



Rooftop
Housing Group



2025 - 2028

**Corporate
Plan**

we

work together.
make things better.
do the right thing.

www.rooftopgroup.org

Introduction

Our 2023-2026 Corporate Plan set out what we aimed to achieve, reflecting what customers told us matters most, in a period where unprecedented pressures have forced us to make hard choices about how we use our limited resources.

In March 2025 we updated and extended the plan in response to a range of challenges including: an increase in repairs demand; a period of high inflation; and rising costs more generally.

It also reflects the results of our 2024 Inspection by the Regulator of Social Housing and the areas of focus identified in our compliant C2 Consumer Standards rating. These were improving repairs and complaint handling, continuing our work on identifying and responding to customer vulnerability, and strengthening customer influence.

This Corporate Plan begins by setting out our Vision to be achieved by 2028. Our core commitment to be 'Here for Our Customers' as the reason why we exist is unchanged. Our Values also remain the same in guiding how we work:

We work together - we make things better - we do the right thing.

The Vision now includes six outcomes that we will deliver for customers, with six ways in which we will achieve them.



Our Vision to 2028



Who we are

We are a community housing association based in Worcestershire and Gloucestershire.

Why we exist

Here for our customers.

What we provide

Good quality homes and reliable landlord services.



Our Values

Work together
Make things better
Do the right thing



Our Culture

Caring and inclusive
Responsive and respectful
Proud of our work



Our Business

Efficient and focused
Professional and skilled
Data and technology driven

Vision by 2028
Fit for the future

What we will have achieved for customers

1. A high-performing repairs and maintenance service
2. Simple and effective digitally-driven customer services
3. Clean and safe neighbourhoods
4. Effective customer influence and organisational learning
5. Services that adapt effectively to customer needs
6. Homes that are fit for the future

We will achieve these by:

1. Ensuring financial viability by achieving value for money
2. Developing data insight to shape services and investment
3. Ensuring that our people are proud, professional and skilled
4. Delivering excellent customer satisfaction
5. Ensuring effective complaints handling
6. Securing external accreditation and quality standards

Our customers

Customers have been consistent in telling us what matters to them in our annual surveys since 2022. The top three priorities are investing in existing homes, a reliable repairs service and tackling Anti-Social Behaviour (ASB).

We have captured these priorities in our updated Vision and revised our Target Operating Model and investment plans to ensure that we have the staff, structures, and funding in place to deliver against them.

Our people

We are committed to creating a caring and inclusive culture where colleagues can grow and thrive. We will encourage colleagues to be responsive and respectful to each other and to our customers as they have told us that this matters to them. Rooftop is a values-based not for profit organisation, and we want our people to be proud of our work.



Our business

Being as efficient and focused as we can is more important than ever, given rising demand and increasing costs. We will support our colleagues to be professional and skilled, building on the investment we have made in this area since 2023. We will continue to evolve as an organisation which is data and technology driven.

Our plan

Our 2023 Corporate Plan set out 15 targets to be achieved by 2026. An update on progress against these is below, alongside our revised outcomes to achieve by 31 March 2028.

Good Quality Homes		
2028 Vision outcome		
1. Homes that are fit for the Future 2. Clean and safe neighbourhoods		
2026 target	Progress at 31 March 2025	Revised target for 2028
<ul style="list-style-type: none"> Improve 2,500 homes with £20m investment programme 	<ul style="list-style-type: none"> A total of 2,116 homes were improved with total investment of £11.3m 	<ul style="list-style-type: none"> Improve a total of 2,400 homes with a total £38.8m of investment
<ul style="list-style-type: none"> Upgrade the energy efficiency of 300 homes 	<ul style="list-style-type: none"> A total of 352 homes were upgraded 	<ul style="list-style-type: none"> Achieve 85% of all homes at Energy Band C
<ul style="list-style-type: none"> Deliver 402 homes, including 90 at St Oswald's urban village phase 1 	<ul style="list-style-type: none"> A total of 81 homes were delivered St Oswald's urban village is seeking planning in 2025/26 	<ul style="list-style-type: none"> Deliver a total of 329 homes and secure planning at St Oswald's urban village
		NEW – achieve 100% Decent Homes Standard

Reliable services

2028 Vision outcome

3. A high performing repairs and maintenance service
4. Effective customer influence and organisational learning
5. Simple and effective digitally driven customer services
6. Services that adapt effectively to customer needs
7. Ensuring effective complaints handling
8. Delivering excellent customer satisfaction

2026 target	Progress at 31 March 2025	Revised target for 2028
<ul style="list-style-type: none"> Deliver 85% satisfaction with landlord and responsive repairs services 	<ul style="list-style-type: none"> Year end scores were 65.8% and 87.3% 	<ul style="list-style-type: none"> Deliver 85% satisfaction with repairs (transactional) and upper quartile satisfaction for Tenant Satisfaction Measures (TSMs) on landlord and repairs services
<ul style="list-style-type: none"> Deliver excellent customer communication and influence framework 	<ul style="list-style-type: none"> Customer communication expanded in 2024 and Influence Framework in place 	<ul style="list-style-type: none"> Deliver upper quartile performance for TSMs on Listens to tenant views and acts and Keeps tenants informed about the things which matter
<ul style="list-style-type: none"> Deliver high quality neighbourhood management 	<ul style="list-style-type: none"> Grounds maintenance and cleaning contracts were updated and procured 	<ul style="list-style-type: none"> Deliver upper quartile performance for TSMs satisfaction with ASB, communal areas and positive contribution to neighbourhoods
		<p>NEW – Deliver upper quartile for TSM satisfaction with our approach to handling complaints</p>

Our Business

2028 Vision outcome

9. Ensuring financial viability by delivering Value for Money
10. Developing data insight to shape services and investment
11. Ensuring that our people are proud, professional and skilled
12. Securing external accreditation and quality standards

2026 target	Progress at 31 March 2025	Revised target for 2028
<ul style="list-style-type: none"> Deliver our Value for Money Plan for Repairs and Maintenance 	<ul style="list-style-type: none"> Plan was delivered and remains in place 	<ul style="list-style-type: none"> Deliver a repairs and maintenance service which is demonstrably Value for Money
<ul style="list-style-type: none"> Maintain Financial Viability and a minimum Interest Cover of 130% 	<ul style="list-style-type: none"> Financial Viability was maintained with Interest Cover at 180% under new loan covenant arrangements 	<ul style="list-style-type: none"> Maintain Financial Viability and an average minimum Interest Cover (EBITDA-MRI) of 100% over the three years (including capital grants)
<ul style="list-style-type: none"> Ensure 100% of colleagues are fully trained for their roles or are undertaking training to enhance their skills for their skills for their role 	<ul style="list-style-type: none"> 45 colleagues accessed formal qualifications in 2024/25. The HR team meet annually with services to identify training needs 	<ul style="list-style-type: none"> Ensure full compliance with regulatory requirements on professional qualifications
<ul style="list-style-type: none"> Ensure 80% of colleagues recommend Rooftop as an employer 	<ul style="list-style-type: none"> 2024 colleague survey result was 65.5% 	<ul style="list-style-type: none"> Ensure 80% colleagues recommend Rooftop as a great place to work (no change as achieved 74% 2024/25).
<ul style="list-style-type: none"> Develop options for customers to Self-Serve reducing the number of telephone phone calls 	<ul style="list-style-type: none"> Self-serve app was developed and is due to go live due in 2025-26 	<ul style="list-style-type: none"> Target due to be achieved in 2025-26
<ul style="list-style-type: none"> Achieve level four data maturity 	<ul style="list-style-type: none"> Although progress has been made on customer and property data at 73% and 96% we had not achieved Level 4 maturity at this stage 	<ul style="list-style-type: none"> Deliver our Data Strategy objectives
		<p>NEW – achieve two external accreditations for key functions or business areas</p>

The 2023-2026 Corporate Plan set out three specific targets for providing 'Support and Advice'. Resource pressures mean that our focus has moved to ensure we deliver core landlord functions, and our revised Corporate Plan therefore removes future commitments in this area. Progress at 31 March 2025 against those original targets is set out below.

Support and Advice	
2026 target	Progress at 31 March 2025
<ul style="list-style-type: none"> • Help 2,100 customers with money and fuel poverty advice 	<ul style="list-style-type: none"> • We helped 1,987 customers with money and fuel poverty advice
<ul style="list-style-type: none"> • Implement new service model for supported housing 	<ul style="list-style-type: none"> • Staffing and structures were completed in 2023. • Developing a plan for Sheltered Housing Investment is an Annual Outcome for 2025-26
<ul style="list-style-type: none"> • Deliver our community investment strategy 	<ul style="list-style-type: none"> • The 2024 Customer Strategy committed to a Locality approach to replace the Community Investment Strategy in the context of demand for core services and more constrained resources. This is captured in the 2025-28 Corporate Plan

Focusing our resources

In making hard choices about where we focus our limited resources, we have continued to review everything that we do and the costs of delivering those services. We provide the following services:

Core Landlord	Return on Investment
General Needs Housing	NHS Keyworker accommodation
Retirement Living and Extra Care	Market rent and commercial properties
Shared Ownership and leaseholder	
Managing Agents housing	
Gypsy Romany Traveller housing	

In 2023 we put into place a new Operating Model based around three directorates:

- Operations: delivering day-to-day landlord services.
- Investment: managing the quality of existing homes and delivering new homes.
- Resources: providing all support functions.

We have taken further steps to refine this Operating Model and will continue to do so over the course of this plan. Our current core functions are set out by directorate below:

Operations	Investment	Resources
Repairs and Maintenance	Planned Investment and asset condition	Finance and Procurement
Lettings and Tenancy Management	Landlord Health and Safety	Risk, Assurance and Governance
Income Collection	Strategic Asset Management and Disposals	ICT and Data
Tackling Anti-Social Behaviour	Decarbonisation of homes	Human Resources
Complaints Handling	New Homes and Sales	Performance Reporting
Customer Engagement	Facilities and Estates Management	Communications
Group Chief Executive and Board		



A local approach

We describe ourselves as community based because being local, responsive and close to our customers and communities is important. Our Operating Model is based around providing corporate support services like finance and Human Resources to support teams delivering locally. We operate 12 'patches' with an average of around 550 properties allocated to a specific neighbourhood officer responsible for their area. This means that we can get to know the people and properties in those neighbourhoods. Our Supported Housing Officers manage specific schemes, and their patches are on average about 150 households. We have dedicated Income and ASB teams. Repairs and other landlord service calls are handled by a central team.

Strategies

Rooftop Housing Group has 14 Strategies approved by the Board, which receives annual progress updates. These are listed below.

- Asset Investment Strategy
- Corporate Communications Strategy
- Customer Strategy
- Data Strategy
- Development Strategy
- Equality, Inclusion and Diversity
- Growth Strategy
- Health and Safety
- ICT Strategy
- People Strategy
- Supported Housing Strategy
- Tax Strategy
- Treasury Strategy
- Value for Money Strategy



Partnership and growth

Partnership is critical to our success, and we work particularly closely with the district councils of Wychavon, Malvern, Tewkesbury and Gloucester City. We remain a strategic partner with Homes England, through the Matrix Housing Partnership.

In an environment where demands are increasing and financial constraints will remain challenging, Rooftop will consider new potential partnership in order to ensure that we can continue to deliver our charitable articles in the most effective way for the long-term.

We have adopted the National Housing Federation Voluntary Code for Mergers, Group Structures and Partnerships, and our approach is set out in more detail on our website.



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