Responsible Executive Director Property	Good Quality Homes Strategy	Rooftop Housing Group
Section Property	Updated: July 2026	

1 Aim

The aim of this integrated Good Quality Homes Strategy is to deliver safe, decent, energy-efficient homes in Rooftop's communities through a single, unified property function — one that is efficient, customer-focused and invested in the long-term sustainability of our stock and services.

It unites our asset investment, repairs and maintenance, development and compliance teams under a shared framework, replacing siloed working with integrated delivery, shared data and collective accountability for outcomes.

It supports our Corporate Plan and Annual Plan. In particular, this Strategy directly advances our strategic objectives to:

- Deliver consistently reliable landlord services that meet the Regulator of Social Housing (RSH) Consumer Standards;
- Invest in our homes to maintain and improve their safety, condition, energy performance and long-term value;
- Grow our portfolio through a targeted and sustainable development programme;
- Operate efficiently, using data and technology to make better decisions, reduce waste and deliver value for money; and
- Put customers at the centre of everything we do, with clear accountability and meaningful engagement.

2 Vision

We provide good quality homes and reliable landlord services. To do this we are efficient and focused, professional and skilled and data and technology driven.

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 and existing customers, our colleagues and the wider community. 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.

The Property team is committed to:

- Establishing a joint Equality, Diversity and Inclusion Panel with our Repairs and Maintenance (R&M) contractor, to drive continuous improvement in service accessibility and cultural competence across all property services;
- Ensuring our new homes programme delivers homes that are accessible and adaptable to the needs of diverse communities;
- Working with Local Authority partners to deliver Aids and Adaptations as required by customers in line with Policy; and

- Agreeing specifications and standards that are flexible to customers needs.

5 Customer Influence

This Strategy has been developed in partnership with and influenced by customers. The Customer Survey results consistently indicate that investment in existing homes and repairs are top priorities for customers. The Customer Strategy Group has also been engaged to understand in more detail what matters most to the people who live in our homes.

Customers told us that they:

- Want repairs done right first time, with honest and open communication;
- Want to know who is responsible for what – and to be able to hold us to account;
- Are worried about energy costs and want to see investment in their homes;
- Want easy access to data about their home and repairs; and
- Want new homes to be affordable, in the right location, and built to last.

Ongoing engagement and continuous improvement

Rooftop is committed to an ongoing cycle of listening, responding and improving driven by:

Customer Strategy Group – meets regularly and receives regular updates and monitors delivery against this Strategy.

Complaints learning – every complaint is reviewed for process, policy or communication failures.

Satisfaction data – transactional and perception surveys feeding into a monthly performance dashboard.

Local voice – Customer Scrutiny, Resident Voices, Resident Groups, Annual Customer Survey, Estate walkabouts/visits and Home and Tenancy Check-Ins.

6 Partnership

The appointment of our new R&M contractor under a 10-year contract marks a significant shift in how we deliver property services.

Over the life of the contract we will:

- Operate shared performance dashboards with real-time visibility of repair completion rates, customer satisfaction, first-time-fix, void turnaround and compliance status;
- Use business intelligence jointly to identify patterns such as repeat repairs; property types with high failure rates; and seasonal demand spikes, and use those insights to drive planned maintenance investment;
- Explore joint training opportunities that build skills in both workforces including technical, customer service, data literacy and EDI awareness;
- Co-design service improvement programmes, drawing on the contractor's operational expertise and our knowledge of our customers and stock; and
- Establish clear escalation routes and governance for variation, quality disputes and contract performance – protecting standards and value for money whilst maintaining a constructive working relationship.

The 10-year contract horizon deliberately creates the conditions for genuine partnership providing both organisations the confidence to invest in shared systems, joint training and long-term process improvement.

7 Repairs and Maintenance

Repairs is the service our customers experience most often and judge us by most directly. Delivered through our new 10 year partnership, our R&M service is set to be transformed.

Pricing Framework

In Year 1 of the contract we will aim to transition from a traditional Schedule of Rates (SOR) model to a price-per-property (PPP) model. This will encourage a planned preventative maintenance (PPM) approach that will reduce reactive repairs whilst delivering on cost certainty and budget predictability, and aligns the contractor's commercial interest with the outcomes customers actually want. The transition is managed as a formal Year 1 programme with clear baselines, so that performance and cost under the new model can be measured.

Cost control and contract management

Alongside the transition to price-per-property, we are strengthening our client-side contract management function to ensure cost control, quality assurance and value for money are actively driven and delivered. Enhanced contract management includes a dedicated client-side function including quantity surveying capability; clear authorisation and approval controls; a structured post-inspection regime; commercial reviews of spend, demand trends and cost drivers, using the shared Building Inspection (BI) dashboard; and formal contract governance and reporting aligned to the contract including Key Performance Indicators (KPIs).

Diagnostics and first-time-fix

Getting the repair right depends on getting the diagnosis right. We are committed to working with our R&M contractor to achieve better diagnostics at the first point of contact including the use of photographs and video so that the right trade is despatched with the right parts, first time. Accurate diagnosis and first-time-fix drives customer satisfaction and delivers value for money.

Helping customers help themselves

Some minor household issues can be resolved quickly and safely by customers themselves, without waiting for an appointment. We will develop clear, accessible self-help resources that customers can be signposted to at first point of contact.

Voids properties

Rooftop's voids service is managed as a core part of the R&M function. We will work with our R&M contractor to embed a new approach to void management that reduces rent loss and key to key times.

Our approach to voids includes:

Clear lettable standard – a published specification for the condition in which every home is re-let, so customers, contractors and colleagues all know what a ready-to-let home looks like.

Pre-termination inspections – inspecting jointly with the outgoing customer and contractor before the tenancy ends wherever possible, so that works can be scoped, responsibilities agreed and works planned before keys are returned.

Compliance – every void is re-let with current gas and electrical safety certification in place, checked through a structured void compliance process before keys are handed over.

Banded void categorisation – voids assessed and banded by the scale of works with set turnaround targets and financial penalties for missed deadline to manage void flow and improve customer experience.

Cost and performance monitoring – void spend, turnaround times and re-let outcomes tracked through the shared performance dashboards.

Void performance is also a source of intelligence as the condition in which homes are returned tells us about the effectiveness of our tenancy management, our responsive repairs service and our communication of customer responsibilities – this will be shared as appropriate across the team, wider organisation and with customer groups to improve overall delivery of services.

8 Asset Management

Good asset management is a continuous cycle which every home in our portfolio moves through – from acquisition or development, through active management and planned investment, to a point where a deliberate decision is made about its future. That decision may be to continue investing, to dispose, or to redevelop.

The cycle has six stages, and each informs the next:

Acquire/Develop – new homes enter the portfolio with full stock condition data, an Energy Performance Certificate (EPC), a lifecycle cost model and a 30-year investment projection.

Condition Survey – every home is surveyed on a five-year rolling cycle. Survey outputs feed directly into our asset management system and trigger immediate action where safety or compliance issues are identified.

Performance Evaluation – survey data is combined with repairs history, energy performance, void frequency, rent arrears, management cost and social value indicators to produce an Asset Performance Evaluation (APE) score for each property and sub-portfolio group.

Investment Planning – APE outputs combined with survey data determine the planned investment programme. Component replacement, retrofit, major works and compliance programmes are all sequenced and costed on this basis.

Delivery and Management – investment is delivered through our planned works programmes and R&M contract with repairs, compliance checks and void works ongoing as required.

Strategic Review – homes or groups of homes that consistently underperform against APE thresholds are escalated to strategic review. The outcome may be continued investment with a revised business case, targeted disposal, or redevelopment.

Asset Performance Evaluation

The APE is Rooftop's primary tool for understanding how individual homes and stock groups are performing – financially, physically and socially. It provides a consistent, evidence-based framework that enables like-for-like comparison across the portfolio and over time.

Strategic investment decisions will be supported by a Net Present Value (NPV) calculation. NPV modelling asks a single, clarifying question: over the remaining useful life of this asset, does the value of what we receive outweigh the cost of what we put in?

Where NPV modelling indicates that a home or group of homes will generate a positive value over the 30-year period, even accounting for the full cost of required investment the decision to retain and invest is straightforward. Where NPV is marginal or negative, the decision requires broader consideration of social value, locational factors and strategic context.

Stock Retention and Disposal

Rooftop will use NPV data, the APE Model and other business intelligence to carry out a strategic review of its stock on an annual basis.

Strategic Review Outcomes

Retain and invest – where a revised investment programme and business case demonstrates positive NPV and the home continues to meet identified housing need. A clear improvement trajectory is set with a defined review date.

Dispose – where NPV is negative or marginal and social value does not override the financial case. Disposal is managed through open market sale, transfer to another registered provider, or sale to the sitting customer where appropriate.

Redevelop – where the site has development potential and replacing the existing home with new supply offers better value and better homes than retention.

Decisions on asset disposals and redevelopment are in accordance with the Scheme of Delegation and will consider any existing tenancies.

Reinvestment of Disposal Receipts

Rooftop will reinvest disposal receipts in new affordable homes. Disposal receipts are not to be absorbed into general reserves or to fund operational expenditure. All net disposal receipts will be retained on a separate balance sheet code for reinvestment in delivery of new homes through Section 106 (S106) acquisitions. We will report annually to the Board with a statement of movements, balance and committed reinvestment pipeline.

Investment Priorities

Within the asset management cycle, investment is prioritised in a defined hierarchy when resources are constrained:

1. Legal compliance and regulatory safety;
2. Decent Homes Compliance and Decent Homes 2 readiness – informed by stock condition data and remaining life of components;
3. Minimum Energy Efficiency Standard (MEES) compliance – EPC Band C by 2030;
4. Preventative maintenance to extend component life and reduce reactive spend;
5. Enhancement and improvement works.

Decent Homes 2 (DH2)

The Decent Homes Standard is being updated for the first time in two decades and introduces a higher and broader standard – strengthening requirements around thermal comfort, ventilation, damp and mould, the condition of facilities and services, and the safety and security of the home.

Our approach to DH2 is built on three phases:

Gap analysis – A full assessment of current stock against the anticipated DH2 standard, using stock condition survey data and the published direction of travel.

Investment programme – A programme of works bringing homes up to the standard, prioritising thermal performance, ventilation, and damp and mould - the areas where DH2 and Awaab's Law obligations converge.

Full compliance (target: 2035) – Completion of the investment programme bringing 100% of stock to the DH2 standard.

Our target is full DH2 compliance across the portfolio by 2035, in line with the anticipated direction of government policy for the social rented sector. Where investment to meet DH2 in a particular home is disproportionate to its value, that home is referred to the strategic review process described in the Asset Management section.

EPC Band C by 2030

Rooftop is working towards EPC Band C across our portfolio by 2030 (exemptions for spend and access). A fabric first approach will be adopted in most circumstances taking account of customer vulnerabilities where necessary.

Maximising grant and partnership funding is a core part of how we deliver this commitment affordably. Specific opportunities we will pursue include:

Warm Homes/Social Housing Decarbonisation Fund – we will bid into successive waves of the government's primary retrofit funding stream, structuring our programme so that we have projects ready to submit whenever funding windows open.

Heat networks – for our blocks we will explore communal and district heat network solutions, including funding through the Green Heat Network Fund and the Heat Network Efficiency Scheme, as a route to low-carbon heating at scale.

Pilots and innovation – we will explore pilot programmes, demonstrator projects and manufacturer or energy-sector partnerships that test new technologies and delivery models.

The Minimum Energy Efficiency Standards (MEES) and Net Zero

The government has consulted on a new, strengthened energy efficiency standard for social rented homes. The proposed approach moves away from a single EPC band towards a dual-metric standard. This represents a significant change from the current framework. On the basis of the proposals as they currently stand, our compliance targets are:

- Primary standard (EPC C) – By 1 April 2030;
- Full dual-metric standard - by 2039 (proposed backstop);
- Net Zero – 2050.

We will keep targets under active review and update them as the regulatory position is confirmed.

Our MEES target and our longer-term net zero ambition are to be sequenced as a single, coherent programme rather than competing priorities. The fabric-first investment that delivers EPC Band C also creates the conditions for low-carbon heating.

9 Landlord Compliance and Property Safety

The safety of our customers in their homes is a fundamental obligation this include the "Big Six" compliance areas; Awaab's Law; and Housing Health and Safety Rating System (HHSRS) Hazards.

The "Big Six"

A dedicated team are responsible for monitoring and maintaining the following compliance areas, each of which has its own detailed policy and monitoring framework.

Gas safety – annual servicing and Landlord Gas Safety Records (LGSR).

Electrical safety – periodic inspection and Electrical Installation Condition Reports (EICR).

Fire safety – fire risk assessments and remediation of identified actions.

Asbestos – management surveys, registers and safe management of asbestos-containing materials.

Water safety – legionella risk assessment and water hygiene management.

Lift safety – inspection, servicing and thorough examination of passenger lifts.

Compliance in these six areas comes before all other investment and activity and compliance performance is monitored continuously. Central to this is embedding The Compliance Workbook (TCW) compliance software to provide a single source of truth for certification status, servicing schedules and remedial actions. Embedding TCW will provide a complete audit trail for regulatory assurance.

Awaab's Law

Awaab's Law introduced mandatory timeframes for social landlords to investigate and remediate damp, mould and other hazards in residential properties. At a strategic level, our commitment is clear:

- Awaab's Law compliance is treated as a standing item in our compliance reporting - reported monthly to the Executive Team and quarterly to the Audit and Risk Committee;
- Our R&M contract includes explicit Awaab's Law obligations on the contractor; and
- Every damp and mould case is categorised and tracked through to completion so that patterns, hotspots and repeat cases are visible and acted upon.

Housing Health and Safety Rating System

Our all-hazards approach means we do not limit our proactive activity to damp and mould. Fire safety, falls, cold, excess heat, structural collapse, electrical hazards and carbon monoxide all sit within our compliance monitoring framework. Category one hazards identified through stock condition surveys, void inspections or repairs history are managed by a dedicated Property Safety team.

Our commitment is to actively identify homes and stock groups at risk of hazard before customers are affected, and to understand and address the root causes of recurring problems rather than treating each case in isolation.

Proactive intervention reduces emergency call-out costs, reduces contractor variation, reduces complaint volumes and reduces the regulatory risk that attaches to a reactive caseload. It is the right approach for customers and the more cost-effective approach for the organisation.

10 Estates, Grounds Maintenance and Garages

The condition of the spaces between and around our homes - communal gardens, shared green space, parking areas, footpaths, boundary treatments, play areas and landscaping has a direct and visible impact on how customers experience where they live. Well-maintained estates are safer, more pleasant, foster community pride and reduce the anti-social behaviour and neglect that follow when environments are allowed to deteriorate.

As part of the integrated property function, estates and grounds maintenance is brought into the same framework of standards, data and accountability that governs the rest of our property services. This means:

A clear, published grounds maintenance specification – setting out what customers can expect - frequency of grass cutting, hedge and shrub maintenance, litter removal, communal area cleaning and seasonal works - and the standard to which each is delivered.

Estate inspections – on a defined cycle, carried out jointly with customers where possible, with findings logged and tracked to resolution.

Clear accountability for communal areas – including transparency with customers about which spaces we maintain, which are the responsibility of others, and how service charges relate to the grounds maintenance provided.

A proactive approach to communal area safety – play equipment inspections, tree safety surveys, lighting, and the condition of paths and hardstanding - managed within our health and safety framework.

Garage Court Improvement

Our garage portfolio is a long-standing feature of our estates that requires a clear strategic approach. Many garage courts were built decades ago for a pattern of car ownership and use that has changed significantly. A proportion of our garages are in poor condition, under-let, or generate management cost and anti-social behaviour out of proportion to the income they produce – while the land they occupy often has untapped potential and value.

For each garage court, we will determine one of four outcomes:

Retain and improve – where demand is strong and the court is in reasonable condition or can be cost-effectively improved. Investment in security, surfacing, lighting and access to maximise letting and income.

Repurpose – where car-based demand is low but the space has value for another use such as parking reconfiguration, storage, EV charging provision, or community use.

Redevelop – where the court occupies land suitable for new affordable homes. Garage courts can offer valuable infill development opportunities within existing communities, directly supporting our new homes programme. Redevelopment receipts and land value feed our development pipeline.

Dispose – where a court is surplus, generates disproportionate cost or anti-social behaviour, and offers no strategic development or service value.

Income generated through garage court disposal will be reinvested in garage courts that have been identified for retention, improvement and repurpose. Overtime this will improve the appearance and safety of our estates, address a known source of anti-social behaviour and where redevelopment is the outcome, it provides land for new affordable homes within communities where we already have a presence.

11 New Development

Rooftops development programme is designed to be flexible – to balance risk and the need to grow our stock and future income to continue to be financially viable.

Core Programme – Homes England grant funded delivery of c. 30 homes per annum – Social and Affordable Homes Programme (SAHP).

Ethical Void Sales Programme – Disposal of qualifying void properties to fund re-investment in S106 homes delivering a minimum of 1:1 replacement.

Strategic Opportunities – Rooftop to consider other strategic opportunities where financial capacity exists on an as and when basis including larger S106 acquisitions and land led grant funded schemes, including regeneration opportunities in Rooftop's core areas of operation and redevelopment of older person schemes.

The housing mix of new sites will be determined by housing needs data held by the Local Authority and through targeted local housing needs assessments. Rooftop will continue to deliver homes for social rent and shared ownership and will design out maintenance, management and compliance complexities wherever possible. Sites in within the towns of Pershore and Evesham and surrounding villages will be prioritised with opportunities in Tewkesbury and Gloucester also considered. This includes a commitment to no new blocks of 11 metres or over. New development opportunities are appraised to include full lifecycle cost modelling and must meet EPC B or above from day one.

Rooftop has an existing landbank that it will review and bring into the development programme as appropriate alongside consideration of commercial opportunity to leverage profit where Rooftop no longer has the appetite to develop. This is included at Appendix 2.

Innovation in Funding

To increase delivery and accelerate growth, we will actively explore partnership with for-profit registered providers and institutional investors as an additional route to new supply.

We will pursue these opportunities on a basis that is balanced and risk-aware. Every partnership will be assessed against clear principles before we commit:

Customer interests first – partnership homes must offer genuine affordability and security, with management standards, rent levels and tenancy terms that match those of our own stock. We will not enter arrangements that disadvantage customers or create a two-tier service.

Proportionate risk – lease-based and management models carry distinct risks around future rent liabilities, void exposure, lease terms and counterparty strength. Each arrangement is subject to full due diligence, independent legal and financial review, and Board approval before commitment.

Mission alignment – partners must share, or work within, our commitment to affordable housing and our standards of customer service and compliance.

Regulatory compliance – all arrangements to be structured to remain fully compliant with RSH standards and are stress-tested against our risk appetite and the impact on our overall financial profile.

The Board sets the Risk Appetite for partnership activity and approves each material arrangement individually.

12 Workforce, Skills and Training

This Strategy cannot be delivered without the right people, with the right skills, working as one property team. The integration at the heart of this Strategy depends on a workforce that thinks and operates across the traditional boundaries between asset management, repairs, development and compliance. Building and sustaining that workforce in a rural labour market where technical skills can be in short supply is a strategic priority.

We will explore opportunities to reduce dependence on external consultancy by growing qualified technical capacity in-house through apprenticeships, graduate programmes and professional qualifications alongside developing skills jointly with our R&M contractor through the 10-year partnership.

13 Data, Business Intelligence and Digital

Based on customer feedback, we will work with our R&M contractor to launch their app or portal that allows customers to self serve both in raising and tracking repairs alongside access to property data including forecast replacement dates for key components.

Good decisions require good data. By the end of Year 2 we expect to have a single, integrated asset management platform connecting all property functions. Our business intelligence capability, developed jointly with our R&M contractor, will provide real-time performance insight across repairs, compliance, satisfaction and asset condition.

14 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. As an organisation, we are committed to ensuring everything we do with personal data follows the principles of lawfulness, transparency, fairness and accuracy whilst minimising the amount of data we collect and only using it for specific, explicit and legitimate purposes until we no longer need it.

Within our property function, data protection principles govern how we collect, share and use stock condition data, customer information and contractor performance records. All data sharing with our R&M contractor is governed by a formal Data Sharing Agreement, and staff with access to personal data receive annual data protection training.

15 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.

16 Appendices

Appendix 1 – Strategy three year Action Plan

Appendix 2 – Rooftop's Land Bank sites

Appendix 1

Good Quality Homes Three Year Action Plan

Ref	Key Action	Target/Outcome	Y1	Y2	Y3	Lead
1	Transition to price-per-property (PPP) budgeting model for repairs	R&M Contract moved from SOR to PPP basis by end of Year 1, with baselined costs, calibrated pricing and budget certainty. Year 1 – baseline and transition Year 2 – embed and review	✓	✓	-	Senior Contracts Manager
2	Update and embed Asset Performance Evaluation (APE) modelling	Refreshed APE methodology live and run across 100% of stock annually, informing an annual strategic stock review and retain/invest/dispose decisions Year 1 – update and first full run Year 2 – annual cycle Year 3 – annual cycle	✓	✓	✓	Head of Assets and Repairs
3	Secure Homes England Funding for land led development	Grant funding secured and a pipeline of land-led sites contracted to support delivery of new homes over the next five years. Year 1 – bid and pipeline Year 2 – secure and start on site Year 3 – ongoing delivery	✓	✓	✓	Head of Development
4	Garage portfolio review and improvement programme	Full portfolio review over three year programme with all garage court assigned an outcome with interventions delivered from Year 2. Year 1 – Review Year 2 – All sites reviewed Year 3 – Ongoing delivery	✓	✓	✓	Head of Development
5	Embed The Compliance Workbook (TCW) software across the Big Six	TCW fully embedded as single source of truth for all Big Six compliance areas, with automated expiry alerts, shared contractor visibility and complete audit trail. Year 1 – Transition and embed Year 2 – Business as usual	✓	✓	-	Head of Building Safety and Landlord Compliance

Appendix 2

Rooftop's Land Bank sites

Scheme Name	Total Homes	Status
Millridge Way, Hartlebury	12	Full Planning Permission Homes for Armed Forces Rooftop contracted to acquire from Wychavon District Council Allocated to SAHP Programme
Pitchers Hill, Wickhamford	18	Application submitted Rural exception site Rooftop contracted to acquire from landowner subject to planning Allocated to SAHP Programme
Forest Fields Phase 2, South Littleton	25	Rooftop owned Land Bank site access through Phase 1 development at Forest Fields Greenfield site Allocated to SAHP Programme
Horsebridge Avenue	120	Rooftop option site with access via existing estate. Opportunity to phase or offload Rooftop engaging with Owl Partnerships
St Oswald's Park	277	Opportunity remains at St Oswald's – update at May board meeting
Sandscroft Avenue, Broadway	35	Rooftop option site expires 2027 with option to extend Site accessed via Rooftop garage court Site unallocated in Neighbourhood Plan and in an AONB Any application for development expected to go to Planning Appeal