



Maynard Co-operative Housing Association

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Maynard Co-operative Housing Association

Business Plan 2026-29

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Executive Summary

Maynard Co-operative Housing Association was established in 1977 and has been delivering housing management, maintenance and estate services to its members. We own 118 properties in the Highfields area of Leicester and let our properties through our own waiting list or our nominations agreement with Leicester City Council. Our membership is predominantly from an Asian background (88%) which is reflective of the area we operate within.

Since 1991 we have utilised the expertise of our managing agent PA Housing to deliver services such as managing waiting lists, allocating dwellings, day to day and planned maintenance, rent collection, developments and facilitating Committee meetings. As one of the largest Registered Provider in Leicester, PA Housing is able to bring value for money efficiency and cost savings to our co-operative that helps create surplus funds which we can use to further develop our co-operative.

We have developed this Business Plan to help us focus on the future and to continuously improve our services for our members. Our Business Plan is supported by a 20-year Financial Plan.

Our Business Plan reflects the vision and values of our organisation and shows what we are aiming to achieve within the requirements set out by the Regulator of Social Housing in the Regulatory Framework. We have agreed our objectives and strategies which cover the services we provide, but also issues relating to how we run the co-operative, how we involve the community and how we intend to develop the co-operative in the future.

Our Action Plan shows how we will go about turning our vision and key objectives into reality. The aims for the lifetime of this Business Plan are to:

- Address risks associated with rent arrears both for our members and the co-operative
- Continue to deliver investment for our existing homes and look to create additional bedspace by converting existing properties
- Review our risk management
- Review our service performance and value for money against agreed key performance indicators both internally and by comparison externally through benchmarking
- Introduce bi-annual tenant perception surveys and report on the Tenant Satisfaction Measures
- Provide training for our members to embed excellent governance
- Encourage our members to participate in conferences and activities

Our Co-operative

Business Details & Premises

Business name:	Maynard Co-operative Housing Association Ltd
Business structure:	Fully Mutual Co-operative Housing Association, managed by a Management Committee of tenant members supported by co-optees
HCA Registration Number:	C2462
NHF Registration Number:	00001109
Company Registration:	IP21904R
Business Location:	Belgrave, Leicester
Incorporation Date:	14 th September 1977
Business Structure:	A Registered Provider regulated by the Regulator of Social Housing
Business Location:	3 Bede Island Road, Leicester, LE2 7EA.

Governance, Management & Ownership:

Maynard Co-operative Housing Association has been operating now for 49 years and has a committee in place that manages the organisation. In addition, the co-operative's managing agent has a long history of working as a Registered Provider of social housing. We are managed by a strong Management Committee that has effective oversight of our operating environment and has broken new ground by becoming an early national adopter of a paperless approach to meetings and information systems.

Our Purpose

Mission Statement

Maynard Co-operative Housing Association aims to provide good quality homes and housing services in the local community for its members.

Our Vision & Values

Vision

Maynard Co-operative Housing Association is committed to working for its members in order to improve the quality of life for all. We will achieve this by:

- Providing the best housing service possible for all our members;
- Ensuring we continue to communicate, consult and involve all members of our community in our decision making;
- Working to increase the level of member involvement;
- Improving our housing stock and environment for all residents;
- Ensuring the safety of our homes;
- Working transparently;
- Eliminating community and financial exclusion;
- Undertaking projects and initiatives that will benefit our community.

Values

Because we are a community managed organisation, our values form an essential part of our approach. These values underpin our actions and decision-making. We have developed the following values to reflect our commitment to member participation and to provide value for money services:

- We will at all times endeavour to put our members first;
- We will provide services reflective of local need and priorities;
- We respect our community and care about people;
- We celebrate the diversity of our community and will strive to ensure we represent and serve all members in a fair and equitable manner;
- We will invest in the development of our co-operative;
- We will establish leadership through effective governance and accountability.

Operating Environment

Government Policy

As a Registered Provider, we are strongly influenced by changing government policy and its impact on our operating environment through the Regulatory Framework. We maintain membership of both the Confederation of Co-operative Housing and the National Housing Federation which ensures we remain updated on changing developments in government policy.

This Business Plan has been created during a period of change regarding future compliance requirements with the introduction of wider information provision to residents, employee competence and conduct and energy efficiency.

Risk Management

We are updating our Risk Register to focus on the key risks that are relevant to the co-operative; this is a key priority within our Action Plan. As part of our business planning process, we have reviewed the key risks that we face which are outlined below:

- Service delivery and satisfaction with services – these are constantly monitored and improved where required - we will always get the ‘unsatisfied’ tenant but will seek to address their concerns in an appropriate manner;
- Financial strength, cost base and rent – our financial position is healthy but over the coming years our cash position will reduce as we meet property investment needs and rising repairs costs;
- Property condition – the 20-year asset management plan is progressing, but we need to be aware of member dissatisfaction with the disturbance caused;
- Culture – we only have a few disagreements, and these tend to be resolved in a healthy way.

Legal & Regulatory Compliance

The Regulatory Framework

The Regulator of Social Housing’s Regulatory Standards are classified as either economic or consumer.

Economic Standards

These standards apply to all Registered Providers except for local authorities. The co-operative’s Management Committee is responsible for ensuring that we meet the Economic Standards. The Regulator will proactively seek assurance from Registered Providers that they are meeting the Economic Standards, while meeting their duty to minimise interference; there are 3 economic standards:

- Governance and financial viability standard
- Value for money standard
- Rent standard

The Regulator of Social Housing assesses how well Registered Providers are meeting the Economic Standards by speaking to them, meeting with them, and by collecting financial and statistical data. All Registered Providers are required to submit various types of assurance to the Regulator; including a statistical data return to the NROSH+ website and by submitting annual accounts.

Consumer Standards

These standards apply to all Registered Providers, including local authorities. The Consumer Standards are set so that tenants, landlords and others know what is expected of them. This helps tenants to hold landlords to account. The co-operative's Management Committee is responsible for ensuring that we meet the Consumer Standards; there are 4 Consumer Standards:

- Transparency, influence and accountability standard
- Safety and quality standard
- Tenancy standard
- Neighbourhood and community standard

Registered Societies

'Registered Societies' are all those societies registered under the Co-operative and Community Benefit Societies Act 2014. Societies previously known as 'Industrial and Provident Societies' are now referred to as 'Registered Societies'. The Financial Conduct Authority is the registering authority for societies registered under the Co-operative and Community Benefit Societies Act 2014 (2014 Act) and the Credit Unions Act 1979. The co-operative must complete an Annual Return to the FCA (AR30) and submit it along with audited accounts.

Co-operative Rules

The co-operative has a set of Rules by which it is required to operate in.

Additional Legislation

The co-operative must also comply with a range of legislation that impacts upon it as a Registered Provider and as a company. These include housing law, repairs and maintenance requirements (including building regulations), contract law, data protection, equalities and diversity, health and safety, safeguarding young and vulnerable persons, human rights and financial reporting standards. We will ensure that our policies and procedures cross reference relevant legislation as appropriate.

Our Services

Service Level Agreement

The co-operative has a Service Level Agreement with PA Housing which sets out the roles and responsibilities of the co-operative and the managing agent. The services provided by PA Housing are:

- Housing Services including lettings and rent collection
- Financial Control
- Administration and committee servicing
- Training and education
- Development
- Planned maintenance
- Major repairs
- Day to day repairs
- Cyclical maintenance

Suppliers

The co-operative has approved contractors that are used to carry out day to day and planned works to dwellings. The co-operative has a Contractor Code of Conduct in place.

Opening Hours

The co-operative's service to its members is provided from 3 Bede Island, Leicester LE2 7EA during restricted hours and through our local surgery; members are also encouraged to use the My Asra service. Outside of office hours there is a designated number for members to call should they have a maintenance emergency.

Disaster Recovery Plan

The co-operative has an insurance policy in place and the support of its managing agent in delivering the services. Should there be an incident which would cause the office to be inaccessible for a temporary period; alternative arrangements would be made to ensure a continuation of service delivery. Should any properties or group of properties owned by the co-operative become inhabitable due to a disaster type of situation, an emergency plan will be put in place in order to utilise local services and community centres to overcome the immediate emergency and thereafter provide a short- and long-term solution.

Member Satisfaction

An Annual Tenant Satisfaction Measures member survey is carried out at each Annual General Meeting and/or during face to face or by phone calls. This is to establish views on a range of the service delivery aspects to the co-operative's members. In addition, repair satisfaction surveys and post completion inspections are carried out to dwellings.

Review of 2023-25 Objectives

Objective	Assessment
Address risks associated with rent arrears both for our members and the co-operative	Subject to annual review and part of rent plan; roll forward
Continue to deliver investment for our existing homes and look to create additional storage sheds for members	Investment is prioritised by property condition
Review our risk management	Subject to annual review; roll forward
Review and update our rules	Completed; annual policy review is being conducted
Review our performance against agreed key performance indicators both internally and by comparison externally through benchmarking	Completed; roll forward
Introduce bi-annual tenant perception surveys and report on the Tenant Satisfaction Measures	Completed; roll forward
Provide training for our members to embed excellent governance	Completed; roll forward annual programme with mix of face-to-face and online delivery
Encourage our members to participate in conferences and activities	Achieved; roll forward

Key Performance Targets

The key performance indicator targets for 2026-27 are shown below. The co-operative will also actively seek to benchmark its performance against other similar providers.

Indicator	2026-27 Target
Current Tenant arrears	1.5%
Rent collection against annual debit	100%
Nominations net of transfers	50%
Relet turnaround (non-major works)	21 days
Rent loss from voids	1.0%
Emergency repairs in target	100%
Routine repairs in target	95% within 15 working days
Member satisfaction with repairs service	80%
Member Satisfaction overall	80%
Member satisfaction for Gas servicing	90%
Up-to-date LGSC – Gas servicing	100%

Action plan

CH – Chairperson; MC - Management Committee; AM – Agency Manager; AO – Agency Officer; AS- Area Surveyor; HO- Housing Officer

In addition to the key objectives listed above, the following Action Plan has been agreed. Alongside this Action Plan, the Management Committee will have a strengthened focus on its internal governance and will actively seek to involve more members and the options for alternative governance arrangements including merging with another co-operative or Registered Provider.

OBJECTIVE 1	STRATEGY/ACTION	RESPONSIBILITY	OUTCOME AND DATE
We are a member led organisation and as such we are committed to ensuring that members are at the centre of everything we do.	1. Undertake on going reviews of policies and procedures and ensure that urgent business items do not impact on policy review and updating.	MC	Quarterly
	2. Undertake a resident profile visit to every dwelling on an annual rolling programme.	HO	Rolling updates over a 3-year period; annual for vulnerable tenants
	3. Continue work to reduce carbon footprint and make better use of technology and provide translations of MC documents.	MC/AM	On going
	4. Committee to ensure that it reflects a fair and reasonable balance across the various protected characteristics primarily focusing on gender and race as they are underrepresented.	MC	On going
	5. Prepare for and introduce STAIRs requirements.	MC/AM	April 2027

OBJECTIVE 2	STRATEGY/ACTION	RESPONSIBILITY	DATE FOR COMPLETION
Our first responsibility as a co-operative is to provide the highest possible quality housing.	1. Seek to minimize inflationary pressures by focusing on costs and quality.	MC/AM	Annual value for money assessment
	2. Ensure compliance with current and new requirements of Awaab's Law.	AM/AS	On-going
	3. Carry out post inspections of all works above £1,000 and aim to receive a minimum of 50% of member satisfaction feedback for all works.	AS	Ongoing
	4. Undertake a review of options for joint procurement across the 2 Co-operatives of planned works with the aim of securing better value and effectiveness.	AS	Ongoing
	5. Examine options for alterations to existing properties to increase bedroom sizes including loft and second bathrooms conversions.	MC/AM/AS	On going

OBJECTIVE 3	STRATEGY/ACTION	RESPONSIBILITY	DATE FOR COMPLETION
We have made an on-going commitment to perform better. This will include a review of all key services, supported by benchmarking and evaluation of our performance.	1. Monitor service performance and value for money against agreed KPIs in partnership with agency staff through membership of an appropriate benchmarking club.	MC	Quarterly
	2. Utilise value for money assessments and benchmarking to highlight areas of success and in need of improvement.	AM	On going
	3. Focus on promotion of digital access portal.	MC/AM	On going

OBJECTIVE 4	STRATEGY/ACTION	RESPONSIBILITY	DATE FOR COMPLETION
The strength of the co-operative is that local people run it. The Management Committee must ensure the organisation is well run, in a professional manner in accordance with legislation and best practice.	1. Review of financial viability of annual tenant's conference.	MC/AM	July 2026
	2. Provide MC induction packs including Code of Conduct and implement MC training plans based on full completion of appraisals.	CH/MC	Annually
	3. Update Risk Management Strategy.	MC	Annually
	4. Review succession planning.	CH/MC	May every year
	5. Management Committee members are required to complete a record of interest statement, and this is reviewed annually.	CH/MC	First meeting after AGM

Financial Plan

We have developed a 20-year financial plan with our managing agent. Key to our future income will be rent setting guidelines that are laid down by government policy and regulatory guidance. Our current assumed rent setting level for 2026-27 is 3%.

Our financial plan draws together our projections for income and expenditure for ordinary activities, and our asset management planned works. The key figures for the period 2026-29 are shown below.

	2026-27	2027-28	2028-29
	£	£	£
Cash Opening Balance	955,039	757,690	644,361
Income			
Rent Receivable	691,288	712,027	733,388
Interest Receivable	8,400	7,000	6,000
Expenditure			
Housing Management Fees	210,652	216,972	223,481
Other Management Expenses	65,376	67,337	69,357
Maintenance Fees			
Day to Day & Void Repairs	234,539	241,575	248,822
Gas Servicing	60,000	61,800	63,654
Cyclical Maintenance	15,000	15,450	15,914
Planned Maintenance	283,100	200,000	206,000
Property Insurance	28,371	29,222	30,099
Total Expenditure	897,038	832,356	857,326
Cash Closing Balance	757,690	644,361	526,422