

DOVECOTES TENANT MANAGEMENT ORGANISATION



Business Forward Planning Policy

Version Control

Version	Date	Summary of Changes	Author / Reviewer	Approved By
1.0	03.07.26	Initial draft prepared for Board review and approval.	Chief Officer	Board
1.1	18.07.2026	Minor administrative amendments, formatting updates, or review of comments recorded.	Chief Officer	Board / Policy Owner
2.0	15.09.2026	Full policy review or material amendments following legislative, regulatory, operational or governance changes.	Chief Officer	Board

Document Title	Business Forward Planning Policy
Status	Draft for Board Approval
Approving Body	Board
Policy Owner	Chief Officer
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Effective From	16/09/2026
Review Frequency	Every 5 years or sooner if required by legislative, operational or organisational change
Current Version	Version 2.0
Next Review Date	2031
Reviewing Officer	Chief Officer

Approval Arrangements

This Policy shall be approved by the Board before implementation. Any material amendments to the Policy shall be presented to the Board for consideration and approval. Minor administrative updates that do not alter the intent or operation of the Policy may be made by the Policy Owner, with changes recorded through the version control process.

Business Forward Planning Policy

1. Purpose and Background

Dovecotes Tenant Management Organisation (the TMO) is a not-for-profit organisation registered with Companies House. The TMO is governed by a voluntary Board and has delivered housing management, maintenance and related services to residents and members in Dovecotes, Wolverhampton since 1998. These services are delivered in accordance with the Management Agreement between the TMO and the City of Wolverhampton Council.

This Policy sets out the framework for business forward planning across the organisation. Its purpose is to ensure that the TMO adopts a structured and proactive approach to setting priorities, allocating resources and monitoring delivery over the forthcoming 12-month period. The Policy supports continuous service improvement for members and residents and is underpinned by the approved annual budget, including any agreed uplift in allowances linked to rent changes.

The business forward plan shall reflect the vision, values and strategic priorities of the Board. It shall be developed in consultation with the management team and staff and shall set out the objectives, actions and priorities relating to service delivery, governance, community involvement and the long-term sustainability of the TMO.

2. Vision and Values

The TMO's vision provides the strategic direction for this Policy by setting out the outcomes the organisation seeks to achieve and the purpose it serves. The organisation's values establish the principles that shall guide decision-making, behaviour and service delivery across the TMO.

2.1 Our Vision

- The TMO shall deliver high-quality, customer-focused services and shall seek to maintain all homes under its management to a high standard.
- The TMO shall provide effective communication, consultation routes and opportunities for involvement to support meaningful resident engagement.
- The TMO shall work in partnership with relevant stakeholders to improve the local area and the wider environment.
- The TMO shall seek to reduce social and financial exclusion through fair access to services, support and opportunities.
- The TMO shall maintain robust governance arrangements and operate in an open, accountable and transparent manner.
- The TMO shall support long-term investment in the homes it manages, including through partnership arrangements that contribute to sustainable asset management.

2.2 Our Values

1. **RESPECT** – The TMO shall treat residents, members, staff, Board members and partners with dignity and respect and shall provide services in a fair, equitable and inclusive manner.
2. **EXCELLENCE** – The TMO shall pursue high standards of performance and service delivery and shall seek continuous improvement in all areas of its work.
3. **COMMITMENT** – The TMO shall remain committed to delivering excellent services and embedding a culture of continuous improvement.
4. **TEAMWORK** – The TMO shall work collaboratively with Board members, staff, residents, members and partners to achieve shared objectives and improved outcomes.
5. **TRANSPARENCY** – The TMO shall carry out its business in a clear and transparent manner in order to promote accountability, trust and confidence in its services and governance.
6. **TENANT FOCUSED** – The TMO shall remain tenant focused in its decision-making and service delivery, valuing resident views and encouraging meaningful participation and involvement.

3. Scope

This Policy applies to the Board, staff and any other individuals involved in the development, approval, delivery or monitoring of the TMO's business forward planning arrangements. It applies to all areas of organisational activity that contribute to the achievement of strategic and operational priorities.

4. Policy Statement

The TMO is committed to maintaining an effective business forward planning process that supports good governance, sound financial management, service improvement and organisational resilience. The annual forward planning process shall identify key priorities, define objectives and actions, assign responsibility for delivery and provide a basis for monitoring progress throughout the year.

The forward plan shall be aligned to the TMO's vision, values, available resources, statutory obligations and strategic priorities. Progress against the plan shall be reviewed regularly by the management team and reported to the Board to provide assurance on delivery, performance and emerging risks.

5. Roles and Responsibilities

- **Board** – The Board is responsible for approving this Policy and providing strategic oversight of the business forward planning process.
- **Chief Officer** – The Chief Officer is responsible for overseeing the preparation, implementation and review of the business forward plan and for ensuring appropriate reporting to the Board.

- **Management Team and Staff** – Management and staff are responsible for contributing to the development of priorities and actions, supporting delivery within their respective areas and reporting progress or barriers to implementation.

6. Monitoring and Review

Delivery of the business forward plan shall be monitored through regular internal review and Board reporting arrangements. This Policy shall be reviewed every five years, or sooner where required to reflect changes in legislation, regulation, governance arrangements or organisational priorities.

7. Equality, Diversity and Inclusion

In implementing this Policy, the TMO shall have due regard to equality, diversity and inclusion and shall seek to ensure that forward planning supports fair access to services and opportunities for all residents, members and stakeholders.

8. Related Documents

This Policy should be read alongside the annual business forward plan, budget setting documentation, governance framework, risk management arrangements and any other associated strategies or procedures relevant to organisational planning and performance monitoring.