

Dovecotes Tenant Management Organisation

Business Plan 2023-2026

Working in partnership with the City of Wolverhampton Council



CITY OF
WOLVERHAMPTON
COUNCIL



Contents

Section	Page
Glossary	3
1. Executive Summary	4
2. Organisation details	5
3. Introduction to Dovecotes TMO and our Plan	6
4. Our Mission, Vision, and Values	9
5. Our Estate and Community	10
6. Our Delivery Model: Services, People and Facilities	12
7. Our Priorities and Core Objectives	14
8. Our Business Goals and Objectives	15
9. Key Performance Indicators	17
10. Our Finance Objectives	21
11. Our Governance Objectives	23
12. Supporting Documents	25
- Organisational Risk Assessment	

*This plan can be available in alternative formats on request

Glossary

Term	Meaning
AGM	Annual General Meeting held each year to present the organisations report, accounts, and elect board members
BAME	This denotes people and communities who are black, Asian or from other ethnic minority communities (including Irish)
Continuation Ballot	Every 5 years a TMO must conduct a test of resident opinion regarding continuing management of the estate; this test of opinion is called a Continuation Ballot and must show most residents supporting the TMO
CWC	The City of Wolverhampton Council
NFTMO	The National Federation of Tenant Management Organisations who facilitate networking and support TMOs in England as well as promoting community control as an option. The NFTMO, as part of their operation assess organisations for a Kitemark, a quality standard issued to TMO's in recognition of good governance.
Governance	This term means how a TMO is managed by its members and Board. A well governed TMO will abide by an appropriate Code of Governance and may be recognised through the NFTMO Kite Mark.
Decent Homes	A standard set by the Government requiring all social housing to be wind and weather tight, to meet minimum standards for housing set down in law, have reasonably modern kitchens and bathrooms (for tenants) and be in a good state of repair.
GDPR	General Data Protection Regulation
KPI's	Key Performance Indicators – signs that show how well the TMO are performing that we check and measure ourselves against
DPI's	Dovecotes Performance Indicators – specific area's that we check and measure
Board Members	Volunteers who act as directors of the organisation
MMA/Management Agreement	The Modular Management Agreement is a binding legal agreement between the TMO and the landlord (City of Wolverhampton council)
TMO	Tenant Management Organisation: an organisation set up by residents to run an estate's housing services on a not-for-profit basis.
Articles of Association	Can also be termed as the organisations constitution the articles detail our legal form, purpose, capital structure, governance, records, and other terms of our existence.
Wolverhampton Homes	Are an Arm's Length Management Organisation (ALMO) and a managing agent working on behalf of the City of Wolverhampton Council
SMO	Senior Maintenance Officer
SHMO	Senior Housing Management Officer
SWOT	An assessment of the Strengths, Weaknesses, Threats, and Opportunities

1. Executive Summary

This business plan outlines how we will manage the estate and what our priorities are for the next three years (2023-2026). We have a shared vision of how we want Dovecotes to be and are committed to making it a reality.

At the heart of our operations are our TMO Staff who work exclusively from our Housing Office. We believe that being locally based enables us to mobilise quickly, tailor our services to meet the needs of tenants and transform the housing services we deliver to the community.

Our elected and co-opted board members play an important role in setting the strategic Delivery Plan through governance and decision making. In their role of monitoring the effectiveness of service delivery and the appropriateness of policies of Dovecotes TMO, they ensure tenants benefit directly from the services delivered through the TMO.

Committee members work with officers to provide input and advice through the governance arrangements contributing to the organisation achieving its objectives. Regular and tailored training is provided to expand their skills and knowledge creating a more robust and resilient governance structure. Board members meet monthly and have 5 sub-committees (Staff and Employment, Community Events, Finance, Repairs and Maintenance, Health & Safety) who meet regularly to ensure the TMO is fulfilling its obligations regarding its 'Management Agreement' with the City of Wolverhampton Council.

We want to create better housing for now and in the future with a service that adapts to the needs of the community. We have already established a reputation that we are 'open for business' as a locally managed organisation delivering services directly to its community. We will continue to provide an accessible and inclusive housing service that our tenants can rely on and seek feedback through estate surveys, scrutiny panels and events using valuable knowledge to assess how we are performing and understand what is important to tenants to create a more cohesive approach to our strategic planning.

There are many challenges ahead for social housing both locally and nationally. This plan will set out how we, as a forward thinking locally managed organisation will deliver services to our tenants that provide value for money, homes and environments that are decent and safe, promote health and wellbeing and bring our community together through organised events.

Sincerely

Ann Webb
Chair of Dovecotes Tenant Management Organisation

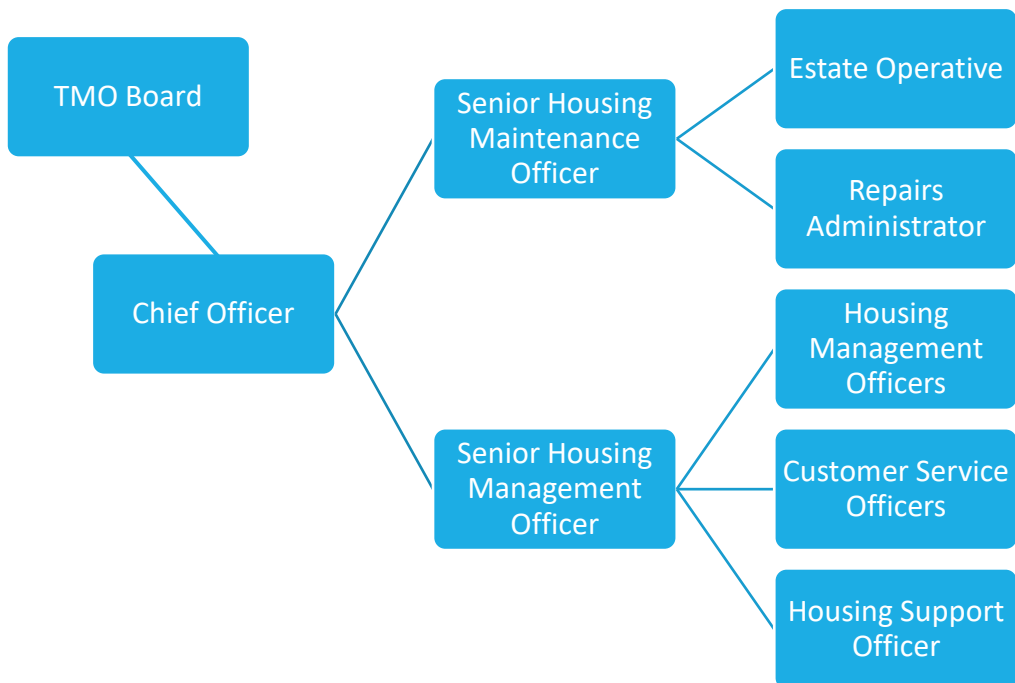
2. Organisation Details

Organisation name	Dovecotes Tenant Management Organisation Limited
Registered Office	The Housing Office, 86 Ryefield, Pendeford, WV8 1UD
Telephone	01902 552780
Email	Dovecotes.tmo@wolverhampton.gov.uk
Website	www.dovecotestmo.com
Company Number	5692344

TMO Board (on the date of approval of the Business Plan)

Chair	Ann Webb
Vice Chair	Stuart Harrison
Secretary	Andrew Slater
Treasurer	Ste Webb
TMO Board Member	Deb Bentley
TMO Board Member	Sarah Harrison
TMO Board Member	Janet Smith
TMO Board Member	Glenford Clarke

TMO Structure



3. Introduction to Dovecotes TMO and our Plan

Dovecotes Tenant Management Organisation has been successfully managing council housing stock on the estate since 2006 when 860 council owned properties were transferred under the Right to Manage Regulations. Governed by a board of tenants and owner-occupiers Dovecotes is a locally managed service led by local people. Our most valuable asset is our people, they have the knowledge, experience, and skills to deliver a high-quality housing management service.

The Housing Services provided by us include the letting of properties, sustainability of tenancies and taking appropriate action where a tenant has breached their tenancy conditions. Our Repairs Team manage the physical maintenance of the Council's housing stock but not capital improvements, this is delegated by the Council to Wolverhampton Homes.

We have a strong focus on service delivery and planning for future provision. This is to ensure that services achieve an appropriate balance between quality and cost. In addition, we aim to ensure that our services encourage integrated positive communities and sustainable areas where people want to live.

Housing and Tenancy Management

We provide advice and assistance on a range of tenancy issues and housing allocations including

- Lettings
- Tenancy matters including security of tenure
- Transfers, mutual exchanges, assignation, and succession
- Joint tenancies
- Statutory tenancy rights
- Rent arrears
- Housing Benefit
- Anti-social behaviour and disputes
- Hardship grants
- Garden condition
- Pets
- Abandonment of property
- Requests to take in a lodger
- Requests to conduct a business from home
- Actions to recover a property following a sustained or serious tenancy breach
- Eviction

In some situations, a referral may be made to another agency to provide support or advice specific to the situation. We signpost to aid with Universal Credit, money advice, energy efficiency and act as an advocate for our tenants in their dealings with the City Council.

As a tenant led organisation the Housing and Tenancy Management Team provide advice relating to tenant participation and tenant involvement in our organisation. Our services are delivered through the Housing Office. We have facilities that include private interview rooms, a rent and council tax payment facility and a comfortable reception area.

We are a progressive organisation collecting and analysing information from a range of sources to help us plan future service provision. We collect data from customer satisfaction surveys, complaints and comments made by service users. Customer feedback is vital to the success of our Organisation and staff are fully trained in the importance of this.

Repairs and Maintenance

We know that there is a significant amount of maintenance work needed to keep the average home in good condition, some occurs at short notice, and some can be planned. Whilst day to day repairs is delegated to us, others such as gas and electrical repairs are a retained responsibility of the City Council and delegated to Wolverhampton Homes.

Our responsibility for repairs and maintenance are:

- Responsive Repairs (not including electrical or gas repairs)
- Voids (Empty properties)
- Emergency repairs during daytime hours (09:00-4:30)

As part of our management of repairs and maintenance we will:

- Test customer satisfaction within the repairs service by completing telephone surveys
- Monitor contractor compliance
- Publish response times and other performance data relating to key performance indicators
- Manage and monitor the void property process ensuring satisfactory turnaround times.

Whilst the Council continues to plan estate wide capital improvement programmes to keep the Council's Housing Stock in a good condition Dovecotes commits surplus allowances each year to upgrade and improve tenants' homes based on condition, need, efficiency and value.

Our Plan

This business plan sets out how the TMO will respond to residents' concerns from the very start. Our plan covers the TMO's operational years from 2023 to 2026 and includes our vision of the future for our estate and what the TMO will do to work towards that goal.

We list the services we will run, the staff and volunteer team, and our key objectives (aims) for the next few years. Our estate office is staffed throughout the working day where residents can receive a personalised service from familiar faces and receive prompt responses to their service requests.

Membership and Involvement

We currently have 756 members, TMO membership is limited to tenants and residents living on the estate as defined in our 'Articles of Association'. We recruit members continuously but specifically when new tenants accept a tenancy on the estate when they are provided

with a membership handbook and card. We also hold member only subsidised events and trips.

Historically TMO's were created because tenants felt a continued level of dissatisfaction in the services they received from the council. At Dovecotes one of the greatest skills of our management committee is the fact that they are tenants with a non-executive mindset, they listen, analyse, and question strategy proposals and performance data. Tenant participation is intertwined with our governance structure adopting a tenant centred approach to the services provided by the TMO.

Our elected and co-opted committee members play an important role in setting the Strategic Delivery Plan through governance and decision making. We currently have 8 members whom all hold a tenancy on the estate. We consult with residents through newsletters, surveys, social media, general meetings, the website, and face to face contact before making any significant service delivery changes.

We value how our service is received by our members with the board agreeing a new Resident Engagement Strategy in April 2023. The strategy sets out an external scrutiny model that sits outside of our governance structure and provides the organisation with greater insight and understanding to better plan the delivery of our housing and maintenance services on the estate. This strategy will inform tenants and residents of the different ways they can become involved and our wider approach to engagement, support, and empowerment.

TMO Menu of Current Resident Involvement Opportunities

- TMO Quarterly Newsletter - Quarterly resident's newsletter providing information on services, updates from partners, events, support, and all other relevant information
- TMO Board Drop-in Sessions - Board members are available on a Tuesday and Friday between 10-12. Members can visit the board and discuss matters of concern
- TMO Board Meetings and Sub-committees - Formal meetings and sub-committees. Guests can include local partners, councillors, and representative of CWC
- TMO Day Trips and Events - Day trips to the beach and other attractions
- AGM - Annual event which provides an opportunity for tenants and residents to meet DTMO senior management and board members; to feedback on TMO services
- TMO Run Monthly Litter Picks - Residents can join staff and board members to complete a litter pick of the local area
- TMO Website and social media - The TMO's website and Facebook page is a valuable resource where residents can access information about the TMO and learn how to become involved
- Dovecotes TMO Membership
- Dovecotes Estate Survey - Completed in 2021 the estate survey focused on tenants surveying their wants, needs and expectations of the service provided by the TMO
- New Tenant Survey - A survey for new tenants to complete detailing their experience of moving into their new home and providing feedback on the service
- Repairs Satisfaction Surveys - A survey for tenants to complete detailing their satisfaction and providing feedback on the service

4. Our Vision, Mission, and Values

Our Vision

'We will bring individuals together to deliver an inclusive housing service by a specialist local team with a consistent approach providing outstanding tenant led services'.

Our Mission

'Together we will listen to our community to provide a safe, supportive, accessible and inclusive environment where people want to live'.

Our Values

Our values reflect what is important to us, describing our individual and collective motivations. We seek to attract people who share our values and exhibit them in all that we do helping us to grow and develop.



Tenant Led

We will ensure tenants lead the way in the services we deliver.



Respectful

We will ensure that our organisation and its service delivery show respect for our community and other stakeholders.



Inclusive

We will recognise the diversity of our community and work to ensure that our governance and service delivery represents this.



Integrity

We will ensure that the confidentiality of the individual members of the community whom we serve will be respected.



Collaboration

We will actively work in partnership with statutory agencies and relevant service providers to improve the quality of life of members of our community and the environment in which they live.



Honesty

We will ensure that we operate transparently at all levels of our organisation

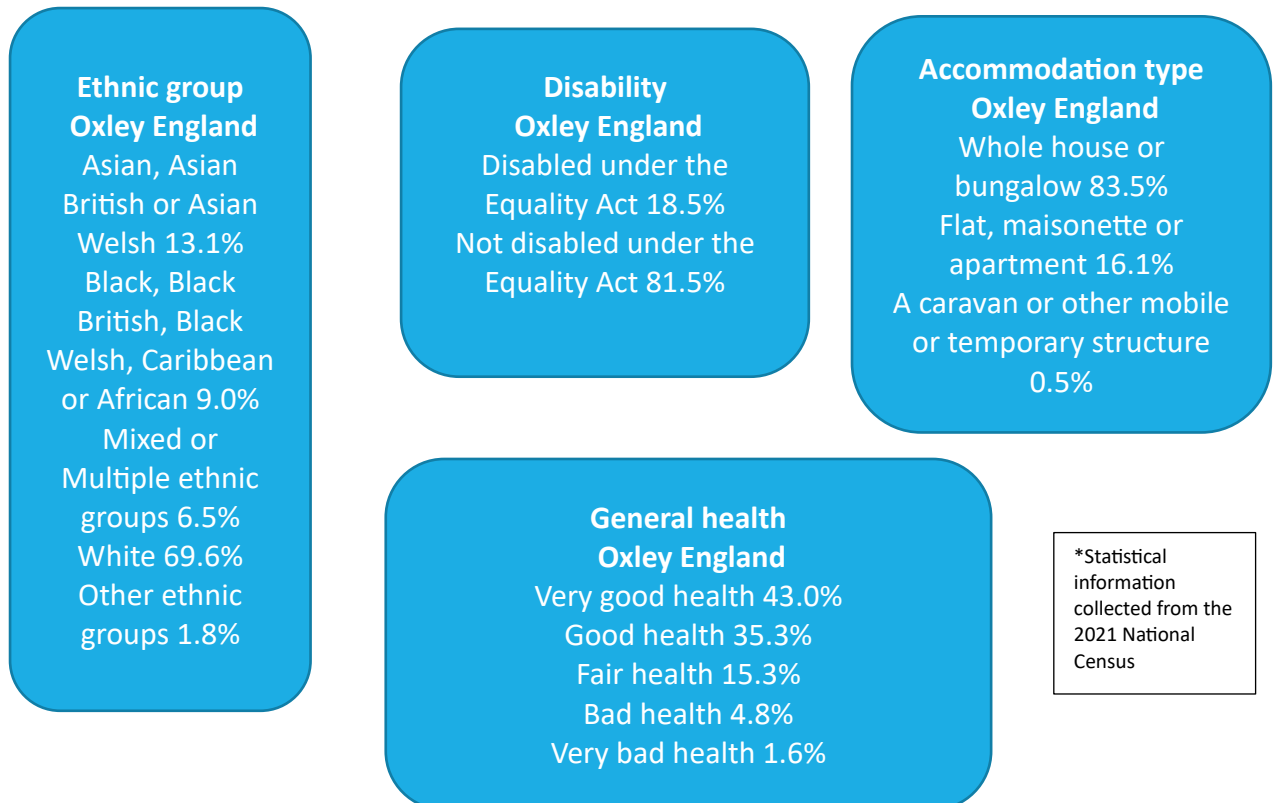
5. Our Estate and Community

The Dovecotes Estate is in Wolverhampton, a city located on the western edge of the West Midlands close to the Black Country and one of the most densely populated areas in England with a population of 249,470 residents. After many years of declining population, the city has started to see an increase and the proportion of young and older people is continuing to rise.

One of Wolverhampton's most remarkable characteristics is its super diversity. This means that within the city there is a diverse population overall and a broad range of people of different nationalities, religions, and ethnic backgrounds.

Wolverhampton has an increasingly ageing population with 21.7% of the population being retired. The city has more pensioners than the national average; statistically those over 85 years old are more likely to be diagnosed with dementia. A significant percentage of tenants have a long-term condition including physical or sensory disability, mental illness, or a learning disability.

Dovecotes is part of Oxley Ward that also includes areas of Pendeford, Coven, Dunstall, Oxley, Ford Houses, Snapes Green, Elston Hall and Dunstall Hill. The 2021 census showed that the population of Oxley was 12,500 consisting of approximately 51.8% females and 48.2% male occupants. The average age of people in Oxley is 37, while the median age is lower at 36.



The Dovecote's housing estate was built in the late 1970s on land previously belonging to Barnhurst Farm. The estate is built in a Radburn Design and is typified by the back gardens of homes facing the street and the fronts of homes facing one another, over common yards. The design layout can be a reason for problems of crime and antisocial behaviour; specifically, unobserved rear parking areas that can be prone to crime. There is also a lack of choice for older persons housing, namely bungalows meaning that many houses are underoccupied by tenants for whom more desirable alternative accommodation on the estate is not achievable.



For the past 4 years we have worked hard to increase involvement and engagement in our community and in June/July 2022 we carried out our 5-year continuation ballot achieving a 95% yes vote. We are a central hub for the community and will continue with our activism bringing opportunities and events focussed on improving health and wellbeing to our members.

Our management agreement with the City of Wolverhampton Council

We operate under the Modular Management Agreement (MMA) with the Council, that was agreed in 2006 and reviewed in 2019. The MMA sets out the TMO's and the Council's responsibilities and the standards both will meet in providing services to tenants and leaseholders.

The Modular Management Agreement includes schedules for each chapter and each area of responsibility which dictate how the TMO, and the Council will carry out their responsibilities. These include key policies and procedures, many of which have been revised and updated as part of the MMA renegotiation.

There is some confusion over who is responsible for repairs, maintenance and managing tenancies as shown in the feedback from our estate survey in summer 2021. Areas where our tenants thought we were responsible, and we are not:

- Allocating properties - We don't allocate properties. Once bidding via Homes in the City closes, we are sent a shortlist of applicants. Applications are reviewed and offers are made in order of priority
- Parking areas - We use the surpluses of the TMO to invest in the estate but are not responsible for the maintenance of car parks, this is completed by Wolverhampton Homes
- Gas Servicing - All gas related services including replacements are the responsibility of Wolverhampton Homes
- Trees - We are not responsible for trees but allocate a small fund each year to remove or prune trees
- Lights - Street lighting is the responsibility of the council. Electrical repairs are the responsibility of Wolverhampton Homes
- Street Cleansing and Litter - This is the responsibility of the council; however, we use our funding to complete one off hot spot areas when required
- CCTV - We have a CCTV system in our office that was initially funded by the council. We do not operate a monitored CCTV system but provide footage to the Police when requested
- Rent Setting - Rent is set by the City Council
- Replacement Kitchens/Bathrooms/Doors/Windows - We do not operate capital repairs, these are funded by the council and carried out by Wolverhampton Homes. However, we recognise that our tenants' homes need improvement and invest our own surpluses to complete these. Without this level of investment tenants would have to wait until project funding was available meaning tenants could wait years to have their homes upgraded to meet the Decent Homes Standard
- Shops - We do not receive any funding for the management of the shops, this is awarded to Wolverhampton Homes who are tasked with repairs and management of the retail units
- Fly-Tipping - Wolverhampton Council (highways) and Wolverhampton Homes are responsible for fly-tipping in communal areas and car parks

The Council will also retain responsibility for: out of hours repairs (delegated to Wolverhampton Homes), the structure of the buildings, major works, refuse collection, pest control, door entry repairs and environmental maintenance.

Services

Through our main base 'The Housing Office' we will continue to provide a local comprehensive and responsive customer service to tenants to ensure tenancies are sustained. We aim to achieve high levels of customer satisfaction by maximizing resources available for service delivery through efficiencies in the way that we operate focusing on value for money.

We value feedback from tenants following any repairs or tenancy service delivered by the TMO regularly reviewing complaints and compliments. We use the intelligence we gather as an opportunity to improve processes and service delivery, helping to maintain or even increase customer satisfaction.

People and Facilities

Following the global Coronavirus Pandemic many housing providers centralised their services closing local offices. As a local service led by local people our aim is to continue to provide a local housing service but review our current opening hours to assess the needs of our community and adapt to customer expectations.

We have recently acquired full use of the housing office, previously the first floor was occupied by council run services. We have an opportunity to expand the services offered by the TMO and create a community hub. By changing how we use the building and making some internal modifications we can provide a means for alternative approaches to service delivery underpinned by the principles of community involvement and partnership. But we must assess the risks associated and effectively plan how such changes can be sustained in the long term to achieve a level of value for money and sustainment.

We have two groups of people within our organisation who help us meet our legal obligations and operate a housing service on the estate who are:

Our Volunteers/Board Members - The TMO is led by an elected team of residents who make up the Board of Directors. There are also non board members who may be part of our scrutiny panel or are elected Ward Councillors. Volunteers are not remunerated for their role; they are unpaid and carry out their duties in the interest of the whole community.

Our Staff - Our directly employed staff carry out all our operational functions. We have delegated authority to our staff with financial limitations and a clear reporting structure. Our Chief Officer manages the staff on a day-to-day basis, managing contracts, reporting monthly to the Board on performance and making recommendations regarding decisions which are not within the manager's remit. Reporting to the Chief Officer are two senior members of staff, the SHMO responsible for tenancy matters including rent collection and the SMO responsible for repairs and maintenance. Each officer has staff reporting to them with the front-line service provided by the Housing Management Officers, Customer Service Officers, Estate Operative, Repairs Administrator and Housing Support Officer.

7. Our Priorities and Core Objectives

Core Objectives

Our core objectives are a critical first step in establishing clarity for our organisation, they set out what we must achieve to be an effective TMO. We have agreed these objectives in line with our constitution and responsibilities as defined in the Modular Management Agreement.

To represent and protect the interests of all members and tenants of the company, collectively and individually, in particular with regard to their dealings with the City of Wolverhampton Council

To provide services of every description in relation to the Dovecotes Estate and to maintain, repair, renew, redecorate, repaint, clean, construct, alter and add to the estate

To carry out our management functions in relation to repairs and maintenance so that tenants' homes are well maintained, with repairs and improvements carried out when required, and tenants are given reasonable choices about when work is done

Effective income management is a key element of social housing provision. We will administer the collection of rent and take prompt action to recover any rent arrears and to seek to prevent arrears accruing by managing cases of arrears in accordance with the council's arrears collection protocol

To support people accessing council housing and allocate empty dwellings on the estate from a list of eligible potential tenants supplied by the council

To promptly deal with tenancy management issues including disputes, unlawful occupation, rights of succession and mutual exchanges

To invest surplus funds of the organisation to improve tenants' homes

We will ensure that our organisation remains.

- Tenant managed
- Focused on a high standard of service delivery
- Is effectively performance managed
- Listens to the community and delivers services in a flexible manner that meets their needs and aspirations

8. Our Business Goals and Objectives

Our business goals represent the direction in which we as an organisation want to go with our objectives specifying the path we will take to get there. Dovecotes is an organisation led by local people for local people with our community at the heart of everything we do. We involve our community in the design and delivery of services helping us to build community and social capacity.

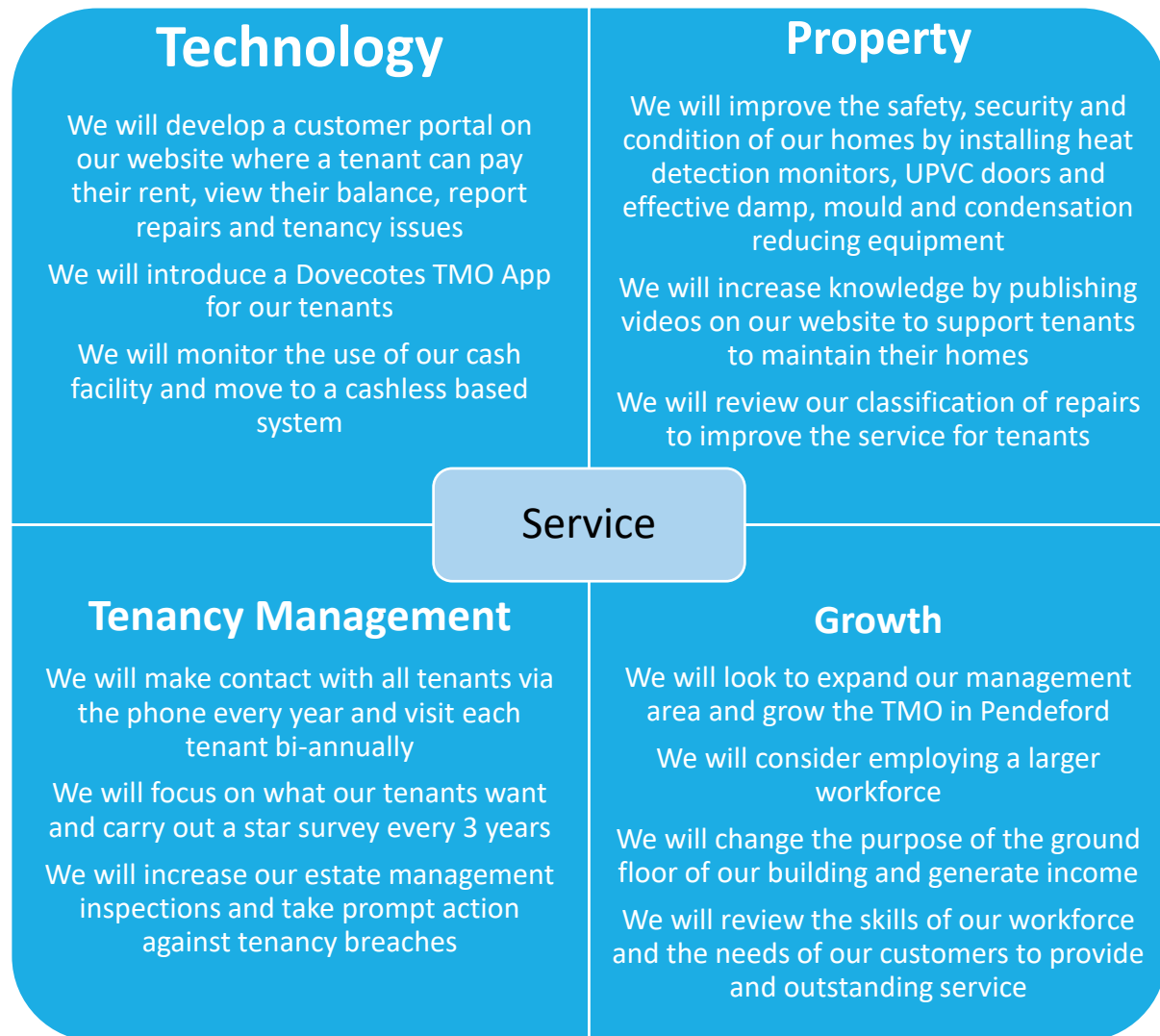
We seek to support our community by encouraging their active involvement by putting in place effective opportunities for communication. Together with our community goals we will continue to provide a comprehensive and responsive customer service to tenants to ensure tenancies are sustained.

We will aim to achieve high levels of customer satisfaction by maximising resources available for service delivery through efficiencies in the way that we operate focusing on value for money.

Our Community Goals and Objectives



Our Service Goals and Objectives



9. Key Performance Indicators

We measure our performance by using Key Performance Indicators (KPI's). We have 2 sets of KPI's, the first are those set by our board and secondly those set by the City of Wolverhampton Council.

Dovecotes Performance Indicators

Dovecotes Key Performance Indicator	Target	Notes/Comments
% of tenancy audits completed	90%	Each tenant will be visited at least once every 2 years (378 annual visits)
% of post tenancy surveys (6-8 Week) completed	95%	Every tenant moving into a Dovecotes property must complete a post tenancy survey
Number of new Dovecotes TMO Members	40	Increasing membership is a key objective for DTMO
Number of community events held by the TMO	6	Includes day trips
% of complaints closed with learning outcomes	75%	
% of complaints satisfied with how their complaint was handled	75%	
Number of environmental improvements/hot spot projects completed	4	
Number of Estate Inspections carried out	48	
Number of Estate Walkabouts held	4	
Number of external training events/courses attended by board members	4	
Number of quarterly newsletters completed and posted to all residents	4	
Number of replacements doors from surplus project spends	10	
Number of properties where the internal fire detection system has been upgraded	75	Total in project 375

Number of road signage replacements	20	
Number of properties redecorated as per over 60's and disabled programme	12	

Wolverhampton City Council Key Performance Indicators

Key Performance Indicator	Target	Notes/Comments
Number of 1. stage one complaints and 2. stage two complaints received per 1,000 homes	* Not available at time of planning	1. Stage one complaints A. Number of stage one complaints made by tenants in the relevant stock type during the reporting year. Divided by B. Number of dwelling units owned of the relevant stock type at year end. Multiplied by 1,000. 2. Stage two complaints A. Number of stage two complaints made by tenants in the relevant stock type during the reporting year. Divided by B. Number of dwelling units owned of the relevant stock type at year end. Multiplied by 1,000
BS-CF1 Complaints responded to within timescale Proportion of 1. stage one complaints responded to and 2. stage two complaints responded to within the Housing Ombudsman's Complaint Handling Code timescales.	* Not available at time of planning	1. Stage one complaints response time A. Number of stage one complaints made by tenants during the reporting year for the relevant stock type that were responded to within the Housing Ombudsman's Complaint Handling Code timescale. Divided by: B. Number of stage one complaints made by tenants in the relevant stock type during the reporting year. Multiplied by 100. 2. Stage two complaints response time A. Number of stage two complaints made by tenants during the reporting year for the relevant stock type that were responded to within the Housing Ombudsman's Complaint Handling Code timescale. Divided by B. Number of stage two complaints made by tenants in the relevant stock type during the reporting year. Multiplied by 100.
Number of ASB cases relative to the size of the LA 1. anti-social behaviour cases, of which 2. anti-social behaviour cases that involve hate incidents opened per 1,000 homes.	* Not available at time of planning	1. Anti-social behaviour cases A. Total number of anti-social behaviour cases opened by or on behalf of the provider during the reporting year (including any ASB cases that involve hate incidents). Divided by B. Number of dwelling units owned of the relevant social housing stock at year end. Multiplied by 1,000. 2. Anti-social behaviour cases that involve hate incidents A. Number of anti-social behaviour cases (as reported in part 1) that involve hate incidents opened by or on behalf of the provider during the reporting year. Divided by B. Number of dwelling units owned of the relevant social housing stock at year end. Multiplied by 1,000.
P-R2 Planned repairs completed within timescale P-R7 Emergency repairs completed within 24 hours Repairs completed within target timescale Proportion of: 1. non-emergency and 2. emergency responsive repairs completed within the landlord's target timescale.	*not available at time of planning	1. Non-emergency repairs A. Number of non-emergency responsive repairs completed within the provider's target timescale during the reporting year. Divided by B. Number of non-emergency responsive repairs completed during the reporting year. Multiplied by 100 2. Emergency repairs A. Number of emergency responsive repairs completed within the provider's target timescale during the reporting year. Divided by B. Number of emergency responsive repairs completed during the reporting year. Multiplied by 100
H-TM8 % tenancies contacted with the last 12 months	*NOT AVAILABLE AT TIME OF PLANNING	Statis only
H-IM1b	*NOT AVAILABLE AT TIME OF PLANNING	

% Rent collected		
H-IM2 % rent arrears of current tenants as a proportion of rent roll	3%	
Tenants evicted for rent arrears	1.5%	Statistic only
Calls: % of Customers calls answered within 80 seconds	*NOT AVAILABLE AT TIME OF PLANNING	Time to be amended once agreed. TMOs currently unable to provide this due to systems, but looking to develop this in the future
Calls: % of calls abandoned	*NOT AVAILABLE AT TIME OF PLANNING	TMOs currently unable to provide this due to systems, but looking to develop this in the future
Number of Calls Answered	*NOT AVAILABLE AT TIME OF PLANNING	Statistic only
BS-HR1 % of working days lost to sickness in month	*NOT AVAILABLE AT TIME OF PLANNING	
CI-LT1 Average time taken to relet properties (ready to let to new tenancy start)	28 Days	
CI-LT3 % rent lost to empty properties	1.5%	
Number of social housing lettings completed in the month	N/A	Statistic only
Number of Mutual Exchanges	N/A	Statistic only
P-R1 % Responsive repairs during period for which an appointment was made/kept	93%	
Outstanding Repairs Total	N/A	Statistic only
P-V1 Average time to repair voids overall (including TA)	*NOT AVAILABLE AT TIME OF PLANNING	
P-V3 Key to key including PSL & TA	*NOT AVAILABLE AT TIME OF PLANNING	
Number of current voids – Minor (snapshot)	N/A	Statistic only
Number of current voids - Major (snapshot)	N/A	Statistic only
H-NS2 Number of Waste Removal/Fly Tipping jobs reported to the TMO	N/A	Statistic only
Average time taken (calendar days) to complete non-urgent repairs	10 days	

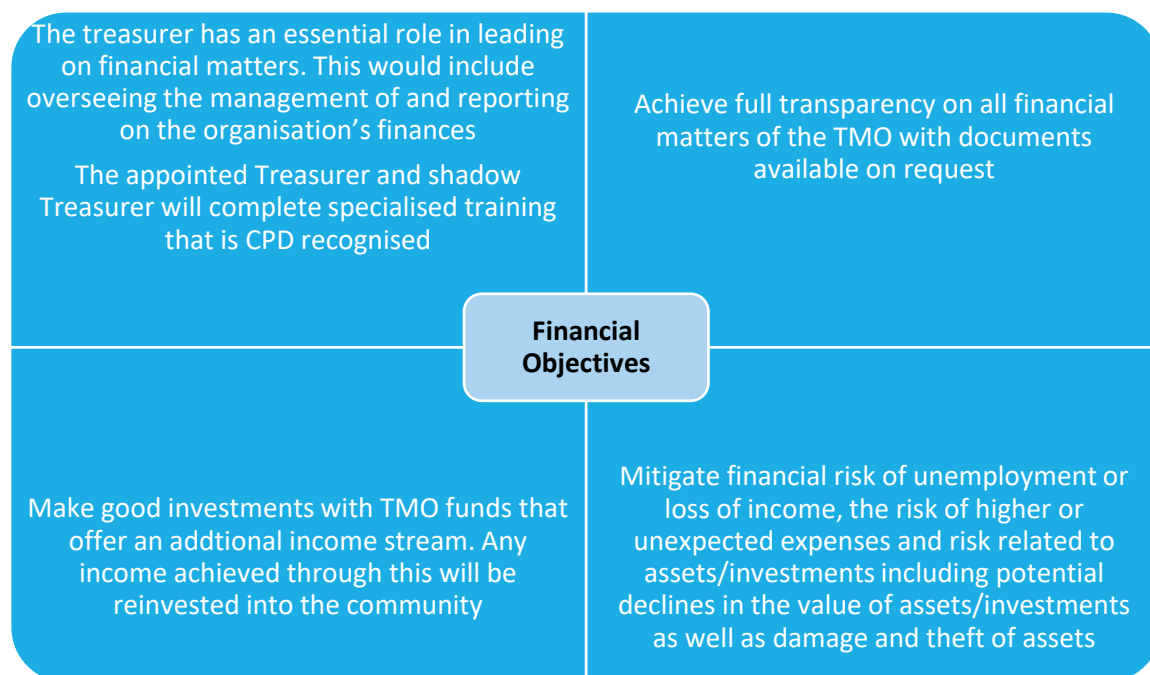
% of responsive repairs for which an appointment was made & kept	93%	
% of emergency repairs completed on time	96%	
% of routine repairs completed on time	97%	
Repairs Customer Satisfaction %	96%	
% of tenants with more than 7 weeks (gross) rent arrears (quarter figure)	5.25%	

10. Finance

The management allowance we receive from the Council is paid to manage the services we deliver. The allowance is based on what it costs the Council to provide the same services, complying with a formula set by central government.

Providing services that evidence good value for money and housing stock that meets the needs of our tenants will support us to achieve our mission. Housing stock is our asset base, and a home to our tenants. One of our main priorities is to ensure that we follow the programmes we have put in place to improve and modernise tenants' homes, making them healthier and safer places to live.

By achieving efficiencies and investing in new technology we will ensure that the organisation remains viable and robust meeting all our obligations. We will continue to invest in our community providing opportunities for our members to connect with others building cohesion and increasing engagement.



To achieve our objectives, we will:

- A treasurer report will be presented each quarter at the proceeding board meeting
- Meet annually with our appointed accountant for advice on surplus levels, reserve balance and budgetary recommendations
- Identify programmes to be funded from surpluses and allocate budgets annually
- Have a clear financial policy with clear roles and responsibilities
- Monitor compliance with financial procedures and enable the treasurer to fulfil their obligations on behalf of the TMO

- Commission an external auditor to review the organisations account annually and have their role sanctioned by our members at the Annual General Meeting
- Provide quarterly income and expenditure to the Council's Finance Officer for review
- Report to our members annually regarding finance via the Annual Report and AGM
- Use the surpluses of the TMO to invest in properties available on the open market using the organisations property acquisitions plan

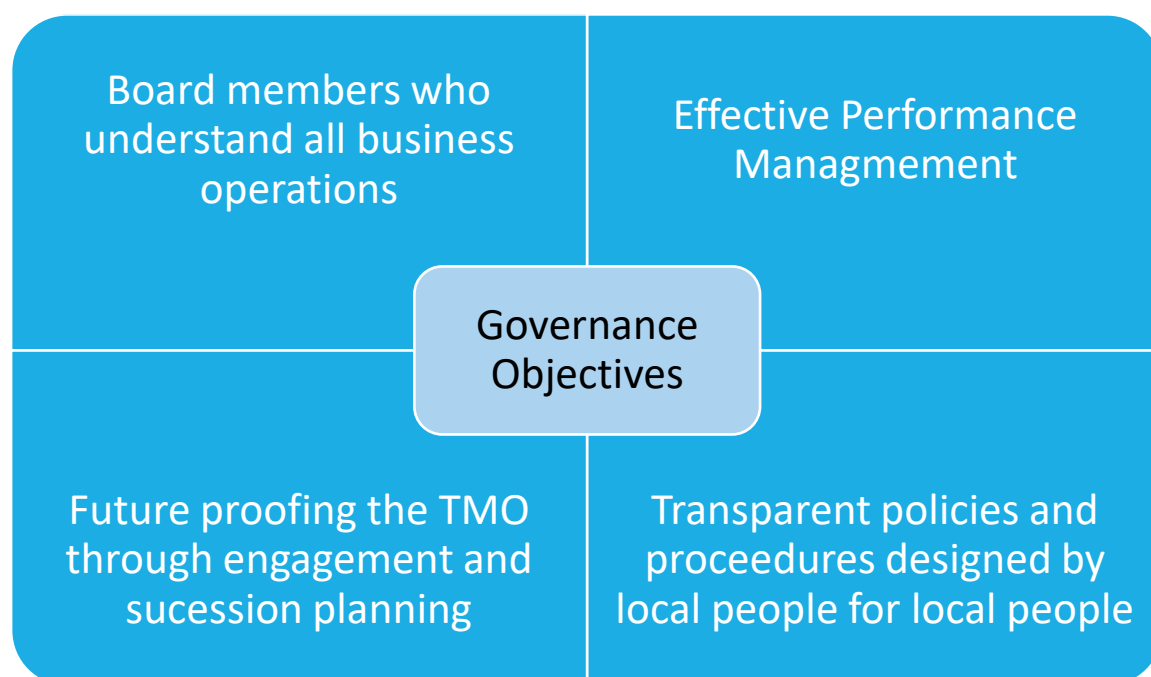
11. Governance

Our organisation is governed by the board of directors who are responsible for the overall direction and objectives of Dovecotes TMO. The committee will ensure the strategic objectives are pursued and are in line with the interests of the community.

We have strong, dynamic, and committed board members focused on leading the organisation to achieve its objectives and improving the provision of quality housing and community engagement at Dovecotes. Our board members have a wide range of expertise, which is essential as our work becomes ever more complex.

When elected board members agree to our Code of Conduct and Code of Governance. Members also attend an induction covering all relevant policies, procedures and duties of a board member who in addition are supported by ongoing training aimed at keeping them up to date with all current governance issues and requirements.

Tenant/customer involvement at Committee level remains a priority and we have had some success with Committee recruitment in this area.



To achieve our objectives we will;

- Build on the work already being done to encourage involvement and recruitment to the management committee
- Provide training that is specific to the role of a TMO Committee member
- Act on feedback provided by our scrutiny panel
- Develop the business transactions to be based on our core values

- Support the organisation to achieve a high level of satisfaction to customers, employees, partners, and the society at large
- Adopt transparent procedures and practices and arrive at decisions on the strength of information
- Board members will provide constructive feedback on performance
- Promote effective succession planning through shadowing and mentoring
- Each year the Management Board assess their effectiveness, contribution, and training needs by completing a “skills audit” to address potential weaknesses and training needs
- Board members will have a good understanding of each area of the business

Dovecotes Tenant Management Organisation Risk Register



Date written:	January 2023	Re-written as an update and complete review to former risk reg
Adopted by TMO:	January 2023	Accepted at Full Board January 2023
Review Dates:	February 2023	Updates highlighted in yellow

This register establishes the level of risk posed using a methodology of **hazard x likelihood = risk**.

Hazard is rated on a scale of 1 – 3 with 1 being high impact and 3 being low impact.

Likelihood is rated on a scale of 1 – 3 with 1 being most likely and 3 being least likely

Risk ID	Risk (description)	Parties Involved	Owner	Risk	Control measures in place to address the risk	Further planned action to control risk	Progress on delivery against agreed actions
1	Financial Management A failure to have a sound budget, financial management and planning could result in the TMO not fulfilling their obligations	Board Staff Council Housing Landlord Services Team	TMO Chief Officer	2	<ul style="list-style-type: none"> ▪ Dovecotes TMO has its own Financial Procedures as part of the MMA ▪ The Board sets a budget before the financial year ▪ The Board receive monitoring information on income and rent arrears; this includes comparison with targets ▪ Quarterly visit from external auditors (Jerroms GCN) ▪ An external audit is conducted annually with the end of year accounts included in the organisation's Annual Report 	<ul style="list-style-type: none"> ▪ TMO staff and board meet annually to review the Delivery planning for the future in a structured way ▪ The Delivery Plan links to the organisation's objectives, vision, and mission statement ▪ Plan to achieve savings and consider best value ▪ Consider opportunities to generate additional income ▪ Surplus to be allocated to capital programmes • Consider the allowance formula prior to 2019 to 	<ul style="list-style-type: none"> • Delivery Plan currently under review, board working with CO to implement new DP and strategies with an awayday planned for April/May 2023 • Job Description developed, to be presented to Board Friday 3rd February 2023 - Complete

				<ul style="list-style-type: none"> ▪ Quarterly reports are presented to the Treasurer and shared at full board ▪ Spend and income against the budget reported to the Board under headings, including spend and variance ▪ Board review invoice and control spending by scrutinising spend and making decisions to control finance ▪ Board supported in managing spend on community engagement with funding sourced to support the TMO in providing enrichment activities to members ▪ Finance Sub-committee meets quarterly and as and when required 	<p>enable any reduction to be managed</p> <ul style="list-style-type: none"> • New Value for Money Framework to be adopted from April 2023 • Consider opportunities to generate additional income. • Surplus to be allocated to capital programmes • Treasurer needs to be supported in their role to fulfil their duties competently. Full training to be sourced and new Job Description developed that is signed by the committee member taking on the role • Pension deficit limiting the surplus spends available to the TMO, this could be a high risk for the solvency on the TMO. Board to consider closing the pension scheme with LGPS and opening a new scheme for any new employee's 	<ul style="list-style-type: none"> • Online Training sourced through AST. Treasurer to complete modules relevant to role Feb/March 2023 • CO to investigate and present to board the cost of closing the current scheme provided with LGPS. CO will then present to Full Board a new scheme to ensure pension liabilities are met as an employer
--	--	--	--	---	---	--

Risk ID	Risk (description)	Parties Involved	Owner	Risk	Control measures in place to address the risk	Further planned action to control risk	Progress on delivery against agreed actions
2	A failure to manage the impact of further Welfare Reform - impact on tenants / income collection	Board Staff Council Housing Landlord Services Team	TMO Chief Officer		<ul style="list-style-type: none"> • TMO employ a Housing Support Officer on a fixed term contract • Staff have received training on welfare reform. Updates are provided to staff through team meetings • Tenant interviews completed prior to tenancy start; including look at income, budget, and expenses • Tenants are encouraged to sign up to Direct Debits • Tenants in financial difficulty or who may struggle to pay their rent are sign posted to the Money Smart Team and the Housing Support Officer • A quarterly newsletter is delivered to all tenants with information pertinent to welfare reform • Weekly monitoring of rent accounts of tenants in arrears or where budgeting issues have been identified pre-tenancy sign-up. Provide support as necessary 	<ul style="list-style-type: none"> • Develop a communication plan to ensure tenants are aware of the changes to welfare benefits • Develop a programme of work to assist tenants into employment and training: Volunteering and work experience for tenants • Training available for volunteers • Staff and the Board to be mindful of changes and consider the impact and mitigation on an ongoing basis • Board consider budget for Hardship Grant Payments; this focuses on UC claimants further work to be done on policy to include all those effected by the cost-of-living crisis 	

				<ul style="list-style-type: none"> • Housing Support Officer trained in assisting tenants to apply for benefits and DHP. • Staff to sign post to agencies for advice and support • TMO has a good online presence (website/Facebook) • Tenants visited annually and provided with advice and assistance • Staff can access advice online and assist tenants to access online services using the computer suite in the office • Tenants can access advice and support: the TMO office is open 3 days per week, staff assist tenants to access Homes in the City, complete applications and bid for properties • Staff are aware of tenants who would benefit from moving (especially in arrears / bedroom tax cases) and are able to provide them with assistance • Staff are aware of agencies they can refer to / signpost tenants to for a range of advice and support • Computer access for tenants 		
--	--	--	--	---	--	--

Risk ID	Risk (description)	Parties Involved	Owner	Risk	Control measures in place to address the risk	Further planned action to control risk	Progress on delivery against agreed actions
3	A failure to monitor performance	Board Staff Council Housing Landlord Services Team	TMO Chief Officer		<ul style="list-style-type: none"> • Performance Report presented to full board at monthly board meetings. This includes voids, income collection and arrears performance information • Where targets are not met the board and CO create an action plan to improve performance • Performance monitoring is to be considered as part of the Organisation Review with targets set annually • 6 Monthly contractor meetings reviewing performance/targets/health and safety/policy changes 	<ul style="list-style-type: none"> • Access to the dashboard where performance is compared with other TMOs and Wolverhampton Homes • Performance report to be redesigned with less detail to enable the board to have a birds eye view of performance and identify trends • New Staff Appraisal to be implemented and reported to board. 1:1's to be completed on a bi-monthly basis reporting to sub-committee 	<ul style="list-style-type: none"> • Board to sign off new staff appraisal in February Full Board to be implemented April 2023

Risk ID	Risk (description)	Parties Involved	Owner	Risk	Control measures in place to address the risk	Further planned action to control risk	Progress on delivery against agreed actions
4	A failure to comply with legal requirements	Board Council Housing Landlord Services Team	Landlord Services AB/MG	2	<ul style="list-style-type: none"> • MMA agreed by the Board and City Council 2019 • Regular monitoring meetings with the Client Relationship Manager at CWC • Gas safety and electrical checks are undertaken by Wolverhampton Homes • The TMO has its own H&S Policies agreed with the council 2019 • 6 Monthly contractor meetings reviewing performance/targets/health and safety/policy changes • Health and Safety Subcommittee meet regularly • H&S is a standard agenda item at full board meetings 	<ul style="list-style-type: none"> ▪ Revision of the Management Agreement required to accurately reflect current legislation ▪ Monitor contractor performance (Wolverhampton Homes) in compliance with the legal requirements of Gas Safety and Electrical checks ▪ Monitor compliance with Health and Safety legislation ▪ Further work required to align the TMO's policies with CWC and other managing agents ▪ New Secretary Job Description detailing all responsibilities 	<ul style="list-style-type: none"> ▪ New Secretary JD developed to be signed off by subcommittee Friday 3/2/2023

Risk ID	Risk (description)	Parties Involved	Owner	Risk	Control measures in place to address the risk	Further planned action to control risk	Progress on delivery against agreed actions
5	Repairs vision – A failure to ensure properties are maintained to a high standard and tenants receive a quality service	Board Staff Council Housing Landlord Services Team	Warren Frays Senior Maintenance Officer	3	<ul style="list-style-type: none"> ▪ Board receives monitoring information on voids and repairs, including comparison with targets ▪ Monitoring information on voids and repairs are reported to the Council ▪ Tenant satisfaction information sought on 100% of repairs completed by TMO employed contractors ▪ The needs of properties and estates to be identified, and budgets and surpluses applied to programmes of improvements ▪ Repairs to be considered in terms of whether they are needed, essential, value for money and affordable ▪ Best value cost analysis carried out 6 monthly on voids and repairs; value for money considered; can the job be done cheaper, can supplies be sourced more cost efficiently 	<ul style="list-style-type: none"> ▪ Tenants to be able to report repairs in a variety of ways to include a more online based option ▪ Small jobs/ Handyman service to be offered to all members of the TMO 	

					<ul style="list-style-type: none">▪ Financial Procedures updated December 2018▪ 6 - Monthly contractor meetings reviewing performance/targets/health and safety/policy changes		
--	--	--	--	--	---	--	--

Risk ID	Risk (description)	Parties Involved	Owner	Risk	Control measures in place to address the risk	Further planned action to control risk	Progress on delivery against agreed actions
6	Governance – lack of compliance with rules	Board Staff Council Housing Landlord Services Team	Chief Officer/ TMO Board	1	<u>Governance</u> <ul style="list-style-type: none"> ▪ AGMs arranged annually. ▪ Number of Board Members monitored ▪ Performance monitoring includes the number of quorate Board meetings and attendance of Board Members ▪ New Board Members are recruited through advertisements at the AGM, introductions to new tenants, and through the newsletter. ▪ It is ensured that meetings are quorate ▪ Identify the ongoing training needs of Board members through an annual skills audit ▪ Training delivered to Board Members with conference attendance facilitated ▪ Changes to policy, legislation, practice etc are communicated in Board papers, emails and informally through meet ups (Tuesday/Friday) ▪ Training records maintained 	<u>Governance</u> <ul style="list-style-type: none"> ▪ Business Plan and Delivery Plan are in place, monitored and updated annually <u>Competent Board</u> <ul style="list-style-type: none"> ▪ Develop a standard Induction Process for new Board Members Specific training on strategic risk management • Managing changes to the Board is considered on an ongoing basis ▪ Adoption of a risk register which is reviewed and updated quarterly 	

					<ul style="list-style-type: none">▪ Board specific policies shared regularly with board members to keep abreast of changes/updates▪ Policy/procedure review spreadsheet monitored by CO		
--	--	--	--	--	--	--	--

Risk ID	Risk (description)	Parties Involved	Owner	Risk	Control measures in place to address the risk	Further planned action to control risk	Progress on delivery against agreed actions
7	Failure to maintain a stable and well skilled staff base. There is a risk to the organisation in having a small staff base which needs to be managed to ensure continuous services to tenants	Board Staff Council Housing Landlord Services Team	Chief Officer/ Board	1	<p><u>Dovecotes TMO can continue to provide necessary services in the event of staff vacancy and leave:</u></p> <ul style="list-style-type: none"> ▪ Arrangements are in place to ask for additional assistance from other managing agents in the city where advice can be sought from Wolverhampton Homes, the Council and other TMOs <p><u>Stable, skilled staff base;</u></p> <ul style="list-style-type: none"> ▪ Staff turnover is low ▪ Reports to Board sets out the work of staff with on-going items and standing reports ▪ Officers' reports (patch reports) show issues such as high levels of arrears, ASB and ongoing cases on the estate ▪ New members of staff undertake an induction programme which includes Northgate training and job shadowing ▪ Training offered through CWC/WH/TPAS/CIH/NFTMO 	<ul style="list-style-type: none"> ▪ Plans in place to ensure that any staff vacancy can be covered, ensuring a continuous service to tenants: <ul style="list-style-type: none"> - Job shadowing of other staff member's roles - Staff have experience undertaking a variety of roles, which mean that tasks can be completed by more than one member of a staff - A hands-on approach across all staff and Board Members. - Use of volunteers to provide support (subject to limits) ▪ The TMO to encourage a skilled staff base to be retained: <ul style="list-style-type: none"> - Positive relationship between Board and staff - Board is supportive, understand staff roles, issues, capacity - Good, clear communication between staff and Board ▪ Utilise the Councils Learning Hub for staff e-learning 	

					<ul style="list-style-type: none">▪ Formal qualifications are available▪ There is frequent contact between Board Members and staff▪ Staff structure sets out clear responsibilities and lines of authority▪ Staff standard agenda item at full board meeting		
--	--	--	--	--	---	--	--

Risk ID	Risk (description)	Parties Involved	Owner	Risk	Control measures in place to address the risk	Further planned action to control risk	Progress on delivery against agreed actions
8	Failure to comply with legislative changes: - Housing and Planning Act - Housing Finance	Board Staff Council Housing Landlord Services Team	Chief Officer/ Board	1	<ul style="list-style-type: none"> • Board is aware of the operating environment of the organisation and the threats that current changes to legislation represent to tenants and the TMO • Board actively explores options to mitigate long term strategic financial risks • Budget managed by the Chief Officer and Board • Sage with Finance delegations • Quarterly accounts review and VAT completed by Jerroms GCN • All current and planned future TMO expenditure monitored by board prior to budget setting 		

Risk ID	Risk (description)	Parties Involved	Owner	Risk	Control measures in place to address the risk	Further planned action to control risk	Progress on delivery against agreed actions
9	Fire safety – compliance with fire safety legislation and policies and the implementation of standard procedures	Board Staff Council Housing Landlord Services Team	Chief Officer Senior Maintenance Officer	2	<ul style="list-style-type: none"> • Fire Safety Policy that adequately reflects the profile of the stock managed by the TMO • TMO policies reference which responsibilities are retained or delegated • Senior Maintenance Officer is the named lead officer responsible for all policies, they are trained appropriately and understand relevant regulations thoroughly 	<ul style="list-style-type: none"> • Establish and review Fire Risk Assessments (dependent on Dovecote’s stock profile) Cat 3 – low rise (3-5) FRA every 5 years Cat 5 – Domestic Does a frequency need to go in here? • Information to provide advice to tenants on what they need to do in the event of a fire (i.e., implementing the ‘Stay Put’ policy) 	

Risk ID	Risk (description)	Parties Involved	Owner	Risk	Control measures in place to address the risk	Further planned action to control risk	Progress on delivery against agreed actions
10	Gas safety standards Electrical safety standards Legionella safety standards Asbestos safety standards	Board Staff Council Housing Landlord Services Team	Chief Officer Senior Maintenance Officer	2	<ul style="list-style-type: none"> Gas/Electrical/Asbestos/Legionella Policy in adoption by the TMO. Each policy is reviewed and updated annually TMO policies reference which responsibilities are retained or delegated Senior Maintenance Officer is the named lead officer responsible for fire safety, they are trained appropriately and understand fire safety regulations thoroughly and is responsible for the maintenance of firefighting equipment 		