



Ross Walk Housing Co-operative
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Ross Walk Housing Co-operative

Business Plan 2026-29

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Executive Summary

Ross Walk Housing Co-operative was established in 1980 and has been delivering housing management, maintenance and estate services to its members. We own 116 properties in the Belgrave 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 (89%) 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:

- Continue updating our existing properties
- Strengthen levels of member involvement and expand MC membership
- Prepare for an electric car future and seek to make environmental improvements to our properties
- Make better use of IT including apps
- Prepare for changes to regulation
- Consider what adaptations will be needed for our aging member base and the cost implications

Our Co-operative

Business Details & Premises

Business name:	Ross Walk Housing Co-operative Ltd
Business structure:	Fully Mutual Co-operative Housing Association, managed by a Management Committee of tenant members supported by co-optees
HCA Registration Number:	C2977
NHF Registration Number:	00001325
Company Registration:	IP22542R
Business Location:	Belgrave, Leicester
Incorporation Date:	10 th March 1980
Business Structure:	A Registered Provider regulated by the Regulator of Social Housing
Business Location:	3 Bede Island Road, Leicester, LE2 7EA.

Governance, Management & Ownership:

Ross Walk Housing Co-operative has been operating now for 46 years and has a committee in place that manages the organisation. In addition, the managing agent has a long history of working as a Social Housing Provider. We are committed to strengthening our governance through building on our existing skills, knowledge and experience by developing our appraisal and assessment frameworks and training programme.

Our Management Committee is focused on achieving excellent value for our members and of seeking out opportunities to grow the organisation.

Our Purpose

Mission Statement

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

Our Vision & Values

Vision

Ross Walk Housing Co-operative 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 in order to reflect our commitment to member participation and to provide value for money services:

- We will always 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; updating it 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:

- Rent arrears;
- Increasing cost of living;
- Reducing cash position as we meet property investment needs and rising repairs costs;
- Statutory checks being done – asbestos, gas, smoke detectors, health and safety;
- Are properties fit for purpose – age, accessibility, safety?
- Look at developing bungalows in the long term for older members;
- GDPR compliance.

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 office 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
Continue updating our existing properties	Investment is prioritised by property condition
Strengthen levels of membership involvement and expand MC membership	Not completed; roll forward
Prepare for an electric car future and seek to make environmental improvements to our properties	Not completed; keep under review
Make better use of IT including apps	Completed; roll forward
Prepare for changes to regulation	Completed; roll forward
Consider what adaptations will be needed for our ageing member base and the cost implications	Undertake in response to member needs and liaise with Council OT Team

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	On going
	3. Identify members vulnerable to cost-of-living issues and offer them additional support	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

OBJECTIVE 2	STRATEGY/ACTION	RESPONSIBILITY	DATE FOR COMPLETION
Our first responsibility as a co-operative is to provide the highest possible quality housing.	1. Ensure compliance with current and new requirements of Awaab's Law	AS/AM	On-going
	2. Complete new doors and external wall insulation programme	AS	March 2028
	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	Quarterly
	4. Upgrade existing properties.	AS/AM/MC	Ongoing
	5. Minimize risk of disrepair claims through creating a damp and mould hotline, completing repairs on time, home visits, good record keeping and maintaining photographs	AS/AM	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.	AM	On-going
	4. Minimize impact of price increases.	AM/MC	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 the annual tenant's conference.	AM	July 2026
	2. Increase level of member involvement and strengthen current MC; examine options for incentivizing members.	CH/MC/AM	Ongoing
	3. Update Risk Management Strategy.	MC	Annually
	4. Review succession planning.	CH/MC	May every year
	5. Explore options for residents to purchase properties	MC	December 2026
	6. Ensure compliance with regulatory requirements.	AM/MC	Ongoing

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% rent cap.

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	1,230,495	1,092,264	962,133
Income			
Rent Receivable	775,968	799,247	823,224
Interest Receivable	10,800	9,000	8,000
Expenditure			
Housing Management Fees	216,008	222,488	229,163
Other Management Expenses	66,217	69,528	71,613
Maintenance Fees			
Day to Day & Void Repairs	197,903	203,840	209,955
Gas Servicing	85,000	87,550	90,177
Cyclical Maintenance	25,000	25,750	26,523
Planned Maintenance	306,500	300,000	300,000
Property Insurance	28,371	29,222	30,099
Total Expenditure	924,999	938,378	957,530
Cash Closing Balance	1,092,264	962,133	835,828