



Annual Report to Residents

2023 - 2024



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Foreword

Group Chair
Sally Higham



We know that times remain tough for our customers. We're dedicated to providing customers with safe and good quality homes and committed to giving money and benefits advice to help them stay in their homes through even the most difficult times.

We listen to our customers through many channels, and through their feedback we know that repairs are important to them, which is why we are working hard to improve the speed and consistency of repairs as a priority.

Rooftop continues to focus on delivering the best services that we can, against the tougher economic challenges and increasingly limited resources that we have. We look after almost 7,000 homes and the families within them, and there is nothing more inspiring for us than knowing we have settled a family into a safe, secure home or helped another family to stay in theirs.



Welcome

Group Chief Executive
Boris Worrall



This report is for you, our customers, to show you how Rooftop has performed over the last financial year of April 2023 to end of March 2024. It includes information on our three priorities of providing Good Quality Homes, Reliable Landlord Services and Support and Advice.

Customer satisfaction for the year remained at 76%, which was the same as in 2022-23 and is below our target of 82%. We continue to do all we can to improve the services you receive. Satisfaction with repairs improved from 83% in 2022-23 to 88% for the last year, which is above our target of 85%.

The ongoing cost of living crisis continued to cause challenges for many customers, and I am pleased that we were able to support 1,100 customers by helping them to access over £590k of additional income through benefits, discretionary housing payments and grants.

We have been working hard to improve our repairs service and although satisfaction improved in the year by 5% and was 3% above our target, we know that too many customers are waiting too long for repairs.

I want to apologise for this. For this year we increased the number of tradespeople working on repairs from 24 to 28 to address a long-term rise in demand for repairs, which have risen from around 18,000 a year to around 20,000.

We aim to deliver at least 80% of routine repairs within our 20 working days target by the end of this financial year. To manage and monitor performance more effectively, from October we plan to move to a target based on 28 total days (not working days). Although the number of days you will wait is very similar, this will mirror how our contractor Platform Property Care measures performance. To ensure transparency, we still plan to publish the 'working days' total at the end of the year.

We asked you what matters most to you, as well as seeking your views on our plans for this year and received feedback from almost 600 customers. For the second year you told us that improving the quality of homes,

providing an excellent repairs service, and dealing with anti-social behaviour were your top priorities, and we will continue to focus on those to do all we can.

You also told us that you want to see more information about how we are performing, published on a more regular basis. Therefore, we have added extra information on the issues you said mattered most including repairs, anti-social behaviour, call waiting times, planned investment and damp, mould and condensation cases.

Your feedback through surveys and from complaints is key to how we can learn to improve our services to you, and we are doing more to listen and act on your experiences. We have set up three new Customer Experience groups focused on Reliable Landlord Services, Good Quality Homes, and Support and Advice and would love to hear from you if you would like to join one of these groups. Please email enquiries@rooftopgroup.org or call **01386 420800** for more information.

The Regulator of Social Housing has developed a set of new performance measures. How we did against these is set out later in this report. Generally, although we performed well, we will particularly focus on improving areas where your responses indicated we need to do better. These include the four lowest scores which were our approach to handling complaints (42% satisfaction), communal areas clean and well maintained (63% satisfaction) listens to views and acts upon them (66% satisfaction) and the time to complete a repair (68% satisfaction).

To do this we have:

- ✔ Set up a dedicated Complaints team
- ✔ Reviewed contacts and specifications for communal areas and grounds maintenance
- ✔ Set up new Customer Experience groups and agreed the recruitment of a dedicated Customer Engagement Manager
- ✔ Increased the number of trades operatives carrying out repairs

Finally, I would like to explain how Rooftop works. We are a not-for-profit organisation which means that all the money we collect in rent and other income pays for the work that we do. This includes repairs, health and safety measures such as annual gas servicing, investing in homes, building new homes, staff wages and loan repayments. Our job is to allocate the funds we have as fairly and efficiently as we can.

Customer Scrutiny Panel



Customer Scrutiny Panel Chair
Lindsey Hendry

The Customer Scrutiny Panel (CSP) is an independent group of customers that work with Rooftop to review policies, procedures, and service charges, and recommend improvements to procedures and services from a customer viewpoint.

This is an important function in helping Rooftop to meet Consumer Standards as required by the Regulator of Social Housing.

Following last year's review of anti-social behaviour (ASB), the CSP made various recommendations, including creating a simple leaflet to explain how ASB works, including useful phone numbers, for customers and staff. This was published and is available to read on the Rooftop website.

During the past 12 months, the CSP has also finished a scrutiny review of grounds maintenance. Both scrutiny reviews are available on the website.

We also recruited two new members. Recruitment is a priority, and we are always looking for new members.

The current scrutiny review is of digital services, mainly inclusion and exclusion, and how Rooftop communicates with digitally excluded customers. The CSP has surveyed customers by email, telephone, and in person, as well as many staff members. This scrutiny will be published on the website when completed.

Our next two scrutiny reviews are of the lettings procedure, and void management.

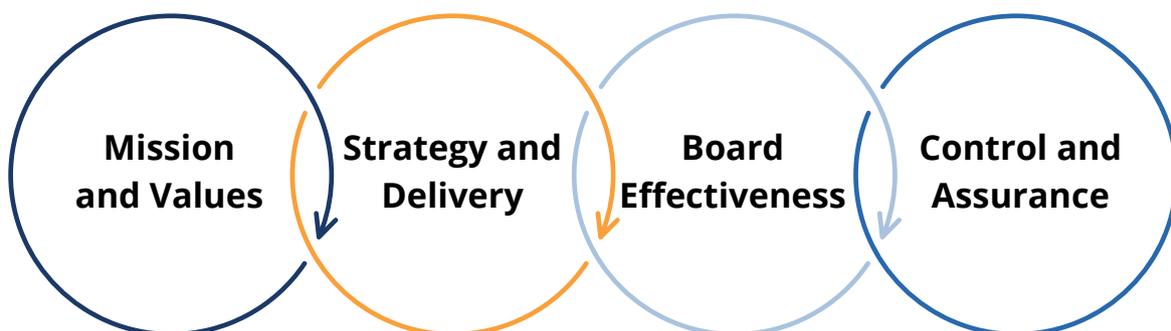
If you are interested in joining the Panel, please see back page for contact details.

How we comply with our adopted Code of Governance

Social housing providers are overseen by a government organisation called the Regulator of Social Housing which checks how we are doing and carries out inspections around every four years. Our latest Inspection was carried out in May 2024.

We annually check ourselves against the Regulator's Standards which set out what we need to do as a housing association. From 1 April 2024, new standards were introduced to place a greater responsibility on social housing providers to ensure their customers live in safe, decent homes and neighbourhoods, are given more opportunities to be involved, and we are open and accountable for customers. Every year the self-assessments, which are approved by the Boards, confirm our compliance with the Regulator's standards.

At Rooftop, we follow the **National Housing Federation's (NHF) Code of Governance** to make sure we are doing things in the right way. The Code has four principles:



Each principle has a set of rules that we must judge ourselves against each year to prove we meet them or explain why we don't.

Each year we also publish an Environmental, Social and Governance Report which incorporates all aspects of our business. The full report is published on our website.

Tenant Satisfaction Measures (TSMs) Including Customer Satisfaction

The Regulator of Social Housing has introduced Tenant Satisfaction Measures, TSMs for short. This is to make sure housing providers are held to account for their actions and give customers greater visibility of their performance.

The TSMs are 22 measures that all housing associations must measure and report on. These are split into two parts, ten performance measures and 12 customer perception survey measures.

Every month, we survey around 190 Rooftop customers and ask them how we did across various service areas. We have maintained the same level of satisfaction we achieved the previous year. This is a positive result in view of the decline in satisfaction across the sector over the past year from 76% to 69% (source: Housemark 2023/24 median results).

Here are Rooftop's results:

	TSM MEASURE	2023/24 RESULTS
Overall	Overall Satisfaction	76.2%
Keeping properties in good repair	Proportion of homes that do not meet Decent Homes Standard	1.6%
	Non-emergency repairs completed within target timescale	56.6%
	Emergency repairs completed within target timescale	89.8%
	Satisfaction with repairs (if repair carried out by Rooftop in the last 12 months)	71.3%
	Satisfaction with time taken to complete most recent repair (if repair carried out by Rooftop in the last 12 months)	68.3%
	Satisfaction that the home is well maintained	76.0%

	TSM MEASURE	2023/24 RESULTS
Maintaining building safety	Gas safety checks	100%
	Fire safety checks	100%
	Asbestos safety checks	100%
	Water (legionella) safety checks	100%
	Lift safety checks	100%
	Satisfaction that the home is safe	84.7%
Respectful and helpful engagement	Satisfaction that we listen to tenant views and act upon them	66.4%
	Satisfaction that we keep tenants informed about things that matter to them	77.8%
	Agreement that we treat tenants fairly and with respect	87.1%
Effective handling of complaints	Stage 1 complaints relative to size (opened per 1,000 homes)	33.3
	Stage 2 complaints relative to size (opened per 1,000 homes)	6.1
	Satisfaction with our approach to handling complaints (if made a complaint to Rooftop in the last 12 months)	42.3%
	Proportion of Stage 1 complaints responded to within Ombudsman timescales	31.4%
	Proportion of Stage 2 complaints responded to within Ombudsman timescales	28.9%
Responsible neighbourhood management	Number of anti-social behaviour (ASB) cases relative to size (opened per 1,000 homes)	23.2
	Number of ASB cases that involve hate incidents relative to size (opened per 1,000 homes)	0.3
	Satisfaction we keep communal areas clean and well maintained (if live in a building with communal areas, either inside or outside, Rooftop is responsible for maintaining)	62.5%
	Satisfaction that we make a positive contribution to neighbourhoods	83.1%
	Satisfaction with our approach to handling ASB	70.9%



Customer voice

Your feedback is important to us. We want to hear about your experiences, and we listen so we can act and make things better for you.

- ✓ Our Customer Scrutiny Panel has completed scrutiny reviews of our anti-social behaviour service and grounds maintenance service, resulting in recommendations for improvement which we have implemented.
- ✓ Our new Customer Experience groups were launched to seek customers' views on three core areas of business: good quality homes, reliable landlord services, and support and advice.
- ✓ A new centralised Complaints team has been created to provide enhanced oversight and monitoring of complaint cases, including compliance with agreed timescales and capturing learning from complaints.
- ✓ Ongoing customer engagement surveys asking for your views across a wide range of areas, including digital services, grounds maintenance and property condition (covering damp, mould and condensation).

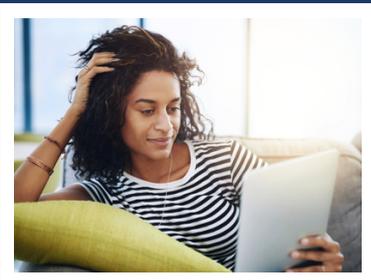
Responding to your views



Added an additional Tenancy Enforcement Officer to our team to tackle anti-social behaviour. The team dealt with more than 120 cases during the year by working with the Police, local authorities and other agencies to take robust action wherever possible. We also champion liaison meetings with stakeholders in your local area, to ensure that professionals are working together to create a safer community.



Our Customer Scrutiny Panel reviewed the grounds maintenance service and made several recommendations for improvement. These include providing a clear and detailed breakdown of what your service charge covers with your annual rent statement. This will be implemented in 2025. We have already implemented a process to ensure better reporting, escalation, and resolution of issues. Our contractors, Platform Property Care, now report on a weekly basis the outcome of all ad-hoc feedback and requests we raise with them.



Improved the communications sent out to customers on key themes, including a quarterly 'Residents Update' which is circulated to all residents in digital or hard copy. Each edition includes important information, such as repairs and maintenance, safety issues, and the work we do in the community.



Launched the Chartered Institute of Housing's professional standards across the organisation, with professional qualifications for all relevant Rooftop colleagues. Furthermore, we have provided mandatory 'We Care' customer service training to colleagues in customer facing roles.

Complaints

When things go wrong

Over the last year, our customers have raised 1,116 dissatisfactions with us. This is, 7% fewer than in 2022/23 when there were 1,204 contacts. Some initial contacts from customers will become formal complaints, which are managed through our complaints process.

1,116
Dissatisfactions

Last year saw a rise in the number of new complaints (Stage 1 cases), from 137 in 2022/23 to 236 in 2023/24.

236
Stage 1
complaints

The number of Stage 2 cases, where a resolution was not reached at Stage 1, rose from 21 to 45 cases.

45
Stage 2
complaints

The profile of dissatisfactions and complaints is similar to last year, with two-thirds (65%) about repairs and planned improvements to homes, and 20% related to housing, including tenancy management issues. In March 2024, we created a new centralised Complaints team to make sure we are compliant with complaint handling timescales, and to review cases to identify learning.

Learning from complaints

Service improvements made as a result of the learning from complaints.

From 18 March, a new centralised Complaints team was launched by redirecting existing resources elsewhere in the business, but particularly from the Repairs Call Handling team. This new team sits within Customer Experience and equates to 3.5 full time equivalents, led by the Customer Experience Manager. The focus of the Team is to improve the customer experience through better administration of the resolution process at all levels (service request, formal complaints and Housing Ombudsman investigations).

Responsibility for investigating and agreeing resolutions with our customers remains with operational team members. Ensuring that complaints are resolved as early in the process as possible and within the proscribed timescales will bring efficiencies to this area of the business.

Key areas of focus for our Complaints team going forward include:

- Embedding our new approach to learning from complaints.
- Review of our Compensation Policy.
- Development of reporting on early resolutions.
- Review of all complaints letters for tone of voice alignment.
- Equality, Diversity and Inclusion analysis of 2023/24 data for trends and exceptions.

Below are some specific examples of where we have listened to our customers over recent months and taken action to improve our services.

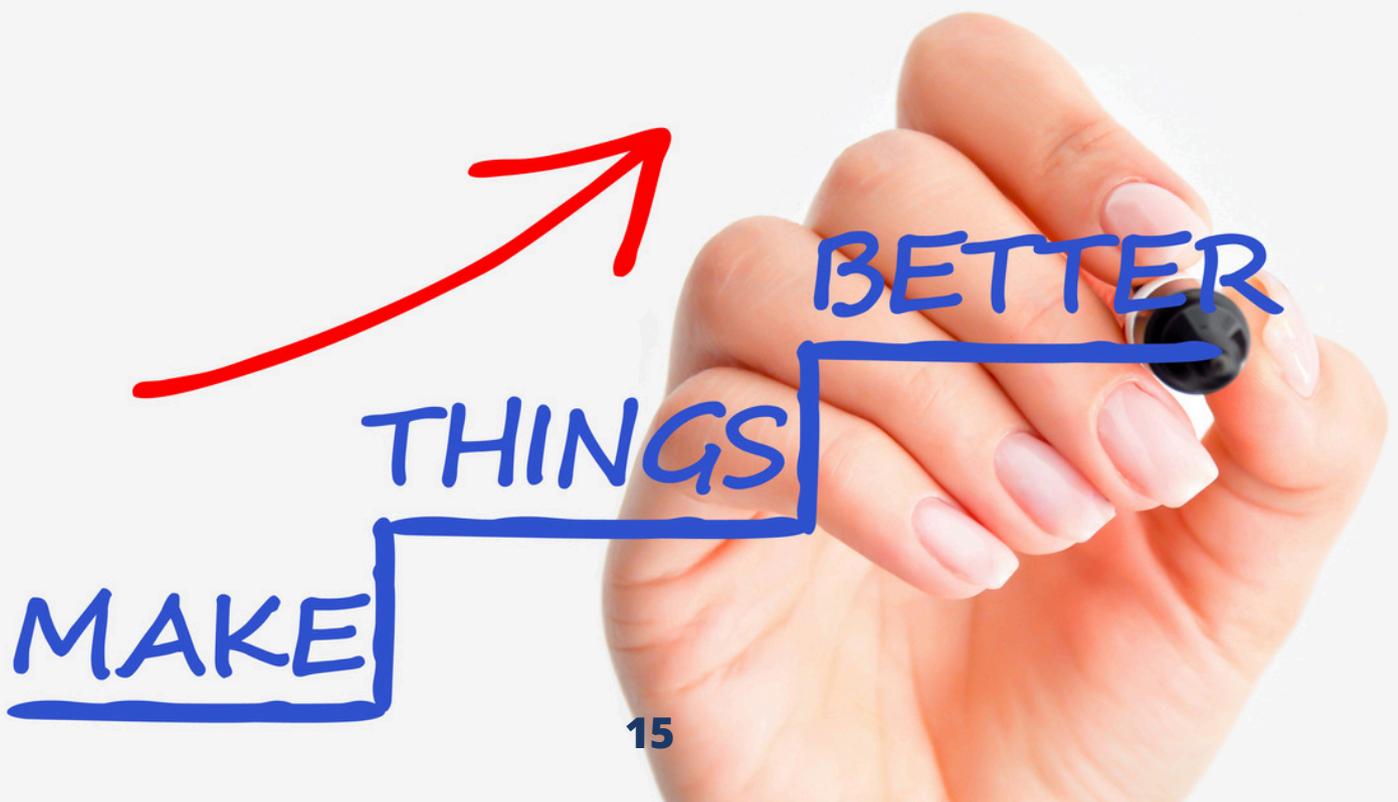
You Said	We Did
We didn't give you clear or consistent guidance / advice in some areas	We have created a 'Rights and Responsibilities' checklist for colleagues and customers. This clearly sets out areas and items in the home and clarifies whether the responsibility for repairs is the customer's or Rooftop's. This is now live on our website on this page: Repairs In Your Home - Who is Responsible? (rooftopgroup.org)
The wording of some of our letters makes them hard to understand	We are publishing a Tone of Voice document to guide colleagues in their communication. This encourages us to be more caring, inclusive, responsive, and respectful. Alongside this, we will be reviewing all our core letters and communications to simplify the language and content. We will also be sharing a 'dictionary of housing' with colleagues and customers, to help explain some of the necessary terminology, and common abbreviations and acronyms.
We don't communicate often enough, especially on complex issues and complaints	We are investing in further customer-focused training for all our operational teams under a programme called 'We Care'. The training will include a focus on the ownership of issues raised by customers and the need to be responsive. This reflects the key traits in our Tone of Voice. E-learning courses have now been rolled out to all colleagues on the 'We Care' Customer Service programme.
We don't always listen to your views or engage with you	The Tenant Participation Advisory Service (TPAS) held a series of workshops from December 2023 to February 2024 to ask our customers for their views on how we currently engage with them, and what we might do to improve. These workshops also involved colleagues and Board Members. TPAS presented its final report and recommendations for a Customer Engagement Framework to the Executive team in February and to the Board in March. TPAS is delivering a final presentation to the Customer Scrutiny Panel in May to share our work on customer engagement with them.

New Learning Framework

The Customer Experience Manager maintains a central shared log wherein the learning outcomes from complaints since 18 March are documented. Learning from complaints is still evolving and requires an integrated ICT solution to better support the identification of trends to drive improvement. The Learning Outcomes focus on key areas:

1. **Colleagues** – identify which colleagues require training, support and performance management. The applicable Head of Service is responsible and accountable for identifying and executing requisite actions.
2. **Policies/Procedures/Processes** – identify which policies/procedures/processes contributed, and in which way, to the issues raised in the complaint. This includes understanding of how they may have created barriers to resolving the complaint. The Head of Service is responsible/accountable for identifying and executing requisite actions.
3. **Communication** – identify which individuals, which teams, which Head of Service and which Executive Director is impacted by any lessons learned in points 1 and 2 above; communicate findings to those impacted. The Head of Service is responsible/accountable for identifying and executing requisite actions.
4. **Communication** – once the Head of Service has completed the Learning Log and executed the actions required, this will be reported to the wider business by the Complaints team.

A full process review (Complaints Procedure) has also now been completed by the ICT team.



We are listening

You said...

The complaints process is unreliable. Sometimes complaints take a prolonged period to be acknowledged and/or to receive a final response. You don't feel that your frustration is understood or that your voice has been properly heard when you are expressing your dissatisfaction.

We did...

We reviewed our complaints process, procedure, and policy and implemented the Housing Ombudsman's Complaints Code. This means we will acknowledge your complaint within 5 working days and at Stage 1 we aim to reach a proposed resolution within 10 working days after that.

You said...

Some communal areas where I live are not properly maintained. Sometimes these areas become very overgrown and pathways almost impassable, and contractors for grounds maintenance block my driveway.

We did...

We reviewed the Grounds Maintenance processes to ensure we are clear about who owns the land and is responsible for grounds maintenance. Some land is Rooftop's responsibility, and some might be land adopted by Highways.

Grounds maintenance is impacted by the weather as well as the nesting period, and visits are much less during winter. We have not always made this clear to you so have created a dedicated area on our website for this information.

We have asked our contractors to be mindful of blocking driveways and be as considerate as they can when parking.

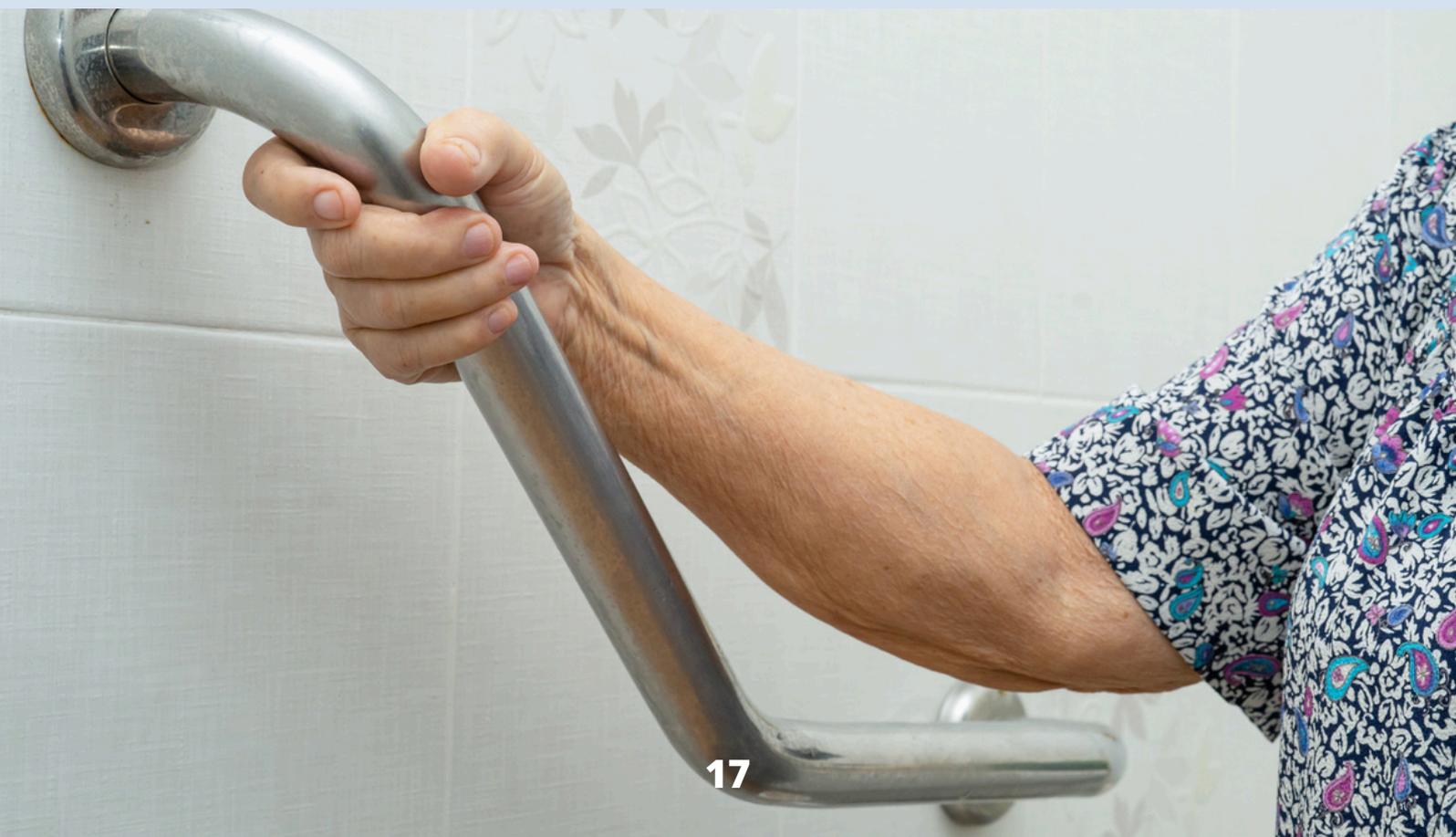
You said...

You have waited many months for an aid or adaptation to your home. You have had no contact from your Occupational Therapist and don't know when you can expect the work to be completed. You don't know if your application for funding to complete the works has been submitted or lost.

We did...

We are reviewing our Aids/Adaptations process to ensure that we give you the fullest support we can by the end of September.

Where the works are over this £1,000 and an application for funding is submitted by you and your Occupational Therapist if approved. Those works are carried out by a 3rd party contractor over whose schedules we have limited control. This has led to poor communication with you. To address this, we have proposed to the Occupational Therapy service that we introduce quarterly meetings with them to review all aids/adaptations requests currently logged. Our Repairs Manager has allocated neighbourhood patches to our Building Inspectors so that if you request an aid or adaptation, or if you have applied for funding for one, the Building Inspector will be informed and able to support you throughout the journey.



Supporting you

Our **confidential** money advice and support we offer our customers is more important than ever as the cost of living crisis continues. The number of people coming to us for help with crisis support, energy problems and not having enough money to make ends meet increased again last year.

Our experienced Money Advisors secured over £590K of additional income for over 1,400 customers. This was through claiming benefits they were entitled to but not claiming, applying for discretionary housing payments, and grants from energy and utilities supplies.

This included £49,273 in lump sum backdated benefits across the full range of benefits, £8,800 of energy vouchers, £5,982 of utility grants, and cost of living grants provided by Wychavon District Council and Tewkesbury Borough Council to the sum of £43,635.

We also made numerous referrals to the food bank, and working in conjunction with Caring Hands in The Vale assisted with 50 Christmas Hampers for the people of Evesham, and with applications to Severn Trent's 'Big Difference Scheme' where a customer's bill can be reduced by up to 70%.

If you would like further information, please visit the Money Advice page on our website: <https://www.rooftopgroup.org/advice-guidance/finances/money-advice>

SCAN ME



You can see your rent statement, make a payment, and contact the Income team about your rent on the Rooftop web portal and app, 24 hours a day, 7 days a week. Go to the Rooftop website and click on Resident Access page at the top. **Scan the QR Code for more details.**

Household Support Fund:

Wychavon: <https://www.wychavon.gov.uk/housing/housing-advice/money-advice>

Gloucestershire:

<https://www.gloucestershire.gov.uk/support-hub/>

Worcestershire:

<https://www.worcestershire.gov.uk/communities/community-services-directory>

Your stories



“

‘William’ had to change his address within the same local authority to live independently while being supported. His Housing Benefit was stopped as the local authority wrongly advised him to apply for Universal Credit (UC). We reviewed his case and identified he was still entitled to Housing Benefit. Moving to UC would have been a disadvantage as he still had to rely on care. We challenged the decision to stop his Housing Benefit and applied to have it reviewed and for Council Tax Support. He was then awarded Housing Benefit with an outcome of £5,980pa and Council Tax Support of £20.63pw. William’s dad who is responsible for dealing with his affairs was very appreciative of our support.

”

“

‘Paul’s’ Personal Independence Payment (PIP) claim had been refused despite his worsening physical and mental health. We asked the local Member of Parliament to help. A new assessment was arranged and Paul was eventually awarded £68.10 per week which was back-dated several months. We also asked for his Limited Capability for Work (LCW) assessment under UC to be reviewed. Another assessment was arranged and Paul was placed in the Limited Capability for Work-Related Activity (LCWRA) group. He received nearly £4k in back-dated payments and an ongoing award of £416 per month. Paul was delighted with the outcome and no longer needs to access food banks.

”



Supporting Veterans



We contacted local ex-service personnel, both among our customers and those who work with partnering military charities, to find out where they usually live immediately after leaving active service and what matters to them regarding their longer-term housing needs. We received responses from 78 people. What we found was that the majority of people went to live with family and friends, and only a very small number accessed social housing. This ties into other partner agencies' findings that veterans very rarely seek assistance from government, regardless of needs.

The priorities for our ex-service personnel were the same as all our communities, they want good quality, affordable homes. This reinforced that we are producing the right product, but highlighted access is the key issue within the veteran community.

As a result, we have worked with military charities, local authorities and local housing associations to create an easy referral pathway for hard to let properties. This avoids the need for veterans to apply to go on social housing waiting lists and reduces the number of unoccupied homes within our communities.

We have also worked with the Ukrainian community, organising an Easter event to bring British and Ukrainian people together to share their traditions. This event helped our Ukrainian customers make new connections, and better understand Rooftop's services, and we were able to listen to and understand their feedback regarding any issues they had within their homes.



Equality, Diversity and Inclusion (EDI)

Our aim is to achieve positive outcomes for potential and existing customers, our colleagues, and the wider community. We recognise that there is inequality in society, in our own communities, and in our workplace and we want to make a difference. Our Strategy is designed to ensure that we promote a culture where equality, diversity and inclusion are valued and respected, and sets out how we will actively do this, including challenging discrimination and harassment.

Our internal Equality, Diversity and Inclusion (EDI) group, Inclusion Alliance, is made up of Rooftop colleagues whose role is to help drive an inclusive culture.

We are working on our EDI plan which consists of the recommendations and feedback by the Housing Diversity Network at their audit in 2023. Highlights from this year included:

- ✓ We developed and delivered the second stage of our 'We Care' customer service training programme for customer facing colleagues.
- ✓ We took part in the housing association national data survey to compare our workforce and Board with the communities we serve.
- ✓ We actively promoted Reachdeck, our website accessibility tool.



Reliable Repairs

Most of our repairs are carried out by our partner Platform Property Care. We are continuing to work hard with Platform Property Care to reduce the number of days customers wait for a routine repair to be completed.



This year we received around 20,000 repairs. Although this was a similar number to the year before, it is still 2,000 more than before the pandemic.



We were pleased to see that satisfaction with repairs increased to 88% last year against a target of 85%, which was 5% higher than the previous year.



The average number of working days to complete a repair was 30. This was 10-days above our target. In April, we budgeted to fund an additional supervisor and three trades operatives to help reduce these waiting times.



We also know that during the year you sometimes had to wait too long to get through to us. In March, we set a target to answer all calls within an average of three minutes.



We completed 87% of repairs 'Right First Time' which was lower than the previous year but still above the 85% target. We completed 90% of emergency repairs within 24 hours, which was a decrease on the previous year and below the 100% target.

Damp, mould and condensation

Living with damp and mould has a negative impact on the wellbeing and quality of our residents' lives. We take our responsibility seriously in ensuring that people living within our homes are safe and free from damp, mould, and condensation.

Over the past 12 months we have added a specialist Damp and Mould Surveyor to our team; adopted a case management approach to enable us to manage reports of damp, mould and condensation more effectively; and engaged a specialist company to assist us with surveys and treatments so that we can respond more quickly. Further improvements are planned for the year ahead.

If you have any concerns about either damp, mould or condensation it's important that you tell us about it so that we can take quick action where needed to resolve it. The sooner we know the quicker we can act.

Please report damp, mould and condensation by:

- Using the new form on our website
- Emailing damp.mould.condensation@rooftopgroup.org
- Calling 01386 420800
- Contacting your Neighbourhood Housing Officer or another member of the Rooftop team



Further information and advice on damp, mould and condensation is available on our website including our policy. If you need this information in another format please contact us.

Keeping you safe



4,860

**Gas and fuel
safety services**

1,240

**Electrical
safety test**

432

**Water
safety checks**

361

**Fire safety
checks**

216

**Lift safety checks
and services**

40

**Scheme & block
Legionella Risk
Assessments**

This year we have continued to work hard to keep you safe. We began work on our Building Safety Strategy which will make sure we have the right control measures at multi-occupancy buildings. This is to ensure your safety and that we communicate effectively with you about what you need to know.

At the end of the year, we achieved 100% gas servicing compliance and 100% of all relevant properties had an electrical inspection within 10 years or less. We also completed the following:



Investing in your home

It's important to us that we provide you with a good quality home, so we plan investment to ensure that your home continues to meet the Decent Homes Standard.

We began a programme of stock condition surveys in October 2022 and expect all homes to have been surveyed by the end of March 2025. These surveys provide us with valuable and up-to-date data on our homes, including the age and condition of bathrooms, kitchens, windows heating systems, and other aspects of the building so that we can plan for their future replacement. Rooftop would like to thank customers for their ongoing cooperation whilst these surveys are underway.



This year...

£3.9m

spent on home improvements

43

affordable new homes delivered in local communities

161

new kitchens

97

new bathrooms

226

boiler replacements

127

door and window replacements

473

external decorations

Energy efficiency

Rooftop continues to invest in measures to reduce our environmental impact. Carbon emissions and save our customers money we have a target to bring all our homes to EPC Band C by 2030.

Rooftop is investing £3.8m alongside government grants of £2.6m (Social Housing Decarbonisation Fund 2) to improve the energy efficiency of 157 of our hardest to heat rural homes so that they achieve at least an EPC Band C rating. This will be achieved through improvements to insulation, windows and doors, ventilation, and the installation of renewable technologies such as PV panels and Air Source Heat Pumps. We continue to improve loft insulation and renew cavity wall insulation across hundreds of our homes to reduce heat loss and improve energy efficiency.

We work with our contractors and colleagues to minimise the disruption to customers and communities whilst these major works are underway.

We thank you for your ongoing understanding and cooperation whilst we carry out these essential works which will benefit existing and future customers for many years to come.

We are using the data collected from the stock condition surveys and property Energy Performance Certificates (EPCs) to plan our programme of energy efficiency works. There is no need to contact us, Rooftop will contact customers when their property is due to be improved and upgraded.



£3.8m
to improve
energy efficiency



157
rural homes to
achieve EPC C
rating

Good quality homes

Our plan for 2023-24 was to deliver 128 new homes for customers, however, owing to delays at several sites, we delivered 43 homes all within the area of Wychavon District Council. This also included working in partnership with Wychavon District Council, the delivery of eight homes for Ukrainian and Afghanistan refugees.

Thirty three homes were delivered for Social Rent



23 houses



4 bungalows



6 flats



Ten homes were Shared Ownership



All homes were rated EPC Band C or above

Our plan for 2024-25 is to deliver 151 new homes.



Value for money

For each £1 received, this is how your money is spent...

25p  Paying our loans and bank charges

21p  Day-to-day repairs

14p  Managing properties

13p  Bills - gas, electric, water, cleaning

13p  Major Improvements - replacing kitchens, bathrooms, and heating

5p  Painting and other home improvements

5p  Servicing systems - heating, water

2p  Gardening and environmental work

1p  Customers' welfare and support

1p  Insurance



Together with Tenants Charter

We are a supporter of the National Housing Federation's 'Together with Tenants Charter'. On the next page is a summary of what we are doing and have specifically done this year to meet and move forward the seven commitments it sets out.

Equality, Diversity and Inclusion

Charter Commitment - Housing associations will be inclusive organisations which seek views from all groups. Approaches to resident involvement will be inclusive by engaging with residents from a range of backgrounds and experiences. Consultations with residents will include outreach to underrepresented communities, including through targeted communications.

What we did this year - We started a campaign across the organisation to increase the data we hold on our customers to better understand their needs and requirements.

Include our performance against our EDI aspirations in our Annual Report to Tenants.

Revised our Equality Impact Assessments to better understand how our Policies and Procedures impact on anyone with a protected characteristic.

Adapted our recruitment process to encourage an inclusive approach.

Attracted Board and Committee membership from a diverse background and ensure they are actively involved in the EDI Strategy and associated action plan.

Relationships

Charter Commitment - Housing associations will treat all residents with respect in all their interactions.

Relationships between residents and housing associations will be based on openness, honesty and transparency.

What we did this year - Delivered the second phase of our 'We Care' customer service training programme to all customer facing colleagues. This additional training focuses primarily on understanding our customers' individual needs and adapting our style to suit.

We have also implemented a Complaints Learning process so we can learn from our mistakes to identify any courses of action to prevent them reoccurring.

Communication

Charter Commitment - Residents will receive clear, accessible and timely information from their housing association on the issues that matter to them, including important information about their homes and local community, how the organisation is working to address problems, how the organisation is run, and information about performance on key issues.

What we did this year - We have issued a range of communications that include newsletters focusing on key themes to keep you up to date on our progress and plans.

During the year we have sought your views and feedback on your priorities. This helped us shape our services to meet your needs and finalise our Annual Plan.

Accountability

Charter Commitment - Collectively, residents will work in partnership with their housing association to independently scrutinise and hold their housing association to account for the decisions that affect the quality of their homes and services.

What we did this year - We have strengthened our Customer Scrutiny Panel with members that have particular skills in relation to scrutinising services, and provided training to ensure our customers are able to review our services and make recommendations for change.

We continue to have a tenant on our organisation Board who ensures that any decisions made across the organisation affects customers in a positive way.

Voice and influence

Charter Commitment - Views from residents will be sought and valued and this information will be used to inform decisions.

Every individual resident will feel listened to by their housing association on the issues that matter to them and can speak without fear.

What we did this year - We have worked closely with the Tenant Participation and Advisory Service (TPAS) to help us develop a pathway on how we can improve our relationship with our customers and provide extensive ways for customers to be involved in shaping and influencing our service delivery.

We have started our first Customer Experience Focus Groups, each themed around our Corporate Plan objectives – reliable landlord services, good quality homes, support and advice.

Quality

Charter Commitment - Residents can expect their homes to be good quality, well maintained, safe and well managed.

What we did this year - We have introduced a new centralised team to oversee customer complaints.

In addition to this, through your feedback we're ensuring that we continually improve.

When things go wrong

Charter Commitment - Residents will have simple and accessible routes for raising issues, making complaints and seeking redress. Residents will receive timely advice and support when things go wrong.

What we did this year - We have undertaken over 4,700 condition surveys of our homes that enable us to ensure that we replace items such as kitchens and bathrooms when needed. This has been carried out independently and findings will be incorporated into our future investment plans.

We have carried out over 300 tenancy audits to ensure that we hold up to date information on our customers and their households. We are also visiting to ensure your home is of good quality and well maintained.

We are working with partnering agencies in communities to tackle ASB and to ensure you receive the best possible service from various professionals. We have resolved over 70 cases of anti-social behaviour.

If you would like this report in a language other than English, or another format please get in contact

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