

Dovecotes Tenant Management Organisation Ltd Annual Plan 2025/26

This Report details our activities and financial statement for the period April 2025 to March 2026



"Local Voices, Lasting Change."



An introduction from the Chairperson, Glenford Clarke

Welcome to Dovecotes TMO's Annual Report for 2025/26.

This year has been a particularly significant one for Dovecotes TMO as we celebrate 20 years of serving our community.

Dovecotes TMO continues to be built on a simple principle: local people should have a strong voice in decisions that affect their homes, neighbourhood and community. That commitment remains at the heart of everything we do.

Over the past year, we have continued to deliver quality housing management services, maintain strong performance and invest in our community. Residents have enjoyed summer trips, family activities, Dovecotes in Bloom, Men's Walk & Talk sessions, community events and opportunities to influence services through resident engagement activities. A particular highlight has been the opening of our Community Kitchen, creating a welcoming space where residents can come together, learn new skills and strengthen community connections.

Alongside delivering services, we have worked hard to strengthen our governance, accountability and organisational resilience. The Board has undertaken additional training and development, reviewed key policies and strengthened oversight arrangements to ensure the organisation remains well governed, transparent and ready to meet the increasing expectations placed on social housing providers. These improvements will help ensure we continue to represent residents effectively and deliver value for money.

I would like to thank my fellow Board members for their dedication and voluntary service throughout the year. I also extend my thanks to Nikki Rolls, our Chief Officer, and the staff team for their hard work, professionalism and commitment to supporting residents and improving services.

Most importantly, thank you to our residents and members. Whether you have attended events, completed surveys, volunteered, shared your views or supported community activities, your involvement helps make Dovecotes a stronger and more vibrant place to live.

As we enter our third decade, our focus remains unchanged: listening to residents, strengthening governance, improving services, investing in our community and ensuring Dovecotes remains a place that people are proud to call home. We are now beginning consultation on our next five-year Business Plan and would like residents to tell us what matters most to them and what they would like Dovecotes TMO to deliver in the years ahead. This consultation will help shape our future priorities as we prepare for our continuation ballot, giving every resident the opportunity to have their say and vote for Dovecotes TMO to continue providing a tenant-led service that enhances your home, estate and community.

On behalf of the Dovecotes TMO Team we hope that you enjoy this report, and I look forward to seeing you at our AGM on Tuesday 6 October 2026.

Thank you, Glen and the rest of the board members.

Dovecotes Tenant Management Organisation Board

We currently have 2 vacancies available on our board, if you would like to contribute and support our community, please complete a board election nomination form for vote at our Annual General Meeting 2026.

Meet Your Board Representatives



Glenford Clarke
Chairperson



Sarah Handley
Vice Chairperson



Jen Biddle
Treasurer



Donna Mills
Vice Treasurer



Dee Williams
Secretary



Andrew Slater
Vice Secretary



Simon Blackham
Estate Board Lead



Elaine Price
Community Board Lead



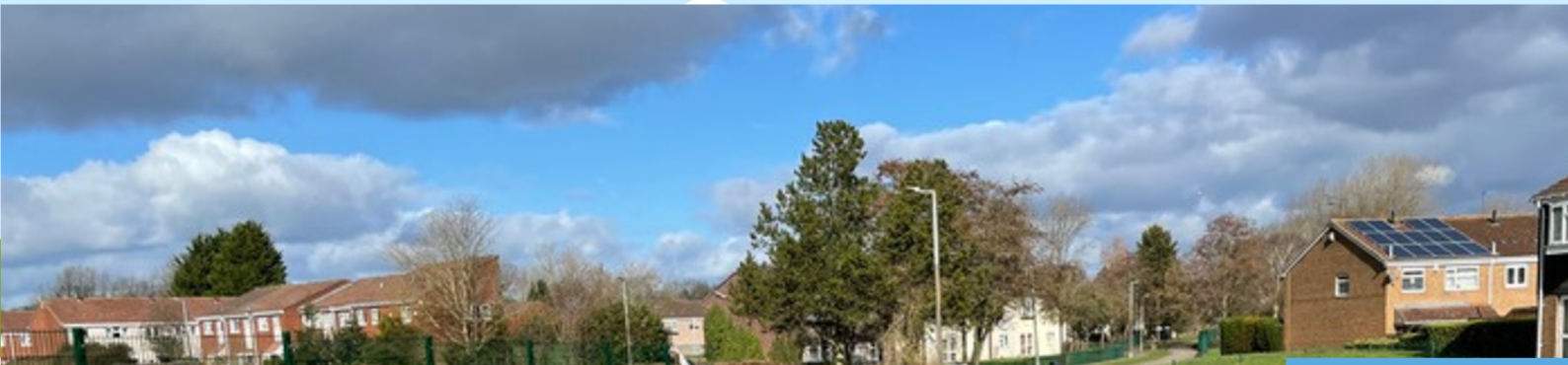
Rusell Edwards
Co-Opted Member



Our Board members are elected by residents to represent your voice and interests.

They work to ensure that decisions reflect the needs of our community, oversee the delivery of housing services, and champion projects that improve safety, wellbeing, and the environment.

Their role is to hold the organisation accountable, promote transparency, and help shape a future where every resident feels heard and supported.



Meet The TMO Team



Nikki Rolls
Chief Officer



Sarah Reay
Senior Housing Officer



Warren Frays
Senior Maintenance Officer



Pauline Foster
Finance Officer



Lisa Colucci
Housing Officer



Kayleigh Evans
Housing Officer



Ian Howroyd
Maintenance Operative



Lynsdey Beckett
Repairs Officer



Tian Currie
Resident Engagement Officer



Claire Wagstaff
Customer Service Assistant



Vacant
Customer Service Assistant



Our Tenant Management Organisation (TMO) is here to make a real difference in your community.

We manage social housing on behalf of the local authority, ensuring homes are safe, well-maintained, and meet the highest standards.

Beyond housing, we deliver community events, environmental projects, and safety initiatives that bring neighbours together and improve the quality of life for everyone.

From tackling repairs promptly to creating spaces for families to connect, our team is committed to listening, supporting, and acting on what matters most to you.

Performance

We measure our performance using key performance indicators that include rent collection, voids, responsive repairs, letting times, repairs customer satisfaction and complaints. Sharing our performance with you provides an insight into how we are doing and will help you to understand where we are doing well and where we need to do better.

Repairs and Maintenance

MEASURE	TARGET 25/26	YEAR END 25/26
Repairs		
Average time taken (calendar days) to complete non-urgent repairs	8 days	<u>8.075</u>
% of responsive repairs for which an appointment was made & kept	93.00%	<u>98.83%</u>
% of emergency repairs completed on time	96.00%	<u>99.34%</u>
% of routine repairs completed on time	97.00%	<u>98.31%</u>
Voids		
Average time to re-let housing	28 days	<u>8.48</u>
Void Loss as a % of rent roll	1.50%	<u>1.31%</u>
Repairs Customer Satisfaction		
Repairs Customer Satisfaction %	96.00%	<u>100.00%</u>

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 of Wolverhampton Council delivered by 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:

- 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.

We have met almost every target for our Repairs and Maintenance Service and can say with confidence that we provide a quality service that is reliable, quick and is designed around the tenant.



Rent & Tenancy Management

MEASURE	TARGET 25/26	YEAR END 25/26
% of rent collected (cumulative)	97.00%	93.90%
% Arrears as a % of rent roll (cumulative)	3.00%	5.40%
Tenancy Audits planned visits completed 2024	100%	54.07%
Anti-social Behaviour report total (<i>per 1000 homes</i>)	-	16.70%

We provide advice and assistance on a range of tenancy issues and housing allocations. The collection of rent is vital to fund the services tenants receive. It is clear from our performance figures that more work is needed to reduce rent arrears and collect the rent that is owed. We understand that everyone is feeling the cost of living and through schemes such as the Household Support Fund, the Housing Assistance Program and our own Hardship Grants we will continue to help our tenants make long lasting changes to better manage their income and outgoings. A total of 131 tenants accessed financial assistance from the Tenancy team.

We know how important it is to visit tenants and, in our effort to update the data we hold and act promptly on tenancy management issues we began a visiting all tenants program at the start of the year. In the past 12 months our officers have completed 267 tenancy audits. We plan to visit each tenant at least once every 2 years and use the feedback we receive to tailor our services to tenants.

Compliments and Complaints

When our customers express dissatisfaction with any of the services we provide, we welcome and value the opportunity to address their concerns and aim to resolve their complaint with minimal formality.

Each year we review our performance relating to how many complaints are received, whether we met targets for response times and identify trends.

Between 1st April 2025 and 31st March 2026, the TMO recorded 8 complaints that was resolved at stage 1 and 1 at stage 2; 2 related to the service we had provided and 1 concerning a repair and 5 regarding provisions provided by our partner agencies as retained services.



We responded to all complaints received within our target of 10 working days.

89%

All complaints were resolved at stage 1 of our complaint's procedure.

Dovecotes TMO Complaints Category	Stage 1 Complaints	Stage 2 Complaints
ASB	2	
Home Sales	3	1
Repairs	1	
Board	1	
Lettings and Allocations	1	
Total	8	1



Tenant Satisfaction Survey Results

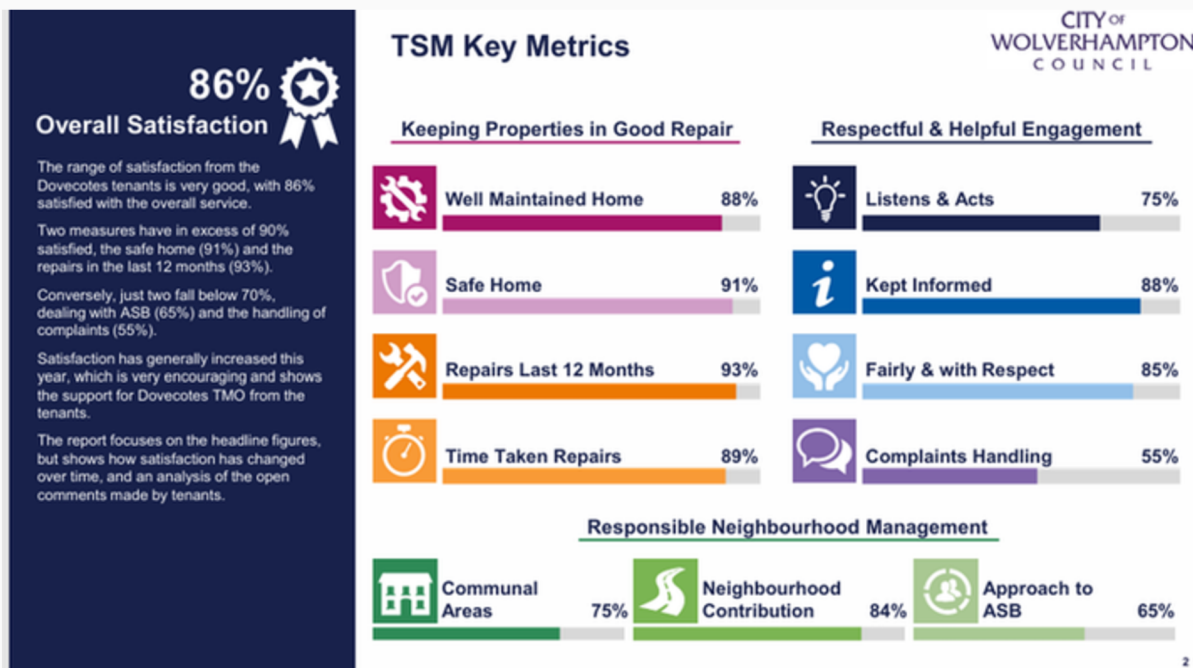
In February this year, Acuity contacted tenants across Wolverhampton on behalf of The City of Wolverhampton Council.



86%

Not only do we continue to be the best performing TMO in the city, but we remain top overall for tenant satisfaction for the third consecutive year.

Satisfaction is high among the residents of Dovecotes TMO, with 86% satisfied with the overall service and over 90% satisfied with the aspects of the repairs service.



Key Positives from the 2025/26 Tenant Satisfaction Survey

The 2025/26 Tenant Satisfaction Survey highlights strong resident satisfaction with Dovecotes TMO services, with **86%** of tenants satisfied overall. Satisfaction levels remain high across most service areas and compare well with similar housing providers.

Residents reported particularly high satisfaction with **repairs (93%)**, **home safety (91%)**, and the condition of their **homes (88%)**, reflecting confidence in service delivery and investment in homes.

Customer service and communication continue to be strengths, with **88% of residents feeling well informed**, **87% finding Dovecotes easy to deal with**, and **85% feeling treated fairly and with respect**. Many residents praised staff for being approachable, helpful and professional.

Residents also recognised Dovecotes' positive contribution to the community, with **84% satisfied with its impact on the neighbourhood**, including community events, environmental initiatives and support for local residents.

Compared with the previous year, satisfaction improved in several key areas, including **neighbourhood contribution (+6%)**, **feeling safe at home (+6%)**, and **complaints handling (+23%)**, demonstrating progress and positive service improvements.

The sentiment analysis of residents' comments was also overwhelmingly positive. Many tenants spoke highly of staff conduct, customer service, responsiveness, communication, and the quality of repairs and maintenance services. Overall sentiment across the survey was positive, indicating a high level of trust and support for Dovecotes TMO among residents.



Community Engagement, Social Value and Tenant's Scrutiny

In 2025/26, Dovecotes TMO continued to demonstrate that tenant-led housing management is about more than delivering services. Through community activities, social value projects, resident engagement and scrutiny, we have continued to invest in people, homes and neighbourhoods, ensuring residents remain at the centre of everything we do.

At Dovecotes TMO, we believe that managing homes is about more than delivering services. It is about creating opportunities, supporting residents and ensuring that tenant voices remain at the heart of decision-making.

Throughout 2025/26, we delivered a wide range of community activities designed to bring residents together, promote wellbeing and strengthen community pride. Residents enjoyed summer trips, family activities, Dovecotes in Bloom, litter pick events, seasonal celebrations and community engagement sessions. These activities helped tackle social isolation, encourage neighbourly connections and create positive experiences for residents of all ages.

One of our biggest achievements this year was the opening of the Dovecotes Community Kitchen. The kitchen provides a welcoming space where residents can learn new skills, participate in cooking activities, access healthy eating initiatives and work together on community-led projects. The launch marked an exciting new chapter in our commitment to supporting wellbeing and community development.

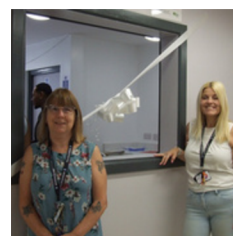
We also continued to deliver social value beyond our core housing management responsibilities. Working with local partners, we supported food provision initiatives, wellbeing activities, volunteering opportunities and environmental improvement projects across the estate. Alongside this, we continued to invest in estate improvements and community facilities that enhance the lives of residents and contribute to a cleaner, safer and more attractive neighbourhood.

Tenant voice remains central to everything we do. Through resident surveys, consultations, scrutiny activities and our Resident Engagement Steering Group, residents have helped influence services, shape community projects and identify priorities for improvement. Feedback received throughout the year has enabled us to review our performance, strengthen accountability and ensure services continue to reflect residents' needs and expectations.

The Board has also strengthened governance arrangements through additional training and development, ensuring that tenant representatives have the knowledge and skills needed to effectively scrutinise performance, challenge decisions where necessary and provide strong leadership on behalf of residents.

As we celebrate our twentieth year, we are now consulting with residents to help shape our next five-year Business Plan and future priorities. This work will support our continuation ballot and ensure residents have the opportunity to influence the future direction of Dovecotes TMO.

Together, these achievements demonstrate the value of a tenant-led organisation that not only manages homes but also invests in people, places and community wellbeing. Through partnership working, resident involvement and local leadership, Dovecotes TMO continues to deliver positive outcomes for residents and the wider community.





We have also invested in tenants' homes delivering improvement projects ensuring that the homes tenants live in are decent, safe, and healthy. In the past year we have replaced 26 doors to UPVC doors, redecorated 15 rooms on the OAP decoration programme, and improved 32 empty properties to bring upto a lettable standard.

Throughout the financial year our Household Support Officer helped both tenants and residents living at Dovecotes though the UK Governments Household Support Scheme with a total of £44,000 funding. We have helped tenants who have experienced financial hardship of a sum in excess £20,000 from the allocated Hardship fund we have available each year.

We have continued to provide opportunities for residents to connect and enjoy community activities. Our Christmas Dinner welcomed 50 residents, our Easter event over 150 people, and our summer community trips saw 220 attendances across the three trips.

This year we continue to see change on how we operate ensuring we adopt all key aspects of the Regulator of Social Housing's Consumer Standards . After the introduction of the tenant- led scrutiny panel we now have two Resident Scrutiny Panels covering Community and Estate services as both were a priority for the residents of Dovecotes, ensuring the TMO and retained service agencies operate in a mutually beneficial model which allows positive scrutiny and engagement as one collective voice and partnership.

As a TMO - a tenant-led organisation collectively we have stronger influence to hold their landlord to account, on how services are delivered, have more power over business decisions and improve the services we receive. Dovecotes TMO is a managing agent for the landlord that delivers housing management functions on the landlord's behalf. The benefit of a scrutiny model that sits outside our own governance and will help us and the City of Wolverhampton Council (the landlord) understand expectations and make improvements.



OUR PRIORITIES FOR 2026/27





Tenant Participation Survey 2026

You told us what matters most to you. We are committed to listening, learning and acting on your feedback. Throughout 2026/27, we will continue working with residents and partners to improve services, strengthen communities and ensure Dovecotes remains a safe, welcoming and thriving place to live

You said...	We pledge...
Some residents raised concerns about anti-social behaviour, including nuisance behaviour, noise, drug-related activity, and a lack of visible action following reports.	We will continue to work with Wolverhampton Homes, Wolverhampton Council, West Midlands Police and local partners to tackle anti-social behaviour, improve communication with residents and provide clearer updates on actions taken.
Some residents reported ongoing damp and mould issues and were concerned about the impact these problems can have on their health and wellbeing.	We will ensure damp and mould concerns are reported promptly, support investigations and remedial action, and keep residents informed throughout the process to ensure issues are resolved as quickly as possible.
While many residents are satisfied with the repairs service, some highlighted delays in completing repairs, missed appointments and a lack of updates regarding progress.	We will continue to challenge performance where repairs exceed target times, work with Wolverhampton Homes to improve communication and monitor feedback to ensure residents receive a responsive and reliable repairs service.
Residents told us that grass cutting, tree maintenance and the overall appearance of some communal areas could be improved, particularly in less visible areas of the estate	We will continue regular estate inspections, work with contractors to address issues quickly and use resident feedback to identify and prioritise areas requiring additional attention.
Some residents expressed concerns about parking, abandoned vehicles, poor lighting and the impact these issues have on feelings of safety within the community	We will work with relevant agencies to address parking concerns, identify opportunities to improve lighting and continue to raise community safety issues on behalf of residents.
Residents value newsletters and updates but would like clearer communication, more timely information and greater clarity about which organisation is responsible for different services.	We will continue to improve communication through newsletters, social media, our website and resident events, while making it easier for residents to access the right information and support
Some residents would like clearer evidence that the feedback they provide results in positive changes and service improvements.	We will continue to publish "You Said, We Did" updates, involve residents in shaping services and demonstrate how resident feedback directly influences our decisions and priorities
Many residents told us they remain concerned about the rising cost of living and the financial pressures facing households	We will continue to signpost residents to financial advice and support services, promote community initiatives that reduce isolation and hardship, and work with partners to help residents access the assistance available to them.

Financial Performance

We share how we are performing financially with our members to improve our accountability, foster understanding of where we have spent our allowances and illustrate where we have invested in the estate over the past 12 months. This section displays our balance sheet and the statement of income and expenditure.

The first table is our Balance Sheet, this reports out assets, liabilities, and the difference between these at March 2026.

The second table details our income and expenditure for the financial year, this summarises all the income and expenses of Dovecotes TMO for the period 01.04.2025 – 31.03.2026.

Balance Sheet	2026 £	2025 £
Fixed Assets		
Tangible Assets	£5,019	£4,522
Current Assets		
Stocks	£6,196	£5,674
Debtors	£12,203	£10,976
Cash at Bank and in Hand	£1,627,212	£1,788,013
	£1,645,611	£1,804,663
Creditors: amounts falling due within 1 year	£(183,766)	£(210,150)
Net Current Assets	£1,461,845	£1,594,513
Total Assets Less Current Liabilities	£1,466,864	£1,599,035
Provisions for Liabilities-		
Net Assets Excluding Pension surplus/(deficit)	£1,466,864	£1,599,035
Defined Benefit Pension Surplus/(Deficit)	£739,370	£758,370
Net Assets	£2,260,234	£2,357,405
Reserves		
Other Reserves	£1,382,750	£1,649,000
Income and Expenditure Account	£877,484	£708,405
Members Funds	£2,260,234	2,357,405



Income & Expenditure	£	2026 £	£	2025 £
Allowances Received		£1,305,000		£1,280,000
Other Income		£29,271.00		£1,096
Government Grants		£44,000		£45,000
	£1,378,271.00		£1,326,096.00	
Direct Costs <i>Purchases & other direct costs</i>				
Property repairs & maintenance		£697,695		£610,150
Heat Detectors & Smoke Alarms		-		£391
Fencing Programme		£15,928		£26,868
Security Lights		-		£435
Canopy Programme		-		
OAP Redecorations & Materials		£47,147		£24,824
Tree's Programme		£3,850		£1,980
Ground Work		£2,208		£1,593
Grant Expenses		£44,000		£45,000
Fly Tipping		-		£1,643
Stock Movement		£(522)		£999
Utilitis and repairs payable re lease of offices		£41,944		-
Total Direct Costs	£852,250		£713,883	
Gross Surplus	£526,021		£612,213	

These accounts have been prepared in accordance with the special provisions relating to companies subject to the small companies' regime within part 15 of the Companies Act 2006 and is in accordance with FRS 102 "The Financial Reporting Standard applicable in the UK and Republic of Ireland".

These accounts are draft and will be presented for approval to the board during September 2026.

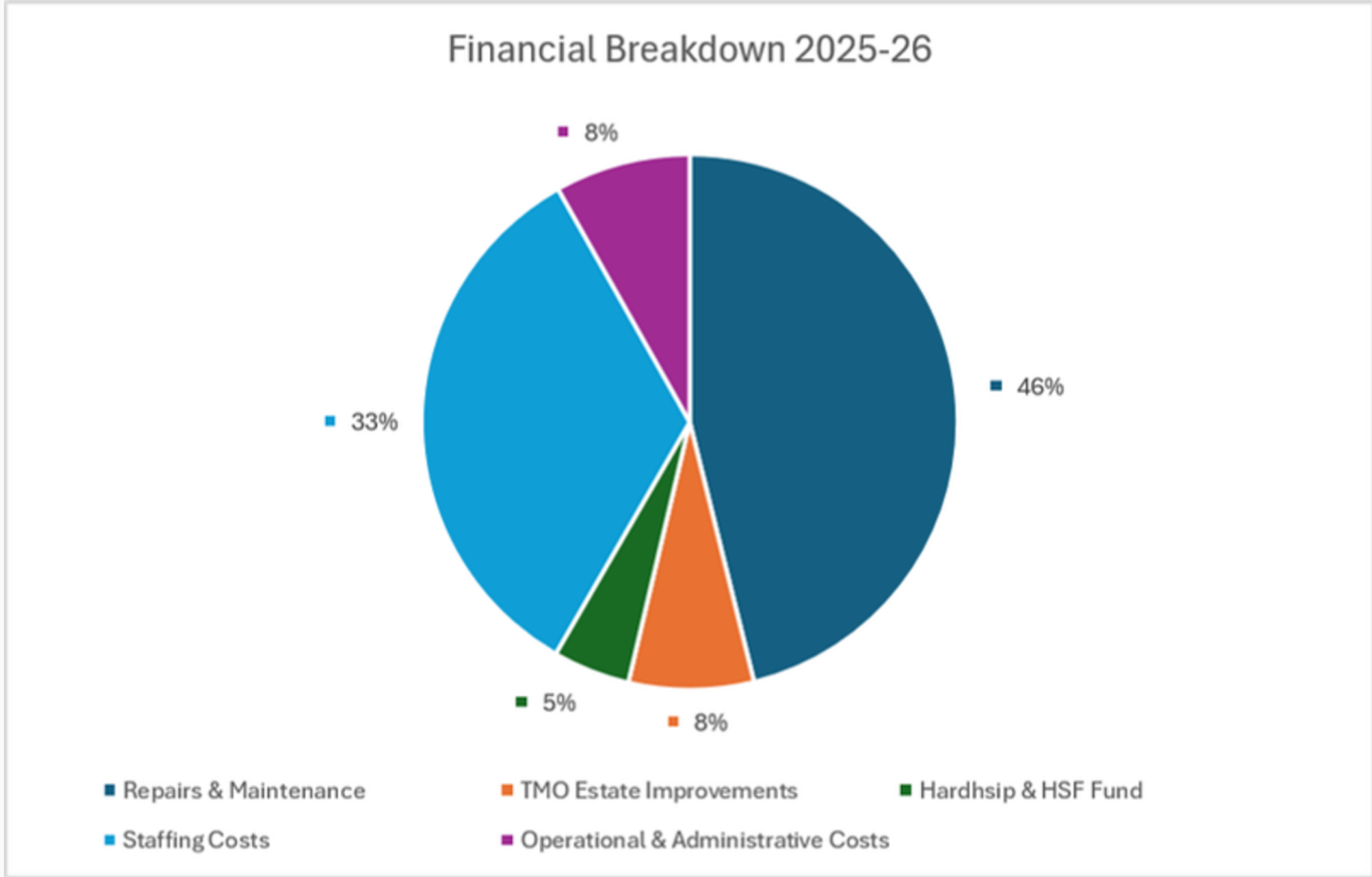
A full explanation of our accounts will be presented by Jerroms GCN to members at our Annual General Meeting



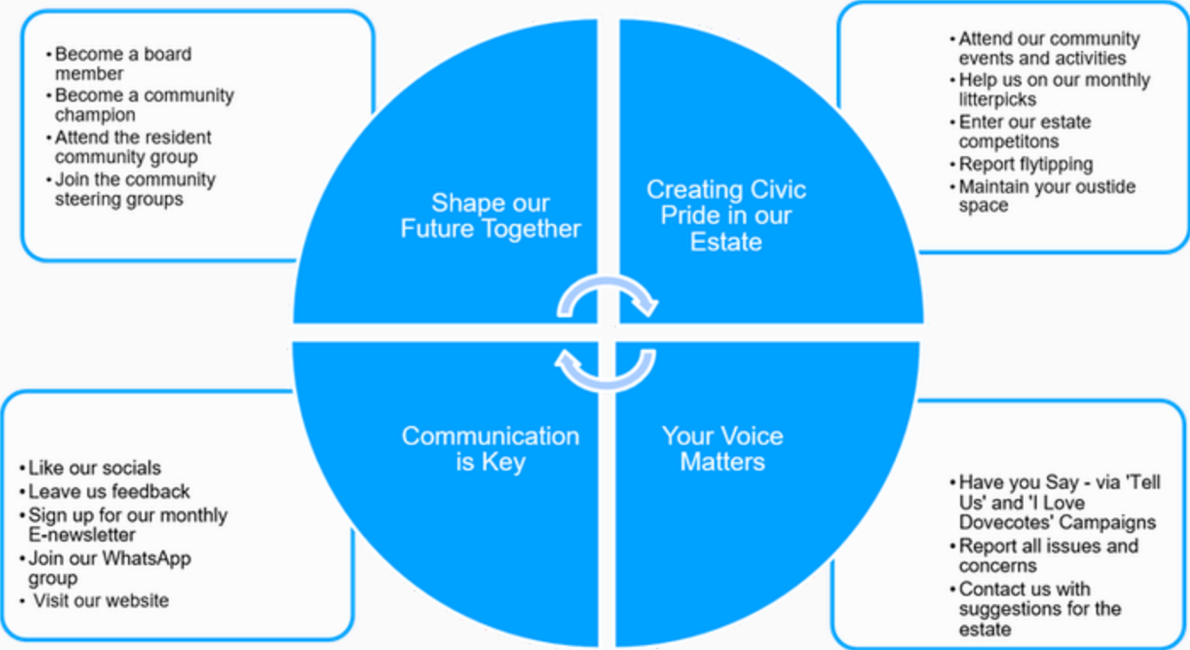
	£	2026 £	£	2025 £
Administrative Expenses				
Administration Salaries		£334,645		£310,936
Social Security Costs		£44,778		£32,135
Training		£4,202		£3,894
Staff Pension Costs Defined Contribution		£47,685		£61,012
Other Staff Costs		£4,957		£3,307
Insurance		£17,922		£16,534
Repairs and Renewals		£59,822		£20,152
Digital and IT SLA		£23,608		£18,192
Motor and Travel		£2,763		£2,421
Board Costs and Community Events		£21,846		£16,012
Interest		£84,000		£80,000
Hardship Fund		£21,507		£22,346
Legal and Professional Fee's		£32,956		£7,898
Audit Fees		£7,675		£6,500
Bank Charges		£532		£396
Printing and Stationary		£6,041		£3,434
Advertising		£409		-
Telecommunications		£1,871		£3,045
Sundry expenses		£11,783		£11,510
Depreciation		£2,003		£2,974
Profit or loss of sale of tangible assets (non exceptional)		-		£(283)
Operating Deficit		(204,984)	£(10,202)	
Interest receivable and similar income		157,164	<u>£138,090</u>	
Deficit before taxation		(47,820)	£127,878	



Dovecote TMO’s income for 2025–2026 was £1,326,096 of which 96.5% was comprised of the management fee. The below chart shows income used on repairs, maintenance and other estate improvements:



How can you get involved?





Vote YES for Dovecotes: Spring 2027 Continuation Ballot

Your home. Your estate. Your choice. In Spring 2027, residents will have the opportunity to vote **YES** to keep Dovecotes TMO working on your behalf for another five-year term.

A YES vote protects a strong tenant/ resident -led voice for Dovecotes and helps us continue improving homes, services, communication and the estate for everyone.

We are consulting with residents now to make sure our future plans reflect what matters most to you. Your feedback is important because it helps shape the services, improvements and community priorities Dovecotes will focus on over the next five years.

Why voting **YES** matters

- Tenants / residents stay at the heart of local decisions.
- Dovecotes keeps listening, responding and acting on resident feedback.
- Local services continue to reflect the needs of our community.
- We can keep advocating for better homes, repairs, safety and estate improvements.
- Community events, support projects and engagement activities can continue to grow.
- Dovecotes can continue challenging partners and speaking up for residents.

What could be lost without a **YES** vote?

If tenants do not vote **YES**, Dovecotes TMO lose the opportunity to continue managing services locally, listening directly to residents and making sure tenant priorities shape decisions about homes, services and the estate.

- A strong local tenant voice will be reduced.
- Local decision-making could move further away from residents.
- Repair waiting times could become longer without local monitoring and follow-up.
- Enhanced services such as the OAP decorating scheme will be lost.
- Improvements such as UPVC doors as standard will be stopped.
- Tenants lose access to an onsite inspection and repairs team.
- Tenants lose access to an onsite tenancy support team.
- The local open office will be lost, reducing opportunities to pay rent and Council Tax or speak to staff in person.
- Community events, engagement activities and support projects won't occur.
- Tenants will have fewer opportunities to influence future priorities.
- Dovecotes will no longer be able to challenge partners and speak up locally in the same way.

Keep Dovecotes working for you

Dovecotes TMO is proud to be tenant-led, community-focused and committed to making a positive difference across our homes and estate.

Vote YES in Spring 2027 — Keep Dovecotes local, tenant / resident-led and working for you for the next five years.





Are you interested in becoming a board member? We have positions available that a member can hold for 12 months. This will enable a tenant or resident the opportunity to undertake a trial period to see if the role of a board member is for them. If you are interested in joining our board, please contact us via email generalenquiries@dovecotestmo.com or call us on 01902 552780

Dovecotes TMO AGM Board Election Nomination Form

To be filled in by any resident in the Dovecotes area who wishes to stand for election to the Board (voluntary Management Committee) of Dovecotes TMO limited. **This form needs to be submitted by Thursday 1 October 26.**

Election Year: _____

Resident Information

- **Full Name:** _____
- **Email Address:** _____
- **Phone Number:** _____
- **Current Position/Title** (*existing board members only*): _____
- **Membership Number:** _____
- **I have lived in dovecotes for** (*state years / months*): _____

Candidate Statement

Please say a little bit about yourself and why you would like to join the Management Board. The reason(s) why I want to stand for the Resident Management Committee are as follows: (this could be any relevant skills and experience you can bring to the board, work experience, other voluntary activities and/ or your knowledge of the local community). How can you help make Dovecotes a better, safer place where people want to live. No more than 500 words. (Please note this statement may be circulated during the ballot at the AGM).

Declaration and Consent

I have the following skills/experience that I believe will be useful on the Board:
I have read and understood the Rules the Dovecotes Tenant Management Organisation Limited and the Code of Conduct, and I understand the role and responsibility of Board members. I know of no reason why I may not stand for election to the board.

- ☐ I confirm that I agree to be stand for election and I am willing to serve if elected.
- ☐ I understand that submission of this form does not guarantee election to the board.

Signature of Nominee: _____

Date: _____



Dovecotes Tenant Management Organisation Ltd

Annual General Meeting Calling Notice

Tuesday 6 October 2026 at 6pm

Registration and refreshments open at 5:30pm

Venue – Dovecotes TMO Housing Office, Ryefield, Pendeford, Wolverhampton, WV8 1UD

Agenda

1. Chairperson introduction to the meeting
 - 1.1 Approval of Minutes of last AGM
 - 1.2 Dovecotes TMO Annual Report
2. Annual Accounts presentation
3. Approval of the Annual Accounts and continuation vote of Jerroms GCN as Auditors
4. Nomination and election of board positions
5. Member vote for continuation of Dovecotes TMO Board under the 'Right to Manage' regulations. On completion of the election of Board members a vote is held to confirm the AGM support of Dovecotes TMO to continue to manage under the Right to Manage Regulations for a further 12 months
6. Dovecotes In Bloom Garden Competition Winners
7. Raffle Draw
8. Buffet opens



All nominations for election to the management board must be received by Thursday 1 October 2026

Are you interested in becoming a board member? We have positions available that a member can hold for 12 months. This will enable a tenant or resident the opportunity to undertake a trial period to see if the role of a board member is for them. If you are interested in joining our board, please contact us via email generalenquiries@dovecotestmo.com or call us on 01902 552780

We recognise that to display our accounts fully we have needed to use a small font that may make these difficult for our members to read. If you require this report in any other format, please contact us.