Responsible Executive Director Group Chief Executive	Growth Strategy	Rooftop Housing Group
Section Group	Updated: July 2026	

Strategy Statement

1. RHG has an open risk appetite to exploring mergers based on the principles below.
2. The principles are a guide and do not necessarily restrict, or in any absolute sense, define our decision-making.
3. The needs of our customers are central to our approach, and we will ensure that their voice is heard and that they are able to exercise meaningful influence.
4. RHG's approach takes account of the 2020 NHF Code of Governance in relation to sections 2.3 and 2.8 and reflects its commitment to the 10 general principles of conduct of the 2015 NHF Voluntary Code for Mergers, Group Structures and Partnerships.
5. RHG's approach takes account of the Regulator of Social Housing's Governance and Financial Viability and Value for Money Standards.
6. The Group Chief Executive (GCE) and Group Chair will update the Group Board on any informal and formal discussions as soon as practicably possible.
7. The GCE and Group Chair will ensure that relevant officers including the Executive Team and Head of Governance and Assurance are updated as appropriate.
8. The GCE and Group Chair will seek to engage prospective partners at a Board-to-Board level in any substantive merger opportunity as soon as is appropriate and practically possible.
9. RHG will use a formal business case approach to evaluate any substantive merger opportunities.
10. RHG will consider strategic, business and operational risks in evaluating any substantive merger opportunity, with particular regard to any specific partner.
11. RHG will consider the views of customers, colleagues and stakeholders in formally pursuing any substantive merger opportunity.
12. RHG will carry out a detailed Equality Impact Assessment on any substantive merger opportunity.
13. RHG will be open and transparent by publishing its approach on its website and annual accounts and will keep a record of any formal activity under the Code, including any proposals reviewed and the outcome of these.

Strategy Principles

The core principles below will be key in consideration of any potential merger:

1. Customer service levels and Tenant Satisfaction Measures
2. Alignment of vision and values
3. Community focus and locality model
4. Geographical alignment
5. Good Governance
6. Financial viability
7. Financial capacity to invest in existing homes and deliver new homes

8. Technology alignment, opportunities and challenges
9. Stock condition, quality and data
10. People capacity and culture.

Consideration of the wider equality, diversity and inclusion implications of any potential merger, alongside financial benchmarking and Value for Money, will play a key role in our initial and ongoing evaluation.

Approach

Rooftop's approach in 2026-27 is set out below:

- Our primary focus is on delivering our C1 Plan and continuous improvement, the successful transition to a new repairs and maintenance provider and maximising opportunities to ensure long-term financial viability and unlock capacity.
- During this period, we will also explore opportunities to engage other local providers in developing joint, place-based approaches to potential partnership.
- Our approach to enquiries from large providers about merger will be to state that the Board does not wish to explore this in the current financial year.

Review

This Strategy will be reviewed in July 2027, or when there are changes in legislation, good practice or when requested by the Board. A review will also be considered where any of the five Business Sustainability Criteria below are deemed to be at risk.

Criteria	**Measurement**
Financial viability	EBITDA-MRI of 100% for at least three of the five years of the current Financial Business Plan (FBP)
Financial performance	Minimum average Social Housing Operating Margin of 25% across the five years of the current FBP
Growth capability	Ability to deliver 150 homes over the five years of the current FBP, excluding void sales funding
Customer service	Evidence of at least sector median performance in a minimum of 50% of Tenant Satisfaction Measures
Regulatory compliance	Minimum of G2 C2 V2 compliant regulatory gradings