


Responsible Executive Director Resources	ICT Strategy 2025	
Section ICT	Updated: November 2025	

1 Aim

The aim of the Information and Communication Technology (ICT) Strategy is to make sure Rooftop Housing Group (Rooftop) has secure, reliable, and cost-effective digital services. These services will help us build quality homes and support the people who live in them. The strategy outlines the key technology, data, and cyber security capabilities we need to:

- Meet the requirements of the Social Housing (Regulation) Act 2023, including new Consumer Standards.
- Comply with the Building Safety Act, especially the “golden thread” of building information.
- Use cloud technology, data, and Artificial Intelligence (AI) in a responsible and effective way.

The Strategy supports our Corporate Plan, Annual Plan, Rooftop’s Target Operating Model (TOM) 2 Project and our Achieving Excellence Together Programme.

In particular, the use of ICT will enable delivery of Corporate Plan outcomes including:

- Simple and effective digitally driven customer services
- A new high performing repairs and maintenance service
- Effective customer influence and organisational learning, and
- Ensuring financial viability by maximising our previous investments in Technology, delivering Value for Money.

2 Vision

We provide good quality homes and reliable landlord services by being efficient, focused, professional, and data and technology driven. Our digital vision for 2028 is:

- “Digital-by-design” customer journeys with self-service available 24/7/365.
- A secure, resilient, cloud-first architecture where appropriate following the Azure Well-Architected principals.
- A data-led organisation with trusted, integrated data and automated insight that improves decisions and outcomes.
- Responsible AI to augment, not replace, our people, governed and compliant with UK/EU/Best Practice guidance.

3 Values

We Work Together

We Make Things Better

We Do The Right Thing

4 Equality, Diversity and Inclusion: Principles

At Rooftop we are committed to creating and sustaining a diverse and inclusive environment achieving positive outcomes for potential customers, colleagues and wider communities. Our commitments to our customers, colleagues and communities are detailed in our Equality, Diversity and Inclusion (EDI) Strategy. We are an organisation that values diversity, champions equality and inclusion. We demonstrate this through the activities and the services we provide. This means

living by, working to and acting on our Values. Digital services will be designed using inclusive design standards, accessible by default, and will provide assisted digital options for those who cannot or will not access services online.

5 Customer and/or Community Engagement/Involvement

In producing this Strategy, we have used many sources of influence including the Customer Scrutiny Panel's (CSP) review of digital services to help develop our thinking for future service provision. Over the next three years systems development we will include separate themed consultation with Resident Voices groups to influence our future service provision, ensuring it serves our current and future communities.

We will co-design digital services with customers, using customer engagement, journey mapping and usability testing. We will publish service roadmaps and performance indicators for digital services, improving them based on feedback.

We're aligning our work with the ambitions set out in the Corporate Plan, the Achieving Excellence Together Programme and including our goal of achieving 85% satisfaction with repairs. The Strategy will support the new contract for Repairs and Maintenance ensuring that the provision for customers to report repairs online is extended to further type of repairs and is accessible to all digitally enabled customers. We're also committed to delivering top-quartile performance in key Tenant Satisfaction Measures, particularly in listening and responding to tenant views, keeping tenants well informed, and ensuring complaints are handled effectively. These targets reflect our drive to engage with customers and continuously improve the customer experience.

6 Strategy themes and best practice

1. **Customer experience:** We will improve the customer experience by expanding our digital services, including improving online self-service and unified communications, while still offering support from colleagues when needed. By using automation, AI and chat tools, we aim to resolve more issues first time, making it quicker and easier for customers to get the help they need. We will continue to review how our customers wish to communicate with us making our services more accessible.
2. **Secure by design with Zero Trust:** Zero Trust is a security model that assumes no user or device is trusted by default, even if inside the network perimeter. Implementing Zero Trust helps Rooftop customers and colleagues by ensuring that sensitive data and systems are protected through continuous verification, reducing the risk of cyber threats. This strengthens our cybersecurity posture, protecting customer data and ensuring service continuity. Keeping customer and colleague data safe is our priority.
3. **Cloud-first and cost-aware:** We will standardise on the Microsoft 365 product stack, including Azure, applying the Azure Well-Architected five pillars, and embed FinOps to optimise value and sustainability. Better surface (make data available) data from the QL housing management system and a Data Lake to strengthen our Integrity, access, governance, reporting and Insight. We will achieve this by using a Data Lake to support the business transition when transitioning to the new Repairs and Maintenance provider. The Data Lake enables Rooftop to integrate and analyse diverse data sources, improving decision-making and service delivery for customers. FinOps is a financial management practice for cloud computing that promotes collaboration between finance, operations, and ICT. FinOps helps Rooftop optimise cloud spending and ensure value for money, benefiting both Rooftop and its customers. The

Data Lake solution will support the Repairs and Maintenance contract whilst we procure and implement a new Housing Management System.

4. **Data governance, Insight and quality (in line with the extant Data Strategy):** We aim to use the HACT UK Housing Data Standards wherever possible to ensure consistency in how we talk about and manage data. We're strengthening data ownership by developing clear roles for data stewards and improving how we track and control data, giving colleagues a safe space to challenge and discuss data issues. Our goal is to enable colleagues to access and analyse data themselves, supported by a reliable and comprehensive reporting system. This will be supported by the People Strategy and upskilling colleagues. We will design a set of standard Business Intelligence reports (BI) using our data to assist with decision making and future business models.
5. **Asset and building safety data:** Create and maintain the digital "golden thread" for higher-risk buildings good practice; integrate asset data with our Data repositories (Aareon QL/Data Lake/Other) to support Asset management, Housing Health and Safety Rating System (HHSRS) case reporting and Hazards management. We're putting in place a clear and reliable digital record, often called the 'golden thread', for our buildings. This will help us manage building safety more effectively by linking key asset data across our systems, including Aareon QL and the Data Lake. For customers, this means safer homes and quicker responses to issues like hazards or health and safety concerns, backed by better data and reporting. A review of system requirements for this area is being undertaken and a business case for Compliance software will be produced ready for the 2026/27 budget.
6. **AI with guardrails:** We're introducing a clear Policy to guide how Rooftop uses AI responsibly. This will follow international standards (ISO/IEC 42001) and relevant EU good practice principles to ensure our AI tools are transparent, fair, and easy to understand. Before any AI is used, we'll carry out thorough assessments, covering both data protection and the potential impact on people, using trusted frameworks like the Information Commissioner's Office (ICO) AI toolkit. For customers, this means they can trust that any AI we use will be safe, ethical, and designed to improve their experience without replacing human support. For colleagues, it means confidence that AI will be used to support their work, not undermine it, by making processes more efficient, reducing repetitive tasks, and helping them make better-informed decisions, giving more capacity to support our customers and work more proactively.
7. **Supply chain and software assurance:** Strengthening how we assess the security of our suppliers, especially those providing software and connected devices. Where appropriate, we'll ask suppliers to provide a Software Bill of Materials (SBOM), a detailed list of components used, so we can better understand and manage risks. We're also making sure that any smart devices installed in customers' homes meet security standards, including compliance with the Product Security and Telecommunications Infrastructure (PSTI) regulations. For customers, this means greater protection against cyber risks from devices in their homes, helping to keep personal data and household systems secure. For colleagues, it means confidence that the tools and technologies they use or recommend are safe, compliant, and supported by strong supplier oversight.
8. **Sustainable ICT:** adopting greener digital practices by using energy-efficient software and cloud services. We'll also measure the carbon footprint of our

digital systems and take active steps to reduce it. We will report this back to Board annually as part of the ICT Strategy update.

7 Cyber Security and Resilience

ICT will lead on retaining Cyber Essentials Plus and gain other accreditations where appropriate.

- **Frameworks:** We're adopting recognised cyber security standards to guide how we protect our systems and data. This includes using the updated NIST Cybersecurity Framework (version 2.0) principals, with a focus on strong governance and oversight. We also commit to maintaining Cyber Essentials Plus accreditation to ensure we meet high standards for cyber protection.
- **Controls:** We're strengthening our cyber security by putting in place key protections across our digital systems. This includes multi-factor authentication (MFA) for all users and moving towards passwordless access where it's practical. We'll ensure all devices meet security standards, use conditional access to control who can access what, and deploy advanced threat detection tools (EDR/XDR) to spot and respond to risks quickly. We're also securing system configurations, maintaining robust backups, including offline copies that can't be tampered with and regularly testing our response plans through tabletop exercises and ransomware playbooks.
 - **For customers**, it means their personal data and services are better protected from cyber threats, helping build trust and reliability.
 - **For colleagues**, it ensures safer working environments, reduces the risk of disruption, and gives them confidence that systems are secure and resilient.
 - **For Rooftop**, it strengthens our overall risk posture, supports regulatory compliance, and protects our reputation by reducing the likelihood and impact of cyber incidents.
- **Supply chain:** implement National Cyber Security Centre (NCSC) supply-chain security principles in contracts and assurance.
- **Assurance:** will be provided through internal audits, annual third party penetration tests, monthly third party vulnerability assessments, annual recovery exercise facilitated by a third party and a third party Cybersecurity risk assessment in year 1.

8 Architecture and Platforms

- **Core platforms:** Aareon QL and a Data Lake pilot option for the interim before the go live with a new HMS/ERP solution; Microsoft 365 for collaboration and UC (including Teams and SharePoint); Azure for hosting and integration. xLedger (Finance) and People live (HR/Payroll) SaaS solutions will continue to be used in Business As Usual operation.
- **Integration:** We're modernising how our systems connect and share data by using Application Programming Interfaces (APIs) as the default approach, and event-driven processes where they make sense. We're also improving how we manage core data across the organisation to ensure it's accurate and consistent. To speed up development while maintaining control, we'll use low-code tools, including AI agents, with clear governance to ensure they're secure and fit for purpose. This supports agility, reduces technical debt, and improves data quality, laying a strong foundation for future innovation and integration.

- **Observability:** We're improving how we monitor and manage our digital systems by centralising logging, performance tracking, and cloud cost dashboards. This helps us keep services running smoothly and ensures we're using cloud resources efficiently. For our most critical services, we're adopting site reliability engineering (SRE) practices, used by leading tech organisations to improve stability, reduce downtime, and respond quickly to issues.

9 Operating Model and Skills

ICT and Data are part of the Resources Directorate responsibility, where they play a key role in supporting the work of both the Operations and Investment teams. This setup helps ensure that digital tools, systems, and data are aligned with the needs of customer services and strategic planning.

- **Governance:** We're managing our digital projects as a single, joined-up portfolio so we can clearly track the value they deliver and ensure the expected benefits are realised. This provides greater visibility, accountability, and return on investment from digital spend, helping us make informed decisions and maximise impact.
- **Ways of working:** We're adopting modern ways of delivering digital services by using product management and Agile methods. This means working in short, focused cycles to deliver value quickly and adapt to feedback. We're also building in security from the start through DevSecOps, and using platform engineering to create reliable, scalable foundations for our digital tools. This ensures digital delivery is well-managed, secure, and aligned with strategic goals, reducing risk and increasing agility.
- **People:** We're investing in the skills and confidence of our colleagues to help them thrive in a digital environment. This includes training in data literacy so they can use and understand data effectively, secure coding to build safer digital tools, and AI literacy, including how to work with AI responsibly and use techniques like prompt engineering. These skills will help colleagues make better decisions, improve services, and stay ahead as technology evolves. This supports colleague professional development and empowers them to use modern tools effectively and securely.

ICT will work in line with the Strategies approved by the Board and will support key areas of the organisation, including Customer Experience, Data, Asset Investment, People, Communications, and Value for Money. This ensures technology is focused on enabling Rooftop's wider goals and delivering real impact.

10 Data Protection: Principles

Rooftop recognises the importance of protecting the personal data of our customers, colleagues, contractors and other stakeholders and our commitment to compliance with data protection laws and managing personal data responsibly. We will protect personal data lawfully, fairly and transparently; minimise data; ensure accuracy; limit storage; and ensure integrity and confidentiality. We will maintain Records of Processing Activities, conduct DPIAs for high-risk processing, and ensure robust incident response and breach handling. AI use will follow the ICO Guidance on AI and Data Protection, with explicit accountability, transparency and rights management.

11 Review

This Strategy will be reviewed every three years unless there are major changes in legislation or good practice. A report to the Board on progress will be made

annually. An annual review will be presented to the Board to demonstrate the progress and actions achieved in that year.

12 Appendix 1 – Strategy three-year Action Plan

Strategy Three Year Action Plan

Ref	Key Action	Target/Outcome	Y1	Y2	Y3	Lead
1	Customer feedback expands unified communications and digital self-service needs	Channel review; chat options and integration with ERP, telephony, social media; unifying disparate web services	Customer engagement, Design and pilots, Implement	Implement across platforms	Continuous improvement	Head of Digital and ICT
2	Zero Trust and Cyber Resilience Programme	Cyber Essentials Plus; MFA/passwordless; EDR/XDR; immutable backups; tested ransomware playbook; Cybersecurity risk assessment (CRA)	Design and pilots, Implement, CRA	Implement across Rooftop	Continuous improvement	Head of Digital and ICT
3	Cloud Well-Architected and FinOps	Azure Design/Consumption/Firewall/WAF reviews; cost, performance and sustainability KPIs; workload right-sizing, Data Lake deployment	Evaluate, Set up and assess top five workloads	Extend to all critical workloads	Optimise and automate	Head of Digital and ICT
4	Data Governance and UK Housing Data Standards (complimenting Data Strategy)	Data owners, Data stewards, catalogue/lineage; UKHDS priority modules live; improved TSM reporting; SharePoint transition, Data Lake	Foundations and priority domains	Broader rollout; self-service BI	Optimise and audit	Head of Digital and ICT
5	Golden Thread and Asset Data Integration	Digital golden thread for HRBs; Data consolidation; safety case reporting	Design and data model	Implement for first HRBs	Extend to portfolio	Head of Digital and ICT
6	AI with Guardrails	AIMS (ISO/IEC 42001) policies; AI register, AIAs and DPIAs; pilot M365 Copilot use cases; AI literacy programme	Policy, Governance and pilots	Scale responsibly; model monitoring	Review vs EU AI Act milestones	Head of Digital and ICT
7	Supply chain, strengthen supplier security due diligence	SBOMs where proportionate; managed IoT security including PSTI compliance	Engagement, design, reporting, validation	Optimise and audit	Continuous improvement	Head of Digital and ICT
8	Adopt green software and cloud sustainability practices	Research conclusions on options; system/metrics and performance reporting; Optimise resource usage	Design and pilots, Implement	Evaluate and develop	Continuous improvement	Head of Digital and ICT

The Action Plan is linked to the Strategy themes and best practice.