
Dovecotes Tenant Management Organisation

Scheme of Delegation



Associated Documents

This document should be read in conjunction with:

- Code of Governance
- Business Delivery Plan and Strategies
- Financial Procedures
- Constitution and Articles of Association

Contents

1. Purpose
2. Introduction
3. Board Membership
4. Board Meetings
5. Roles of Staff and Board
6. Emergency Committee Membership
7. Delegated Responsibility – Salaried Staff
8. Document Control
9. Supporting Documents

Appendix A

1. Purpose

It is fundamental to the effectiveness and efficiency of Dovecotes Tenant Management Organisation that the key responsibilities and delegated authorities are set out clearly. This enables all of those concerned with the operation of the organisation - the Board and staff to be well informed about where the lines of responsibility lie and to exercise due control.

This Scheme details the delegated functions, responsibilities and powers of the Board and Subcommittees in their respective Terms of Reference below, and the functions and responsibilities delegated to board members, who have overall responsibility of the day-to-day operational duties delegated to salaried staff.

The Board will exercise overall control through its Scheme of Delegation, which is defined through:

- The Dovecotes Memorandum and Articles of Association
- Financial Regulations
- Limits of Authority
- Standing Orders
- Business Delivery Plan and Strategies
- Policies and Procedures
- Terms of Reference for Board and Committees (contained within this Scheme)
- Chief Officer job profile.

2. Introduction

The core functions of this scheme are:

- To define and ensure compliance with the values and objectives of the Company
- To review and agree the Company's Business Delivery Plan on an annual basis
- To establish a framework for approving strategies, policies and plans to achieve those objectives and approve material or significant changes to existing policies delegated to Subcommittees
- To establish and oversee a framework of delegation and systems of control
- To agree strategies, plans and policies and make decisions on all matters that create significant financial risk, or which affect material issues of principle
- To monitor performance in relation to these plans, budget controls and decisions, including customer feedback and the performance of comparable organisations
- To appoint (and if necessary remove) the Chief Officer and determine their salary levels and conditions of service
- To satisfy itself that the Company's affairs are conducted in accordance with generally accepted standards of performance and propriety
- To take appropriate professional advice
- To ensure legal, constitutional and regulatory compliance
- To promote and demonstrate good governance

- To elect (or if necessary remove) the Chair of the Board
- To ensure that an annual appraisal of all board members is undertaken by the Chair
- To annually review the board's own strengths and weaknesses to approve training programmes and ensure continuing effectiveness.

Finance and Corporate Matters

- To approve the annual budget before the start of the financial year, and receive monthly management accounts
- To approve annual accounts for presentation to the annual general meeting
- To consider the annual audit report.
- To ensure that adequate finance is available to achieve Business Delivery Plan objectives
- To ensure that the Company provides safe and healthy working conditions for its employees and that its activities do not adversely affect the health and safety of employees and others

Housing and Property Services

- To approve a planned maintenance programme for reinvestment in existing properties through surplus funds, considering any stock condition surveys for meeting and continuing to meet the Decent Homes Standard
- To instruct and receive a Stock Condition Survey from suitably qualified chartered surveyor
- Through receipt of monthly reports, to monitor performance in relation to housing management and repairs and maintenance, including customer satisfaction and complaints
- To receive a six-monthly contract report on approved contractors carrying out works on the Dovecotes Estate

Legal

- Dovecotes must remain solvent
- Dovecotes must always act within its powers

Significant Matters

- Consider and approve significant matters specifically reserved for the Board's decision, which are not elsewhere delegated including:
 - Expansion of the organisation's operations into new activities
 - Any decision to cease a material part of the organisation's operations
 - Changes to corporate structure
 - Approval of resolutions put forward by the Board at a general meeting
 - Changes to the structure, size or composition of the board
 - Appointments to the boards

- Approval of key policies, including the Code of Conduct for governing body members and staff.

Subcommittees

From time to time the Board may agree that members can be delegated specific projects to develop specific areas that are within the Board's responsibilities. These subcommittees would report back directly to the board.

Fair Treatment and Equality of Opportunity

The Board has responsibility for ensuring that all its policies and operations embrace diversity and promote equality of opportunity to all, irrespective of race, gender, disability or any other characteristic which might identify or group people. It is of great importance that Board members are committed to Dovecotes ethos of promoting equality and diversity principles and practices.

Litigation

Approval of any action for litigation where the legal costs cannot be contained within the budget or where the damage, loss or risk of loss exceeds £50,000.

Risk Management

To create the structures and the environment for risk management to operate effectively, satisfying itself that risk is managed effectively. The risk of any new initiative or changes in business or the business environment should be actively considered.

Signatories

The Board must decide which staff and members of the Board are able to sign cheques and other documents on behalf of the Company. This is included in the Financial Regulations and will be reviewed in accordance with this document.

Liabilities

The Company will insure against liabilities that Board members may incur through negligence or incorrect professional advice. Generally, individual Board members will not incur personal liability if the Memorandum and Articles of Association of the Company and the law have not been broken.

Legal Advice

Normally, the Chief Officer will obtain legal advice about Dovecotes matters and where relevant report to the Board. Occasionally members of the Board may wish to seek legal advice about Dovecotes business. This is permissible. Members who feel they need to do this should either contact the Chief Officer or Chair prior to seeking that advice. Where this has been agreed by either the Chair or the Chief Officer, the costs of such advice will be met by Dovecotes.

Continuous Improvement

The Board should take the lead in ensuring that Dovecotes is striving for continuous improvement in service delivery.

3. Board Membership

Qualification for membership of the Board is as set out in the Company's Articles of Association.

Should membership of the Board fall below 7 members, the board may only act for increasing the number of members and, will only have the power to continue when this is achieved.

4. Board Meetings

- The Board will meet at least six times per annum
- The Agenda for each meeting will be set by the Chair of the Board in consultation with the Chief Officer and will be circulated to all Board members. Any board member wishing to make a submission for the agenda can do so through the Chair
- The Secretary or minute taker will minute the proceedings and resolutions of all meetings of the board, including recording the names of those present and in attendance
- The board will be provided with appropriate secretariat support as required
- The board shall ascertain, at the beginning of each meeting, the existence of any conflicts of interest and these will be included in the minutes
- Board members will receive copies of any committee meetings at the next Board meeting following the meeting of the committee, for noting
- Board members shall be notified of all committee meetings for information and may not necessarily attend unless a member of that committee, or invited to or wish to do so, albeit only members of any committee will have voting powers
- Meetings will be run in accordance with the Articles of Association and Standing Orders of the Company

- Review and approve the statements to be included in annual reporting concerning internal controls and risk management.
- Monitor and review the effectiveness of the Company's internal audit function in the context of the Company's overall risk management system
- Consider and approve the remit of an internal audit function and ensure it has adequate resources and appropriate access to information to enable it to perform its function effectively and in accordance with the relevant professional standards. The committee shall also ensure the function has adequate standing and is free from management or other restrictions

Other Matters

The Board will:

- Ensure that Dovecotes is meeting all defined returns within target deadlines as required by the City of Wolverhampton Council
- Be provided and facilitate appropriate and timely training, both in the form of an induction programme for new members and on an ongoing basis for all members
- Give due consideration to laws and regulations
- Oversee any investigation of activities which are within its terms of reference
- Once a year, review performance, constitution and terms of reference to ensure Dovecotes operates at its maximum effectiveness and recommend any changes necessary to full Board for approval
- Review relevant policies (in accordance with the Policy Review Schedule) and refer material or significant changes to the full board for approval

Whistleblowing and Fraud

The board shall:

Review the Company's arrangements for its employees to raise concerns, in confidence, about possible wrongdoing in financial reporting or other matters. The board shall ensure that these arrangements allow proportionate and independent investigation of such matters and appropriate follow-up action.

5. Roles of Staff and Board

The Role of the Board Member

- Attend meeting's regularly & propose / discuss agenda items
- Attend induction and annual training events
- Receive management & other reports
- Take decisions & instruct TMO Manager
- Question manager on performance
- Set and review management targets
- Work together & support fellow committee members & officers

- Discuss finance and budgets & set targets
- Long term planning and proposals
- Bring to the attention of the committee local management issues and raise concerns of residents who have gone through all the proper channels via the staff
- Report back on any tasks which may be undertaken
- Keep the estate informed, unite & promote the estate
- Make decisions on management policy
- Keep up to date with current local & national housing policies
- Manage the Manager & receive reports on any staffing / supervisory issues to have arisen monitor staff performance & welfare
- Delivering the service of managing the estate under the management agreement

The Role of the TMO Staff

- Provide a day to day housing management and maintenance service to the estate
- Liaise with providers of services to residents
- Implement & follow policy and procedures
- Keep information for residents up to date
- Run the Neighbourhood Office and be friendly
- Promote and explain what a Tenant Management Organisation is and is responsible for
- Understand and advise on legal aspects of housing legislation
- Advise board on policy on priorities
- Provide information for board to monitor performance
- Develop ideas and proposals
- Meet targets set by the board
- Provide training to board / committee members
- Understand the management agreement
- Work to the spirit and principles of the job description
- Sign up new members / supply this information to Secretary
- Liaison with key organisations to deliver TMO services
- Long term to get more people involved to share the work load
- Provide continuity, enabling new committee members to join board
- Create interest in the TMO on the estate getting the views & input of more residents
- Remove any stigma, return the pride & improve the reputation of the estate & make it a better place to live
- To work to implement TMO Delivery Plan

The Role of the Chair

- Controls TMO meetings and the conduct of board members at meetings
- Encourages others at the meeting to get involved in the discussions
- Organise order of business for meeting & any other business for agenda
- Attends Chairs briefing with TMO Manager & summarises discussions at meetings
- Has a casting vote in event of a tied vote

- Represents the TMO
- Has delegated authority to make emergency board decisions when requested by TMO Manager
- The TMO Manager's line manager.

The Role of the Treasurer

- Works to the TMO financial procedures
- Check and authorises payment of invoices
- Work with the TMO Manager to set budgets and monitor income and expenditure against budgets
- Report current finances to committee with information supplied by the TMO Manager
- Responsible for the maintenance of a record of all financial transactions
- Responsible for accounts of the TMO and the information required by Companies House
- Ensures Company accounts are available for inspection
- Responsible for arranging for the signature of cheques and mandates

The Role TMO Company Secretary

- Maintains current membership list
- Maintains list of current board members
- Organising distribution of information to members notices of meetings & AGM
- Correspondence
- Keep adequate supply of Company stationary, membership application nomination forms, handbook and membership numbers
- Responsible for Company Seal and record of its use.
- Work with chair to organise meetings & agenda
- Keep official record of minute book
- Organising the nomination & elections if required
- Responsibility for official Company records
- Make sure copies of Company Rules are available to members.
- Keep the members & board working within the TMO Rules.
- Make sure copies of members Handbooks are issued to members.
- **Role also includes the following in line with the proper processing of minutes:**
- Take the minutes, produce and circulate them as required
- Organising distribution of any relevant information and reports
- Deal with TMO correspondence in & out
- Keep record of minutes of TMO meetings
- Receive apologies and keeps attendance list

All staff and Board have the responsibility of promoting and developing community involvement & spirit

6. Emergency Committee Membership

The Emergency Committee shall consist of the Chair of the Board and two other Board members. The Chair of Dovecotes TMO will act as Chair of this Committee. Issues arising at a meeting of the committee shall be decided by the majority and the quorum for the transaction of the business of the committee will be fixed at three.

Emergency Committee Meetings

The Chief Officer or any Board Member may request the Company Secretary convenes a meeting of the Emergency Committee.

An administrator will minute the proceedings and resolutions of all meetings of the committee, including recording the names of those present and in attendance.

The committee shall ascertain, at the beginning of each meeting, the existence of any conflicts of interest and these will be minuted.

Minutes of committee meetings shall be circulated promptly to all members of the committee; copies of the committee meeting minutes shall be presented to the board at the next board meeting following the meeting of the committee, for noting.

The Company secretary shall be requested to attend all meetings of the committee unless otherwise determined by the committee.

Delegation to the Chief Officer and Senior Maintenance Officer

Any decision taken under delegated responsibilities shall be in accordance with policies approved by the Board from time to time, Standing Orders and where appropriate Financial Regulations. When expenditure is involved, such actions shall be conditional upon the necessary financial provision being available and included in the approved budgets.

Wherever the Chief Officer or Senior Maintenance Officer considers it appropriate, they shall seek the approval of the board or relevant committee notwithstanding the availability of a delegated power.

The acts of the Chief Officer or Senior Maintenance Officer under the delegated responsibilities shall be deemed to be acts of the Company.

Personnel Matters

The Chief Officer is authorised to deal with all establishment matters within their approved budgets. The Chief Officer, in consultation with the Board, shall be authorised to:

- Fix starting salaries
- Engage temporary and seasonal staff
- Authorise training courses for employees
- Authorise leased cars and vans
- Authorise allowances for use of lease cars and for employees using private cars, with approval, on Company business

- Authorise mobile phones essential to the conduct of the Company's business
- Authorise standby and call-out payments appropriate to the operation of an out-of-hours emergency repairs service
- Authorise leave arrangements, including bereavement leave, compassionate leave and leave without pay and the carrying over of leave from one year to another
- To exercise functions in accordance with the Company's employment policies, disciplinary and grievance policies and other conditions of service
- Authorise payment for employees lost or damaged personal items at work (excluding loss of cash)

7. Delegated Responsibility – Salaried Staff

General Certification Authorities

The Chief Officer has authority to certify the following items subject to the limitations imposed by Standing Orders and Financial Regulations:

- Payments to Contractors
- Payments to general creditors
- Purchase orders
- Petty cash vouchers
- Training expenses
- Travel and subsistence claims
- Overtime
- Sickness
- General correspondence
- Specific correspondence
- Home Loss and Disturbance allowances
- Tenancy offers
- Compensation payments

Authorised signatories and limits of authorisation are contained in the financial procedures.

Chief Officer

The responsibilities and delegated authority of the Chief Officer are as follows:

- To contribute to the overall policy formulation, strategic direction and management of Dovecotes TMO
- Authority to operate within the plans and policies approved by the Board, and to delegate authority further to members of the Management Team and other individual members of staff
- To receive all Notices duly served on the Company, to bring them to the notice of the Board or otherwise deal with them as necessary

- To make Notices, documents or other communication on behalf of the Company as required by statute, regulation or in the furtherance of the business of the Company
- To sign contracts (not under seal) maintenance agreements, works and building contracts, subject to any limitations set by the Board from time to time
- To ensure the Company's Equality and Diversity Policy and related policies are put into practice in respect of the recruitment and management of staff as well as in the delivery of the service to Dovecotes customers
- To appoint staff in accordance with the Recruitment Policy as approved by the Board
- To implement the terms, conditions of employment and benefits to staff
- To implement any reorganisation including all matters relating to any additions to the workforce that can be accommodated within annual budgets or any reductions in the workforce
- To implement salary awards
- To sign Contracts of Employment
- To dismiss staff as a consequence of, and in accordance with, the Company's disciplinary policy and procedures
- To organise, administer and deliver the services of all of the functions of the Company
- To plan and implement a Health and Safety Management System and to act as the named person responsible for Health and Safety in accordance with the requirements of the Health and Safety at Work Act 1974
- To obtain legal opinion and employ solicitors or counsel to ensure that adequate advice is available to the Company and to authorise the appointment of counsel where it is considered essential to be so represented
- To deal with media enquiries, give press statements or briefings (this may be through any company press relations agency), as may be required from time to time
- To represent the company at forums, joint working groups and/or partnerships as necessary
- To ensure that staff are aware of the Company's objectives, plans and programmes
- Authority to ensure that all regulatory returns required by regulatory bodies are prepared and submitted in the required time limits and in the required format
- To implement the Company's employment policies and to issue contracts of employment to all members of staff with the exception of contracts for the position of Chief Officer
- To implement systems of financial control and reporting, to safeguard the assets and income of the Company and to assist in its management
- To advise the Board on the financial, performance and strategic aspects of the Company's business activities
- To manage the necessary financial systems and records required to satisfy the City of Wolverhampton Council's auditors, and sound accountancy practices and professional standards
- Overall responsibility for staff as detailed in the approved staff structure
- To ensure financial management arrangements are sound and effective, and a prudential financial framework is in place

- Authority to act in all treasury and banking matters in accordance with the Company's adopted financial procedures, drawn up and approved by the Board
- Authority to provide financial and other information requested by external auditors as appointed by the board, and subject to all auditor's Management letters/reports being addressed to the board
- Authority to ensure that all financial returns and accounts required by statute are prepared and submitted in the required time limits and in the required format
- Authority to register with appropriate agencies and regulatory bodies essential and/or beneficial to the operation of the Company's business
- To provide all information as necessary to external consultants as appointed by the board
- To arrange and maintain adequate insurance cover in accordance with statutory requirements and the Company's policy
- To be responsible for the administration of the company's policies and procedures, and monitor their effectiveness through internal audits
- To purchase and install computer systems, telephone systems and other office equipment as required, including all hardware and software, within agreed budget levels, for the effective and efficient delivery of services and running of the company

Senior Maintenance and Senior Housing Management Officer

The responsibilities and delegated authority of the Senior Maintenance Officer & Senior Housing Management Officer are as follows:

- To perform the duties delegated to the Chief Officer in their absence
- To act as a member of the management team, contributing to the overall policy information, strategic direction and management of the Company
- To manage and administer all tenancies and properties managed by Dovecotes in accordance with the Tenancy Agreement and/or lease
- To advise the Chief Officer and the Board on all aspects of policy and strategy for the Company's housing management, maintenance, repairs and technical activities
- To develop and manage the necessary policies and systems required for the effective delivery of services to the satisfaction of the board, the City of Wolverhampton Council, tenants and other customers, and for monitoring sound professional practices and procedures
- To direct and manage the housing management, maintenance and repairs sections of the Dovecotes; with overall responsibility for staff as detailed in the approved staff structure
- To collect monies due because of tenant recharges including where necessary the issuing of legal proceedings
- To initiate the arrears procedure as governed by the Company's policy on arrears. Also, to initiate eviction proceedings subject to the express approval of representatives of the board as defined in the Company's arrears policy

- To programme repairs, maintenance, improvement and regeneration schemes
- To seek compliance with the Company's conditions of tenancy and to take legal proceedings as necessary
- To deal with tenancy standards, including standards of internal maintenance, cultivation of gardens, erection of sheds or similar structures, requests from tenants to carry out alterations and the extent to which breaches of tenant's conditions may be remedied by direct works and recharged to the tenant
- To act within the Company's policies regarding the parking of vehicles etc in gardens, the affixing of television aerials and satellite dishes etc
- To deal with the improvement to properties under the management of Dovecotes
- To let properties in accordance with the Allocations Policy of the City of Wolverhampton Council operated by Wolverhampton Homes
- To ensure housing need criteria is measured, and priorities awarded in accordance with the Allocations Policy of the City of Wolverhampton Council operated by Wolverhampton Homes
- To approve exchanges
- To deal with all transfers of tenancies
- To deal with all amendments to tenancies
- To agree succession to a tenancy within the qualifying criteria and to determine successor members of a family in the event of there being more than one
- To deal with all cases of anti-social behaviour including the referral to the ASB Team, requests for anti-social behaviour orders and instituting proceedings for possession as necessary
- To participate in joint working and partnership forums as may be determined from time to time by the Company
- To carry out necessary repairs and maintenance to properties which are managed by Company for rent, such repairs being the responsibility of the Company
- To carry out repairs and maintenance which are the responsibility of the tenant as necessary and in the event of doing so, to have authority to recover the cost from the tenants who are liable
- To make payments of tenant's compensation within the policy approved by the board
- To agree to and install disabled and social adaptations within the criteria set by the board and within the limits of annual budgets
- To approve or disapprove requests to make alterations or improvements to a house or garden
- To calculate and agree reimbursement for qualified improvements made by the tenant with approval from the Company upon vacation of the property
- To compile, approve and review an Approved Contractors list
- To plan, implement and manage a planned maintenance programme of major repairs and improvements in accordance with the identified housing stock condition and annual budgets approved by the Company
- To replace components resulting from early or unforeseen component failure within an agreed annual contingency budget

- Authority to draw up and issue tender documents to approved contractors, subject to the Company's policy and procedures on tendering and tender approval
- Authority to enter into maintenance service contracts where appropriate

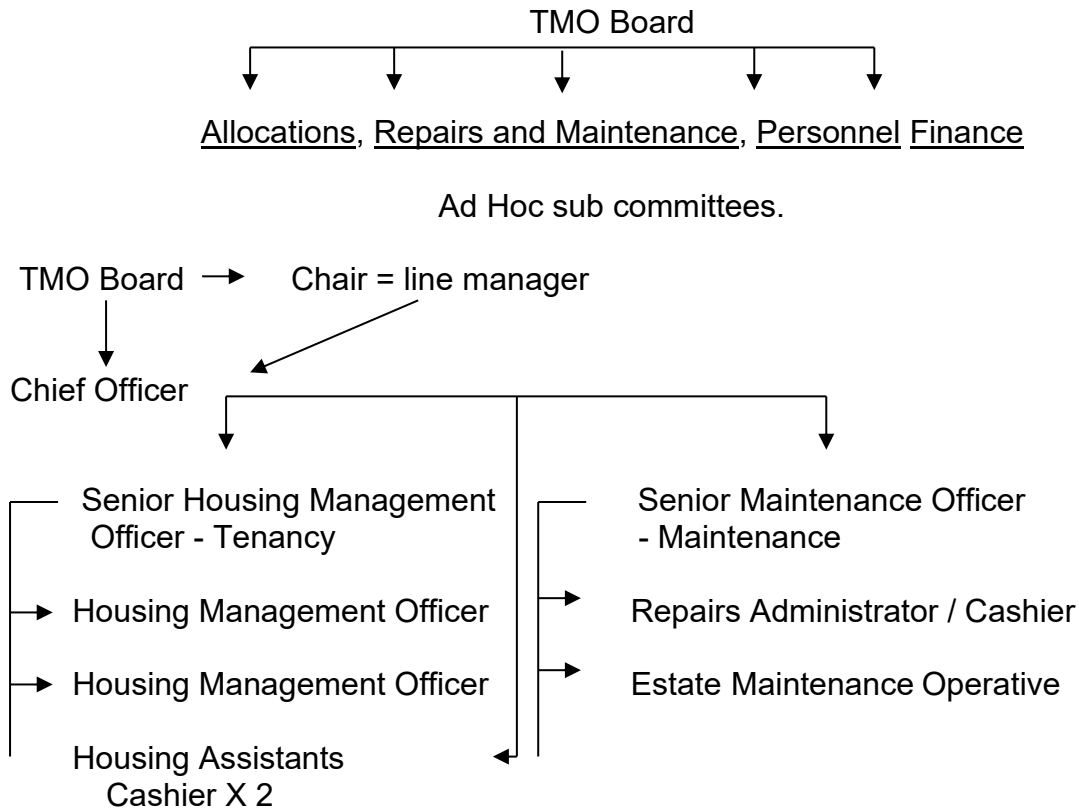
8. Document Control

Date Adopted	Review Required	Initials
28/08/2019	July 2021	JC TMO Chair
08/03/2022	March 2024	Amie Merry CO

Appendix A

THE ORGANISATIONAL STRUCTURE OF THE TMO

Dovecotes TMO & staffing structure



Current Team – Amie Merry, Sarah Reay, Karen Smith, Lisa Colucci, Megan Bridges, Bridgeen, Warren Frays, Lyndsey Beckett

Staffing structure

- 1 TMO Chief Officer – Amie Merry
- 1 Senior Housing Management Officer - Sarah Reay
- 1 Senior Maintenance Officer - Warren Frays
- 2 Housing Management Officers - Karen Smith and Lisa Colucci
- 2 Housing Assistants/ Cashier – Bridgeen Morrin and Megan Bridges
- 1 Repairs Administrator / Cashier - Lyndsey Beckett
- 1 Estate Maintenance Operative – Ian Howroyd