Responsible Executive Director Resources	People Strategy	Rooftop Housing Group
Section Human Resources	Updated: September 2026	

1. Aim

Our People Strategy sets out how we will build the skills, leadership, culture and ways of working needed by our team to deliver good services for customers, meet our regulatory responsibilities and support the Corporate Plan.

The Strategy supports the Corporate Plan and Annual Business Plan by ensuring our people are engaged, thriving, professional and skilled; by helping us meet regulatory requirements on professional qualifications; and by supporting our ambition for at least 80% of colleagues to recommend Rooftop as an employer.

The Strategy helps ensure Rooftop has the people, leadership and organisational capability needed to deliver excellent services, achieve positive customer outcomes and support the ambitions of our Equality, Diversity and Inclusion, Customer and Data strategies.

Above all, this Strategy recognises that our colleagues are our greatest asset. The quality of our services, the strength of our customer relationships and our ability to achieve our strategic ambitions depend on the commitment, skills and wellbeing of our people. We are committed to creating a supportive, inclusive and engaging workplace where colleagues feel valued, respected and empowered to do their best work. By investing in our people, listening to their views and providing opportunities for growth and development, we will build a culture where both colleagues and customers can thrive.

2. Strategic context

This Strategy comes at an important point for us and for the wider housing sector. Customers expect more from their landlord, and regulation is placing an increasing focus on service quality, safety, accountability, transparency and professional standards. For us, this means our People Strategy cannot sit to one side of service delivery. It needs to help us build the culture, leadership and capability we need to provide consistently good services for our customers.

It also reflects the financial and operational pressures we are working within. We need to use our resources well, avoid duplication, simplify how we work and focus effort where it will make the greatest difference. Having skilled, engaged and well-supported colleagues is central to that. It helps us maintain services, improve performance, make better decisions and deliver value for money.

Our team have expertise gained over numerous years with Rooftop providing opportunities to develop, enhance and share this institutional knowledge across Rooftop.

This Strategy supports stronger workforce planning, recruitment and succession planning, leadership development and wellbeing and colleague retention, as well as preparing colleagues and managers for new expectations around professional competence and conduct.

Digital, data and Artificial Intelligence (AI) will continue to change how we work. Used well, they can help colleagues spend more time being proactive, give leaders better insight and help teams see where support is needed. This will only work if

colleagues have the confidence to use technology responsibly and if we continue to improve the quality of the data we rely on.

Most importantly, this Strategy is about how we work as one team. Customers do not experience us as separate teams or departments; they experience one organisation. We therefore need to work across boundaries, share information, make timely decisions and take joint ownership of outcomes. If we get this right, we will be better placed to deliver the Corporate Plan, improve Tenant Satisfaction Measures (TSMs) and provide services customers can trust.

3. What will be different by 2031

By 2031, colleagues will feel supported, empowered and able to thrive, with access to development opportunities that help them build rewarding and successful careers.

We will be an organisation where colleagues will understand the difference their work makes to customers, are clear about what is expected of them and feel confident to contribute, challenge and improve how we work. Leaders will set clear standards, use data well, support wellbeing and take accountability for both colleague experience and customer outcomes.

Teams will work more consistently together, sharing information, reducing duplication and solving problems together rather than passing issues between services. Colleague voice, through Your Voice Forum and our wider engagement activity, including change champions, will be used to shape decisions and help us understand what needs to change.

We will have a stronger grip on people risk, with better workforce planning, clearer succession routes, stronger leadership pipelines, a proactive approach to attracting and retaining talent, and earlier action where data shows potential capacity, skills or resilience issues. Colleagues will have the skills and confidence to use digital tools, data and approved AI responsibly, helping us to focus resource where it will have the greatest impact.

The success of the People Strategy will be judged not only by how colleagues feel about working for us, but by the difference our people, culture and leadership make to the homes and services our customers, current and future receive. The golden thread connects this strategy across our business.

Customers should see the benefit of this Strategy through more consistent services, better communication, fewer complaints, less avoidable hand-offs and improved outcomes.

4. Vision

Our people are confident, capable and connected; empowered to grow, supported to thrive, and proud of the difference they make.

5. Values

We Work Together We Make Things Better We Do the Right Thing

6. Equality, Diversity and Inclusion: Principles

At Rooftop, we are committed to creating and sustaining a diverse and inclusive environment that achieves positive outcomes for future 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 and champions equality and inclusion. This means living by, working to and acting on our values.

7. Strategic themes and goals

7.1 Inclusive, transparent and empowering culture (We do the right thing)

What this means: Customers should see colleagues who are confident to raise issues, challenge where something is not right and act in line with our values. This helps us provide safer, fairer and more consistent services, with concerns picked up and acted on sooner.

Goals and targets:

- Achieve 10% or less gender pay gap by 2031, supported by annual EDI audits with tracked action plans.
- Create the conditions for colleagues to speak up, with 90% reporting through colleague surveys that they feel safe to raise concerns, share ideas and challenge constructively.
- Embed organisational values and the Leadership Charter into leadership behaviours, with 85% of colleagues agreeing that leaders live the values and demonstrate the behaviours expected of our leaders.
- Build a culture where wellbeing, psychological safety and inclusion are part of how we work, so everyone feels supported, able to manage workload pressures and are confident to ask for help.

7.2 Future-ready and inspiring workforce (We make things better)

What this means: Customers rely on colleagues and managers having the right skills, knowledge and confidence to do their jobs well. Better workforce planning, learning and succession planning will help us keep services running well and reduce the risk of knowledge or capacity gaps affecting customers.

Goals and targets:

- Support learning and career progression through clear pathways, targeted development and regular performance conversations.
- 100% compliance with the Regulator of Social Housing's (RSH) Competence and Conduct Standard by working with partners such as the Chartered Institute of Housing (CIH)
- 25% of vacancies to be filled by internal candidates by 2031.
- Deliver a leaders programme to strengthen succession planning and leadership capability.
- Use workforce data to understand critical roles, plan for succession and identify single points of failure, so that knowledge and skills are not held too narrowly.
- Explore the most appropriate management development options, including formal qualifications, so managers are well placed to manage performance, wellbeing, inclusion, accountability and change.

- Strengthen support for wellbeing and resilience through good management practice, early conversations, clear expectations and better use of wellbeing insight.

Strengthen engagement and retention:

- Achieve an 85% colleague engagement score (through the annual colleague survey) and at least 80% score that colleagues would recommend Rooftop. , Colleagues who feel engaged and supported are more likely to provide a positive service to customers and help improve TSM outcomes.
- Use the Your Voice forum, made up of colleagues from across the organisation, to listen to colleagues and help shape decisions, improve services and strengthen engagement.

7.3 **Digital, agile and collaborative organisation (We work together)**

What this means: when teams are able to use information well, make better decisions and work together to sort problems out Customers will feel the benefit. Stronger collaboration will mean fewer hand-offs, less frustration and a more joined-up experience.

Goals and targets: Build digital capability and improve how we work across the organisation.

- Increase the effective and responsible adoption of digital and AI tools.
- Use data more consistently so leaders and teams can see what needs attention, target support and understand whether changes are making a difference.
- Use our Data Stewards to improve data quality, build confidence in the information we hold and help teams turn insight into practical action.
- Develop a targeted training plan aligned to learning from the Complaints learning log.
- Build on colleague survey feedback, strengthen communication and collaboration across the Executive Team and Heads of Service, ensuring colleagues experience consistent leadership, clear direction and a shared organisational focus.
- At least five cross-functional projects delivered annually with measurable outcomes.
- 85% of colleagues report effective collaboration across teams, supported by a clear one-team culture where colleagues share information, align priorities and take joint ownership of outcomes rather than working in silos.

7.4 **Efficient and simple ways of working**

What this means: Colleagues will take ownership, follow-through and provide services that are easier to navigate. By taking complexity out of how we work, we can respond more consistently and use learning from customers, complaints and performance data to improve.

Goals and targets: Support continuous improvement and reduce organisational complexity through simpler, clearer processes by 2028.

- Improve decision-making effectiveness, with 80% of colleagues reporting timely, clear and evidence-based decisions.

- Build change management capability across all teams, with leaders and change champions equipped to support colleagues through transformation, continuous improvement and service change.
- Deliver consistently, with 90% of strategic projects completed on time and clear accountability for outcomes.
- Develop motivated, high-performing and healthy teams, with clear objectives, shared accountability, trust, good people management and regular reflection on what is working and what needs to improve.

8. Delivery – Measurement of success

Ref	Delivery narrative	Target description	Target/ measure
1	Data literacy across teams by 2031	All colleagues have the data literacy needed to use the data relevant to their role with confidence.	100%
2	Teams actively using digital and AI tools in daily work by 2028	Teams are using approved digital and AI tools effectively and responsibly as part of day-to-day service delivery.	75%
3	Internal promotions by 2031	Internal career progression increases through clearer pathways, targeted development, succession planning and talent pipelines.	25%
4	Culture where colleagues feel able to speak up	Colleagues report through colleague surveys that they feel safe to speak up, raise concerns and share ideas.	90%
5	Embed organisational values and the Leadership Charter into leadership behaviours	Colleagues agree that leaders demonstrate Rooftop's values and Leaders and Managers Commitment through their behaviours, decisions and management practice.	85%
6	Improved cross-team working reported via Pulse Survey	Colleagues report effective collaboration across teams, with shared priorities, better information sharing and reduced silo working.	85%
7	Improved decision-making effectiveness reported via Pulse Survey	Colleagues report that decisions are timely, clear, evidence-based and supported by appropriate use of data.	80%
8	Strategic projects completed on time with clear accountability	Strategic projects are delivered within agreed timescales, with clear ownership, governance and accountability for outcomes.	90%
9	Colleagues recommend Rooftop as a place to work	Colleagues report through engagement measures that they would recommend Rooftop as an employer.	80%
10	Annual Colleague survey completion	Colleagues complete the annual Colleague survey, providing a reliable evidence base for engagement, culture and workforce improvement activity.	85%
11	Gender pay gap	We work towards reducing the gender pay gap to 10% or less by 2031, supported by EDI audits and tracked action plans.	10% or less
12	Competence and Conduct Standard	We will prepare for full compliance by mapping roles in scope, assessing qualification and competence requirements, identifying any learning or qualification gaps, and maintaining a clear delivery plan. Progress will be tracked through the action plan and reported through the appropriate Executive Team, Board and committee assurance routes.	100%

9. Priority outcomes

- Colleague engagement and voice are strong, with feedback from the Your Voice Forum, colleague surveys and pulse checks used to inform decisions and improve how we work.
- Data, digital tools and insight are used consistently to support decisions, prioritise resources, manage risk and improve customer and service outcomes.
- Strengthened communication and collaboration across the Executive Team and Heads of Service, ensuring colleagues experience consistent leadership, clear direction and a shared organisational focus.
- Workforce planning is in place for critical roles, succession risks, capacity pressures, skills gaps and single points of failure.
- Leadership, wellbeing and change capability are developed so managers can support colleagues, lead improvement and maintain service resilience.
- A one-team culture is evident through clearer priorities, better collaboration across services, reduced duplication and stronger shared ownership of customer outcomes.
- People-related risks are identified, monitored and managed through clear ownership, workforce insight, assurance reporting and timely escalation to the Executive Team and Governance and People Committee.

10. People Insight and Assurance

Our people are central to delivering excellent services, strong customer outcomes and the ambitions set out in our Corporate Plan. To ensure we continue to build a capable, resilient and high-performing organisation, we will strengthen the way we understand, support and develop our workforce.

We will use workforce data, colleague feedback, operational performance measures and customer insight to build a rich picture of organisational health and capability. This will help us identify emerging opportunities, understand where additional support may be needed and make informed decisions about the future of our workforce.

By bringing together different sources of insight, we will be better equipped to plan ahead, develop critical skills, strengthen leadership capability and ensure our resources are aligned to organisational priorities. Clear accountability and timely action will help us respond effectively to changing needs and maintain momentum towards our objectives.

Regular review by managers, the Executive Team, the Governance and People Committee and the Board will enable us to monitor progress, celebrate success and address challenges constructively. This oversight will help ensure that our People Strategy remains relevant, impactful and aligned to the needs of colleagues, customers and the organisation.

Through this approach, we will develop a deeper understanding of our workforce, make better decisions and create greater confidence in our ability to attract, retain and support talented people. Ultimately, this will help ensure Rooftop continues to have the leadership, skills, capacity and culture needed to thrive in the years ahead.

11. Measurement and review

- Colleague engagement, annual survey results, pulse surveys and feedback from Your Voice forum, including agreed actions, progress updates and “you said, we did” feedback.
- EDI measures, including pay gap reporting, EDI audits and progress against agreed actions.
- Learning, development and capability measures, including participation, completion rates, leadership development and role-based digital proficiency.
- Workforce planning and people risk indicators, including capacity, critical roles, succession planning, skills transfer, absence, turnover, wellbeing, workload pressures, training and capability gaps.
- Monitoring of colleague performance by both managers and Human Resources through the performance management framework, including capability, disciplinary, harassment, bullying and other grievances.
- Data and decision-making measures, including workforce dashboards, data quality, Data Steward activity, evidence of insight informing decisions and the impact of targeted team support.
- Delivery and transformation measures, including strategic project delivery, change readiness, change champion activity and learning from implementation.
- Customer and service outcome measures, including TSM scores, Key Performance Indicators (KPIs) and evidence that colleague engagement, leadership and high-performing teams are contributing to improved customer outcomes.

12. Data Protection: Principles

Rooftop recognises the importance of protecting the personal data of customers, colleagues, contractors and other stakeholders. We are committed to complying with data protection legislation and managing personal data responsibly. This means ensuring that that colleagues have the training and skills to ensure that personal data is: handled lawfully, fairly and transparently; kept accurate and secure; collected only where necessary; used for specific, explicit and legitimate purposes; and retained only for as long as it is needed.

13. Review

This Strategy will be reviewed every five years, unless there are major changes in legislation, regulation, organisational priorities, risk profile or good practice.

14. Appendix – People Strategy 5-Year Action Plan

People Strategy 5-Year Action Plan

Ref	Key Action	Target/Outcome	Y1	Y2	Y3	Y4	Y5	Lead
1	Develop the digital capability of the workforce through targeted learning and development initiatives, ensuring colleagues at all levels are equipped to succeed in an increasingly digital and AI-enabled environment.	A digitally confident, adaptable and future-ready workforce that leverages technology and AI to improve performance, drive innovation and support the successful delivery of organisational priorities.	✓	✓	✓	✓	✓	HoDDT
2	Strengthen the attraction, recruitment and retention of young people by expanding work experience, apprenticeship and graduate programmes, creating a sustainable talent pipeline and future-proofing critical workforce skills.	A strong and sustainable early careers talent pipeline, with increased numbers of young people joining, developing and remaining within the organisation, ensuring critical roles are filled with skilled talent and reducing future workforce and skills shortages.	✓		✓		✓	HoHR
3	Drive a high-performance culture through consistent, meaningful performance and development conversations that align individual contribution with organisational priorities and future capability needs.	Colleagues are more engaged, clear on expectations and supported in their development, resulting in improved performance, stronger leadership capability and increased retention of talent.	✓	✓	✓	✓	✓	HoHR
4	Develop and embed a culture of agility, collaboration and continuous improvement, enabling teams to deliver projects more efficiently and respond effectively to evolving business needs.	Projects and change initiatives are delivered more consistently, efficiently and successfully, with teams able to respond quickly to emerging priorities, improve collaboration and achieve strategic objectives.	✓	✓	✓	✓	✓	HoHR

Ref	Key Action	Target/Outcome	Y1	Y2	Y3	Y4	Y5	Lead
5	Embed a data-driven and AI-enabled approach to workforce strategy, supporting informed decision-making, robust talent and succession pipelines, knowledge retention, and the proactive identification and mitigation of workforce risks.	Data Stewards support improved data quality and confidence so data is routinely used to make evidence-based decisions, identify team support needs, protect critical knowledge, manage continuity risks, identify single points of failure and measure the impact of people interventions.	✓	✓	✓			HoDDT