Rooftop Housing Group

Environmental, Social and Governance report 2020/21

Rooftop Housing Group is proud to be an early adopter of the new housing association Environmental, Social, and Governance (ESG) reporting standard, as overseen by The Good Economy.

The Good Economy are specialists in measuring and managing long-term, sustainable impact, and in November 2020 they launched the Sustainability Reporting Standard (SRS) for Social Housing. The SRS was developed with the ESG Social Housing Working Group, which is a collaboration between 18 housing associations, banks, investors, and sector experts. The SRS is now overseen by a Governance Steering Group, an interim body which emerged out of the ESG Social Housing Working Group to establish a new organisation, Sustainability for Housing, the permanent governance body for the SRS.

This Reporting standard gives consistency, and comparability in ESG reporting, and aims to encourage ESG investment in social housing.

The delivery of the ESG requirements is supported by the Strategic Objectives of our Corporate Plan for 2021-26:

Great Homes: Rooftop Homes Living Standard; 1,000 new homes.

Successful Lives: Excellent Customer Service; Building Stronger Communities.

Better Business: Leadership and Learning Excellence; Digital by Design.

We support over 6,400 households, up to 25,000 people, each other in the workplace and our own families. We are an adopter of the United Nations Sustainable Development Goals, which underpins the SRS, and take seriously our duty of care as custodians of this world and the environment that we all share.

The current ESG framework is designed to be a voluntary standard that mirrors the Statement Of Recommended Practice and aligns to the publication of the annual accounts, which usually occurs each autumn. It contains 30 'core' criteria which are mandatory and 18 'enhanced' criteria which are aspirational. We have completed the core metrics, as required for the first-year adopters, and have provided information or explanations (where we are not able to provide information) on the enhanced metrics.

We have reported below on the Core Measures identified in the Reporting Standard for 2020/21, and where possible have provided information for the 'Enhanced' metrics. The details are given in the following table:

Environmental, Social and Governance Impact Approach				
Theme	**Criteria**	**Type of Criteria**	**Criteria**	**Measurement Unit**
T1: Affordability and Security	C1	Core	For properties that are subject to the rent regulation regime, report against one or more Affordability Metric: 1) Rent compared to Median private rental sector (PRS) rent across the Local Authority 2) Rent compared to Local Housing Allowance (LHA)	Our affordable rents are set at 80% of Private Rental Sector rent. On average our rents are set at 91% of Local Housing Authority rent.
	C2	Core	Share, and number, of existing homes (homes completed before the last financial year) allocated to: General Needs (social rent), Intermediate rent, Affordable rent, Supported Housing, Housing for Older People, Low-cost home ownership, Care homes, Private Rented Sector	(see table below)

Tenure	Number	Percentage
General Needs (social rent)	3,873	60.4%
Intermediate Rent	291	4.5%
Affordable Rent	1,334	20.8%
Supported Housing	139	2.2%
Housing for Older People	424	6.6%
Low-cost home ownership	305	4.8%
Care Homes	8	0.1%
Private Rental Sector	43	0.6%
Total	**6,417**	**100.0%**

Theme	Criteria	Type of Criteria	Criteria	Measurement Unit		
T1: Affordability and Security	C3	Core	Share and number, of new homes (homes completed in the last financial year), allocated to: General needs (social rent), Intermediate rent, Affordable rent, Supported Housing, Housing for Older People, Low-cost home ownership, Care Homes, Private Rented Sector	**Tenure**	**Number**	**Percentage**
				General Needs (social rent)	7	16.3%
				Intermediate Rent	-	0.0%
				Affordable Rent	20	46.5%
				Supported Housing	-	0.0%
				Housing for Older People	-	0.0%
				Low-cost home ownership	16	37.2%
				Care Homes	-	0.0%
				Private Rental Sector	-	0.0%
				Total	**43**	**100.0%**
	C4	Core	How is the housing provider trying to reduce the effect of fuel poverty on its residents?	We are undertaking various activities to improve the energy efficiency of our homes and therefore reduce the fuel poverty of our residents. For 2021/22 we are planning to deliver £2.5 million of energy efficiency works to 170 homes. We will be exploring partnership working and provision of affordable warmth advice and support to help reduce fuel poverty by providing advice on utilities. For 2021/22 we will be carrying out a comprehensive review of our Stock to incorporate environmental and thermal efficiency standards. This in turn will enable us to tackle issues of affordable warmth and fuel poverty. We are developing and beginning to implement a new standard for our existing homes, replicating so far as possible energy performance seen in our new build Rooftop Living Homes Standard. We will complete the development of this standard and identify the investment requirements we need to ensure all homes meet a minimum Energy Rating Score Band C by 2030. To achieve this, we are planning to invest £11 million over the next nine years. Providing high quality, energy efficient, affordable and safe homes will remain a mainstay of the Rooftop philosophy.		

Theme	Criteria	Type of Criteria	Criteria	Measurement Unit
T1: Affordability and Security	C5	Enhanced	What % of rental homes have a 3-year fixed tenancy agreement (or longer)	84.7% of our residents have a protected or assured tenancy with no end date, and a further 4.4% are on fixed term tenancy agreement of three years or more.
T2: Building Safety and Quality	C6	Core	What % of homes with a gas appliance have an in-date, accredited gas safety check?	At 31 March 2021, 98.8% of our homes have an in-date accredited gas safety check. We monitor our gas safety checks daily and provide an update to our Board at each Board meeting. At 30 April, the gas safety checks outstanding at the end of March 2021 had all been completed.
	C7	Core	What % of buildings have an in-date and compliant Fire Risk Assessment?	At 31 March 2021, 96.3% of our homes have an in-date and compliant Fire Risk Assessment. We complete our Fire Risk Assessments every four years.
	C8	Core	What % of homes meet the Decent Homes Standard?	At 31 March 2021, 99% of our homes meet the Decent Homes Standard. There are six properties that currently fail to meet the decent homes standard. Four of these are long term voids and two are tenanted where there are access issues preventing us from carrying out the necessary works to the kitchens and bathrooms.
T3: Resident Voice	C9	Core	What arrangements are in place to enable the residents to hold management to account for provision of services?	Our biggest measure of success is to be an effective landlord. This means ensuring that our customers are kept safe, live in a good quality home and are satisfied with the services which they receive from us. Our new housing management system will enable us to offer customers much-improved online services this year, supporting our long-term target of ensuring that at least 9/10 customers are satisfied with Rooftop as a landlord.

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T3: Resident Voice				We will continue to evolve how we listen to and act upon residents' views as an early adopter of the 'Together with Tenants' national pilot and in line with the Social Housing White Paper. We will ensure that the Customer Voice remains at the heart of the Boardroom, that we draw on the views of local people in local communities, and that we engage with many more residents through digital media. We are committed to the Social Housing White Paper 'The Charter for Social Housing Residents'.
	C10	Core	How does the housing provider measure Resident Satisfaction and how has Resident Satisfaction changed over the last three years?	We have a position on our Group Board for the 'Customer Experience' skillset which is currently occupied by a tenant of Rooftop. We have a scrutiny panel, the Residents Excellence Panel, which meets regularly and reports on its work to each meeting of the Audit and Risk Committee and presents an annual review to the Group Board each November. We have a wide range of engagement mechanisms, including circa 40 community champions. Our Group Chief Executive takes part in a Facebook Live Q & A after each Board meeting with an average of 4,000 views. We will continue to focus upon key themes outlined within the Social Housing White Paper 'The Charter for Social Housing Residents', the National Housing Federation's Together with Tenants Charter and our Customer Strategy and Housing Ombudsman's Complaint Handling Code. During the third quarter of 2021/22 we will be developing our Customer Charter. Rooftop measures customer satisfaction using telephone-based surveys. These surveys are run in accordance with the guidance set out by HouseMark, which also ensures that every survey sample size is statistically robust. Our Key Performance Indicator in this area is based on responses to the customers overall satisfaction with the services we provide within the STAR survey and the target is set at 90%, with only responses that are fairly or very satisfied counted as a positive result. The results for the last three years are: <table><tr><td>2018-19</td><td>90.0%</td><td>2019-20</td><td>89.2%</td><td>2020-21</td><td>84.7%</td></tr></table>

T3: Resident Voice				Like other providers the impact of the Pandemic had an effect on our result for last year although it remains above the average for the sector. In addition, at each Board meeting there is a 'Customer Voice' report focusing on satisfaction and complaints, including what we are changing as a result of the feedback we receive from our customers. The views and voices of our customers are vital in ensuring we are delivering homes and services that meet the needs of our communities. We have introduced smaller patch sizes for Neighbourhood Officers to enable more community-based engagement to deliver thriving communities where people are provided with a good home, a sense of purpose and a sense of belonging and inclusion. This has helped to improve engagement from a wider representation of customers. During 2019/20 we set up a training academy for our tenants to enable tenants to learn about the different areas of a housing association. As an early adopter of Together with Tenants we hope to utilise areas of best practice and innovation to improve and build on increasing customer satisfaction levels. Further, as a renewed member of the Tenant Participation Advisory Service (TPAS), we will achieve both free consultation hours and discounted training opportunities for residents.
	C11	Enhanced	In the last 12 months, how many complaints have been upheld by the Ombudsman. How have these complaints (or others) resulted in change of practice within the housing provider?	From 1 April 2020 to 31 March 2021, we received no complaints that have been upheld by the Ombudsman. As a result of other complaints that we have received, we have made a number of changes to our processes, including: • Reviewing and improving communications with our customers around service charges, particularly for leaseholders; • Reducing the number of generic email accounts in our business; • When a property becomes void, we ensure safety checks are carried out on any home improvements completed by a tenant.

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T4: Resident Support	C12	Core	What support services does the housing provider offer to its residents. How successful are these services in improving outcomes?	Our Community Investment Strategy was updated and approved by the Board in March 2021. **This will focus on the following:** 1. Community connection and infrastructure. 2. Health and wellbeing. 3. Employment, education, skills, and training. 4. Financial resilience. 5. Environment. 6. Digital inclusion. **We have a wide range of activities such as:** • Money Advice Team - available to 6000+ residents, and assisted 1,657 new customers in 2020/21 • Health and Well-Being Team - support for 200+ older residents • Job coaches - three full time job coaches have assisted 323 people in 2020/21 to find training or stable employment • Domestic Abuse support services supported 203 families • Community champions network We achieved the following with our Community Investment Strategy: • A number of cross-team community events have taken place in our areas of operation that have included external partner agencies where appropriate. • Through the work of our non-core services, we have been able to engage with our customers and communities more effectively. Value for money has been achieved by key staff working together in their communities to create efficiency and streamline working practices. This has been achieved by teams working together to improve Anti- Social Behaviour, and the health and wellbeing of our more vulnerable customers as well as removing duplication from processes. • We have built on and strengthened partnerships both internally and externally, such as with Citizens Advice Bureau (CAB) in the effective management of Universal Credit (UC) cases, and more strategically with local authorities and county council health and social care teams to improve services for customers and attract resources.

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T5: Placemaking	C13	Enhanced	Provide examples or case studies of where the housing provider has been engaged in placemaking or place shaping activities.	We have six key areas where we are improving the communities and lives of our customers: **Community strengthening** • Aligning partner/stakeholder priorities in targeting and commissioning of investment, activities, projects, and services. • Development of Local Offers in prioritised communities. • A selection of engagement opportunities that respond to the different needs and equality strands to promote widespread participation. • Establishment of community hubs and support where there is an identified need. **Health and wellbeing** • Helping people to live independently. • Increasing access to affordable and healthy food. • Reducing loneliness and isolation and support access to emotional support. Promoting an active and healthy lifestyle. **Employment, education, skills and training** • Remove barriers to work by increasing access to pre-employment support and assisting job seekers to find employment. • Supporting skills development and training opportunities. • Providing volunteering and engagement opportunities. • Provision of work placements and experience at Rooftop Housing Group and/or through partners.

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T5: Placemaking				**Financial resilience** • Assisting customers to sustain their tenancy through pre-tenancy and budgeting advice. • Helping customers to maximise household income through our Money Advice service, hardship fund and other grants. In 2020/21 we realised benefits of £3.2 million for our tenants compared to a target of £2.2 million. • Helping reduce fuel poverty by providing utilities advice. • Social Return on Investment to the value of £235k through the Housing Association's Charitable Trust's (HACT) social values bank. **Environment** • Reduction of waste and increase in recycling. • Creating, utilising, and maintaining outdoor/open spaces with consideration to achieving biodiversity. • Creating and improving physical spaces for play and interaction. • Investment in environmental projects aligned to community priorities. **Digital** • Working with community and business partners to create opportunities for digitally disadvantaged customers. • Exploration of Community Wi Fi in areas of high deprivation. • Seeking opportunities to maximise digital inclusion. • Supporting our customers with training for on-line activities.

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T6: Climate change	C14	Core	Distribution of EPC ratings of existing homes (those completed before the last financial year)	**Band rating**	**%**
				A	1.0%
				B	17.0%
				C	42.0%
				D	32.0%
				E or worse	8.0%
	C15	Core	Distribution of EPC ratings of new homes (those completed in the last financial year).	**Band rating**	**%**
				A	72.0%
				B	28.0%
				C	0.0%
				D	0.0%
				E or worse	0.0%
	C16	Enhanced	Scope 1, Scope 2 and Scope 3 greenhouse gas emissions: If you are not tracking Scope 1,2, or 3 emissions, but plan to in the future, when are you aiming to report on these emissions?	Currently, we do not report on Scope 1, Scope 2 and Scope 3 greenhouse gas emissions. We are reviewing the possibility of this reporting for the future. We will sustain ISO14001 accreditation to ensure that we meet our legal and regulatory responsibilities and we will be an active member of the West Midlands Sustainable Housing Action Partnership (SHAP). We will ensure we engage with our staff to embrace their ideas and aspirations to make Rooftop the regional number one community-based provider of excellent homes, services and custodian of the environment. By 2025, we plan to achieve a 20% reduction in our overall carbon footprint.	

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T6: Climate Change	C17	Enhanced	What energy efficiency actions has the housing provider undertaken in the last 12 months?	We are building to the Rooftop Living Homes Standard and providing energy efficient homes to the highest economically viable solution ensuring a fabric first approach, incorporating 'Modern Methods of Construction' and off-site manufacturing to achieve zero carbon homes by 2025. This will reflect the Future Homes Standard introduced by the Government, which is due in 2025. By March 2030 we will achieve a minimum Standard Assessment Protocol (SAP) score of 75, mid Band C across all existing homes to reduce energy consumption and bills through our Asset Management Strategy. This programme will be supported by the Green Homes Grant Local Authority scheme funding by BEIS (Department for Business Energy and Industrial Strategy). 72% of our new homes are built to achieve EPC band A. Electric car charging points are installed at all of our new home sites.

	C18	Enhanced	How is the housing provider mitigating the following climate risks: - Increased flood risk - Increased risk of homes overheating	The Rooftop Flood Risk Strategy is currently being updated to include showing the level of risk of flooding on our system for our homes. All new homes, where there is a potential flooding risk, will be built with automatic flood risk resilience measures and provided with an individual Household Flood Plan. We also include flood resilience measures in the surrounding environment of our new homes by including effective road and surface drainage systems. We improve the ecology of affected areas by creating Community Wildlife Ponds. If flooding occurs in our existing homes, they will be repaired to incorporate Property Flood Resilience to provide greater protection in the future. In the future we are proposing to include an Overheating Clause in the Development Brief for the building of new homes which states: 'Bedrooms not to exceed 26°C, based on industry guidance: Chartered Institute of Building Survey Engineers (CIBSE) Guide A – Environmental Design (2015 edition) and CIBSE TM 52 – The limits of thermal comfort: avoiding overheating in European buildings (2013)'.

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T6: Climate change	C19	Enhanced	Does the housing provider give residents information about correct ventilation, heating, recycling etc. Please describe how this is done.	Information is provided to our residents in their individual Home User Pack which is given to them when they move into their new home. The pack contains information about their individual heating system, ventilation system, how to prevent mould growth and what recycling is provided by the Council.
T7: Ecology	C20	Enhanced	How is the housing provider increasing Green Space and promoting Biodiversity on or near homes	As part of our Environmental Sustainability Strategy, we will sustain ISO14001 accreditation to ensure that we meet our legal and regulatory responsibilities and we will be an active member of the West Midlands Sustainable Housing Action Partnership (SHAP). We will ensure we engage with our staff to embrace their ideas and aspirations to make Rooftop the regional number one community-based provider of excellent homes, services and custodian of the environment. Examples of where we are providing Green Spaces and Biodiversity near our homes include: • Pocket Park in Gloucester; • Green roofs installed on Shrewsbury and Cherry Orchard House developments; • Wildflower Garden completed at Barnards Close, Evesham, including fruit trees, native hedgerow planting and habitat creation for wildlife; • Green roofs proposed for Almonry development and St Stephen's Church, Gloucester, and; • Community orchard, allotments and wildlife pond proposed for Broomhall development.

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T7: Ecology	C21	Enhanced	Does the housing provider have a strategy to actively manage and reduce all pollutants? If so, how does the housing provider target and measure performance?	For the building of our new homes we adhere to the following Design Brief:
				• All insulation must be free of ozone depleting substances and have a Global Warming Potential of less than five.
				• Timber must be pre-treated with an organic preservative treatment.
				• The following materials must not be used in the works:
				  o High alumina cement in structural elements
				  o Woodwool slabs in admixtures for reinforced concrete
				  o Calcium chloride in admixtures for reinforced concrete
				  o Urea/ formaldehyde foam
				  o Asbestos products
				  o Lead in paint
				  o Aggregates for use in reinforced concrete which do not comply with the British Standard Specification and/ or aggregates for use in concrete which do not comply with the relevant British Standard Specification
				  o Any other materials or substances not in accordance with British Standards and Codes of Practice current at that time.

T8: Resource Management	C22	Enhanced	Does the housing provider have a strategy to use or increase the use of responsibly sourced materials for all building works? If so, how does the housing provider target and measure performance?	When building new homes we ensure the following Design Brief is adhered to: o 75% by volume of timber and timber products for the basic building elements are to be re-used or manufactured from pre- or post-consumer recycled timber, or to come from a certified source.

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T8: Resource Management	C23	Enhanced	Does the housing provider have a strategy for waste management incorporating building materials? If so, how does the housing provider target and measure performance?	Under the Rooftop Homes Living Standard (RHLS) we have set a target that 50% of waste materials are recycled on our building sites, and for the RHLS Plus Standard the target is that 85% of waste materials will be recycled.
	C24	Enhanced	Does the housing provider have a strategy for good water management? If so, how does the housing provider target and measure performance?	We are proposing that water consumption within our new homes will be limited to 105 litres per person per day under the RHLS and less than 90 litres per person per day under the RHLS PLUS. We are also including rain-water butts in our Design Brief for our new homes. A grey water recycling option is included in our RHLS PLUS standard for new homes. All roofs on our new homes will have a slope of at least 20 degrees to assist with rain-water collection. All ground floor roofs and flat roofs will be considered for the installation of extensive (low maintenance) native green roofs.
T9: Structure and Governance	C25	Core	Is the housing provider registered with a regulator of social housing?	Rooftop Housing Group Limited (RHG), the Group parent, is a non-asset holding, non-charitable Registered Society (29661R), registered with the Regulator for Social Housing (RSH) (L4404), providing operational and corporate services, including treasury management, information and communication technology, and human resources for the whole Group. Rooftop Housing Association Limited (RHA) was registered as a Registered Society in May 1993 (27786R) and obtained registration with the RSH in September 1994 (LH4050). RHA provides core social housing that meets charitable criteria.

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T9: Structure and Governance	C26	Core	What is the most recent viability and governance regulatory grading?	The Board considers it a priority to comply with the regulatory framework and to maintain G1 and V1 ratings from the Regulator of Social Housing under the Governance and Financial Viability Standard. These were formally assessed by the Regulator through the In-Depth Assessment process in January 2020 and re-confirmed in November 2020, following the Annual Viability Assessment. This continues to put us in a strong position with our funders allowing the Group to continue to develop new homes.
	C27	Core	Which Code of Governance does the housing provider follow, if any?	The Board has formally assessed its compliance against the National Housing Federation's Code of Governance (2015) and confirms that the organisation is fully compliant. On 10 March 2021, the Board formally adopted the revised National Housing Federation's Code of Governance (2020). An action plan has been produced to ensure a smooth transition from the previous version during 2021/22.
	C28	Core	Is the housing provider Not-For-Profit? If not, who is the largest shareholder, what is their % of economic ownership and what % of voting rights do they control?	The Group is a Not-For-Profit organisation and a public benefit entity. Rooftop Housing Association is registered as a Charitable Community Benefit Society under the Co-operative and Community Benefit Societies Act 2014. The principal activity of the Group is to provide housing accommodation at below market rents for people in housing need. Additionally, the Group provides: • housing for sale, both shared ownership and outright sale • temporary housing accommodation through supported housing schemes • housing accommodation for keyworkers • housing accommodation for market rent • a limited amount of commercial property • management of older people schemes in partnership with the ExtraCare Charitable Trust • provision of support services primarily to young and older people.

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T9: Structure and Governance	C29	Core	Explain how the housing provider's board manages organisational risks	The Group Board is responsible for the overall system of internal control throughout the Group and for reviewing its effectiveness. The Group has delegated initial responsibility for audit, risk and assurance to the Audit and Risk Committee, which comprises Board Members from across the Group with the required skills and experience. The Audit and Risk Committee has responsibility for reviewing: • The adequacy of all risk and control related statements prior to endorsement by the Group's Board; • The effectiveness of internal control systems, including management, financial, operational and risk controls, so that the Group can be reasonably assured that appropriate and effective risk management arrangements are in place, and; • The Risk and Assurance Policy and Framework, and the quarterly report on significant risks, including the accuracy of the assessments and the controls. We have a comprehensive and well-established risk management system, which allows risks to be identified for all parts of the business. Risks are assessed, prioritised and control measures are implemented. The risk process is dynamic with risks being reviewed quarterly. We have identified the key business risks that could impact the achievement of business objectives. During 2020/21 we established a Risk Controls and Assurance Map to sit alongside our risk management system. In addition to our Risk Management processes we will continue to review and strengthen our governance arrangements as we transition to the new Code of Governance.

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T10: Board and Trustees	C30	Enhanced	Has the housing provider been subject to any adverse regulatory findings in the last 12 months (e.g. data protection breaches, bribery, money laundering, HSE breaches or notices) - that resulted in enforcement or other equivalent action?	We have not been subject to any adverse regulatory findings in the last 12 months.
	C31	Core	What are the demographics of the board? And how does this compare to the demographics of the housing providers residents, and the area that they operate in?	RHG is governed within the framework set by its rules as a Registered Society. These state that RHG will have a Board and determine its membership. In making appointments to the Board, the Group seeks members with a range of skills that it requires to effectively govern its business supported by a Skills Audit which is reviewed annually and prior to any recruitment. Board Members are carefully selected to make sure that they have the mix of skills and experience appropriate to their roles within the Group. • In March 2021, a Group Chair Designate was successfully recruited to take up the role in September 2021. The current Group Chair retires in September 2021 having served the maximum term as a board member. • Two new board members were recruited in 2020. The Board was keen to retain direct customer experience following the retirement of the existing customer member and to increase the level of financial skills on the Board. The specific demographics of our Board members are as follows:

Theme	Criteria	Type of Criteria	Criteria	Measurement Unit	
T10: Board and Trustees				% of female Board members	40%
				% of BAME Board members	0%
				% of Board members with a disability	10%
				Average age of the Board	53.8 years
				Average tenure of the Board	2.3 years
	C32	Core	What percentage of the Board and Management Team have turned over in the last two years?	In total there has been a turnover of 25% for our Board and Management Team. This relates to the Housing Director and three Board Members leaving the Group.	
	C33	Core	Is there a maximum tenure for a board member? If so, what is it?	There is a maximum tenure of six years, which has reduced from nine years. This is to comply with the National Housing Federation's Code of Governance (2020).	
	C34	Core	What % of the board are non-executive directors?	100% of our Board Members are Non-Executive Directors.	
	C35	Core	Number of board members on the Audit Committee with recent and relevant financial experience	There are two Board Members who are on the Audit and Risk Committee with recent and relevant financial experience. Their biographical details are as follows: **Jonathan Wallbank (Independent)** Jonathan is a qualified accountant and spent a number of years in financial services before moving into corporate finance. Prior to joining a large housing association in 2015, where he is currently Group Finance Director, Jonathan gained experience in both retail and manufacturing sectors. He headed up the European treasury function for the US retailer GAP Inc and,	

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T10: Board and Trustees				in addition, he was responsible for cash management for both Hong Kong and Taiwan. He brings a wealth of experience and expertise, including merger implementation, regulatory frameworks, adoption of new accounting standards, robust financial management and management of risk. All of which will support Rooftop as we move forward to build good quality, affordable homes. **Tessa Rollings (Independent)** Tessa is a fellow with the Institute of Chartered Accountants in England and Wales, qualifying as an accountant with a large accountancy firm. After spending several years auditing a variety of companies and not for profit organisations, she utilised the experience she had gained of the social housing sector and joined a large national housing and care group. Over several years she led the financial reporting function, accounted for complex transactions, headed up the finance team of a newly acquired business and was finance lead for the development and implementation of the group's new IT infrastructure. More recently Tessa has been working in the charity sector at senior management level and currently leads the finance function at the Bumblebee Conservation Trust, a national science led conservation organisation. Tessa brings knowledge of accounting standards and regulatory requirements, risk management, IT transformation and project management to the Board.
	C36	Core	Are there any current executives on the Renumeration Committee?	No, there are no current executives on the Remuneration Committee.

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T10: Board and Trustees	C37	Core	Has a succession plan been provided to the board in the last 12 months?	Yes, this is reviewed at every meeting of the Nominations and Performance Committee (three times per year) and presented to the Board as part of the annual collective review of its effectiveness.
	C38	Core	For how many years has the housing provider's current external audit partner been responsible for auditing the accounts?	BDO LLP, have been the Group's external auditors for four years. They have expressed their willingness to continue as auditors. A resolution for the re-appointment of BDO LLP as auditors of the Association is to be proposed at the forthcoming Annual General Meeting in September.
	C39	Core	When was the last independently-run, board-effectiveness review?	The last Board effectiveness review was held in 2019. The next review is due in 2022.
	C40	Core	Are the roles of the chair of the board and CEO held by two different people?	Yes, the roles of Chair of the Board and Group Chief Executive are always held by two different people. Up until September 2021 Nicola Inchbald was our Chair. She will be retiring at the AGM and will be replaced by Sally Higham. Boris Worrall is our Group Chief Executive.
	C41	Core	How does the housing provider handle conflicts of interest at the board?	Our Board Members are required to declare any interests before the start of every Board and Committee meeting. In accordance with the Rules, if a potential or actual conflict of interest arises for a board member, co-optee or committee member because of a duty of loyalty owed to another organisation or person, and it is not otherwise permitted by the Rules, the unconflicted board members and co-optees, or committee members, as appropriate, may authorise that conflict provided that no conflicted individual shall count in the quorum for such a decision. Such authorisation shall be on such terms and/or conditions as the board or committee (excluding any conflicted individuals) may determine. If the conflict is ongoing, the member is required to resign.

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T10: Board and Trustees				An annual check on board member interests is carried out with a reminder sent out at the 6-month interim stage to remind members they must keep their declarations of interest up to date.
T11: Staff Wellbeing	C42	Core	Does the housing provider pay the Real Living Wage?	We do not pay the Real Living Wage. Instead, we pay the National Living Wage, introduced by the Government in July 2015. Just under 3% of our employees are paid the National Living Wage, with the remaining 97% being paid more than the National Living Wage.
	C43	Core	What is the gender pay gap?	There is no difference in pay for our employees based on gender. Our policy is to maintain salaries for all roles at a median level for the sector. Salaries for roles are determined by an external job evaluation consultancy every three years and are based on the role description, person specification and market pay data. Newly created roles are evaluated in the same way. Evaluations are based on role descriptions not role-holders.
	C44	Enhanced	What is the CEO-worker pay ratio?	As there are less than 250 employees at Rooftop Housing Group, we do not report on the CEO- worker pay ratio.
	C45	Enhanced	How does the housing provider support the physical and mental health of their staff?	We have a rewards and benefits package which includes: • Group-funded health cash plan with a range of treatments including eye tests, dental treatment, physiotherapy, physio, acupuncture, osteopathy, chiropody, consultation, and scans (MRI and CT) • Employee Assistance programme with 24-hour free confidential phone helpline for employees and families at the same address • Access to free counselling • Agile and flexi-time working • Subsidised gym membership and cycle scheme • New home leave • Occupational maternity and adoption pay • Occupational sick pay and time off for hospital appointments • Occupational health assessments

Theme	Criteria	Type of Criteria	Criteria	Measurement Unit
T11: Staff Wellbeing	C46	Enhanced	Average number of sick days taken per employee	From 1 April 2020 to 31 March 2021 the average number of sick days taken per employee was 3.8 days.
T12: Supply Chain	C47	Enhanced	How is Social Value creation considered when procuring goods and services?	Each procurement process at Rooftop is an opportunity to support the social, environmental and wellbeing of communities that are impacted by the organisation's operations. The Group procurement policy recognises the importance of social value and encourages all users of the policy to ensure that when they consider the desired commercial outcomes of a procurement/sourcing project they are proportionate and mindful of the community investment priorities and social value impact. When scoring and developing requirements and specifications for quotes, standard questionnaires or tender submissions, there should always be a percentage weighting for social value to highlight how the bidders/suppliers contribute to the society and community in which they operate. Depending on the value of the goods/services, in the first instance staff are encouraged to purchase via an established framework, a 'Dynamic Purchasing System' or purchasing agreement. The majority of these methods will perform reference and company checks which acts as an additional layer of due diligence when considering social value creation and impact. Rooftop recognises the importance of understanding how to utilise procurement processes so that we can identify and implement areas of innovation and added value from the suppliers we work with. We are proactively encouraging all staff who procure goods and services to recognise the importance of social value. To assist with this, we are creating Request For Quote and Invitation to Tender templates, which specifically highlight social value, environmental sustainability and the wellbeing of communities.

Theme	Criteria	Type of Criteria	Criteria	Measurement Unit
T12: Supply Chain	C48	Enhanced	How is Environmental impact considered when procuring goods and services?	The Group procurement policy highlights the expectations of the suppliers to reflect the standards and requirements of our Environmental Sustainability Strategy. Where appropriate, the environmental and/or sustainability policies for potential suppliers are requested as part of the due diligence in our procurement processes and we expect suppliers to demonstrate their compliance with our standards and requirements throughout their supply chain. Staff are encouraged to use established frameworks, DPS or purchasing agreements in the first instance when procuring goods/services over a certain value and environmental sustainability forms a part of the pre-completed company checks performed by the framework providers. The consideration of the environmental impact will be more substantial depending on the commodity that is being procured and an example would be utilities. As an organisation we use the expertise of a broker to procure our utilities (gas and power), so we can have a full overview of the market including providers that use renewable energy resources. When procuring utilities, we ensure we balance achieving value for money whilst considering the environmental impact and the use of renewable energy resources.