

Responsible Executive Director Resources	People Strategy 2022 - 2026	
Section Human Resources	Updated: July 2022	

1 Aim

The aim of this People Strategy is to set out our expectations of the way we want to work together and the commitments we will make to our people at Rooftop Housing Group to achieve this. It will ensure that everything we do, for our customers and for each other, is aligned to our Vision.

It supports our Corporate Plan and Annual Business Plan, in particular:

- Delivering new approaches and defining professional standards to achieve **Excellent Customer Service**.
- Investing in our people to develop our customer centric culture and the high-performing team delivering **Leadership and Learning Excellence**.
- Focusing on lean, streamlined, digitised processes to make us **Digital by Design**.

2 Mission

We build Great Homes and support Successful Lives by being a Better Business.

3 Values

We Work Together

We Make Things Better

We Do the Right Thing

4 Strategic themes

The People Strategy sets out the destination for 2026 and the people priorities we will focus on to drive a customer focused culture of accountability, where everyone feels valued, engaged, motivated and supported to be at their best.

We have identified three strategic themes, underpinned by our Values, to help us achieve our aim and work together better:

A caring, transparent and inclusive culture that empowers people to be at their best – we do the right thing

We will foster a diverse and inclusive culture that brings equity and inclusion to life, where lived experiences are valued, supporting people to achieve excellence in all they do. We will commit to an environment that gives all colleagues a voice without fear.

An inspiring and fun place to work and learn – we make things better

We will build a strong employer brand and reputation which offers competitive colleague rewards and benefits and opportunities for personal development. We will commit to delivering a great people experience through the full colleague lifecycle with us.

A brave and agile organisation delivering quality services – we work together

We will lead and develop collaborative, high performing teams who work effectively together with streamlined processes, making it easier to implement new ways of working. We will commit to encouraging innovation and appropriate risk taking.

5 People priorities

Our greatest strength is our people and colleague engagement remains a key priority in the Corporate Plan to enable us to deliver excellent services to our customers. This People Strategy will be enabled by three people priorities to help focus our actions for change:

5.1 Our Culture

A caring, transparent and inclusive culture that empowers people to be at their best by living the values and feeling valued – **each one of us will lead by example.**

The steps we will take:

- Improve communication systems across the organisation to listen and learn from each other.
- Establish strong relationships that enable co-creation.
- Create a sense of belonging where everyone feels valued and welcome.
- Challenge the status quo and welcome challenge from others.
- Embrace diversity to help us make more rounded and inclusive decisions and realise the benefits to innovate and better deliver our services.
- Celebrate success and share lessons learned to help create a culture of learning, innovation and openness.
- Develop and embed a performance management framework inspiring achievement and accountability.
- Build a coaching culture that regularly asks for and act on feedback from our customers, partners and colleagues.

5.2 Our Place

An inspiring and fun place to work and learn, offering professional development and learning opportunities – **each one of us will be proud of what we do, motivated, skilled and developed to be at our best.**

The steps we will take:

- Great colleague engagement where people are proud of who we are and celebrate what we do for our customers and communities.
- Review our pay structures.
- Review our Rewards and Benefits package.
- Retain, recruit and develop a diverse and talented workforce and create opportunities to grow our own by maximising use of the Apprenticeship Levy.
- Make developing our skills for the future part of how we work now, promoting Housing as a career, learning as we work.
- Develop our skills and behaviours by adopting and using the CIH Professional Standards Framework so that our customers, partners and colleagues trust and respect us and want to work with us.
- Offer a new learning platform that supports self-directed learning.

5.3 Our Organisation

A brave and agile organisation, with collaborative, high performing teams – **each one of us will work together to deliver quality services.**

The steps we will take:

- Be brave and encourage innovation by trusting and empowering people.

- Value, support and challenge each other so we learn from our successes and failures.
- Promote cross team working and our project management framework.
- Build a progressive, safe and healthy working environment making it easier to get involved in delivering new work without having to change role.
- Develop structures that adapt to internal and external change and challenges.
- Simplify our processes and procedures so we can focus on delivery.
- Deliver consistent customer service excellence throughout the organisation.
- Continue to be passionate and committed to achieving our positive social impact.
- Develop the skills to create teams and virtual teams that work well together.

6 Key outcomes

Successful implementation of this People Strategy will secure the following key outcomes for the organisation and its people:

- An internal volunteer group to drive and embed the People Strategy.
- A new People Promise and brand, with the values in our daily DNA.
- Reviewed pay structures.
- Reviewed rewards and benefits package.
- Annual cycle of colleague engagement, including pulse surveys.
- A range of learning events and colleague activities to promote engagement, connectivity, communication and positive challenge for change, having fun at work.
- Revised Performance Management Framework, to include a Leadership Charter.
- CIH Professional Standards embedded in the way we work and develop all colleagues.
- A talent management framework that builds organisational resilience and supports everyone's professional development.
- Cross team working groups to respond to business challenges.
- A new e-learning platform.

7 Key indicators of success

We will measure our success in achieving the strategy through various means, such as our colleague engagement surveys, what our customers and partners tell us it's like working with us. We will also use the specific measures identified below to assess delivery and effectiveness of the changes we make.

By 2026 we will have achieved these outcomes:

Source	Target
Colleague Engagement Survey	90% annual survey completion
Colleague Engagement Survey	90% of colleagues would recommend Rooftop as a place to work
Colleague Engagement Survey	85% of colleagues think Rooftop's leaders live the values
Colleague Engagement Survey	90% of colleagues positively feel they have their opportunity to have their say and influence the ways we work

HR data	13% turnover target achieved
HR data	5 apprentices, trainees and graduates will work at Rooftop
HR reports	Career/Progression pathways established including professional qualifications
Financial reports	20% increase in Apprenticeship Levy expenditure year on year
Customer Satisfaction	Deliver at least 90% customer satisfaction
Performance metrics	85% KPIs and annual outcomes delivered each year

We will provide regular feedback on progress to everyone through enhanced and improved internal communications, and through workplace briefings or engagement sessions.

We will develop an approach to help each of us, either as a team or on an individual level, to give feedback on how you think we are progressing in delivering the strategy.

The People Strategy 2022 - 2026 helps us to deliver Rooftop's mission and strategic objectives. You can see how our People Strategy fits with Rooftop's statutory purpose, Corporate Plan and other key strategies in Appendix 1.

The overarching action plan for delivery by March 2026 is outlined in Appendix 2.

8 Review

This Strategy will be reviewed in line with Rooftop's Corporate Plan review cycle unless there are major changes in legislation or good practice.

A report to the Board on progress will be made annually, together with the next set of actions that will be taken forward.

The People Strategy in context

	Strategic Objectives	People Strategy Aims	People Strategy Themes	People Principles			
Great Homes	Rooftop Living Home Standard	Delivering new approaches and defining professional standards to achieve excellent customer service	A caring, transparent and inclusive culture that empowers people to be at their best	<p>Our Culture</p> <p>A caring, transparent and inclusive culture that empowers people to be at their best by living the values and feeling valued</p>	Customer Charter		
	1,000 New Homes						
Successful Lives	Excellent Customer Service					<p>We do the right thing</p>	<p>Each one of us will lead by example</p>
	Building Stronger Communities						
Better Business	Leadership and Learning Excellence	Investing in our people to develop our customer centric culture and the high-performing team delivering leadership and learning excellence	<p>An inspiring and fun place to work and learn</p> <p>We make things better</p>	<p>Our Place</p> <p>An inspiring and fun place to work and learn, offering professional development and learning opportunities</p> <p>Each one of us will be proud of what we do, motivated, skilled and developed to be at our best</p>	Inclusion Alliance		
	Digital by Design					Focusing on lean, streamlined digitised processes to make us digital by design	<p>A brave and agile organisation</p> <p>We work together</p>