voice, and specific communications materials, from all angles. There is no doubt that residents and their contributions meant that we were better informed and better able to deliver communications that work. One of the key outcomes, beyond setting the tone of voice, is that it has led to the establishment of a Resident Editorial Panel which will help shape our future work.



## How we will measure success

The first thing to say is that we'll work closely with you to measure any success of 'Shaping our Future,' and in making sure that we deliver on our commitments we are making. By delivering on our commitments in 'Shaping our Future,' we want you to:

- Feel there are genuine opportunities for you to get involved.
- Feel we listen to you more.
- Feel you can influence decisions more.
- Trust us more.

If we get this right, we believe it will lead to you being more satisfied with our services and with us as your landlord. We will measure these outcomes by asking you.

We want to co-create our services with you. By the end of this strategy, we will work with you to develop a way for us to demonstrate and prove to you that they are.

To monitor and track progress through the journey of 'Shaping our Future,' we will work with you. We will work together to find the best ways to understand and communicate our impact, through:

- Regularly reviewing engagement activities to understand their impact and how many people we are engaging with.
- Tracking our progress in co-creating our services with residents
- Satisfaction and performance indicators.
- Developing a way to communicate the positive impact that engagement has on our residents and communities.
- Monitoring how successful we are in being inclusive and engaging with our diverse communities.
- Regularly reporting on progress to Boards, Resident Groups, and management teams.
- Reporting annually to all residents on our progress.



“We want to co-create our services with you”



# Shaping our Future

# Sanctuary

This document can be translated into other languages, large print and Braille or recorded on to an audio CD. Please contact us for details. If you need to speak to a Sanctuary member of staff in your own language, please contact your local office and they will arrange an interpreter for you.

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