



Wolverhampton Homes Board and Annual General Meeting

14 September 2018

Time 9.30 am **Public Meeting?** YES **Type of meeting** Wolverhampton Homes
Venue Board Room, Hickman Avenue, Wolverhampton, WV1 2BY

Membership

Ann Bennett
Angela Davies
Kevin Fearon
Steve Finegan
Peter Knight
Councillor Asha Mattu
Joy McLaren
Linda Middleton
Councillor Rita Potter
Councillor Zee Russell
Councillor Paul Singh
Mark Ward

Information

If you have any queries about this meeting, please contact Jessica Whitehouse:

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Agenda

- | <i>Item No.</i> | <i>Title</i> |
|-----------------------------|--|
| 1 | Apologies |
| 2 | Declarations of interest |
| 3 | Minutes of previous Open Board Meeting - 29 June 2018 (Pages 3 - 8) |
| 4 | Minutes of Open Board and Annual General Meeting - 15 September 2017 (Pages 9 - 12) |
| 5 | Matters arising |
| FOR DECISION - BOARD | |
| 6 | Financial statements for the year ended 31 March 2018 - Jan Lycett (Pages 13 - 68) |
| 7 | Management Agreement Schedules and Articles of Association - Jan Lycett (Pages 69 - 118) |
| FOR DECISION - AGM | |
| 8 | Adoption of financial statements and confirmation of external auditors for the financial year |
| 9 | Confirmation of Board Membership - Cathy Stewardson (Pages 119 - 122) |
| 10 | Electing the Chair |
| 11 | Electing the Vice Chair |



M INUTES

Agenda Item No: 3

Meeting: WOLVERHAMPTON HOMES' BOARD MEETING

Date: 29 June 2018

BOARD MEMBERS PRESENT:-

Ann Bennett
Joy McLaren
Steve Finegan
Peter Knight
Angela Davies
Councillor Paul Singh
Linda Middleton
Mark Ward
Councillor Zareena Russell
Councillor Asha Mattu
Councillor Rita Potter

STAFF IN ATTENDANCE: -

Shaun Aldis	- Chief Executive
Jan Lycett	- Director of Business Support
Angela Barnes	- Assistant Director of Housing Options
Darren Baggs	- Assistant Director of Housing
Kevin Manning	- Assistant Director of Property
Mark Darmody	- Health and Safety Lead
Oliver Herrmann	- People & Community Development Manager
Jo McCoy	- Head of Financial Management
Jessica Whitehouse	- Executive PA (Note taker)

Tenant -Sandra Fern

		Action
1596	<p>Apologies</p> <p>Apologies were received from Kevin Fearon.</p>	
1597	<p>Declarations of interest</p> <p>Any tenant related issues – Angela Davies, Joy McLaren, Linda Middleton and Mark Ward.</p> <p>Noted with interest, allowed to remain and join in the debate.</p>	
1598	<p>Minutes of previous meeting – 27 April 2018</p> <p>Agreed as a true record.</p>	
1599	<p>Matters Arising</p> <p>There were no matters arising.</p>	
1600	<p>Health, Safety and Wellbeing Report – six monthly update</p> <p>Mark Darmody presented this item.</p> <p>The Board commented that it was a lengthy report and queried whether this is the document that employees receive.</p> <p>Mark Darmody stated that there is a statement of intent at the beginning of the document which gives commitment and breakdown. The rest of the report is what would be expected for an organisation of this size.</p> <p>Board members added that it felt a little disjointed and that page 22 doesn't mention Board Members.</p> <p>Mark agreed to note this and take it on board.</p> <p>Resolved: Board members approved the health and safety policy and noted the wider report on the agreement that Mark Darmody makes amendments and sends to Steve Finegan and Joy McLaren to confirm they're satisfied.</p> <p><u>Landlord incidents (Appendix 2):</u></p> <p>Every incident that takes place in a WH property is captured.</p> <p>Board members mentioned that the last column identified what was done and asked what happens when Housing Management receive them.</p> <p>Darren commented that a range of action is taken, depending on the situation.</p>	

	<p>Action - Darren to include the outcomes in the Health and Safety reports going forwards.</p> <p><u>Accidents summary and lost time</u></p> <p>Mark confirmed that all accidents are recorded but not reported under RIDOR unless the incident results in an employee being off work 7 days or more.</p> <p><u>Lost time resulting from injuries</u></p> <p>Mark confirmed that for the 47 lost days resulting from workplace accidents in 2018, it's 3 or 4 employees across the whole workforce who have lost days.</p> <p><u>Fire safety tower block action plan summary</u></p> <p>Darren reassured the Board that we are committed to carrying out annual checks on all tenanted properties. Action – Darren to bring back findings to a future Board meeting.</p> <p>The Board queried whether our vulnerable tenants mainly reside in high rise blocks. It was confirmed that this is not the case and they are across all our stock.</p> <p><u>Fire safety interventions</u></p> <p>Mark explained that when a smoke alarm bleeps, it's on a certain frequency. If someone is hearing impaired, low frequency smoke alarms are more appropriate. We've installed in a few of these in different properties.</p> <p>The Board queried whether we could do some work around requesting that tenants advise us if they have an oxygen cylinder in their properties. Action - To be mentioned at the Get togethers.</p>	<p>DB</p> <p>DB</p> <p>SMT</p>
<p>1601</p>	<p>Skills Development Update</p> <p>Oliver Herrmann presented this item.</p> <p>The Board commented that this is an excellent, very positive report.</p> <p>Oliver confirmed that the Employment coach will not be funded by the HRA.</p> <p>Action: Oliver to include the value of all projects together, as well as separate projects when he next brings this annual report to the Board.</p>	<p>OH</p>

	<p>Resolved: Board members noted the content of the report.</p>	
<p>1602</p>	<p>Revenue Outturn 2017 - 2018 and updated Medium Term Financial Plan</p> <p>Jo McCoy presented this item.</p> <p>The Board highlighted that the under achievement on the asbestos is a worthy of the Resources Committee taking a closer look at this account.</p> <p>Jan advised that this is part of a wider discussion regarding commercial activities. We are looking at whether this is the way forward and any other opportunities that would have commercial value that could provide additional income streams.</p> <p>The Board commented that the outturn is fine, however, there is an orange flag on the policy area which should be looked at.</p> <p>Jan informed the Board that every vacancy we have is looked at in terms of whether we still need this post. As an organisation, we are committed to external and fair recruitment.</p> <p>Councillor Board members are happy to assist with their wards, regarding promoting any vacancies to local people as they have the opportunity of networking.</p> <p>Jan commented that for lower skilled vacancies, we do targeted work for people who have been on the LEAP programme.</p> <p>Jan added that all of the available jobs are on our website.</p> <p>Shaun informed the Board that the LEAP programme is open to all tenants and residents. We can offer training and help people to develop skills. Action - Information to be provided to Councillor Board members.</p> <p>Angela Barnes advised the Board that for the Housing Options prevention officer role, the essential criteria was stripped out to make it accessible to more people, focusing on attitude and behaviour.</p> <p>Board asked what an expectable level of reserve for WH to hold. Jo advised that the current reserve level is 3% of the management fee income.</p>	<p>OH</p>

Resolved: The Board noted:

- 1. The net revenue outturn position for the financial year 2017-2018 of £759,000 an overspend of £12,000 against a net budget of £747,000**
- 2. The updated Medium Term Financial Plan.**

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MINUTES

Meeting: WOLVERHAMPTON HOMES' BOARD MEETING

Date: 15 SEPTEMBER 2017

BOARD MEMBERS PRESENT:-

Sue Roberts
Tersaim Singh
Linda Middleton
Paul Singh
Joy McLaren
Rita Potter
Mark Ward
Peter Knight
Steve Finegan

STAFF IN ATTENDANCE: -

Lesley Roberts	- Chief Executive
Shaun Aldis	- Director of Operations
Jan Lycett	- Director of Business Support
Kevin Manning	- Assistant Director of Property
Darren Baggs	- Assistant Director of Housing
Sunita Bhandari	- Governance & Executive Support Manager

1573 Apologies

Apologies were received from Ann Bennett, Angela Davies and Kevin Fearon.

1574 Selection of Chair and Vice-Chair

Sue Roberts was selected as Chair and Ann Bennett as Vice-Chair.

1575 Declaration of interest

Action

Any tenant related issues – Linda Middleton, Sue Roberts, and Mark Ward.

Noted with interest, allowed to remain and join in the debate.

1576 Minutes of the previous meeting – 9 June 2017

Agreed as a true record.

1577 Matters Arising

There were no matters arising.

1578 Outstanding Recommendations Tracking Report

Sunita Bhandari presented this item.

Resolved:

Board members noted the information within the outstanding recommendations tracking report.

1579 Risk Register

Jan Lycett presented this item. Jan advised Board members that the report outlines the key risks facing Wolverhampton Homes and additionally focusses on fire safety and fire safety in tower blocks. It was noted that the fire risks are also included in the City of Wolverhampton's risk register as well. Wolverhampton Homes have worked closely with the Council with regards to fire safety and identifying risks.

Councillor Potter commented that the implementation of Universal Credit has commenced and tenants are being subjected to stringent tests especially with regards to the disability living allowance.

Councillor Potter said that Wolverhampton Homes need to be aware that tenants may get into debt with their rent and Council tax. Jan Lycett said that Wolverhampton Homes would be mindful of this and we are already looking to identify vulnerable tenants to see how we can assist them.

Sue Roberts expressed her thanks to Jan for producing a clear and precise risk register.

Resolved:

Board members noted the content of the risk register and agreed the changes and the strategic risks identified for 2017/18. Noted that a revised risk management strategy will be presented to the Board in December 2017.

1580

Review of procurement procedures and realignment of working practices

Shaun Aldis presented this report. Shaun explained that the Board are asked to approve the reporting regime, scrutiny, award process and delegated authority for the procurement and tendering of contracts awarded by Wolverhampton Homes.

Noted that the procurement function for Wolverhampton Homes is a shared service (from April 2016), when Wolverhampton Homes staff were transferred to the City of Wolverhampton Council's procurement team. Shaun Aldis stated that it is now considered sensible, for both organisations that operational procedures be aligned so that working practices between both organisations are consistent and clearly understood.

It is proposed that the existing contract thresholds would remain the same. All contracts will be examined by the Council's legal team which will reduce risk. All contracts up to the £100k will be signed by the Director of Operations, contracts above that amount will be signed by either the Director of Operations or the Director of Business Support and the Chair of the Board.

Concern was expressed that the Council may wish to join some of the Wolverhampton Homes contracts with Council contracts and we may no longer obtain Value for Money. Lesley Roberts said that Wolverhampton Homes has sufficient autonomy to deliver the excellent services we currently deliver. Wolverhampton Homes can also add into the report that we may wish for tenants to be involved in the selection process for some contracts.

Resolved:

Board members approved the review of procurement procedures as outlined in the report.

1581

Chief Executive's report.

Lesley Roberts presented this report.

Inclusion of the extra statutory day for Christmas Eve into the basic annual leave entitlement

Lesley Roberts presented this item. Lesley explained that it is proposed that Wolverhampton Homes will incorporate the inclusion of the Extra Statutory day for Christmas Eve into the basic annual leave entitlement for employees. It was noted that the City of Wolverhampton Council had agreed this proposal at their Resources Committee in July 2017. Lesley explained that it could cause confusion for Wolverhampton residents should Wolverhampton Homes and the Council have differing opening hours during the

Christmas period. It will also mean that that our services will be available to residents and tenants for an additional day. The extra statutory day will be added to the personal leave entitlement and employees will be allowed to take the day when they wish to, subject to normal operating procedures.

Resolved:

Board members gave their approval to the proposal subject to the 30-day consultation period with employees and Unions.

Update on the recruitment to the Wolverhampton Homes Chief Executive vacancy

Lesley Roberts presented this item. Lesley said the Board members have previously received a report from the Chair and Vice Chair of the Board advising them of the process for the recruitment of the new Chief Executive. The current position is that the Chair and Vice Chair have met with Campbell Tickell and set out the scope of the recruitment. Campbell Tickell have started the first phase which is the executive search. The final interviews are scheduled to take place on 9 November 2017.

Resolved:

Board members noted the current position regarding the recruitment to the Chief Executive vacancy.

Asbestos licence renewal

Lesley Roberts presented this item. Lesley said that our current asbestos licence is due for renewal on 27 September 2017. Audits and action plans were developed to ensure that Wolverhampton Homes were prepared for the inspection by the Health and Safety Executive. The interview assessments by the HSE took place on 30 August 2017 and Lesley said that she was pleased to report that the licence has been renewed with the maximum number of years given with no exception conditions. The new licence will run from 28 September 2017 to 27 September 2020.

Wolverhampton Homes Limited
Company Limited by Guarantee

FINANCIAL STATEMENTS

for the year ended

31 March 2018

DRAFT

Officers and professional advisers

Strategic report

Directors' report

Directors' responsibilities in the preparation of financial statements

Statement of corporate governance

Independent auditor's report

Statement of comprehensive income

Statement of changes in equity

Balance sheet

Statement of cash flows

Significant accounting policies

Notes to the financial statements

DIRECTORS

Kevin Fearon
Steve Finnegan
Peter Knight
Tersaim Singh
Paul Singh
Ann Bennett
Rita Potter
Paul Singh
Angela Davies
Mark Ward
Joy McLaren
Linda Middleton

EXECUTIVE MANAGEMENT TEAM

Lesley Roberts	Chief Executive – until December 2017
Shaun Aldis	Chief Executive from January 2017 and former Director of Operations
Sue Kunynec	Director of People – until July 2017
Jan Lycett	Director of Business Support – from August 2017
Kevin Manning	Assistant Director Property
Darren Baggs	Assistant Director Housing
Angela Barnes	Assistant Director Housing Options – from November 2017

SECRETARY

Lesley Roberts, from February 2017 to September 2017
Jan Lycett, from September 2017

REGISTERED OFFICE

Hickman Avenue
Chillington Fields
Wolverhampton
WV1 2BY

AUDITOR

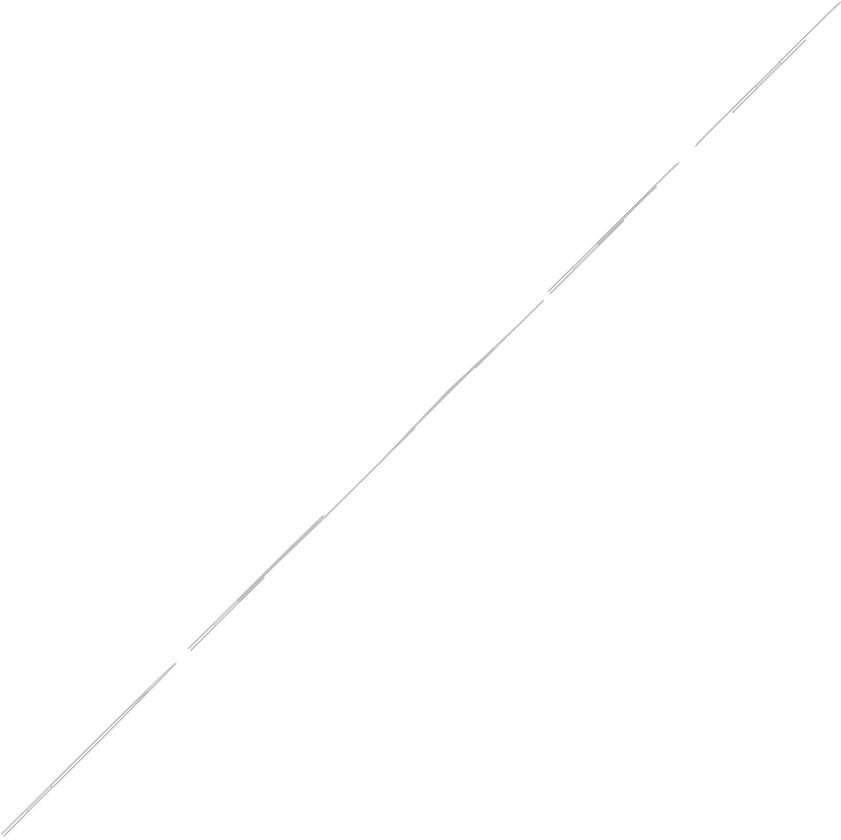
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BANKERS

HSBC
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WV10 6UH

ACTUARY

Barnett Waddingham
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Glasgow
G2 2JJ



The Directors present their Strategic Report, annual Directors' Report and financial statements of Wolverhampton Homes Limited (the Company) for the year to 31 March 2018.

PRINCIPAL ACTIVITIES

The principal activity of the Company during the period was the management and maintenance of Wolverhampton City Council ("the Council") owned homes in Wolverhampton.

Wolverhampton Homes Limited was established as an Arm's Length Management Organisation in accordance with a Government policy initiative for local authority housing management.

REVIEW OF THE BUSINESS

Financial Performance

Wolverhampton Homes Limited was incorporated in May 2005, started trading in October 2005 and has been actively trading for over ten years.

When an initial 10-year management agreement was nearing the end of its term in 2013, the Company signed a new 15 year management agreement with the City Council which runs until 2028. The Council invited the Company to deliver an additional range of housing functions during 2017/18 and the management agreement is being updated to reflect these changes. This gives an indication that Company's services are likely to be required long into the future.

The Company's total assets as at 31st March 2018 were £18 million, £0.9 million higher than at the same time in 2017. Current assets exceed short-term liabilities and Wolverhampton Homes is therefore in a strong position to continue trading as a company. Operating loss was £4.4 million in 2017/18 and this is largely due to the pension cost adjustment required under IAS19. Overall, the Company has done well to deliver the services required under the management agreement within a fixed management fee. The fee is frozen until March 2020. To manage this situation, the Company has taken every opportunity to make savings, particularly from natural wastage on staffing budgets and to avoid redundancies in the short or medium term.

The Company has reserve balances of £10.7 million at 31st March 2018, compared to £11.5 million at the end of the previous financial year. This is still significantly above the minimum reserve level of 3% of revenue budget, as set out in the Reserves Policy. This high level of reserve has enabled the Company to manage without inflationary or other increases in the management fee for several years. The reserves will be used to off-set the impact of inflation and cover the cost of one-off expenditure.

In addition to holding reserves to cope with medium and long-term pressures, the Company has continued to seek opportunities for business efficiency and to invest to save. One opportunity for business efficiency was the potential to share back office services with the City of Wolverhampton Council, the Company's sole shareholder which has, in line with the Government's austerity programme, had severe budget

reductions to achieve. A review was carried out into the feasibility and benefits of the Council providing the services under a Service Level Agreement (SLA). The review examined whether the services could be improved, whether there were likely to be better career opportunities for staff and whether costs could be maintained or improved for either organisation through economies of scale. The review concluded that there were potential advantages to both organisations in the longer terms, and arrangements were made to initially transfer 17 staff providing accountancy, health and safety, procurement and other services from Wolverhampton Homes to the City of Wolverhampton Council following staff consultation under the TUPE regulations.

This programme of shared service continues and during the year 12 staff were transferred to the Council who were attached to the delivery of fraud; rent accounting; equalities & diversity; information governance and quality assurance. During the year 74 staff were TUPE transferred to Wolverhampton Homes to deliver the following services:

- Aids and adaptations (incorporating Disabled Facilities Grants)
- Affordable Warmth
- Housing Support (incorporating homelessness and advice services)
- Telecare services

Following the appointment of a new Chief Executive there has been ongoing refinement of Wolverhampton Homes' senior management team which enabled savings to be achieved and reinvested into the company.

Expenditure against budget and medium-term budget issues

The Company has continued to monitor expenditure against budget in a timely and systematic manner and all managers are fully engaged in this process. Since the Company's primary source of income is the management fee from the sole shareholder and there is a high level of certainty over the timing and stability of income compared to most businesses, understandably less emphasis is placed on monitoring liquidity and other linked financial ratios, in favour of monitoring spending against budget. This is monitored regularly by both by the Resources Committee and at full Board level. Careful and consistent monitoring ensures that knowledgeable decisions can be made about new initiatives, recruitment, redundancies, and other activities and that the Board is appraised of the likely impact on reserves to deal with contingencies and needs over the next 3-4 years.

The medium term financial position

The current freeze to the management fee was extended by the Council to 2020, by which time it will have been frozen for six years going back to April 2014. In 2016/17, the Company managed within the management fee set by the Council. In 2017/18 it budgeted for a contribution of £0.7 million from reserves to operate a balanced budget. The reserves built up over the last decade will enable the Company to maintain current spending levels beyond this point for the next five years, but by this time, annual expenditure will be £2 million higher than income. Therefore, the Company will continue to take advantage of opportunities to make efficiency savings as and when they arise. This approach, endorsed by the Board, aims to smooth out the impact of the management fee freeze and generate a stable level of expenditure over the next

ten years. Financial modelling indicates this is entirely possible. This approach has the added benefit of maintaining a trained and stable workforce and a high level of staff engagement which results in a better service for tenants.

Pension Obligations

The Company's net pension liability shows the extent to which its existing pension commitments to employees and former employees exceed the assets currently available to meet those commitments. This liability increased marginally by £1.9 million during 2017/18, made up of an increase of £3.6 million in liabilities, and an increase of £1.7 million in assets.

The current service cost charged to the profit in loss account increased by £2.6 million from 3.6 million in 2016/17 to £6.2 million in 2017/18. This is because of the financial assumptions that took place at the start of the accounting period based on falling bond yields and a significant increase in inflation assumptions. These movements led to the substantial increase in liabilities at 31 March 2017 but also increased the costs of benefits building up over the next year to 31 March 2018.

In practice, the value of the net pension's liability is not entirely meaningful, because pension payments will generally not need to be made for many years, and the Pension Fund plans over long timescales as a result. Furthermore, the amount the Company has to charge to its revenue accounts is the amount of employee contributions payable for the year, and not the costs calculated under the accounting rules. It is also important to note that the calculation of the net pensions liability relies on a number of complex judgements, assumptions and variations which can lead to significant differences in the outcome. Note 16 to the Financial Statements provides further information on employee pensions.

The latest three year annual actuarial valuation of the fund took place on 1st October 2016 and as a result the annual contribution rate the Company will need to pay for employees who are members of the pension fund will be unchanged at 19.2% of salary. The past service lump sum contribution will increase by £13,000 to £352,000.

Performance Review 2017/18

General

Overall operational performance has been good in 2017/18 with 20 of our 21 key targets either being met or being within tolerance levels. In addition to the achievement of key service delivery targets a 45th placing in the Stonewall Workplace Equality Index Top 100 organisations was achieved. An *Excellent* rating from a Housing Diversity Network's DNA assessment was achieved in 2017 with commendations for 11 areas of distinction. Wolverhampton Homes is committed to encouraging staff engagement and celebrating diversity as an important part of improving the quality of our services for tenants and leaseholders.

Income collection performance and Welfare Reform

Welfare Reform continues to present a significant challenge to Wolverhampton Homes and the social housing sector in general, both in terms of the personal impact on

tenants and leaseholders and the challenges posed to income collection. The cuts remain focused on people of working age.

The government continues to support the roll out of Universal Credit and it is believed that they will continue to review the wider array of benefit provision, including those for people of pension age.

Changes, such as the implementation of Universal Credit system which features the direct payment of housing costs to claimants, as well as the lowering of the benefit cap, reform to disability benefits and the benefit's freeze, are providing further challenges. Welfare Reform is having the effect of reducing the real terms disposable income available to tenants and leaseholders' dependent on housing and other benefits

Wolverhampton Homes continues to carefully manage the resources it has allocated to financial inclusion (helping and advising tenants and leaseholders on personal financial management issues) and debt recovery in response to Welfare Reform, to ensure that current top quartile income collection performance is maintained.

Universal Credit will continue to roll out across the city and during 2017/18 our Operations Directorate was restructured in order to better prepare for the challenges this will bring. An additional £400k was invested into these structure changes and specialist income management and housing management teams have been created.

A key target area in terms of the performance of Wolverhampton Homes is income collection. The actual level of rent collection (98.08%) was above the target agreed with the council of 97.5%. The number of tenants evicted because of rent arrears is below our profiled target at 0.34% (lower is better – target was 0.50%). Tenants paying by direct debit has also achieved our 35% target at 35.56%.

Fire safety and the post- Grenfell world

The Grenfell fire in June 2017 was a tragic incident that has resulted in the whole social housing sector reviewing its response to fire safety and the welfare of residents in high rise blocks.

Immediately following this incident Wolverhampton Homes reinspected all of its high rise blocks and reaffirmed that none of those buildings had the 'rainscreen' cladding that appears to have been a major contributory factor to the fire at Grenfell. The company co-operated fully with the West Midlands Fire Service and undertook a major programme of review at all the high rise blocks. No major issues were identified but a programme of remedial work has been completed to remove and replace some foam filling around some flat doors. All flat doors meet current building standards.

To reassure residents, details of all the fire risk assessments were made publicly available and staff undertaking the Supporting People in Need assessments were diverted to visit all residents within the high rise blocks to undertake fire checks and to discuss fire safety on an individual basis. There is a daily inspection made to each block by concierge staff.

Additional resources have been put into the Property Services team including the recruitment to a specialist Fire Safety role to support all of our compliance work. A

major infrastructure programme has been agreed with CWC which will include the installation of sprinkler systems.

Wolverhampton Homes also fully co-operated with a council scrutiny review of fire safety and will continue to report to the council on the delivery of its compliance responsibilities on a regular basis.

The company will continue to review and refine its approach to fire safety and will pay particular attention to the outcomes of the full inquiry and the Hackett review.

Other Operational Performance

Anti-social behaviour – The percentage satisfied with the outcome of their complaint fell in quarter 4, but still achieved the challenging 96% target at 96.86%. People satisfied with the way their anti-social behaviour complaint was dealt with, also dropped in quarter 4 and was just short of the end of year target, achieving 96.81% against a 97% target.

Business planning – Sickness levels dropped very slightly in quarter 4, but remained slightly over target at 6.73 days per employee (6.5 day target). This relates to the impact of winter viruses and some long-term sickness.

Customer Care – Our Homes Direct indicators all ended the year well above our targets. 70.5% of calls were answered within 80 seconds (55% target). 7% of calls were abandoned (lower is better - 15% target). These targets are set in line with CWC's own call centre targets. The percentage of complaints resolved at stage one, fell in quarter 4 to 79.66% with year end achieving 83.89% against a 90% target. Complaints that could not be resolved within the service standards related to roof leaks and damage to furnishings as a result of the poor weather conditions.

Digital First – The number of repairs requested on-line (as a % of all requests) improved in quarter 4 to 10.62% leaving the year to date figure within tolerance at 10.05%. Forthcoming changes to our repairs scheduling system should help increase this figure further. Self-service systems were available 94.37% of the time, just short of our 95% target. This was impacted by moving our systems to the Cloud earlier in the year, and by some issues with our repairs system which required a system restart to fix.

Engagement – The number of tenants actively involved at our events was four people short of the end of year target of 80.

Home Ownership – the percentage of Service Charges collected from leaseholders was on target at 102% (97% Target).

Health & Safety – Our gas servicing indicator is well above target (99.6%) at 99.99%.

Learning employment and achievement programme – The number of people supported into work met the yearend target of 100 people back in quarter 3, with 138 our total by year end.

Rechargeable repairs - The rechargeable repairs accounts that have been recovered rose again in quarter 4 to 8.40% and ends the year in tolerance (Target 9.5%). This

indicator will be changed for the year ahead as the full level of performance is not being recognised through the current indicator methodology.

Response repairs – The percentage of appointments made and kept achieved 95.58% at year end which is above our 95% target. Response repairs completed within target was also on target (98%) at 98.10%, and our satisfaction indicator was also on target at 95.34% (90% target).

Voids – Our average re-let time for standard voids, ended the year 2 days over target (20 days) at 22 days. A high number of voids arising, some of which were difficult to let high rise properties, along with team changes and training have impacted on this indicator through out the year. The percentage of rent lost through empty property is within target at 0.88% (Target 0.94% - Lower is better).

Supporting local priorities and priority actions for 2018-19

The Business Plan 2013-18 provides an overview for how Wolverhampton Homes will support the Council's key strategies and meet customer requirements. This forms the basis for Wolverhampton Home's Delivery Plan targets for 2018/19.

Wolverhampton Homes welcomes the key role it can play in supporting the wider City objectives for economic recovery and growth and improved housing opportunities for all residents.

This year's Delivery Plan was written in the context of the company continuing to develop the service transferred from the Council; the delivery of new housing in the city; and continuing to provide an exemplar service against all key workstreams that support tenancy sustainment and the safety of those living in the city's communities.

The Delivery Plan also identifies some key business priorities that support governance and the recruitment and retention of a skilled and motivated workforce, that is so essential to the ongoing success of the company.

In more detail the context for setting priorities for 2018/19 are:

- Supporting the Council's Corporate Plan both Housing & Homelessness Strategies and the HRA Business Plan.
- Undertaking a role in supporting the Council in 'delivering new homes' and maximising the use of the wider housing assets
- Keeping tenants and leaseholders safe in their homes through robust health & safety and compliance programmes
- Supporting the sustainment of tenancies through enabling residents to manage their affairs
- Continuing to respond to Welfare Reform and the roll out of Universal Credit to support the Council's aim of safeguarding people in vulnerable situations
- Promotion of the Digital First agenda
- Optimising the delivery of Disabled Facilities Grants
- Promote access and use of Telecare services

- Successfully introduce services to meet the requirements of the Homeless Reduction Act

Operational Priorities for 2018/19

Housing Management

The priority across housing management services is to enable residents to effectively sustain their tenancies. The company recognise the significant risk that Universal Credit poses to our residents in terms of them effectively meeting their rental liability. There has been significant investment made to bolster staffing resources to ensure the effective delivery of rent collection and tenancy support strategies. In summary the following is being prioritised:

- **Income collection:** continuing to support tenants to manage their household budgets and to meet their rental commitments. This will include providing focused responses to support those who are in receipt of Universal Credit.

Provide a wider range of money management advice services including a focus on debt advice.

- **Tenancy Management:** support tenants more effectively to sustain their tenancies and seek to reduce the number of evictions across the year.

Ensure our SPIN initiative is embedded as part of our core service offer.

- **Promote and enable independent living:** through a wide range of support services including Telecare, personal support and safeguarding initiatives
- **Extend our housing management services:** provide cost effective market rent management, and shared ownership management, for WV Living

Property Services

Tenants and leaseholders place high value in having an effective repairs and maintenance service. There has been additional investment made in improved technology to support increased productivity and improved quality of service. Additional staffing resources have also been available to ensure the safety of our tenants and leaseholders in the delivery of effective health and safety and compliance services. In partnership with the Council, the company continue to refine the planning for and delivery of the capital programme in line with the asset management strategy. The company will continue to review our response to the challenges facing the housing sector following the Grenfell tragedy. In summary key priorities are:

- **Repairs and Maintenance:** continue to offer an effective response repairs service by introducing our new repairs scheduler; improve on the delivery of 'right first time' repairs thus realising greater efficiencies. There is also a programme to replace the Fleet vehicles.
- **Health and safety and compliance:** continue to ensure that tenants and leaseholders are safe in their homes through our robust compliance framework which incorporates gas and electrical safety. We will continue to respond to fire

safety requirements across the housing stock and be ready to implement the outcomes of the Grenfell Inquiry

- **Improvement programme:** including the delivery of external works and fencing programmes
- **Regeneration projects:** on-going delivery of the Heath Town project and improvement plans to Ellerton Walk
- **Home Improvement Agency:** develop the Wolverhampton Homes Home Improvement Agency service offer (cross tenure) which will incorporate the delivery of disabled facility grants and works; minor adaptations; affordable warmth services.
- **New Build:** double the output in the delivery of the new build infill programme
- **Make best use of the Council's housing assets:** identify land and alternative stock use where beneficial to the City, particularly around miscellaneous properties

Housing Options

The existing Housing Support team was realigned to incorporate homelessness, housing advice and support services as part of the wider shared service arrangements. Led by a new Assistant Director the teams are now embedded and during 2018/19 the company will continue to develop a more holistic approach to pre-tenancy services. One of the key challenges this year will be developing an effective response to ensure the requirements of the Homeless Reduction Act are met. In summary key priorities cover:

- **Letting homes:** continue to allocate properties effectively and ensure void periods are minimised
- **Homelessness reduction act:** ensure the effective delivery of services to meet the challenges of this new legislation with an increased emphasis on homelessness prevention
- **Temporary accommodation:** effectively manage temporary accommodation and deliver an enhanced portfolio of properties including an extension of the private sector leasing scheme. Ensure this accommodation meets the 'Rent with Confidence' standards.
- **Supporting people to manage their homes:** provide effective support services across all stock managed by WH including the temporary accommodation.

Work in partnership to ensure the needs of vulnerable clients are met and provide solutions for specific groups including the victims of abuse, violence and hate crime and the socially isolated

- **Housing Advice services:** work cross tenure to promote housing choice for residents and enable them to be 'tenancy ready' through training and support services.

Tenant & Leaseholder engagement; customer access and supporting communities

The company recognises the need to have a modern, inclusive tenant and leaseholder engagement framework where the tenant and leaseholder voice is heard. During 2018/19 the Tenant and Leaseholder Deal will be launched that will establish those key engagement links and also provide clarity about the service standards tenants and leaseholders should receive, together with a reaffirmation as to their own responsibilities.

- **Tenant and Leaseholder Deal:** rethinking the approach to engagement and launching the tenant/leaseholder/council deal
- **Digital engagement:** make engagement opportunities more accessible using all digital platforms and provide learning opportunities for tenants and leaseholders to develop their IT skills.
- **Blended approach to customer access:** ensuring the company offers a range of access channels including the extension of the customer portal to Leaseholders; relaunch of on line services for tenants and refinement of the service offer through our one stop shops.
- **Telecare:** successfully deliver Telecare services to vulnerable members of our communities
- **Delivering employment & employability opportunities:** ensure that the skills and development services support residents to gain and keep employment
- **Equality:** continue to work with all the city's communities to promote inclusion and equality and to support the life chances of our young people

Wider service delivery priorities for the company

There are a number of cross-organisation priorities that will help support front line service delivery. In summary these include:

- **Business improvement:** continues to be a cross cutting priority across divisions, and that efficiency and social value are delivered through an enhanced performance culture. A systematic programme of Lean Systems Thinking reviews will commence.
- **WH People Deal:** ensuring staff are engaged, motivated and strive to deliver excellence. The company continue with the programme of workforce development and ensure that talented staff can be recruited and retained.
- **New Office building:** by investing in a new office staff will be able to work in an increasingly agile way and the company will work with the council to ensure any new office site supports its wider city regeneration plans.

- **Partnership & collaborative working:** the company will continue to be an exemplar in partnership working and stakeholder engagement.

We will continue to be a trusted partner of CWC and ‘work as one to serve the city’.

Value for Money

The existing value for money strategy utilised by Wolverhampton Homes has enabled the Company to absorb the impact of the long-standing management fee freeze.

During 2017/18 the company has:

- Continued to deliver savings through reducing sub-contracting overheads and optimising the delivery of works through the in-house repairs and maintenance team.
- Reduced spend across several key areas of activity thus enabling reduction of baseline 2018/19 budgets by £350,000.
- Made best use of HRA land to deliver new build properties
- Continued to deliver a vibrant corporate social responsibility programme that benefits local communities – for example the Johnson Place allotment scheme – and is highly valued by staff who praised the ‘Giving Something Back’ policy as part of the Times 100 feedback.
- Continued to invest into the digital infrastructure to support more efficient working for staff and as an enabler for customers to access services digitally in the longer term.

During 2018/19 the value for money strategy will be reviewed and regular VFM statements will be developed and reported. This will include a revised approach to benefits realisation, to support the delivery of our business improvement plans. We anticipate that key service improvement reviews (using Lean Systems Thinking) will be delivered within responsive repairs; against the requirements of the Homeless Reduction Act; income management and housing management services. We also anticipate that as part of plans to relocate to new company offices, we will identify efficiencies to be realised as a result of a move to agile working and some consolidation to our wider business support services.

The Budget Position for 2018/19 and Reserves

The 5-year management fee freeze, introduced at the end of 2013, continues to shape our financial planning and inform our Medium Term Financial Strategy. Appropriate adjustments have been made to the Fee to reflect the transfer of homelessness and housing options; home improvement and telecare services into Wolverhampton Homes and the wider shared service arrangements which are supported through specific SLA’s. The council’s current approved HRA business plan assumes that the management fee will increase from 2020-2021.

The Council continue to implement the 1% reduction in social housing rents in accordance with the Welfare Reform and Work Act. Following consultation, rent is to

be charged across a 52 week rent year as will service charges. This change to rent payments is better aligned to the payment of Universal Credit and is just one of many focused activities Wolverhampton Homes will be taking to maximise the collection of rent over the next year.

Wolverhampton Homes has worked hard in previous years to effectively control costs and has therefore successfully deposited 'savings' or reserves, which are now being used to support a number of service investments. This includes:

- Realignment of the Operations directorate and the investment in staffing resources to improve tenancy sustainment, rent collection and compliance services.
- Investment in digital solutions – including mobile devices across trade services and the repairs scheduling system
- Investment in One Stop Shops and improved customer experience
- Improved senior management arrangements for the extended housing options department incorporating homeless, advice and support services

The company will continue to effectively manage costs and the Medium Term Financial Strategy is reviewed regularly and considered by both our Resources Committee and the full Board. A further 5 year Business Plan is to be developed and this will include detailed financial plans.

The Management fee from the housing revenue account has been set at £39.3M for 2018/19. Wolverhampton Homes also receives income from the council for delivering capital and grant funded works programmes.

The Medium Term Financial Strategy forecasts using a reserves contribution of £2.3M for 2018/19. This plan continues to use contributions from reserves to balance the budget for the next 5 years whilst reducing the base expenditure budget to forecast income levels. The reserves will also be used to support investment across our core services.

Overall the year end position was virtually at break even, with a net expenditure £12,000 higher than budget. 2017-2018 saw some significant planned investment in both IT and in the refurbishment of the One Stop Shops. There were underspending areas which enabled these additional costs to be absorbed.

This is the first year since the start of the Management fee freeze that Wolverhampton Homes have planned to use reserves to support the budget. This stage was reached in 2017-2018 because of the £1 million increased Pension Fund contributions. The budgeted contribution from reserves was £747,000, the outturn was a contribution of £759,000.

Reserve balances equal £10.7 million at 1st April 2018. Therefore the company can use reserve balances for one off investment to support the budget in the medium term.

Wolverhampton Homes has a long term record of effective budgetary control. Under spends in the year enabled additional one off investment to be funded within the total approved budget. However reorganising structures to accommodate the services due

to transfer will continue to be a challenge whilst overall, expenditure budgets will require reductions. The focus for 2018/19 is on identifying the areas where cashable efficiencies can be made and the introduction of tools and skills, such as Lean, to ensure these efficiencies are delivered. It has also been agreed that the organisational structure will be reviewed annually to ensure that it continues to be aligned to core strategic objectives.

The reserves strategy used means that the impact of the management fee freeze can be spread over a longer period of time and also provide funding for the unexpected as well as funds for one-off expenditure. In the context of a frozen budget the availability of funds for one off items, especially where spending now can reduce costs in future years, is particularly important. In terms of financial control, all invest to save spending will have to be approved by the Board.

Major risks and uncertainties

Managing Risk

The Company reviewed its approach to risk management during the year and a new Risk Management and Business Assurance framework was agreed by Board in December 2017. Regular reports are made to Audit and Service Delivery Committee. Work continues to embed this revised approach across all operational services. The Business Support directorate will also be subject to a restructure to ensure that appropriate focus continues upon our governance and business assurance processes.

Some of the key areas highlighted in the latest Strategic Risk Register cover the following:

- Managing the impact of Welfare Reform on tenants/income collection – this risk is being mitigated through the allocation of additional resources to advice and income collection. The effectiveness of this to date is shown by the fact that collection targets continue to be met.
- Monitoring medium-term financial pressures – the Resources Committee/Board keep under review the medium-term financial position. The development of additional commercial opportunities continues to be a priority during 2018/19.
- Successful delivery of Wolverhampton Homes's part in the Council's new build agenda – regular updates are being provided to Senior Management Team/Board. Innovative construction methods are also being tested including modular design and build.
- Meeting challenging targets to increase use of online/automated services by tenants as part of the digital first agenda – targets monitored by Audit and Service Delivery Committee. Investment continues to be made to support these workstreams.
- Maintaining staff engagement at a time of increased pressure and rapid change – Chief Executive/Director of Business Support responsible for ensuring staff engagement is maintained, regular reports to Resources Committee.

- Heath Town – work on delivering the Heath Town master plan. Regeneration activity continues to be rolled out across this estate.
- LEAP – ensuring development in a way that is complementary to existing working arrangements – development of LEAP is considered within our overall workforce plans.
- Managing changes to the workforce in the medium term / staff age profile / risk of loss of key managers – this has been taken into account in our workforce planning.
- Health and Safety compliance – ensuring the effective management, control and compliance in key service areas such as, but not limited to, fire risk, gas, electrical and asbestos.
- Creation of new head office – identifying and exploring new site options. Designing and building new premises, whilst maintaining front line services.
- Managing the associated risks relating to the new housing service functions that have transferred to Wolverhampton Homes: in term of performance, staff engagement and staff relationships. Managing the differentials in salaries and terms and conditions etc.
- Failure to support vulnerable tenants ensuring we continue to effectively monitor and deliver support services to people in need. (SPIN).

By order of the Board

Shaun Aldis
Chief Executive

2018

In addition to their Strategic Report on pages 3 to 16, the Directors also present their annual Directors' Report and financial statements of Wolverhampton Homes Limited (the Company) for the year to 31 March 2018.

The Company has chosen, in accordance with Section 414C of the Companies Act, to set out in the Company's Strategic Report certain information which would otherwise be required by Schedule 7 of the Large and Medium-sized Companies and Groups (Accounts and Reports) Regulations 2008 to be contained in the Directors' Report.

PRINCIPAL ACTIVITIES

The principal activity of the Company during the period was the management and maintenance of Council owned homes in Wolverhampton. Wolverhampton Homes Limited was established as an Arm's Length Management Organisation in accordance with a Government policy initiative for local authority housing management.

DIRECTORS

The Directors who served the Company during the period were as follows:

Kevin Fearon
Mary Griffiths (to 15 September 2017)
Susan Roberts MBE (to 20 March 2018)
Peter Knight
Tersaim Singh
Ann Bennett
Rita Potter
Paul Singh
Angela Davies
Mark Ward
Anwen Muston (to 17 May 2017)
Daniel Warren ((to 17 May 2017)
Joy McLaren
Linda Middleton
Steve Finegan (from 15 September 2017)
Zareena Russell (from 17 May 2017)

DIRECTORS' LIABILITY

The Company has arranged adequate directors' and officers' liability insurance cover for all of its directors. Such insurance remains in force at the date of approving the Directors' Report.

DISABLED EMPLOYEES

The Company has been approved by Job Centre Plus as a user of the disability symbol. The Company is committed to employing disabled people and will interview all disabled applicants who meet the minimum criteria for a job vacancy and will consider them on their abilities. If employees become disabled every effort is made to ensure that they stay in employment. There is a mechanism in place to ensure that at least once each year a discussion is held with disabled employees to ensure that they can access appropriate training and learning and development so that they can develop and use their abilities.

EMPLOYEE CONSULTATION

The Company places considerable value on the involvement of its employees and has continued to keep them informed on matters affecting them as employees and on the various factors affecting the performance of the Company. This is achieved through regular briefings, team meetings, one to ones, staff newsletters, e-bulletins, staff surveys and the Chief Executives monthly briefing and the Joint Consultative Panel (JCP).

ENVIRONMENTAL POLICY

Wolverhampton Homes supports the Council's corporate objective to create a greener city and has adopted the environmental principles of the Council's sustainability charter, relating to local transport systems, neighbourhood environments, management of resources and waste disposal and recycling.

FINANCIAL AND RISK MANAGEMENT

Ensuring the Company continues to have a financially sustainable budget in the medium term – the Company prepares and regularly updates medium term financial plans. These are reported to Senior Management Team, the Board and Resources Committee and are subject to close scrutiny. The medium term financial plan provides a context for our annual budgeting cycle. The company value for money strategy will be reviewed during 2018/19.

STATEMENT AS TO DISCLOSURE OF INFORMATION TO AUDITOR

The Directors who were in office on the date of approval of these statements have confirmed, as far as they are aware, there is no relevant audit information of which the auditor is unaware. Each of the Directors have confirmed that they have taken all the steps that they ought to have taken as Directors in order to make themselves aware of any relevant audit information and to establish that it has been communicated to the auditor.

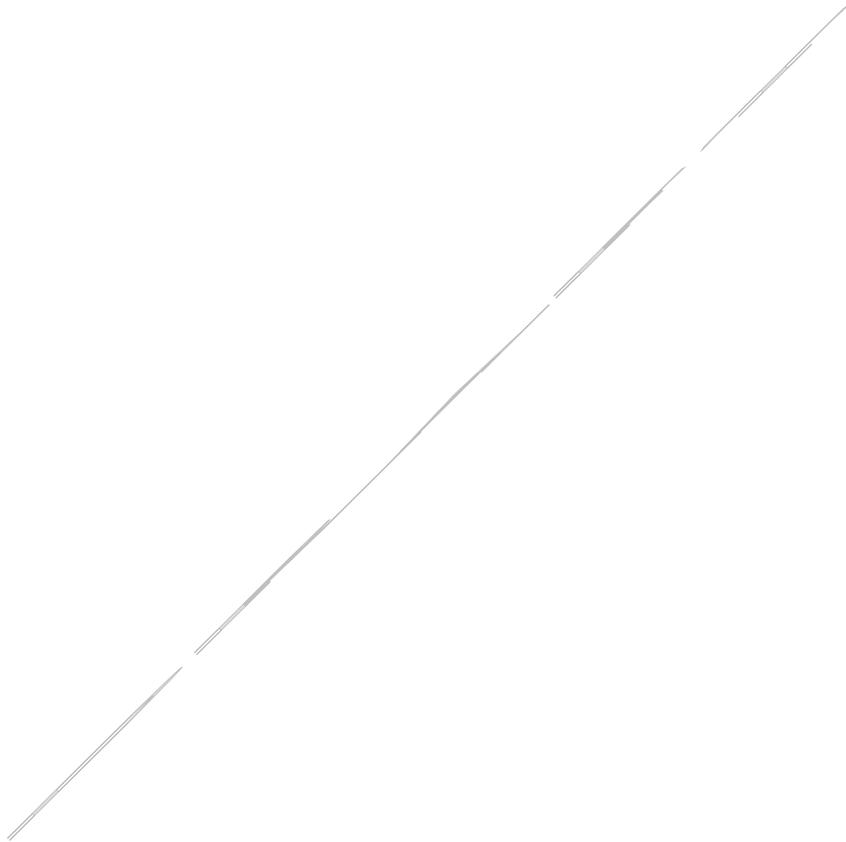
AUDITOR

A resolution to reappoint Grant Thornton UK LLP, Chartered Accountants as auditor will be put to the Board at the Annual General Meeting.

By order of the Board

Shaun Aldis
Chief Executive

2018



Wolverhampton Homes Limited
Company Limited by Guarantee
DIRECTORS' RESPONSIBILITIES IN THE PREPARATION OF
FINANCIAL STATEMENTS

The Directors are responsible for preparing the Strategic Report and Directors' Report and the financial statements in accordance with applicable law and regulations.

Company law requires the Directors to prepare financial statements for each financial year. Under that law the directors have elected to prepare the financial statements of the Company in accordance with International Financial Reporting Standards ("IFRS") as adopted by the European Union ("EU").

The financial statements are required by law and IFRS as adopted by the EU to present fairly the financial position and performance of the Company. The Companies Act 2006 provides in relation to such financial statements that references in the relevant part of that Act to financial statements giving a true and fair view are references to their achieving a fair presentation.

Under Company law the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the company and of the profit or loss of the Company for that period.

In preparing those financial statements, the Directors are required to:

- a. select suitable accounting policies and then apply them consistently;
- b. make judgements and accounting estimates that are reasonable and prudent;
- c. state whether they have been prepared in accordance with IFRS as adopted by the EU;
- d. prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the Company's transactions and disclose with reasonable accuracy at any time the financial position of the Company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

The Board of Directors is responsible for the maintenance and integrity of the corporate and financial information included on the Company's website. Legislation in the United Kingdom governing the preparation and dissemination of financial statements may differ from legislation in other jurisdictions.

Statement on Internal Control

The Board acknowledges it has ultimate responsibility for ensuring that the Company has in place a system of controls that is appropriate to the business environment in which it operates and for maintaining robust systems of internal control and reviewing their effectiveness.

These controls are designed to give reasonable assurance with respect to:

- The reliability of financial information used within the Company or for publication;
- The maintenance of proper accounting records; and
- The safeguarding of assets against unauthorised use or disposal.

The systems of internal control can only provide reasonable and not absolute assurance against material misstatement or loss. The system of internal control includes the following key elements:

Corporate Governance

The Company has a balanced and formally constituted Board made up of democratically elected members, tenants and independent members. The Board has formally adopted terms of reference and is central to decision making processes, meets regularly and receives comprehensive reports on the activities of the Company. The Board is supported by two committees with defined terms of reference covering, Resources and Audit and Service Delivery matters. The Board has adopted a programme of development and training and has undertaken a process of evaluation of its own effectiveness through an internal self-assessment exercise.

Management Control and Direction

The Company has a suitably qualified and experienced Senior Management Team with clear areas of responsibility. The Senior Management Team of Wolverhampton Homes plays a lead role in the identification, evaluation and control of significant risks facing the organisation and prioritises and directs the focus of effort and attention accordingly.

Arms Length Partnership Relationship with Wolverhampton City Council

Although the Company operates at arms length from Wolverhampton City Council it is nevertheless subject to an appropriate framework of performance monitoring to ensure it is delivering outputs and results in line with the Management Agreement and annual Delivery Plan.

Performance Management and Performance Indicators

The Company produces, monitors and reports performance on a regular basis against a comprehensive suite of performance indicators and information covering all the main activities of Wolverhampton Homes. There is a clear performance management and control framework which involves all staff in agreeing priorities and targets with their line managers every year, and an annual assessment of performance against these

targets. Targets are linked to individual service plans and the overall delivery plan for the Company to ensure that effort is focused on Company priorities.

Risk Assessment and Periodic Assessment of Priorities

Risk assessment plays an important part in the control framework for the Company. The management of key risks is monitored by the Audit and Service Delivery Committee and the Board. The Company formally reassesses its risks every year and decides on what mitigating actions to take in line with available resources. When necessary during the financial year budget resources are realigned to take account of newly identified risks. The prioritisation of activities and the allocation of resources is set out within the Delivery Plan and agreed with the Council.

Financial Risks

The financial risks faced by the Company are limited by the fact that the main income stream is stable as it comes from the Council in the form of a predetermined management fee. The management fee is set every year and a schedule of payments agreed. This is paid against a timetable that coincides with the payment of salaries, wages and creditor payments by Wolverhampton Homes. This means that cash balances are relatively low, and the scope for financial loss, is limited. The financial systems operated by the Company are robust and well tested.

Since 2014/15 the Company has banked with the HSBC bank.

Financial Regulations

The Company adopted a set of Financial Regulations and Standing Orders soon after it was incorporated as part of its control framework. These documents are updated periodically and reviewed by the Resources Committee. The documents are underpinned by clear documented procedure notes that set out how staff should undertake financial transactions.

Management of Budget Pressures

Management has access to financial systems to monitor expenditure against plans and forecasts. The Director of Business Support has been responsible for ensuring that financial risks are effectively managed and controlled. Financial reports ensure that the Management Team and the Board are fully informed of key financial issues and variances from budget are investigated and addressed. Monitoring reports are taken to all meetings of the Resources Committee and to Board at least twice yearly.

Financial Systems

The Agresso Business World Financial systems used by Wolverhampton Homes are hosted by the Wolverhampton City Council. These have been subject to internal audit review.

HR and Staff Management

Recruitment and employment policies and procedures ensure that properly qualified and experienced staff are recruited and managed effectively. Post-recruitment policies

such as absence management and performance management ensure that effective action is taken to monitor and develop staff performance.

Audit Activity

The activities of the Company are subject to external and internal audit review. The Company operates separate Resources (including Finance) and Audit and Service Delivery Committees. This highlights the importance placed on audit activity within the Company and it ensures an adequate level of focus on internal control. The brief for the Audit and Service Delivery Committee, established in 2010, was extended in 2013 and amalgamated with Service Delivery in 2016. The Audit and Service Delivery Committee also scrutinise the outcome of reviews of Health and Safety within the Company. The Committee has a specialist understanding of audit issues within the Company.

The Board and Management Team have reviewed the effectiveness of systems of internal control in existence for the period ended 31 March 2018. No weaknesses were found in the internal controls which to the knowledge of the Board and the Management Team resulted in material losses, contingencies or uncertainties which require disclosure in the financial statements or in the auditor's report on the financial statements. The Board is satisfied that this remains the case up to the signing of these documents.

Independent auditor's report to the members of Wolverhampton Homes Limited

Opinion

We have audited the financial statements of Wolverhampton Homes Limited (the 'company') for the year ended 31 March 2018, which comprise of the Statement of comprehensive income, Statement of changes in equity, Balance sheet and Statement of cash flows and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and International Financial Reporting Standards (IFRSs) as adopted by the European Union.

In our opinion, the financial statements:

- give a true and fair view of the state of the company's affairs as at 31 March 2018 and of its loss for the year then ended;
- have been properly prepared in accordance with IFRSs as adopted by the European Union; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Who we are reporting to

This report is made solely to the company's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the company's members those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the company and the company's members as a body, for our audit work, for this report, or for the opinions we have formed.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs (UK) require us to report to you where:

- the directors' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the directors have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Other information

The directors are responsible for the other information. The other information comprises the information included in the annual report,¹ other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon. In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinions on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the strategic report and the directors' report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the strategic report and the directors' report has been prepared in accordance with applicable legal requirements.

Matter on which we are required to report under the Companies Act 2006

In the light of the knowledge and understanding of the company and its environment obtained in the course of the audit, we have not identified material misstatements in the strategic report or the directors' report.

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of directors' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of directors for the financial statements

As explained more fully in the directors' responsibilities statement set out on page 16, the directors are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the directors determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the directors are responsible for assessing the company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the

directors either intend to liquidate the company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at:

www.frc.org.uk/auditorsresponsibilities. This description forms part of our auditor's report.

William Devitt
Senior Statutory Auditor
for and on behalf of Grant Thornton UK LLP
Statutory Auditor, Chartered Accountants
Birmingham
[**Date**]

Wolverhampton Homes Limited
Company Limited by Guarantee
STATEMENT OF COMPREHENSIVE INCOME
for the year to 31 March 2018

	<i>Notes</i>	2018 £'000	2017 £'000
REVENUE	3	46,191	45,409
Operating costs		<u>(49,667)</u>	<u>(43,804)</u>
(LOSS)/PROFIT FROM OPERATIONS	4	(3,476)	1,605
Finance income	5	62	50
Finance costs	5	<u>(952)</u>	<u>(1,056)</u>
(LOSS)/PROFIT BEFORE TAXATION		(4,366)	599
Taxation	7	<u>-</u>	<u>-</u>
(LOSS)/PROFIT FOR THE YEAR	13	<u><u>(4,366)</u></u>	<u><u>599</u></u>

The loss from operations for the year arises from the Company's continuing operations.

The loss for the year is entirely attributable to its sole member (note 12).

	<i>Notes</i>	2018 £'000	2017 £'000
(Loss)/Profit for the year		(4,366)	599
OTHER COMPREHENSIVE (LOSS)/GAIN, NET OF TAX			
Actuarial (loss)/gain on defined benefit obligations	6	<u>1,689</u>	<u>(4,797)</u>
TOTAL COMPREHENSIVE (LOSS)/PROFIT FOR THE YEAR		<u><u>(2,677)</u></u>	<u><u>(4,198)</u></u>

The total comprehensive (loss)/profit for the year is entirely attributable to its sole member (note 12).

Wolverhampton Homes Limited
 Company Limited by Guarantee
 STATEMENT OF CHANGES IN EQUITY
 for the year to 31 March 2018

	Retained earnings	Retained earnings
	£'000	£'000
BALANCE AT 1 APRIL 2016		(20,049)
Profit for the year	599	
Other comprehensive gain net of tax:		
Actuarial loss on defined benefit obligations	(4,797)	
	<u> </u>	
TOTAL COMPREHENSIVE LOSS FOR THE YEAR		<u>(4,198)</u>
BALANCE AT 31 MARCH 2017		(24,247)
Loss for the year	(4,366)	
Other comprehensive loss, net of tax:		
Actuarial gain on defined benefit obligations	1,689	
	<u> </u>	
TOTAL COMPREHENSIVE PROFIT FOR THE YEAR		<u>(2,677)</u>
BALANCE AT 31 MARCH 2018		<u><u>(26,924)</u></u>

The total comprehensive (loss)/profit for the year is entirely attributable to its sole member (note 12).

Wolverhampton Homes Limited
 Company Limited by Guarantee
 BALANCE SHEET
 31 March 2018

Company Registration No: 5441967

	<i>Notes</i>	2018 £'000	2017 £'000
ASSETS			
CURRENT ASSETS			
Trade and other receivables	9	5,929	3,181
Cash and cash equivalents	8	12,061	13,912
		<u> </u>	<u> </u>
TOTAL ASSETS		17,990	17,093
		<u> </u>	<u> </u>
LIABILITIES			
CURRENT LIABILITIES			
Trade and other payables	10	(7,294)	(5,639)
Current tax liabilities	11	-	-
		<u> </u>	<u> </u>
		(7,294)	(5,639)
NON-CURRENT LIABILITIES			
Retirement benefit obligations	16	(37,620)	(35,701)
		<u> </u>	<u> </u>
TOTAL LIABILITIES		(44,914)	(41,340)
		<u> </u>	<u> </u>
NET LIABILITIES		(26,924)	(24,247)
		<u> </u>	<u> </u>
EQUITY			
Retained earnings	13	(26,924)	(24,247)
		<u> </u>	<u> </u>
TOTAL EQUITY	13	(26,924)	(24,247)
		<u> </u>	<u> </u>

The financial statements on pages 26 to 53 were approved by the Board and authorised for issue on 2018 and are signed on its behalf by:

Director – Ann Bennett

Director– Kevin Fearon

Wolverhampton Homes Limited
Company Limited by Guarantee
STATEMENT OF CASH FLOWS
for the year to 31 March 2018

	<i>Notes</i>	2018 £'000	2017 £'000
OPERATING ACTIVITIES			
Cash generated from operations	14	(1,911)	2,970
Taxation paid		-	-
		<u> </u>	<u> </u>
NET CASH GENERATED FROM OPERATING ACTIVITIES		(1,911)	2,970
INVESTING ACTIVITIES			
Interest received		61	50
		<u> </u>	<u> </u>
NET CASH FROM INVESTING ACTIVITIES		61	50
		<u> </u>	<u> </u>
NET INCREASE IN CASH AND CASH EQUIVALENTS		(1,850)	3,020
CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR		13,912	10,892
		<u> </u>	<u> </u>
CASH AND CASH EQUIVALENTS AT END OF YEAR	14	12,061	13,912
		<u> </u>	<u> </u>

BASIS OF ACCOUNTING

The financial statements have been prepared in accordance with International Financial Reporting Standards and IFRIC interpretations as endorsed by the EU (“IFRS”) and the requirements of the Companies Act applicable to companies reporting under IFRS.

The financial statements have been prepared on the historical cost basis. The principal accounting policies adopted are set out below.

REVENUE RECOGNITION

Revenue is recognised when revenue and associated costs can be measured reliably and future economic benefits are probable. Revenue is measured at the fair value of the consideration received or receivable for goods and services provided in the normal course of business, net of discounts, VAT and other sales related taxes.

Revenue from services is recognised on a time-apportioned basis by reference to the provision of services set out in the Management Agreement.

Sales of goods are recognised when goods are delivered and title has passed. Delivery occurs when the products have arrived at the specified location, and the risks and rewards of ownership have been transferred to the customer.

Interest income is accrued on a time-apportioned basis, by reference to the principal outstanding and at the effective interest rate applicable, which is the rate that exactly discounts estimated future cash receipts through the expected life of the financial asset to that asset’s net carrying amount.

AGENCY ARRANGEMENTS

Income and expenditure is included in the Income Statement where the Company is acting as principal and bears the risks and rewards associated with those arrangements, rather than acting as an agent.

EXCEPTIONAL ITEMS

Exceptional items are those items that in the Directors’ view are required to be separately disclosed by virtue of their size or incidence to enable a full understanding of the Company’s financial performance.

LEASES

Leases in which a significant proportion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) are charged against profit or loss on a straight line basis over the period of the lease.

Where the Company leases certain property, plant and equipment and the Company has substantially all the risks and rewards of ownership, these are classed as finance leases. Finance leases are capitalised at the commencement of the lease at the lower of the fair value of the leased property and the present value of the minimum lease

payments. Each lease payment is allocated between the liability and finance charges so as to achieve a constant rate on the balance outstanding. The corresponding rental obligations, net of finance charges, are shown in other payables. Any property acquired under finance leases is depreciated over the shorter of the useful life of the asset and the lease term.

PENSION CONTRIBUTIONS

For defined benefit retirement plans, the cost of providing benefits is determined using the projected unit credit method, with actuarial valuations being carried out at each year end.

Actuarial gains and losses arising are recognised directly in other comprehensive income in the period in which they arise. Past service costs are recognised as an expense on a straight-line basis over the average period until the benefits become vested. To the extent that the benefits have already vested, the cost is recognised immediately in profit or loss.

An asset or liability is recognised equal to the present value of the defined benefit obligation, adjusted for unrecognised past service costs, and reduced by the fair value of plan assets. Any asset resulting from this calculation is limited to the lower of the asset, and any unrecognised past service cost plus the present value of available refunds or reductions in future contributions to the plan.

The rate used to discount the benefit obligations is based on market yields for high quality corporate bonds with terms and currencies consistent with those of the benefit obligations.

Gains and losses on curtailments/settlements are recognised when the curtailment/settlement occurs.

TAXATION

The tax expense represents the sum of the current tax expense and deferred tax expense.

The tax currently payable is based on taxable profit for the year. Taxable profit differs from accounting profit as reported in the Income Statement because it excludes items of income or expense that are taxable or deductible in other years and it further excludes items that are never taxable or deductible. The Company's liability for current tax is measured using tax rates that have been enacted or substantively enacted by the reporting date.

Deferred tax is the tax expected to be payable or recoverable on differences between the carrying amount of assets and liabilities in the financial statements and the corresponding tax bases used in the computation of taxable profit, and is accounted for using the balance sheet liability method. Deferred tax liabilities are recognised for all taxable temporary differences and deferred tax assets are recognised to the extent that it is probable that taxable profits will be available against which deductible

temporary differences can be utilised. Such assets and liabilities are not recognised if the temporary difference arises from the initial recognition of goodwill or from the initial recognition (other than in a business combination) of other assets and liabilities in a transaction which affects neither the taxable profit nor the accounting profit.

FINANCIAL INSTRUMENTS

Financial assets and financial liabilities are recognised when the Company has become a party to the contractual provisions of the instrument.

Financial assets

Trade receivables

Trade receivables are classified as loans and receivables and are initially recognised at fair value. They are subsequently measured at their amortised cost using the effective interest method less any provision for impairment. A provision for impairment is made where there is objective evidence, (including customers with financial difficulties or in default on payments), that amounts will not be recovered in accordance with original terms of the agreement. A provision for impairment is established when the carrying value of the receivable exceeds the present value of the future cash flows discounted using the original effective interest rate. The carrying value of the receivable is reduced through the use of an allowance account and any impairment loss is recognised in profit or loss.

Cash and cash equivalents/liquid resources

Cash and cash equivalents comprise cash at bank and in hand and other short-term deposits held by the Company with maturities of less than three months.

Bank overdrafts, where applicable, are presented within current liabilities.

Financial liabilities

Financial liabilities are classified according to the substance of the contractual arrangements entered into.

Trade payables

Trade payables are initially recognised at fair value and subsequently at amortised cost using the effective interest method.

ADOPTION OF INTERNATIONAL FINANCIAL REPORTING AND ACCOUNTING STANDARDS

The financial statements have been prepared in accordance with International Financial Reporting Standards (“IFRSs”) as adopted by the European Union.

Standards adopted early by the Company

The Company has not adopted any standards or interpretations early in either the current or the preceding financial year.

Standards issued as at 31 March 2018 but not yet effective

At the date of authorisation of these financial statements the following Standards and Interpretations which have not been applied in these financial statements were in issue but not yet effective:

New Standards	Effective Date
IFRS 17 Insurance contracts	01 January 2021
IFRS 16 Leases (Issued on 13 January 2016)	01 January 2019
IFRIC Interpretation 22 Foreign currency transactions and advance considerations (issued on 8 December 2016)	01 January 2018
IFRS 15 Revenue from Contracts with Customers (issued on 28 May 2014) including amendments to IFRS 15: Effective date of IFRS 15 (issued on 11 September 2015)	01 January 2018
IFRS 9 Financial Instruments (Issued on 24 July 2014)	01 January 2018
IFRS 14 Regulatory Deferral Accounts (issued on 30 January 2014)	01 January 2016
IFRIC Interpretation 23 Uncertainty over Income Tax Treatments	01 January 2016

With the exception of IFRS 16 Leases, the Directors and Chief Officers anticipate that the adoption of these Standards and Interpretations in future periods will have no material impact on the financial statements of the Company when the relevant standards and interpretations come into effect.

The company intends to fully assess the impact of IFRS16 Leases in advance of reporting the Financial Statements for the year ending 31st March 2019 and if material will restate the 2017/18 accounts to reflect the impact.

1 CRITICAL ACCOUNTING ESTIMATES AND AREAS OF JUDGEMENT

Estimates and judgements are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

Critical accounting estimates and assumptions

The Company makes estimates and assumptions concerning the future. The resulting accounting estimates and assumptions will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

- the assumptions underpinning the pension scheme valuation, see Note 16 for details of the sensitivities on key assumptions.

Critical areas of judgement

The following are the critical judgements, apart from those involving estimations (see above) that the directors have made in the process of applying the entities accounting policies and that have a significant effect in the amounts recognised in the financial statements:

- a bad debt provision of £118,000 (2017: £100,000) is included to cover potential non-payment of invoices. This is based on an assessment of outstanding invoices at 31 March 2018. See Note 9.

2 FINANCIAL RISK MANAGEMENT

The Company's Audit and Service Delivery Committee is responsible for reviewing the risk register and for risk management within the Company, including financial risks. The Audit and Service Delivery Committee reports to the Board every six months on risk issues. Risks are also reviewed on a regular basis at section level within Directorates and the key risks identified are kept under review by the Senior Management Team.

Monitoring exposures to financial risks forms a key part of the Company's risk overall management processes. Exposure to financial risks are monitored by the Company's Financial Management Team who are required to produce monthly budget updates that include forecasts of likely expenditure and income levels and the highlighting of key risks and their potential impact on the finances of the company.

Risk Register reports are provided to the Audit Committee / Board of Directors every quarter. The Risk Register is discussed by the Board every six months to ensure that the risk mitigation procedures are compliant with the Company policy and that any new risks are appropriately managed.

2 FINANCIAL RISK MANAGEMENT (continued)

Liquidity risk and credit risk

Management's objective is to meet the Company's liabilities as they fall due whilst maintaining sufficient headroom to enable the Board to react to unexpected changes in market conditions. The Company is largely dependent on its largest customer, the Council, which represents over 97.1% (2017: 96.9%) of its total turnover in order to maintain the necessary cash headroom to operate effectively. Payments of management fee are agreed in advance with the Council each year to ensure that there is sufficient money coming in to cover the obligations to pay staff and creditors as payments become due.

The management fees are fixed every twelve months, with the longer term levels of management fee set indicatively within the Council's HRA business plan. Based on the Government's current housing subsidy levels and forecast future rent income levels the Company can be assured that management fee levels going forward beyond the current year will be consistent with those currently payable. The Company is also assured in the assessment by its Directors that it is a going concern by the fact that its current management agreement runs to 31 March 2028.

The Management fee from the Council is receivable monthly by Wolverhampton Homes Limited. Wolverhampton Homes Limited assesses its cash flow requirements based on its own cash flow modelling and places surplus funds on no-notice deposits. In order to mitigate against the risk of bank default, the Company places funds with highly rated banks, taking account of advice on credit risk from the City Council.

Wolverhampton Homes Limited is exposed to liquidity and credit risk principally in the event that the Council were to experience cash flow difficulties in paying the Company its management charge. Based on the Council's own high credit rating this is assessed to be a very unlikely scenario of low risk.

Credit risk, although assessed as low, arises predominantly from trade receivables (principally the Council).

Whilst the Council is the Company's largest customer, the Company has other customers. Credit exposure is managed on an individual customer basis. Company policy is to assess the credit quality of each customer internally before accepting any terms of trade. Internal procedures take into account the customers' financial position as well as their reputation within the industry and past payment experience. These procedures are applied to trade receivables.

There are no borrowings in place.

2 FINANCIAL RISK MANAGEMENT (continued)

Reserves policy

Wolverhampton Homes has a policy to set a minimum reserve level of 3% of the turnover to manage the risks facing the Company. To put this in context, this would be equivalent to a minimum reserves base level of £1.4 million based on a turnover of £46 million. The key financial risks to the annual budget are assessed as errors in estimating the impact of inflation, errors in estimating revenue budget levels and costs arising from the impact of unplanned events.

Beyond the issue of the need to hold reserves to manage the unforeseen, reserves are also important at the current time in terms of our medium term financial strategy. The management fee will be frozen until April 2020 which means the Company will have to bear inflation costs for the current financial year (2018/19) and a further financial year, from its own resources. The reserves that have been built up to date will play an important part in addressing this financial constraint.

The key medium-term financial issue for the Company at the present time is managing within the constraints of the freeze to its management fee to April 2020. The Company has been intent on making savings to manage the potential impact of this freeze and minimise its impact on tenants. With this in mind the general reserves have been broken down into three distinct elements:

Contingency element (3% of turnover)	£1.4M
Expenditure not in base budget including invest to save	£3.0M
Inflation reserves to meet the impact of the management fee freeze to 31 March 2020	£6.3M

The contingency element represents a level of reserves as an absolute minimum below which it would not be prudent for the Company to go.

The reserves strategy takes account of allocating funding for one-off expenditure and inflation. In the context of a frozen budget the availability of funds for one off items is particularly important as it is difficult to fund long-term new commitments against the background of a cash frozen management fee.

The inflation reserve is essential for spreading the impact of a frozen management fee over a longer period of time and thereby smoothing out budget reductions.

2 FINANCIAL RISK MANAGEMENT (continued)

Maturity analysis

The table below analyses the Company's financial liabilities on a contractual gross undiscounted cash flow basis into maturity groupings based on amounts outstanding at the reporting date up to the contractual maturity date.

Liabilities – 2018	Within 6 months £'000	6 months - 1 year £'000	1 to 5 years £'000	Over 5 years £'000	Total £'000
Trade and other payables	5,647	-	-	-	5,647
Current tax liabilities	-	-	-	-	-
	<u>5,647</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>5,647</u>

The table below analyses the Company's financial assets held for managing liquidity risk which are considered to be readily saleable or are expected to generate cash inflows to meet cash outflows on financial liabilities.

Assets – 2018	Within 6 months £'000	6 months - 1 year £'000	1 to 5 years £'000	Over 5 years £'000	Total £'000
Cash at bank and on hand	12,061	-	-	-	12,061
Trade and other receivables	5,783	-	-	-	5,783
	<u>17,844</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>17,844</u>

The Company would normally expect that sufficient cash is generated in the operating cycle to meet the contractual cash flows as disclosed above through effective cash management.

Liabilities - 2017	Within 6 months £'000	6 months - 1 year £'000	1 to 5 years £'000	Over 5 years £'000	Total £'000
Trade and other payables	4,404	-	-	-	4,404
Current tax liabilities	-	-	-	-	-
	<u>4,404</u>	<u>-</u>	<u>-</u>	<u>-</u>	<u>4,404</u>

2 FINANCIAL RISK MANAGEMENT (continued)

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Assets - 2017	Within 6 months £'000	6 months - 1 year £'000	1 to 5 years £'000	Over 5 years £'000	Total £'000
Cash at bank and on hand	13,912	-	-	-	13,912
Trade and other receivables	2,824	14	-	-	2,838
	16,736	14	-	-	16,750

The Company would normally expect that sufficient cash is generated in the operating cycle to meet the contractual cash flows as disclosed above through effective cash management.

Interest rate risk

The Company's interest rate risk is limited to the floating rate that it earns on its deposits with its bankers, which broadly tracks base rates, dependent on the amount on the Company's reserve account.

The table below shows the Company's financial assets and liabilities split by those bearing fixed and floating rates and those that are non-interest bearing:

Assets - 2018	Floating rate £'000	Non-interest bearing £'000	Total £'000
Cash and cash equivalents	12,030	31	12,061
Trade and other receivables	-	5,783	5,783
	12,030	5,814	17,844

Liabilities - 2018	Non-interest bearing £'000	Total £'000
Trade and other payables	5,647	5,647

2 FINANCIAL RISK MANAGEMENT (continued)

Assets - 2017	Floating rate £'000	Non-interest bearing £'000	Total £'000
Cash and cash equivalents	13,871	41	13,912
Trade and other receivables	-	2,838	2,838
	<u>13,871</u>	<u>2,879</u>	<u>16,750</u>

Liabilities - 2017	Non-interest bearing £'000	Total £'000
Trade and other payables	<u>4,404</u>	<u>4,404</u>

Credit risk

The Company's maximum exposure to credit risk, gross of any collateral held, relating to its financial assets is equivalent to their carrying value as disclosed below. All financial assets have a fair value which is equal to their carrying value.

		2018 £'000	2017 £'000
<i>Maximum exposure to credit risk</i>			
Trade and other receivables	- Council	5,208	2,372
	- Other	575	466
Cash and cash equivalents	- Bank	<u>12,061</u>	<u>13,912</u>
		<u>17,844</u>	<u>16,750</u>

Capital management

The Company's main objective when managing capital is to ensure that it maintains sufficient capital to ensure that the Council's tenants continue to receive an excellent housing management service from the Company. The level of management fee agreed with the Council annually in respect of the Management Agreement and the Company's level of operating efficiency are the principal determinants of the level of equity that the Company is able to retain. As a company limited by guarantee, the only equity/capital of the Company is represented by its retained earnings reserves.

2 FINANCIAL RISK MANAGEMENT (continued)

The company has no debt. The Company does not have any externally imposed capital requirements and has not made any changes to its capital management during the year. Wolverhampton Homes as a not for profit organisation is not driven to make a surplus but for fulfilment of the Company priorities. Following the establishment of the Company as part of the Management Agreement the Company has to provide for all its own risks and costs of inflation risks and unforeseen events and this is important for the future viability of the Company.

3 REVENUE

Sales were made wholly within the United Kingdom and derived from the Company's principal activity of housing management. The Company considers that it derives its revenue from this one segment.

4 PROFIT/(LOSS) FROM OPERATIONS	2018	2017
	£'000	£'000
Profit/(loss) from operations is stated after charging:		
Inventories		
- amount charged (to operating costs)	3,586	3,654
Auditor's fees:		
- audit services: Grant Thornton UK LLP	27	27
- taxation: RSM UK Tax and Accounting Limited	5	5
Rentals under operating leases	1,398	1,294
	<u> </u>	<u> </u>
The following table analyses the nature of expenses:		
Staff costs	26,031	22,743
Repairs and maintenance	14,898	12,494
Other housing management costs	3,264	3,575
Corporate	3,123	2,870
Information technology	1,948	1,795
Other	403	327
	<u> </u>	<u> </u>
Total expenditure (excluding finance costs)	49,667	43,804
	<u> </u>	<u> </u>

During the year, the Company impaired certain financial assets classified as loans and receivables. Further details are provided in Note 9. No interest was generated on impaired financial assets in either the current or proceeding financial years.

5 FINANCE INCOME AND COSTS	2018	2017
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	£'000	£'000
Other interest receivable	62	50
	<u>62</u>	<u>50</u>
	2018	2017
	£'000	£'000
Pension finance costs	(952)	(1,056)
	<u>(952)</u>	<u>(1,056)</u>
6 STAFF AND STAFF COSTS	2018	2017
	No.	No.
The average monthly number of persons employed by the Company during the period was:		
Housing Management	150	152
Property Services	369	387
Estates Services	73	72
Support Services	60	60
Housing Options	48	-
	<u>700</u>	<u>671</u>
	<u>700</u>	<u>671</u>
The total number of staff in 2018 includes 29 new apprentices, work placements and trainees. During the year the company became responsible for the delivery of the Housing Options service on behalf of the council and 48 staff transferred to the company from the council.		
	2018	2017
	£'000	£'000
Wages and salaries	18,030	17,123
Social security costs	1,699	1,631
Other pension costs	6,302	3,989
	<u>26,031</u>	<u>22,743</u>
Total expenditure	<u>26,031</u>	<u>22,743</u>

The remuneration paid to the Directors of the Company (including pension contributions and benefits in kind) for management services was £Nil (2017: £Nil). The total of directors' pension contributions was £Nil (2017: £Nil).

7 TAXATION	2018 £'000	2017 £'000
ANALYSIS OF CHARGE IN YEAR:		
Current tax:		
UK – Current year	-	-
	<u> </u>	<u> </u>
Current tax reconciliation:		
The tax assessed for the years differs from the standard rate of corporation tax as follows:		
Profit/Loss before tax	(4,366)	599
	<u> </u>	<u> </u>
Tax at the standard rate of corporation tax 20% (2017: 20%)	(830)	120
Effect of non-trading activities with member not subject to corporation tax	830	120
	<u> </u>	<u> </u>
	-	-
	<u> </u>	<u> </u>

The Company is a wholly owned subsidiary of the Council and the majority of income is derived from services provided to the Council. HM Revenue and Customs has confirmed that transactions between ALMOs and their Councils do not amount to trading and, accordingly, any surplus or deficit arising thereon is outside the scope of corporation tax. As a result of this, the effective rate of tax is nil% (2017: nil%), which is lower than the standard UK rate of 19% (2017: 20%).

8 FINANCIAL INSTRUMENTS

2018		Loans and receivables £'000
Current financial assets		
Trade and other receivables (less prepayments)		5,783
Cash and cash equivalents		12,061
Total		<u>17,844</u>
2018		Trade and other payables £'000
Current financial liabilities		
Trade and other payables		<u>5,647</u>
2017		Loans and receivables £'000
Current financial assets		
Trade and other receivables (less prepayments)		2,838
Cash and cash equivalents		13,912
Total		<u>16,750</u>
2017		Trade and other payables £'000
Current financial liabilities		
Trade and other payables		<u>4,404</u>

9 TRADE AND OTHER RECEIVABLES

	2018 £'000	2017 £'000
Trade receivables	5,756	2,794
Other receivables	27	44
Prepayments	146	343
	<u>5,929</u>	<u>3,181</u>

The average credit period taken on provision of services is 30 days (2016: 30 days). All trade and other receivables are denominated in sterling.

An impairment review has been undertaken at the year end to assess whether the carrying amount of financial assets is deemed recoverable. The primary credit risk relates to amounts due outside of their credit period. A provision for impairment is made when there is objective evidence of impairment which is usually indicated by a delay in the expected cash flows or non-payment from customers. As at 31 March 2018, £118,000 (2017: £100,000) of trade receivables were impaired in relation to customers who are known to be in financial difficulty and from whom payment was overdue by more than twelve months. No provision for impairment has been made against any amounts due from the Council at 31 March 2018 or 2017.

The following table provides analysis of trade and other receivables (including amounts due from the Council) that were due at 31 March, but not impaired. The Company believes that the balances are ultimately recoverable based on a review of past payment history and the current financial status of the customers.

	2018 £'000	2017 £'000
Up to three months	4,717	1,095
Up to six months	9	34
Between six months and a year	5	14
	<u>4,731</u>	<u>1,143</u>

9 TRADE AND OTHER RECEIVABLES (continued)

The movement in the allowance account was as follows:

	2018 £'000	2017 £'000
Opening balance as at 1 April	100	81
Provision for receivables impairment	18	19
	<u>118</u>	<u>100</u>
Closing balance as at 31 March	<u><u>118</u></u>	<u><u>100</u></u>

10 TRADE AND OTHER PAYABLES

Trade and other payables are as follows:

	2018 £'000	2017 £'000
Amounts payable relating to invoiced amounts	1,504	560
Accruals and deferred income	3,267	3,073
Other tax and social security	1,647	1,235
Other payables	876	771
	<u>7,294</u>	<u>5,639</u>
	<u><u>7,294</u></u>	<u><u>5,639</u></u>

Trade and other payables principally comprise amounts outstanding for trade purchases and ongoing costs. The average credit period taken for trade purchases is 35 days (2017: 30 days).

All trade and other payables are denominated in sterling.

The directors consider that the carrying amount of trade and other payables approximates to their fair value.

11 CURRENT TAX LIABILITIES

	2018 £'000	2017 £'000
Taxation	-	-
	<u>-</u>	<u>-</u>
	<u><u>-</u></u>	<u><u>-</u></u>

12 COMPANY LIMITED BY GUARANTEE

The Company is limited by guarantee, incorporated in the United Kingdom, and is governed by its memorandum and articles of association. The guarantor is its sole member, Wolverhampton City Council, (see note 17) is listed in the Company's Register of Members. The liabilities in respect of the guarantee are set out in the memorandum of association and are limited to £1 per member of the Company.

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13	RESERVES	2018 £'000	2017 £'000
	Retained Earnings		
	1 April	(24,248)	(20,049)
	Retained loss for the year	(4,366)	599
	Actuarial gain/(loss) (note 16)	1,689	(4,797)
		<u> </u>	<u> </u>
	At 31 March	(26,925)	(24,247)
		<u> </u>	<u> </u>
		2018 £'000	2017 £'000
	Analysed as:		
	Profit and loss reserve (excluding pension liability)	10,695	11,454
	Pension deficit	(37,620)	(35,701)
		<u> </u>	<u> </u>
		(26,925)	(24,248)
		<u> </u>	<u> </u>
14	CASH FLOWS	2018 £'000	2017 £'000
	Reconciliation of profit/(loss) from operations to net cash generated from/(utilised by) operating activities		
	Profit/(loss) from operations	(3,476)	1,605
	Pension contributions paid in period (note 16)	(3,594)	(3,118)
	Pension contributions charged in the period (note 16)	6,250	3,642
	Decrease in trade and other receivables	(2,746)	880
	Decrease in trade and other payables	1,655	(39)
		<u> </u>	<u> </u>
	Net cash generated from/(utilised by) operating activities	(1,911)	2,970
		<u> </u>	<u> </u>

14 CASH FLOWS (continued)

For 2017/18 there were no significant non-cash transactions.

*CASH AND CASH
 EQUIVALENTS*

Cash and cash equivalents
 represent:

	2018 £'000	2017 £'000	2016 £'000
Cash at bank	12,061	13,912	10,892

15 COMMITMENTS UNDER OPERATING LEASES	Land and buildings 2018 £'000	Land and buildings 2017 £'000	Motor Vehicles 2018 £'000	Motor Vehicles 2017 £'000
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The Company had
 minimum lease payments
 under non-cancellable
 operating leases in
 aggregate as follows:

Amounts due:

Within 1 year	647	559	604	431
Between 2 – 5 years	1,033	782	361	722
After 5 years	346	18	-	-
	2,026	1,359	965	1,153
	2,026	1,359	965	1,153

Operating lease payments represent rentals payable by the Company for certain of its office properties, for tenanted properties leased from private landlords for the purpose of sub-letting and for the whole of the Company's vehicle fleet. Leases are negotiated for an average term of seven years and rentals are fixed for an average of three years.

16 RETIREMENT BENEFIT OBLIGATIONS

Defined benefit plan

The Company is a scheduled member into the Local Government Pension Scheme. This is a funded defined benefit scheme. Employees are eligible to join the Local Government Pension Scheme subject to certain qualifying criteria. The pension costs that are charged to the Company's accounts in respect of those employees are equal to contributions paid to the fully funded benefit pension scheme.

The agreed employer's contribution rate for 2017/18 was 19.2% (2016/17: 13.5%) of pensionable earnings. The rate for 2018/19 will be 19.2% plus the equivalent of an additional 1.4%, representing deficit funding. The employees' contribution rate is tiered starting at 5.5% for employees earning below £12,900 and rising to 7.5% for employees earning over £81,101.

The pension contributions made by the Company for the year were £3,594,000 (2017: £3,118,000).

The pension cost is assessed every three years in accordance with the advice of a qualified independent actuary. The date of the last full valuation was 31 March 2016.

At the year end there were outstanding contributions of £364,000 (2017: £261,000), included within Other Payables in Note 10.

The most recent actuarial valuations of plan assets and the present value of the defined benefit obligation were carried out at 31 March 2016 for the purposes of the IAS 19 valuation for inclusion in these financial statements by a registered actuary engaged by Barnett Waddingham. The present values of the defined benefit obligation, the related current service cost and past service cost were measured using the projected unit credit method.

Key assumptions used:	Valuation at	
	2018	2017
	%	%
Discount rate (used for calculation of future liabilities)	2.55	2.8
Expected rate of salary increases	3.8	4.2
Future pension increases	2.3	2.7
Rate of Consumer Price Index ("CPI")	2.3	3.6

16 RETIREMENT BENEFIT OBLIGATIONS (continued)

Mortality rate assumptions are based on publicly available data in the UK. The average life expectancy for a pensioner retiring at 65 on the reporting date is:

	2018	2017
Male	21.9	21.8
Female	24.3	24.2

The average life expectancy for a pensioner retiring at 65, aged 45 at the reporting date:

Male	24.0	23.9
Female	26.6	26.5

The sensitivity of the overall pension liability to changes in the weighted principal assumptions is:

	Change in assumption	Overall impact on liability
Discount rate	Increase of 0.1%	Decrease of £3,815,000
Pension increases	Increase of 0.1%	Increase of £3,307,000
Members' life expectancy	Increase of 1 year	Increase of £6,744,000

Amounts recognised in profit or loss in respect of these defined benefit schemes are as follows:

	2018 £'000	2017 £'000
Current service cost	5,993	3,543
Interest cost	5,209	5,595
Administration expenses	67	61
Expected return on scheme assets	(4,257)	(4,539)
Past service cost including curtailments	190	38
	<u>7,202</u>	<u>4,698</u>

These amounts are recognised in operating cost, except for the interest cost and expected return on scheme assets which are recognised in finance income / costs (Note 5).

Actuarial gains and losses are reported in the statement of comprehensive income. The gain recognised in 2018 was £1,689,000 (2017: loss of £4,797,000), and the cumulative loss is £9,180,000 (2017: cumulative loss of £10,869,000).

16 RETIREMENT BENEFIT OBLIGATIONS (continued)

The actual return on scheme assets was £25,701,000 (2016: £390,000).

The amounts included in the balance sheet arising from the Company's obligation in respect of defined benefit retirement schemes is as follows:

	2018 £'000	2017 £'000
Fair value of scheme assets	152,948	151,164
Present value of defined benefit obligations	(190,568)	(186,865)
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Deficit in scheme	(37,620)	(35,701)
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All of the defined benefit plan obligations relate to funded schemes.

Analysis for reporting purposes:

	2018 £'000	2017 £'000
Non-current liabilities	(37,620)	(35,701)
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Movements in the present value of defined benefit obligations in the current period were as follows:

	2018 £'000	2017 £'000
At 1 April	186,865	148,026
Current service cost	5,993	3,543
Past service cost including curtailments	190	38
Interest cost	5,209	5,595
Actuarial gains/(losses)	(5,847)	43,624
Change in demographic assumptions	0	(1,031)
Change in financial assumptions	0	(11,310)
Contributions by plan participants	1,069	1,021
Benefits paid	(2,911)	(2,641)
	<hr/>	
At 31 March	190,568	186,865
	<hr/> <hr/>	

16 RETIREMENT BENEFIT OBLIGATIONS (continued)

Movements in the fair value of scheme assets in the current period were as follows:

	2018 £'000	2017 £'000
At 1 April	151,164	118,702
Expected return on scheme assets	4,257	4,539
Actuarial gains/(losses)	(4,158)	21,162
Other actuarial gains	0	5,324
Administration expenses	(67)	(61)
Employer contributions	3,594	3,118
Employee contributions	1,069	1,021
Benefits paid	(2,911)	(2,641)
	<u>152,948</u>	<u>151,164</u>
At 31 March	152,948	151,164

The analysis of the scheme assets and the expected rate of return at the reporting date were as follows:

	Fair value of assets	
	2018 £'000	2017 £'000
Equity Instruments	97,757	97,365
Government Bonds	11,176	12,269
Other Bonds	5,851	6,264
Property	11,776	11,645
Cash/liquidity	3,764	4,314
Other assets	22,624	19,307
	<u>152,948</u>	<u>151,164</u>

16 RETIREMENT BENEFIT OBLIGATIONS (continued)

The five year history of experience adjustments are as follows:

£'000	2018	2017	2016	2015	2014
Present value of defined benefit obligations	(190,568)	(186,865)	(148,026)	(149,341)	(114,746)
Fair value of scheme assets	152,948	151,164	118,702	117,904	100,261
Deficit in scheme	(37,620)	(35,701)	(29,324)	(31,437)	(14,485)
Experience adjustments on scheme liabilities	-	-	-	-	(5,564)
Experience adjustments on scheme assets	-	-	-	-	-

The estimated amount of contributions expected to be paid to the scheme during the financial year ending 31 March 2019 is £3,904,000 (2018: £3,373,000).

17 RELATED PARTY TRANSACTIONS

The Company's parent, ultimate parent and controlling party is Wolverhampton City Council.

Wolverhampton Homes Limited is an Arms Length Management Organisation from the ultimate to run the management and maintenance function of the Council's homes and other buildings.

During the year the Company supplied goods and services to Wolverhampton City Council totalling £44,980,000 (2017: £44,006,000) and purchased goods and services from the Council totalling £5,605,000 (2017: £5,253,000).

At 31 March 2018, included in Receivables is a total amount due from the Council of £4,426,000 (2017: £2,195,000) and included in Payables is a total amount due to the Council of £2,598,000 (2017: £2,201,000). The net balance owed to the company by the Council was £1,828,000 (2017: £6,000 owed by the company to the Council).

The amounts outstanding are unsecured, carry or bear no interest and will be settled in cash. No guarantees have been given or received. No provisions have been made for doubtful debts in respect of the amounts owed by related parties.

17 RELATED PARTY TRANSACTIONS (continued)

Remuneration of key management personnel

The remuneration of the 13 (2017: 14) senior managers who are the key management personnel of the Company, is set out below in aggregate.

	2018 £'000	2017 £'000
Short-term employee benefits	859	1,003
Post-employment benefits	280	257
	<u>1,139</u>	<u>1,260</u>

Senior managers above include the executive management team and principal managers reporting to that team.

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Board Report

Agenda Item No: 7

	Agenda Item 7
	<p>14 September 2018</p> <p>Management Agreement Schedules and Articles of Association</p>
	Open Report
Status:	For decision
Author and job title:	Jan Lycett, Director of Business Support
Contact No:	01902 553512
Recommendations:	<p>That Board:</p> <p>and agree:</p> <ol style="list-style-type: none"> 1. Note the content of the report 2. Agree the revised Articles of Association that have been updated to reflect the 4:4:4 model and that can be found at appendix 1. 3. Agree the revised Management Agreement schedules that can be found at appendices 2 – 5.
Key risks and contentious issues:	<p>It is important that the work of the Company is underpinned by effective governance arrangements and the appropriate framework. The Articles of Association specifically underpin our arrangements.</p> <p>The Management Agreement is the core ‘contract’ with the City of Wolverhampton Council and it is appropriate that this document and the associated service schedules are up to date and reflect the services being delivered.</p>

Management Summary

1.0 Purpose

- 1.1 This report provides details of the amended company Articles of Association that reflect the agreed changes to the membership of the Board and a refreshed set of Management Agreement Schedules that detail the services we are delivering on behalf of the Council.

2.0 Proposals

- 2.1 A decision was taken by Board on the 29th June to adjust the Board membership to reflect a cohort of 12 members that reflect the following:
- 4 Council Board Members
 - 4 Independent Board Members
 - 4 Tenant Board Members
- 2.2 As a result, the Articles of Association have been reviewed and following appropriate legal advice being received, have been amended to reflect this new composition. These are now attached at appendix 1. Board are asked to agree them.
- 2.3 In conjunction with the Council there has also been a refresh of the Management Agreement schedules to reflect our current operating arrangements. They now include the updated position in respect of shared services; service level agreements and proposed new arrangements for the development of our future Business and Delivery Plans.
- 2.4 The schedules are appended to this report and include:
- Appendix 2: Schedule 2: Service descriptions (high level view of the key functions and activities that WH are to deliver on behalf of CWC)
 - Appendix 3: Schedule 3: Delivery Plan (the annual programme to develop the Business Plan and the annual action plan, together with the monitoring arrangements.)
 - Appendix 4: Schedule 4: SLA's (summarised list of these to mirror the shared service arrangements)
 - Appendix 5: Schedule 5: Stock Improvement Programme (this reflects the current programme)
- 2.5 The documents detailed within appendices 2 – 5 have all been subject to a range of operational discussions and it is intended that these will be now be reviewed annually in line with our annual action planning process. This will ensure they are kept updated in future.
- 2.6 Appendix 3 details a key change for WH as it supports the Business Plan becoming the primary strategic document and the current delivery plan effectively being the annual action plan that supports the delivery of the overarching strategic objectives. This

revised approach means that a slimmed down version of the Delivery Plan will be produced each year with an improved focus on outcomes.)

2.7 Board are asked to agree the key schedules appended to this report.

3.0 Financial and value for money implications

3.1 There are no immediate resource issues arising from this report.

4.0 Legal implications

4.1 It is important that WH have an effective governance framework in place and both the management agreement and articles of association are an integral part of these arrangements. The Council's September Cabinet is also due to consider a report concerning these changes. Clearly it requires the formal agreement of both parties to implement the changes detailed within this report.

5.0 Human resources implications

5.1 There are no immediate implications within this report

6.0 Health and safety implications

6.1 There are no immediate implications within this report

7.0 Equalities implications

7.1 There are no immediate implications within this report

8.0 Impact on the environment and community

8.1 It is intended that the TPAS review will identify improved opportunities for the wider community to be involved in the work of WH.

9.0 Long term consequences for the company

9.1 The recommendations within this report should result in stronger governance arrangements being in place.

10.0 Impact on business relationships with suppliers, customers and others

10.1 Staff from CWC have worked closely with us to support the updating of these documents.

11.0 Impact on Wolverhampton Homes' Management System

11.1 If yes and approved by board members, update to go on the management system by:

Date: 30th September 2018

Officer responsible: Jan Lycett

12.0 List of Appendices

12.1 Appendix 1 – Articles of Association

12.2 Appendix 2 – Schedule 2

12.3 Appendix 3 – Schedule 3

12.4 Appendix 4 – Schedule 4

12.5 Appendix 5 – Schedule 5

THE COMPANIES ACT 1985

COMPANY LIMITED BY GUARANTEE
AND NOT HAVING A SHARE CAPITAL

ARTICLES OF ASSOCIATION

-of-

WOLVERHAMPTON HOMES LIMITED

DEFINITIONS AND INTERPRETATION

1. In the Articles unless the context otherwise requires:

“the Act”	Means the Companies Act 1985 (as amended by the Companies Act 1989) and any statutory modification or re-enactment thereof for the time being in force.
“the Articles”	Means these Articles of Association as originally adopted or as altered from time to time.
“Board”	Means the Board of Directors of the Organisation from time to time.
“Board Members”	Means the directors for the time being of the Organisation.
“Chairman”	Means the Chairman of the Organisation appointed pursuant to Article 31(1) or in his absence any vice or deputy chairman appointed pursuant to Article 31(3).
“clear days”	In relation to the period of a notice means that period excluding the day when the notice is given or deemed to be given and the day for which it is given or on which it is to take effect.
“Co-Optees”	Means a person appointed by the Board pursuant to Article 33(1) or 33(2) to serve on the Board or on a Committee respectively.

“Committee”	Means a committee established by the Board pursuant to Article 22(1).
“Committee Member”	Means a person appointed by the Board to serve on the Committee.
“Council Board Member”	Means a Board Member appointed by the Council Member pursuant to Article 14.
“Council Member”	Means Wolverhampton City Council or any successor body thereto who shall be the sole member of the Organisation.
“executed”	Means in relation to any contract, agreement or other document consent thereto and includes any mode of execution.
“Independent Board Member”	Means a Board Member appointed pursuant to Article 16.
“Local Authority Person”	Means any person: <ul style="list-style-type: none"> (i) who is a member of the Council Member; or (ii) who is an officer of the Council Member (which for these purposes shall not include employees with non-managerial posts apart from housing employees).
“Office”	Means the registered office of the Organisation.
“the seal”	Means the common seal of the Organisation.
“Secretary”	Means the secretary of the Organisation or any other person appointed to perform the duties of the secretary of the Organisation, including a joint, assistant or deputy secretary.
“Tenant”	Means an individual who holds a secure tenancy or lease of a residential property from and occupies a property belonging to the Council Member managed by the organisation.
“Tenant Board Member”	Means a tenant appointed as a Board Member pursuant to Article 15.
“Tenants Federation”	Means Wolverhampton Federation of Tenants Associations or any successor body thereto or

such other body as the Board shall from time to time resolve to be representative of the tenants of Wolverhampton City Council whose dwellings are managed by the Organisation.

“the United Kingdom” Means Great Britain and Northern Ireland.

2. (1) Unless the context otherwise requires, words or expressions contained in these regulations bear the same meaning as in the Act but excluding any statutory modification thereof not in force when these regulations become binding on the Organisation.
- (2) In these Articles words importing individuals shall, unless the context otherwise require, include corporations and words importing the singular number shall include the plural, and vice versa and words importing the masculine gender shall include the feminine gender.

ADMISSIONS OF MEMBERS

3. No person other than the Council Member shall be admitted to membership of the Organisation.
4. The Council Member shall nominate a person to act as its representative in the manner provided in Section 375 of the Act. Such representative shall have the right on behalf of the Council Member to attend meetings of the Organisation and vote thereat, and generally exercise all rights of membership on behalf of the Council Member. The Council Member may from time to time revoke the nomination of such representative, and nominate another representative in his place. All such nominations and revocations shall be in writing.
5. The rights of the Council Member shall be personal and shall not be transferable.

GENERAL MEETINGS AND RESOLUTIONS

6. All general meetings other than annual general meetings shall be called extraordinary general meetings.
7. The Board Members may call general meetings and, on the requisition of the Council Member pursuant to the provisions of the Act, shall forthwith proceed to convene an extraordinary general meeting for a date not later than eight weeks after receipt of the requisition. If there are not within the United Kingdom sufficient Board Members to call a general meeting, any Board Member or the Council Member may call a general meeting.
8. (1) An Annual General Meeting and an Extraordinary General Meeting not called on the requisition of the Council Member pursuant to Article 7 shall be called by at least twenty-one clear days' notice or by shorter notice if it is so agreed by the Council Member.

- (2) The notice shall specify the time and place of the Meeting and, in the case of an Annual General Meeting, shall specify the Meeting as such.
 - (3) The notice shall be given to the Council Member and to the Board Members and auditors.
9. The accidental omission to give notice of a meeting to, or the non-receipt of notice of a meeting by, any person entitled to receive notice shall not invalidate the proceedings at that meeting.
10. No business shall be transacted at any general meeting unless a quorum is present. The presence of the Council Member shall be a quorum.
11. If the Council Member makes a decision which is required to be taken in a general meeting or by means of a written resolution, that decision shall be valid and effectual as if agreed by the Company in general meeting. Any decision taken by the Council Member pursuant to this Article 11 shall be recorded in writing and delivered by the Council Member to the Company for entry in the Company's minute book.
12. An entry stating that a resolution has been carried or lost in the minutes of any meeting shall be conclusive evidence of the fact.

NUMBER OF BOARD MEMBERS

13.
 - (1) The number of Board Members shall be twelve.
 - (2) Four Board Members shall be Council Board Members.
 - (3) Four Board Members shall be Tenant Board Members.
 - (4) Four Board Members shall be Independent Board Members.
 - (5) No more than six Board Members shall be Tenants.
 - (6) No more than six Board Members shall be Local Authority Persons.
 - (7) In the event that the number of Board Members shall be less than the numbers specified in this Article 13 the remaining Board Members shall use reasonable endeavours to appoint further Board Members and may act notwithstanding this Article.
 - (8) The First Board Members shall be those persons named in the statement delivered pursuant to Section 10(2) of the Act who shall be deemed to have been appointed under the Articles. Future Board Members shall be appointed as provided in the Articles.

APPOINTMENT OF COUNCIL BOARD MEMBERS BY THE COUNCIL MEMBER

14. (1) Subject to Article 13 the Council Member shall from time to time appoint four persons as Council Board Members and shall have the power to remove from office any such Board Member.
- (2) Appointment or removal pursuant to Article 14(1) shall be effected by an instrument in writing signed by the Council Member and shall take effect upon lodgement at the registered office of the Organisation or such date later than such lodgement as may be specified in the instrument.
- (3) Notwithstanding any other provisions in these Articles the Council Member shall have power at any time by notice in writing to the Secretary to appoint and remove any Board Member.

RETIREMENT AND ELECTION OF TENANT BOARD MEMBERS

15. (1) From the 2018 annual general meeting of the Organisation Tenant Board Members shall retire from office in the following rotation:
 - (a) at the second subsequent annual general meeting, two Tenant Board Members shall retire;
 - (b) at the fourth subsequent annual general meeting, a further Tenant Board Member shall retire;
 - (c) at the sixth subsequent annual general meeting, a further two Tenant Board Members shall retire; and
 - (d) at the eighth subsequent annual general meeting, a further Tenant Board Member shall retire

and so forth such that the Tenant Board Members shall subsequently retire in a rotation which mirrors that in sub-paragraphs (a) to (d).

- (2) The Tenant Board Members to retire at any such subsequent annual general meeting shall be those who have been longest in office since they last became Tenant Board Members, but as between persons who became Board Members on the same day those to retire shall be chosen by lot PROVIDED THAT where a Tenant Board Member is appointed as a consequence of the death or retirement (other than by operation of this sub-paragraph) of another Tenant Board Member, the period of time for which the Tenant Board Member shall have held office shall, for the purposes only of this Article 15(2) be deemed to include the period since the last election or appointment of his/her predecessor.
- (3) Prior to every annual general meeting, direct or indirect elections shall be held among the Tenants for the number of Tenant Board Members to be appointed thereat. Only Tenants shall be eligible to be appointed as

Tenant Board Members but otherwise the mode and manner of such elections shall be as the Board may from time to time agree subject at all times to compliance with Article 13.

- (4) Where the number of candidates standing for election is equal to or less than the number of Tenant Board Member vacancies, those candidates would be deemed to be elected.
- (5) The company secretary shall announce the results of the elections referred to in Article 15(3) at each relevant annual general meeting and the Tenants so elected shall be duly appointed as Tenant Board Members.
- (6) No employee or officer of the Organisation is eligible to be elected as a Tenant Board Member.

RETIREMENT AND ELECTION OF INDEPENDENT BOARD MEMBERS

16. (1) From the 2018 annual general meetings the Independent Board Members shall retire from office in the following rotation:
 - (a) at the first subsequent annual general meeting, one Independent Board Member shall retire;
 - (b) at the third subsequent annual general meeting, a further two Independent Board Members shall retire;
 - (c) at the fifth subsequent annual general meeting, a further Independent Board Member shall retire; and
 - (d) at the seventh subsequent annual general meeting, a further two Independent Board Members shall retire

and so forth such that the Independent Board Members shall subsequently retire in a rotation which mirrors that in sub-paragraphs (a) to (d).

- (2) The Independent Board Members to retire at any such subsequent annual general meeting shall be those who have been longest in office since they last became Independent Board Members but as between persons who became Board Members on the same day those to retire shall be chosen by lot PROVIDED THAT where an Independent Board Member is appointed as a consequence of the death or retirement (other than by operation of this sub-paragraph) of another Independent Board Member, the period of time for which the Independent Board Member shall have held office shall, for the purposes only of this Article 16(2) be deemed to include the period since the last election or appointment of the predecessor.

- (3) If, at the meeting at which a Board Member retires in accordance with Article 16(1), there are no other candidates to fill the post the retiring Board Member shall, if willing to act, be deemed to have been re-appointed unless a resolution not to reappoint the Board Member is passed by the meeting.
- (4) No person other than an Independent Board Member retiring by rotation shall be appointed as an Independent Board Member at any general meeting unless he is recommended by the Board.
- (5) No person who is either a Tenant, member of a Tenant Management Organisation, employee or officer of the Organisation or a Local Authority Person shall be appointed as an Independent Board Member.
- (6) Subject to Articles 6(1) – (4) the Council Member may by Ordinary Resolution in General Meeting appoint any eligible person who is willing to act as an Independent Board Member.
- (7) Subject to Articles 13, 16 and 18 the Organisation may by Ordinary Resolution in a general meeting appoint any person who is willing to act as an Independent Board Member to fill a vacancy.
- (8) Subject to Articles 13, 16 and 18 the Board may appoint any person who is willing to act as an Independent Board Member to fill a vacancy until the next Annual General Meeting.
- (9) Not less than seven nor more than twenty-eight clear days before the date appointed for holding a general meeting notice shall be given to the Council Member of any person (other than a Board Member retiring by rotation at the meeting) who is recommended by the Board for appointment or reappointment as an Independent Board Member at the meeting. The notice shall give the particulars of that person which would, if he were so appointed or reappointed, be required to be included in the Organisation's register of Board Members.

CASUAL VACANCIES

17. Subject to Article 13 (and as set out below) the Board may appoint a person who is willing to act to be a Board Member to fill a vacancy. The Board may only fill vacancies occurring among Council Board Members where the Council Member shall have failed within three months of a written request by the Organisation to make the appropriate appointments pursuant to Article 14(1). The Board may only fill a vacancy for a Tenant Board Member with an appointee who is a Tenant. A Board Member (other than a Council Board Member) appointed under this Article 17 shall hold office until the expiry of the remainder of the term his/her predecessor would have served had he/she continued in office. For the avoidance of doubt, service during a period of casual vacancy shall not count as a full term for the purposes of Article 18 (17).

DISQUALIFICATION AND REMOVAL OF BOARD MEMBERS

18. A person shall be ineligible for appointment to the Board and if already appointed shall immediately cease to be a Board Member if the relevant individual:-
- (1) ceases to be a Board Member by virtue of any provision of the Act or becomes prohibited by law from being a company director; or
 - (2) is or becomes a person disqualified from elected membership of a local authority; or
 - (3) becomes bankrupt or makes any arrangement or composition with his creditors generally; or
 - (4) is, or may be, suffering from mental disorder and either:-
 - (a) is admitted to hospital in pursuance of an application for admission for treatment under the Mental Health Act 1983 or, in Scotland, an application for admission under the Mental Health (Scotland) Act 2005; or
 - (b) an order is made by a court having jurisdiction (whether in the United Kingdom or elsewhere) in matters concerning mental disorder for his/her detention or for the appointment of a receiver, curator bonis or other person to exercise powers with respect to his property or affairs; or
 - (5) resigns his office by notice to the Organisation; or
 - (6) is removed from office by a resolution (or written notice signed by) at least three quarters of all the other Board Members from time to time; or
 - (7) shall for more than three consecutive Board meetings have been absent without permission of the Board from meetings of the Board held during that period and the Board resolves that his office be vacated; or
 - (8) in any period of twelve months, he shall have been absent (without the permission of the Board Members) from at least 60% of the meetings of Board Members held during that period and the Board Members resolve that his office be vacated; or
 - (9) in the case of a Tenant Board Member he ceases to be a Tenant PROVIDED THAT this Article 18(9) shall not apply in respect of a Tenant Board Member temporarily ceasing to be a Tenant as a result of the demolition of or works carried out to that Tenant Board Member's home; or

- (10) is a Tenant Board Member and is (in the reasonable opinion of a majority of Board Members) in serious breach of their obligations as a Tenant; or
- (11) is a Council Board Member and is or becomes a Tenant leading to a breach of the limit in Article 13(5); or
- (12) is a Tenant Board Member and is or becomes a Local Authority Person leading to a breach of the limit in Article 13(6); or
- (13) is an Independent Board Member and is or becomes a Tenant or a Local Authority Person; or
- (14) is an Independent Board Member or a Tenant Board Member and is or becomes an employee or officer of the Organisation; or
- (15) is a Tenant Board Member whose place of residence is or becomes part of an area managed by a Tenant Management Organisation;
- (16) is removed by resolution of the Council Member pursuant to Article 14; or
- (17) has (other than in the case of a Council Board Member) served two full terms of four years starting on or after the Annual General Meeting of the Organisation held in 2008. For the avoidance of doubt, any service prior to that Annual General Meeting or any service during a term that spans a period both before and after that Annual General Meeting, is to be ignored.

POWERS OF THE BOARD

19. Subject to the provisions of the Act, directions of the Council Member in general meeting and the Memorandum and the Articles, the business of the Organisation shall be managed by the Board who may exercise all the powers of the Organisation. No alteration of the Memorandum or Articles or directions of the Council Member shall invalidate any prior act of the Board which would have been valid if that alteration had not been made. The powers given by this Article shall not be limited by any special power given to the Board by the Articles and a meeting of the Board at which a quorum is present may exercise all powers exercisable by the Board.
20. The Board may, by power of attorney or otherwise, appoint any person to be the agent of the Organisation for such purposes and on such conditions as they determine, including authority for the agent to delegate all or any of his powers.

BORROWING POWERS

21. Subject to Clause 6 of the Memorandum the Board may exercise all the powers of the Organisation to borrow money without limit as to amount and upon such terms and in such manner as they think fit, and to grant any mortgage, charge or other security over its undertaking and property, or any part thereof, and to issue

any debenture, whether outright or as security for any debt, liability or obligation of the Organisation or of any third party.

DELEGATION OF BOARD MEMBERS' POWERS

22. (1) The Board may delegate any of their powers to any Committee consisting of three or more Board Members together with such other persons as the Board sees fit (but so that Board Members shall constitute a majority).
- (2) The Quorum for a Committee shall be three Board Members comprising no fewer than one Tenant Board Member, one Independent Board Member and one Council Board Member). Article 18(7) and 18(8) shall apply and have the same effect on Committee Members as it does on Board Members.
- (3) The proceedings of a Committee shall be governed by the Articles regulating the proceedings of the Board, so far as they are capable of applying.
- (4) The Board may also delegate to the Chairman or any vice or deputy Chairman or to any executive officer such of their powers as they consider desirable to be exercised by him. Any such delegation may be made subject to any conditions the Board may impose, and either collaterally with or to the exclusion of their own powers and may be revoked or altered.

ALTERNATE BOARD MEMBERS

23. No Board Member shall be entitled to appoint any person as an alternate Board Member.

BOARD MEMBERS' EXPENSES AND RENUMERATION

24. (1) The Board Members may be paid all travelling, hotel, and other expenses reasonably and properly incurred by them in connection with their attendance at meetings of the Board or Committees or general meetings or otherwise in connection with the discharge of their duties and such other sums as may be determined by the Council Member PROVIDED THAT no sum shall be paid to a Board Member in excess of that which would be permitted to be paid to a board member of a social landlord registered under the Housing Act 1996 and PROVIDED FURTHER THAT no sum shall be paid to a Board Member who is an elected member of the Council Member in excess of that permitted by the Order.
- (2) Board Members may be paid remuneration as may be determined by the Council Member PROVIDED THAT no sum paid exceeds that which is permitted to be paid to a board member of a social landlord registered under the Housing Act 1996 and PROVIDED FURTHER THAT no sum is paid to a Council Member in excess of that permitted by the Order.

BOARD MEMBERS' APPOINTMENTS AND INTERESTS

25. Board Members may not have any financial interest personally or as a member of a firm or as a director or senior employee (being an employee with managerial status) or in any contract or other transaction of the Organisation unless it is permitted by these Articles and is not prohibited by Clause 6 of the Memorandum.
26. Each Board Member shall ensure that the Secretary has at all times an up to date list of:-
- (1) all bodies trading in which he or she has an interest as:
 - (a) a director or senior employee,
 - (b) a member of a firm,
 - (c) the owner or controller of more than 2% of the issued share capital in a company,
 - (2) all interests as an official or elected member of any statutory body;
 - (3) all interests as the occupier of any property owned or managed by the Organisation;
 - (4) any other significant or material interest.

PROCEEDINGS OF BOARD MEETINGS

27. (1) Subject to any regulations established from time to time by the Organisation in general meeting and compliance with Section 10(1) of the Local Authorities (Companies Order) 1995 the Board may regulate their proceedings as they think fit and the quorum for the transaction of the business of the Board at the time when the meeting proceeds to business shall be six comprising no fewer than two Tenant Board Members, two Independent Board Members, and two Council Board Members present in person or by proxy PROVIDED THAT if the number of Board Members in one or more category of Board Member falls below two then the quorum requirement shall be reduced to one or none (as remain in office) in respect of such category or categories.
- (2) $33\frac{1}{3}$ per cent of the total number of Board Members (or such whole number of Board members nears to $33\frac{1}{3}$ per cent) may call a meeting of the Board. It shall not be necessary to give notice of a meeting to a Board Member who is absent from the United Kingdom.

- (3) In exceptional circumstances a Board Member may be part of the quorum at a board meeting if he/she can hear, comment and vote on the proceedings through telephone, video conferencing or other communications equipment. In such circumstances, the Chair must give approval to proceed with the board meeting.
 - (4) If a quorum is not present within half an hour from the time appointed for a Board Meeting the Board Meeting shall, if requested by a majority of those Board Members present, be adjourned to the same day in the next week at the same time and place or to such other day and at such other time and place as the Board Members present may determine.
 - (5) If the adjourned meeting a quorum is not present within half an hour from the time appointed for the meeting then notwithstanding Article 31(1) the Board Members present shall constitute a quorum.
28. Questions arising at a Board Meeting shall be decided by a majority of votes and each Board Member present in person shall be entitled to one vote. In the case of an equality of votes, the Chairman shall have a second or casting vote.
29. (1) Any Board Member having an interest in any arrangement between the Organisation and another person or body shall disclose that interest to the meeting before the matter is discussed by the Board or Committee. Unless the interest is of the type specified in Articles 29(2) or 29(3) the Board Member concerned shall not remain present during the discussion of that item unless requested to do so by the remaining members of the Board or Committee. Unless permitted by Articles 29(2) or 29(3) the Board Member concerned may not vote on the matter in question, but no decision of the Board or any committee of the Board shall be invalidated by the subsequent discovery of an interest which should have been declared.
- (2) Provided the interest has been properly disclosed pursuant to Article 29(1) a Board Member may remain present during the discussion and may vote on the matter under discussion where the interest arises because:
- (a) the Board Member is a Tenant so long as the matter in questions affects all or a substantial group of Tenants; or
 - (b) the Board Member is a director or other officer of a company or body which is a parent, subsidiary or associate of the Organisation; or
 - (c) the Board Member is an official or elected member of any statutory body.
- (3) A Board Member shall not be treated as having an interest:

- (a) of which the Board Member has no knowledge and of which it is unreasonable to expect him to have knowledge;
 - (b) in the establishment of a policy in respect of Board Member expenses payable pursuant to Article 24.
- 30. If a question arises at a meeting of the Board or of a Committee as to the right of a Board Member to vote, the question may, before the conclusion of the meeting, be referred to the chairman of the meeting and his ruling in relation to any Board Member other than himself shall be final and conclusive.
- 31.
 - (1) At the first Board Meeting following each annual general meeting the Board Members shall appoint one of their number to be the chairman of the Board to hold office until the next annual general meeting and may at any time remove him from that office.
 - (2) Unless he is unwilling to do so, the Board Member so appointed shall preside at every meeting of the Board at which he is present. But if there is no Board Member holding that office, or if the Board Member holding it is unwilling to preside or is not present within five minutes after the time appointed for the meeting, the Board Members present may appoint one of their number to be chairman of the meeting.
 - (3) The Board may appoint a vice or deputy chairman to act in the absence of the Chairman on such terms as the Board shall think fit.
- 32. All acts done by a meeting of the Board, or of a Committee or by a person acting as a Board Member shall, notwithstanding that it be afterwards discovered that there was a defect in the appointment of any Board Member or that any of them were disqualified from holding office, or had vacated office, or were not entitled to vote, be as valid as if every such person had been duly appointed and was qualified and had continued to be a Board Member and had been entitled to vote.

CO-OPTTEES

- 33.
 - (1) The Board may from time to time appoint one Co-optee to the Board who is not a Tenant. Such appointment shall be on whatever terms the Board may from time to time decide.
 - (2) The Board may from time to time also appoint one Co-optee to serve on a Committee. The Co-optee may be a Tenant. Such appointment shall be on whatever the terms the Board may from time to time decide.
 - (3) The Board may at any time revoke any co-option made pursuant to either Article 33(1) or 33(2).
 - (4) Co-optees appointed under Articles 33(1) and 33(2) shall not be treated as Board Members in any respect. They will not count towards the quorum

requirements set out in Article 22, nor will they be entitled to vote on any matter.

- (5) Notwithstanding the above, Co-optees shall be required to accept any code of conduct applicable to Board Members from time to time.

WRITTEN RESOLUTION

34. A resolution in writing signed (including by electronic signature) by:
 - (1) three quarters of all the Board Members entitled to receive notice of a meeting of the Board or of a Committee; and
 - (2) the Chairman of the Organisation or of the relevant Committee; and

which satisfies the quorum requirements of Article 27(1) shall be as valid and effectual as if it had been passed at a meeting of the Board or (as the case may be) a committee of the Board duly convened and held and may consist of several documents in the like form each signed by one or more Board Members.

SECRETARY

35. Subject to the provisions of the Act, the Secretary and any deputy or assistant Secretary shall be appointed by the Board for such term, at such remuneration and upon such conditions as they may think fit and any Secretary so appointed may be removed by them.

MINUTES

36. The Board shall cause minutes to be made in books kept for the purpose:-
 - (1) of all appointments of officers made by the Board Members; and
 - (2) of all proceedings at meetings of the Organisation and of the Board, and of committees of the Board and of the Council Member in its capacity as the sole member of the Organisation, including the names of the Board Members present at each such meeting.

RECORDS ACCOUNTS AND RETURNS

37. The Organisation shall comply with the provisions of Part VII of the Act in respect of:-
 - (1) the keeping and auditing of accounting records;
 - (2) the provision of accounts and annual reports of the directors; and
 - (3) in making an annual return.

THE SEAL

38. (1) If the Organisation has a seal it shall only be used with the specific or general authority of the Board or of a Committee. The Board may determine who shall sign any instrument to which the seal is affixed and unless otherwise so determined it shall be signed by a Board Member and by the Secretary or a second Board Member.
- (2) The Organisation may exercise the powers conferred by Section 39 of the Act with regard to having an official seal for use abroad, and such powers shall be vested in the Board Members.

NOTICES

39. Any notice to be given to or by any person pursuant to the Articles shall be in writing except that a notice calling a meeting of the Board or of a Committee need not be in writing.
40. The Organisation may give any notice to the Council Member either personally or by sending it by post in a prepaid envelope addressed to the Council Member at their registered address or by leaving it at that address.
41. The Council Member present by duly authorised representative at any meeting of the Organisation shall be deemed to have received notice of the meeting and, where requisite, of the purposes for which it was called.
42. Proof that an envelope containing a notice was properly addressed, prepaid and posted shall be conclusive evidence that the notice was given. A notice shall be deemed to be given at the expiration of 48 hours after the envelope containing it was posted.

INDEMNITY

43. (1) Every Board Member or other officer of the Organisation shall be indemnified out of the assets of the Organisation against all losses or liabilities which he may sustain or incur in or about the execution of the duties of his office or otherwise in relation thereto, including any liability incurred by him in defending any proceedings, whether civil or criminal, in which judgement is given in his favour or in which he is acquitted or in connection with any application under Section 727 of the Act in which relief is granted to him and no Board Member or other officer shall be liable for any loss, damage or misfortune which may happen to or be incurred by the Organisation in the execution of the duties of his office or in relation thereto PROVIDED THAT this Article shall only have effect in so far as its provisions are not avoided by Section 310 of the Act.
- (2) The Board shall have power to purchase and maintain for any Board Member or officer of the Organisation insurance against any such liability as is referred to in Section 310(1) of the Act.

NAMES, ADDRESSES AND DESCRIPTIONS OF SUBSCRIBER

SIGNED by SUSAN KEMBREY
authorised signatory for and on behalf of
Wolverhampton City Council of Civic Centre,
St Peter's Square, Wolverhampton, WV1 1RG
in the presence of: }

Witness Signature:

Name:

Address:

.....

.....

Occupation:

Schedule 2 – WH's Services Description

(Clause 3)

	Function	Council Role	ALMO Role	Reference Document
1.0	TENANCY MANAGEMENT			
1.1	Set and amend of tenancy condition	Assess and approve amendments suggested by ALMO, for adoption by Council	Consider and recommend amendments to the Council as required. Implement amendments and determine procedural changes following approval.	Tenancy Agreement (WHHC1066, WHHC1067, WHHC1068)
1.2	Enforcement of Tenancy Conditions	Monitor ALMO performance Legal enforcement	Implementation of policy through ALMO defined procedural methodologies	Tenancy Agreement (WHHC1066, WHHC1067, WHHC1068)
1.3	Identification and support for households who are engaged in anti-social behaviour and/or are on the Families in Focus Programme or similar	Monitor ALMO performance	Identify and make available or signpost to suitable support to enable tenancy to be sustained.	Anti-social behaviour strategy (WHHM420)
1.4	Anti-social Behaviour (ASB) Policy	Assess and approve amendments suggested by ALMO, for adoption by Council	Consider and recommend amendments to the Council. Implement amendments and determine procedural changes following approval.	Anti-social behaviour strategy (WHHM420)
1.5	Tenancy related Legal action (e.g. squatting; tenancy breaches, subletting) (excluding Arrears cases and council housing ASB)	Validate evidence and procedural activity, and make application to Court Conduct case	Reach initial decision to Initiate court action, gather evidence and make application through Council	Tenancy Agreement (WHHC1066, WHHC1067, WHHC1068)
1.6	Social Housing Fraud - tenancy related legislation	Prevent, disrupt and investigate social housing fraud and related fraud Pursue legal action where required Lead on the development of policy and procedure	Participate in the Council's Audit procedures including making referrals of suspected fraud. Allowing access to ICT systems, collating and providing evidence.	Fraud report guide (WHHM201) –Fraud Services - Service Level Agreement
1.7	Management of Anti Social Behaviour	Monitor performance of ASB team.	Joint management of ASB across all tenures. Monitor performance of ASB team.	Anti-social behaviour strategy (WHHM420) Service Level Agreement - Anti-Social Behaviour

	Function	Council Role	ALMO Role	Reference Document
1.8	Legal action for Anti-Social Behaviour (Council housing related)	Monitor ALMO performance	Gather evidence, reach initial decision to apply for legal action and instruct solicitors	Anti-social behaviour strategy (WHHM420)
1.9	Tenancy-related Debt counselling	Provide a debt counselling service	Provide advice and assistance in relation to income maximisation and money management	Welfare benefit & debt advice guide (WHRM5016)
2.0	ESTATE MANAGEMENT AND CONCIERGE SERVICE			
2.1	Concierge Services – Deliver bespoke services as chosen by individual estates.	Monitor ALMO performance	Deliver service	Concierge procedure index (WHHM613)
2.2	CCTV and door entry management services	Monitor ALMO performance	Deliver service	Concierge procedure index (WHHM613)
2.3	Low and medium rise blocks – Deliver estate caretaking services - cleaning, H&S inspections, maintenance of communal areas.	Monitor ALMO performance	Deliver Service	Concierge procedure index (WHHM613)
2.4	High rise blocks - undertake fire checks	Monitor ALMO performance	Deliver service	Concierge procedure index (WHHM613) Fire risk Assessment Procedure WHAM 0046
3.0	ESTATE MAINTENANCE			
3.1	Deliver grounds maintenance services upon identified areas - Grass cutting, tree, shrub, hedge maintenance, litter collection	Monitor ALMO performance	Deliver service	Estate services procedure index (WHHM3036)
3.2	City wide review of land linked to Council housing estates	Dispose of sites on open market; Consider and undertake appropriation of housing sites to other Council departments to facilitate development; Work jointly with developers or RPs to utilise sites for new housing; Build new Council housing Consider requests from ALMO for more effective use/management of Council land Set policy Assess suggestions made by ALMO	Maintenance of land agreed between CWC and WH as reflected in the management fee Manage & utilise assets Review and make suggestions for more effective use of council land within WH managed estates Manage land based on separate SLAs e.g. with Highways	Asset Management Strategy (WHGL0015) Estate services procedure index (WHHM3036)
3.3	Delivery of newbuild homes	Approval of HRA development sites Approval of HRA capital for newbuild	Identification of HRA development sites Submission of CRP reports for	Cabinet reporting re. Small Sites

	Function	Council Role	ALMO Role	Reference Document
		Delivery of larger HRA schemes Assess suggestions made by ALMO	development activity, in consultation with CWC Design and delivery of small scale newbuild schemes on HRA infill land	Development Programme
3.4	Review of disused assets	Approval of HRA conversion proposals Approval of HRA capital for conversion projects Assess suggestions made by ALMO	Identification of HRA assets with residential conversion potential Submission of CRP reports for conversion activity, in consultation with CWC Design and delivery of small scale conversion schemes in HRA built assets	Cabinet reporting re. Small Sites Development Programme
3.5	Garage site management: review sustainability of sites, recommend alternative uses and/ or deliver appropriate services	Assess suggestions made by ALMO Dispose of surplus sites	Deliver Services	Estate services procedure index (WHHM3036)
3.6	Estate & Building Cleansing & Rubbish/fly tipping removal	Monitor ALMO performance	Deliver services	Estate services procedure index (WHHM3036)
3.7	Delivery of the City's vision, 'Prosperity for All' or similar as it changes from time to time	Deliver strategic improvements upon social housing estates	Support CWC Housing Services and enhance the appearance upon social housing states.	Sustainable communities strategy (WHWC1105)
3.8	Maintenance of Estate Offices, Tenants Rooms & Tenants Offices in accordance with Management Agreement and specific leases	Set strategy and monitor effective management of asset Make decisions regarding whether to retain ownership or dispose of any surplus assets including the appropriation of Council assets to other Council departments	Manage & utilise assets.	Asset Management Strategy (WHGL0015) Leases (CWC)
4.0	LETTINGS, VOIDS AND BEST USE OF STOCK			
4.1	Allocations Policy	Set policy, assess and approve amendments suggested by ALMO, for adoption	Design and recommend amendments to the Council. Implement amendments and determine procedural changes following approval.	Allocations policy (WHWC1002)
4.2	Management of Choice-based lettings & Housing Register, Allocation of new tenancies; Tenancy creation & determination	Monitor ALMO performance	Implement policy through ALMO defined procedural methodologies	Allocations policy (WHWC1002)
4.3	Allocation of new tenancies — Support Needs	Identify to ALMO cases who require support in the property allocation process	Identify & make available suitable property for 'support needs' applicant	Allocations policy (WHWC1002)

	Function	Council Role	ALMO Role	Reference Document
4.4	Transfer requests; Mutual Exchanges & Successions;	Monitor ALMO performance	Implement policy through ALMO defined procedural methodologies	Allocations policy (WHWC1002)
4.5	Best Use Of Stock	Set policy, assess and approve amendments suggested by ALMO, for adoption	Design and recommend amendments to the Council. Implement amendments and determine procedural changes following approval.	Allocations policy (WHWC1002)
4.6	Identification and support for applicants under 24 in applying for and sustaining a tenancy	Monitor ALMO performance	Identify and make available suitable property for 'support needs' applicant.	Allocations policy (WHWC1002)
4.7	Management, inspection & repair of void properties in preparation for letting.	Monitor ALMO performance	Implement policy through ALMO defined procedural methodologies	Void Management policy (WHAM8017)
5.0	NOMINATIONS TO REGISTERED PROVIDERS (RPs)			
5.1	Management of the Nomination Agreement	Monitor ALMO performance	Recommend changes to the Nomination Agreement. Identity applicants' needs for alternative accommodation and nominate to RPs	Housing association nominations procedure (WHHM0053)
5.2	Set policy and approve amendments	Set policy, assess and approve amendments suggested by ALMO, for adoption	Design and recommend amendments to the Council. Implement amendments and determine procedural changes following approval.	Housing association nominations procedure (WHHM0053)
5.3	General Housing - 1st lets & re-lets	Monitor ALMO performance	Identify applicants' need for alternative accommodation and nominate to RPs	Housing association nominations procedure (WHHM0053)
5.4	Supported and Sheltered Housing Allocations	To establish and manage a forum or process for the referral of individuals into Council supported accommodation Monitor ALMO performance	Identify vulnerable applicants need for supported or sheltered housing accommodation nominate to RPs	Housing association nominations procedure (WHHM0053)
5.5	Very Sheltered Housing Allocations	Identify applicants' need for alternative accommodation, allocate via a panel and nominate to RPs.	No role	Very Sheltered Housing Policy (CWC)
5.6	Data collection and reporting	Capture support needs data & receive ALMO returns for collation & reporting.	Capture general needs data and forward to Council.	Housing association nominations procedure (WHHM0053)
6.0	RENTS AND FINANCIAL MANAGEMENT			
6.1	Determining and setting Arrears Recovery Policy and set policy	Monitor ALMO performance Assess and approve amendments	Develop and recommend amendments to the Council. Implement amendments and	Income management policy (WHRM5013)

	Function	Council Role	ALMO Role	Reference Document
		suggested by ALMO	determine procedural changes following approval.	
6.2	Current & Former Tenant Arrears Recovery Procedure	Monitor ALMO performance Attend court as Council representative	Implement policy through ALMO defined procedural methodologies	Income management policy (WHRM5013) Service Level Agreement - Legal
6.3	Recovery of other Charges			
6.3.1	Recovery of Housing Benefit overpayment	Monitor ALMO performance Recovery/court action	Through ALMO defined procedural methodologies take appropriate action to process demands for repayment of overpayments	Income management policy (WHRM5013) Service Level Agreement - Legal
6.3.2	Recovery of debt associated with Court Costs - rent arrears	Take enforcement action. Monitor ALMO performance	Implement policy through ALMO defined procedural methodologies. Provide Legal Services with necessary information to take enforcement action	Income management policy (WHRM5013) Service Level Agreement - Legal
6.3.3	Rechargeable Repairs and other costs	Monitor ALMO performance	Operate systems to recover rechargeable repairs and other costs.	Income management policy (WHRM5013)
6.4	Rent and Service Charge setting, determination and variations			
6.4.1	Consultation & setting of rent and service charge levels	Define Rent levels in consultation with ALMO, within HRA Business Planning procedure	Contribute to agreement of rent and service charge levels within HRA business planning process by consulting on rent and service charge options with tenants and leaseholders.	Tenancy Agreement (WHHC1066, WHHC1067, WHHC1068) HRA Budget Report (CWC)
6.4.2	Collection of rent	Responsible for rent collected Monitor ALMO performance	Collect, transact and bank as required by CWC	Income collection procedure (WHHM0054)
6.4.3	Notification of Rent level variation - Statutory requirement	Monitor ALMO performance. Ensure compliance with Housing Act Approve notification of variation letters	Notify tenants of Council rental change proposed	Tenancy Agreement (WHHC1066, WHHC1067, WHHC1068)
6.5	Financial Planning and Accounting			
6.5.1	HRA Accounting	Produce and manage Statutory Accounts.	Provide financial information to support the preparation of Group Accounts, and allow the Council's auditors access to documents etc. as required in order to complete the external audit of the Group Accounts	Financial regulations (WHFR1420)

	Function	Council Role	ALMO Role	Reference Document
6.5.2	ALMO Business Accounting	Monitor ALMO performance	Responsible for own accounting	Financial regulations (WHFR1420)
6.5.3	Finance System	Provide accounting support mainly through Corporate System	Produce ALMO Financial Statements and budget monitoring	Financial regulations (WHFR1420) Service Level Agreement - Finance
6.5.4	Production of Statutory Accounts relating to Capital Programme Accounting	Produce and monitor capital programme and capital financing accounts in accordance with statutory requirements	Provide financial management information in support of the capital programme Accounts and give access to the Council to information for the purposes of Audit.	Financial regulations (WHFR1420)
6.5.5	Rent Accounting	Undertake reconciliation of Council Cash Collection Accounts. Provide a rent accounting service for all dwellings and properties owned or managed by CWC and/or its managing agents, or owned subsidiaries of the Council, including all the necessary processing, adjustments, assessments and monitoring of accounts. Developing the service including procedures, processes and system requirements. Engaging in customer liaison.	Manage individual rent accounts, rent collection and operational pursuit of debt	Rent Accounting Service Level Agreement Income management policy (WHRM5013)
6.5.6	Grant claims and financial returns	Complete and certify grant claims and Statutory Returns	Provide supporting information	Financial regulations (WHFR1420)
6.5.7	HRA Business Planning	Produce HRA Business Plan incorporating information from ALMO	Provide necessary supporting information, data & support	Financial regulations (WHFR1420)
6.6	Internal Audit			
6.6.1	Council Audits	Conduct audits as necessary for the purposes of completing the Council's Group Accounts within scope of Management Agreement	Provide access, information and assistance	Service Level Agreement - Finance
6.6.2	Payroll	Provide defined services	Determine staff pay and conditions & provide supporting information for payment	Service Level Agreement - Payroll
6.6.3	Creditor Payments	Provide defined services	Authorise payment of ALMO invoices	Service Level Agreement - Finance
6.7	Sundry Debtors			
6.7.1	ALMO Income	Debt collection	Raise own invoices and debt collection.	Service Level

	Function	Council Role	ALMO Role	Reference Document
				Agreement - Finance
6.8	Cashiering and Banking			
6.8.1	Housing Benefit	Maintain existing service in current format.	Provide necessary supporting information.	Service Level Agreement - Finance
7.0	HOMELESSNESS			
7.1	Determine Homelessness Policy	Assess, consider and approve amendments suggested by ALMO, for adoption by Council. Provide ALMO with policy and information deemed necessary for making offers and sustaining tenancies.	Make recommendations as necessary, to the Council	Homelessness Strategy (CWC document)
7.2	Homeless Interview & Investigation Administration	Monitor the quality of the decision making process Provide ALMO with information deemed necessary for making offers and sustaining tenancies.	Carry out interviews & investigations in line with Council's statutory responsibilities Provide homelessness preventative advice and assess homelessness applications	Homelessness Strategy (CWC document) Homelessness Service Level Agreement
7.3	Homeless Priority decision-making & appeal process	Review all disputed homeless decision in line with statutory process Provide ALMO with information deemed necessary for making offers and sustaining tenancies.	Undertake initial review of homeless decision	Homelessness Strategy (CWC document) Homelessness Service Level Agreement
7.4	Provision of accommodation on homeless grounds - general	Work with housing providers and developers in the provision of accommodation for homeless households Review all disputed homeless decision in line with statutory process	Identify accommodation for homeless applicants and assess their need for housing within policy Provide accommodation as required in accordance with housing policy	Homelessness Strategy (CWC document) Homelessness Service Level Agreement
7.5	Provision of accommodation on homeless grounds - priority homeless & multi-agency cases	Provide ALMO with information deemed necessary for making offers and sustaining tenancies. Obtain execution of deed of trust in cases where minors are awarded tenancies.	Identify accommodation for priority & multi-agency homeless applicants and assess their need for housing. Provide accommodation as required	Homelessness Strategy (CWC document) Service Level Agreement -
7.6	Homelessness Prevention	Commission services to assist in the process of homeless provision .	Advise on housing options available including referral to Homelessness Prevention team and other agencies	Homelessness Strategy (CWC document) Homelessness

	Function	Council Role	ALMO Role	Reference Document
				Service Level Agreement
7.7	Training	Participate in training provided by the ALMO	Provide training to ALMO staff to fulfil homelessness duties Participate in training provided by Council	Homelessness Strategy (CWC document)
8.0	HOUSING ADVICE			
8.1	General Housing Advice non-specific to individual Tenancies	Monitor ALMO performance	Advise on housing options available & sign-post clients as appropriate	Homelessness Strategy (CWC document) Homelessness Service Level Agreement
8.2	Tenancy-specific housing advice for ALMO managed tenants & applicants	Monitor ALMO performance	Provide advice on all aspects of tenancy responsibilities, rights & maintenance	Homelessness Strategy (CWC document) Homelessness Service Level Agreement
9.0	RIGHT TO BUY			
9.1	Right to Buy Policy	Set the policy, assess and approve any procedural change following any change in legislation	Assess any impact and procedural change following any change in legislation. Implement policy.	Right to buy strategy (WHGL0013)
9.2	Administration; Valuations; Discount calculation;	Provide any legal advice in relation to applications	Receive and administer RTB applications; Procure property valuation; Calculate discount. Communication link with the applicant during the process	Right to buy strategy (WHGL0013)
9.3	Boundary Determination	Advise of fencing responsibilities of properties sold under RTB. Forward plans from Transfer documentation when required Provide any Legal service required	To assist and resolve any boundary discrepancies between tenant and owner-occupied properties. To co-ordinate the Company's fencing programme in relation to owner-occupiers.	Right to buy strategy (WHGL0013) Service Level Agreement - Legal
9.4	Conveyancing	Provide conveyancing of all RTB sales and leases and all ancillary matters	Provide information & assist the Council in conveyancing function	Right to buy strategy (WHGL0013)
10.0	LEASEHOLDER FUNCTIONS			
10.1	Collection of charges	Responsibility for charges collected Provide Legal action if required	Collect income, transact and bank as required by CWC.	Leasehold management strategy (WHGL0010) Service Level

	Function	Council Role	ALMO Role	Reference Document
				Agreement - Legal
10.2	Calculating Service Charges & Other Costs	Monitor ALMO performance	Identify all costs in relation to leasehold agreements and ensure leaseholders are charged in a timely manner.	Leasehold management strategy (WHGL0010)
10.3	Supporting & Servicing Leaseholder Groups	Monitor ALMO performance	Provide Leaseholder support services including facilitation and attendance at Leaseholder Group meetings.	Leasehold management strategy (WHGL0010)
10.4	Enforcing RTB Leasehold Agreement responsibilities	Provide advice and support; and progress enforcement action through Courts and Local Valuation Tribunal.	Liaise with Council, Leaseholders and other agencies; & take action to address breaches of Leasehold Agreement up to Court action	Leasehold management strategy (WHGL0010)
11.0	TENANT PARTICIPATION			
11.1	Developing TMO's	Responsible for dealing with proposal. Liaise with ALMO as necessary, negotiate agreements and allowances including any legal obligations, e.g. TUPE.	Provide assistance to emerging TMO's and tenancy Management initiatives.	Tenant & leaseholder involvement strategy (WHGL0012)
11.2	Managing TMO's	Retain overall responsibility for, and provide performance management of TMO's and monitor retained functions carried out by the ALMO.	Support & advise TMO's as required. Undertake work on TMO estates in accordance with individual TMO Management Agreements and Retained Responsibilities.	Tenant & leaseholder involvement strategy (WHGL0012)
11.3	Involving Tenants in monitoring and reviewing service standards.	Monitor ALMO activities	In consultation with stakeholders, involve tenants in monitoring and reviewing service standards	Tenant & leaseholder involvement strategy (WHGL0012)
11.4	Strategy for Tenant Involvement	Set strategic framework for tenant involvement; agree & adopt ALMO-developed Tenant Involvement Strategy. Monitor ALMO performance	In consultation with stakeholders, provide a wide range of participation opportunities for tenants and leaseholders. for approval by the Council	Tenant & leaseholder involvement strategy (WHGL0012)
11.5	TRA Development	Set and monitor the contract with the Wolverhampton Federation Tenants Association (WFTA)	Support development of TRAs, in ALMO managed areas, including providing help, advice and support and provide a monitoring role in terms of outcomes and performance.	Tenant & leaseholder involvement strategy (WHGL0012)
11.6	Facilitating Estate Agreements	Formal approval of agreements	Consult with stakeholders, negotiate and define Agreement terms	Tenant & leaseholder involvement strategy (WHGL0012)

	Function	Council Role	ALMO Role	Reference Document
11.7	Produce Reports / Tenant Newsletter / Info for Tenants	Contribute to information for distribution. Monitor ALMO performance	Provide opportunity for tenant consultation and engagement by providing information in relevant formats and a variety of events (including Get Togethers) at regular intervals throughout the year.	Tenant & leaseholder involvement strategy (WHGL0012)
11.8	Section 105 consultation	Carry out consultations & negotiations with statutory & voluntary bodies in relation to management agreement matters	Provide information, advice & assistance to support the Council's consultations & negotiations	Tenant & leaseholder involvement strategy (WHGL0012)
11.9	Tenant involvement in policy amendment / development	Without prejudice to its obligations, where reasonably requested, consult with tenants on the subject of the Management Agreement. Monitor ALMO performance	Consult with tenants in line with legislation & the Councils responsibilities. Manage and facilitate tenant activity in policy development	Tenant & leaseholder involvement strategy (WHGL0012)
12.0	MANAGEMENT OF OTHER ASSETS			
12.1	Legal & Valuation: Shops & Garages	Carry out Legal processes and valuation for rental determination purposes	No Role	Service Level Agreement - Legal
12.2	Letting Council shops	Retain ownership and carry out letting function Prepare leases and licenses and follow through to completion Make decisions regarding whether to retain ownership or dispose of any surplus assets	Manage & utilise assets	Management of shops procedure (WHHM1053) Service Level Agreement - Legal
12.3	Letting Council garages	Set strategy and monitor effective management of asset Make decisions regarding whether to retain ownership or dispose of any surplus assets	Let and manage & utilise assets	Management of council garages procedure (WHHM105)
12.4	Enforcing shop leaseholder responsibilities	Carry out enforcement action	Provide Council Legal Services with appropriate information to take action	Management of shops procedure (WHHM1053) Service Level Agreement - Legal
12.5	Management of Council shops	Set strategy and monitor effective management of asset Make decisions regarding whether to retain ownership or dispose of any surplus assets	Manage & utilise assets	Management of shops procedure (WHHM1053)
12.6	Managing disputes on user clauses and other shop tenancy related issues and letting of garages	Set strategy and monitor effective management of asset Make decisions regarding whether to retain ownership or dispose of assets of any surplus assets	Manage & utilise assets	Management of shops procedure (WHHM1053)

	Function	Council Role	ALMO Role	Reference Document
		Court action if necessary		
12.7	Rent collection, management & enforcement action against garage occupiers	Set strategy and monitor effective management of asset Make decisions regarding whether to retain ownership or dispose of any surplus assets Court action if necessary	Manage & utilise assets	Income collection procedure (WHHM0054)
12.8	Disposal / clearance of garages & shops	Consult with ALMO Make decisions regarding whether to retain ownership or dispose of assets Manage disposal or clearance of garages as appropriate	Input to proposals regarding demolition and disposal of garages	Asset Management Strategy (WHGL0015)
12.9	Vehicles and other equipment	Make available to the ALMO properly liveried vehicles and equipment for use in provision of the housing service	Ensure the provision, maintenance and replacement of all equipment and vehicles necessary to provide the service. Create and maintain an inventory of all vehicles and equipment in use. Ensure appropriate insignia / livery is attached to all vehicles	Fleet management procedure (WHAM9031) Service Level Agreement - Fleet Management and vehicle Maintenance
12.10	Housing for older people	Set strategy and monitor effective management of asset Make decisions regarding whether to retain ownership or dispose of assets	Provide maintenance and repair function	Asset Management Strategy (WHGL0015)
12.11	Homeless Hostel	Monitor lease and ALMO performance	Collect charges Provide temporary accommodation support and move on support Provide maintenance, repair and redecoration	Asset Management Strategy (WHGL0015)
13.0	CLEARANCE AND DISPOSAL OF DWELLINGS			
13.1	Purchase & Sale of Dwellings other than Right to Buy; & Clearance activity. Consultation in conjunction with the Council	Determine strategic objectives for sale and clearance of dwellings within Regeneration agenda. Retain ownership of HRA asset as appropriate and responsibility for all property transaction approvals. With the ALMO, jointly consult over clearance proposals	Assist Council to achieve its strategic objectives through consultation. With the Council, jointly consult over clearance proposals. Carry out viability assessment as requested and make proposals to the Council accordingly. Provide information and facilitate re-housing of tenants and occupants.	Allocations policy (WHWC1002) Housing Strategy (CWC document)

	Function	Council Role	ALMO Role	Reference Document
13.2	Re-Housing Tenants from Clearance	Determine strategic objectives for sale and clearance of dwellings within Regeneration agenda,	Assist Council to achieve its strategic objectives through consultation. Carry out viability assessment and make proposals to the Council accordingly. Provide information and facilitate re-housing of tenants and occupants	Allocations policy (WHWC1002)
13.3	Temporary Decanting of Tenants	Undertake monitoring role. Pay disturbances	Assist Council and contractors through provision of temporary accommodation for tenants during improvement works	Decant tenant policy (WHHM1094)
13.4	Home loss / disturbance - general needs & vulnerable residents	Monitor ALMO performance. Calculate, administer & make payment of Home-loss and Disturbance Allowance entitlements (statutory responsibility).	Provide financial and practical advice and support to assist vulnerable residents in making home loss and disturbance allowance applications, and in arranging & carrying out their move to their new home. Forward applications & supporting documentation to Council for approval and payment	Allocations policy (WHWC1002)
14.0	ASSET MANAGEMENT - in line with agreed 15 year plan			
14.1	Client Role for Devolved Budgets, Procurement & Letting of Contracts	Monitor ALMO performance, via FIG, AMG	Manage devolved budgets, procurement & letting of contracts	Asset Management Strategy (WHGL0015)
14.2	Assessing & Monitoring Council stock condition	Utilise information from ALMO to facilitate Housing Strategy planning & development	Collate data and maintain stock condition database. Provide information to facilitate Council Strategic planning & utilise information to attain Government and legislative standards.	Asset Management Strategy (WHGL0015)
14.3	Lift Servicing, repair & maintenance	Monitor ALMO performance	Identify, plan and commission responsive & planned maintenance work	Asset Management Strategy (WHGL0015)
14.4	Lift Replacement Programme	Monitor ALMO performance	Identify, plan and commission lift replacement programme	Asset Management Strategy (WHGL0015)
14.5	Planned Maintenance	Monitor ALMO performance	identify, plan and commission planned and preventative maintenance	Asset Management Strategy (WHGL0015)
14.6	Re-development & renewal using ALMO funding	Responsible for implementation of the City Strategy	Support the Council to achieve Strategic housing objectives, through resource & business planning	Asset Management Strategy (WHGL0015)

	Function	Council Role	ALMO Role	Reference Document
14.7	Decent Homes Standard	Monitor ALMO performance	To deliver major improvement and refurbishment programmes of work in accordance with the Asset Management Plan Maintain the Decent Homes Standard across the stock	Asset Management Strategy (WHGL0015)
14.8	Modernisation and Improvements	Monitor ALMO performance	Implement Asset Management & Maintenance Strategy for housing stock to maintain properties to prescribed Government standards	Asset Management Strategy (WHGL0015)
14.9	Gas Servicing / Electrical repairs	Monitor ALMO performance	Identify, plan and commission planned and responsive maintenance work	Asset Management Strategy (WHGL0015)
14.10	Building Cleaning Services	Provision of a comprehensive cleaning service including staff, staff cover, materials, equipment and financial management systems	Repair and replacement of building fabric Payment of utilities and waste disposal Performance monitoring	Building Cleaning Service Level Agreement
15.0	STOCK INVESTMENT DECISIONS			
15.1	Capital Development Programme	Jointly design the Capital Development Programme for the improvement of Council properties to meet Government standards. Monitor the delivery of the Capital Development Programme against prescribed KPI's	As part of the ALMO's Asset Management Strategy develop, monitor and review the 5 year Asset Management Plan in addition to the Building Cost Model with reference to the 30 Year Asset Management Plan. Jointly with the Council design the Capital Development Programme for the improvement of Council dwellings to meet government and legislative standards. Deliver the Capital Programme on behalf of the Council.	Asset Management Strategy (WHGL0015)
16.0	REPAIRS & MAINTENANCE			
16.1	Manage & deliver responsive & void repair service, including out of hours service	Monitors ALMO performance	Define, commission and/or deliver a Response Repairs. Service and emergency out of hours service. Monitor Council services.	Asset Management Strategy (WHGL0015)
16.2	Section 11 Repairs	Monitor ALMO performance and undertake any litigation	Inspect and undertake remedial work as required and maintain records. Provide Council with appropriate information.	Asset Management Strategy (WHGL0015)
16.3	District Heating I Heath Town Boiler	Monitor ALMO performance	Provide & maintain the district heating	Asset Management

	Function	Council Role	ALMO Role	Reference Document
	House		facility	Strategy (WHGL0015)
17.0	INFORMATION & COMMUNICATION TECHNOLOGY			
17.1	Hardware - Maintain Inventory	To provide ICT services as defined in the ICT SLA. To provide performance information relating to SLA.	Help to define, agree and monitor SLAs. Provide payment for agreed services.	ICT Service Level Agreement
17.2	Housing systems (Northgate iWorld)	To provide interfaces to and from the Housing applications for shared corporate systems.	Provide application and user support for ALMO housing systems. To maintain and enhance ALMO housing systems in line with business needs. To provide controlled access to CWC users where there is a business need.	ICT Service Level Agreement
17.3	Corporate systems (Finance, HR, Procurement, Payroll)	Provide access for relevant ALMO users. Provide shared services to the ALMO defined by SLAs. Consult with the ALMO of update and enhancement proposals. Provide performance information relating to SLAs.	Input, manipulate and update data. Participate in IT focus group to consider system developments and identify training needs. Help to define, agree and monitor SLAs. Provide payment for agreed services.	Service Level Agreement – ICTS, Finance, Procurement, Payroll
17.4	TMO's	Provide controlled access for relevant TMO users to CWC systems. Manage compliance to GDPR.	Provide controlled access for relevant TMO users to specific systems.	–CWC Processing Notice CWC Data Register
17.5	Communication * Data Lines	Lease of data lines under existing contract as defined in SLA	Help to define service requirements Negotiate and agree costs	ICT Service Level Agreement
17.6	VPN & Mobile telephones	Lease of mobile phones as defined within ICT SLA Provide access from corporate equipment to agreed services	Help to define service requirements and agree costs to ensure appropriate provision. Provide payment for agreed services.	ICT Service Level Agreement
17.7	Data protection	Data Controller for Council Owned data Provide support from CWC Information Governance team under shared service SLA	Data Controller for ALMO related data and Data processor for ALMO and Council owned data Maintain a Data-register for the ALMO, provide a DPO for the ALMO.	Data protection policy (WNCD1096) Data Protection Service Level Agreement
18.0	PROCUREMENT			
18.1	Procurement of services from external Contractors within the parameters of the Constitution	Provision of operational procurement services including letting and awarding of contracts, managing contracts and providing advice and guidance on procurement	Strategic Procurement including monitoring CWC performance. Participate in procurement procedures as required	Shared Services Service Level Agreement

	Function	Council Role	ALMO Role	Reference Document
		services.		
19.0	OTHER CENTRAL SUPPORT FUNCTIONS			
19.1	IT Quality & Performance Management	Operate and maintain defined corporate IT systems used by ALMO. Consider, agree and implement proposed modifications defined by ALMO.	Operate IT systems in line with Council security & systems policy. Prepare proposals for system modifications as appropriate to ensure the provision of the service.	Procurement strategy (WHGL1011) Service Level Agreement - ICTS
19.2	Legal services	Provide defined Legal services and support	Procure independent legal advice in circumstances as may create a conflict of interest for the Council in its supporting role or where specialist legal services are required.	Legal Service Level Agreement
19.3	Business Improvement	Undertake a programme of audits and service reviews to ensure WH maintains its BS EN ISO 9001 (or equivalent) accreditation through the provision of internal audit, process assessment, development and improvement, and maintenance of corporate records within the Document Library	Engage in provision of business improvement processes and implement identified recommendations	Business Quality Internal Audit Service Level Agreement
19.4	Council Out of Hours Service	Provision of complete and up-to-date data and information ensure the smooth daily handover and running of the out of hours service. contact details Reporting extracted from CEP – on a defined or ad hoc basis. Monitor ALMO performance	During 16:30 – 08:00 on weekdays and from 16:30 on Fridays to 08:00 Mondays operation of the out of hours service for CWC via phone, email (notifications from service providers only) and social media (outbound only), to enable reporting of emergencies in the City arising outside of office hours	Out of Hours Service Level Description.
20.0	INSURANCE			
20.1	ALMO insurance	Provide defined insurance service	Commission insurance policies which meet the minimum levels of cover proscribed by the Council's Chief Financial Officer.	Service Level Agreement - Insurance
20.2	Council insurance	Administer insurance arrangements for all non-ALMO assets including Council stock, and potential liabilities	Provide information as required	Service Level Agreement - Insurance

	Function	Council Role	ALMO Role	Reference Document
20.3	Litigation - bringing & responding to claims arising from ALMO functions	Provide defined litigation services to ALMO within wider Legal Services provision	Provide information to Legal Services to enable litigation	Service Level Agreement - Legal
21.0	EQUIPMENT AND ADAPTATIONS			
21.1	Assessment of need and identification of response	Formal assessment of client need for equipment and adaptations by CWC Occupational Therapists. Determine appropriate response to need. Monitor the performance of the ALMO	Provide information and assistance to Council and other agencies to assess client need. Assess some low level, non-complex need as agreed by appropriately trained officers.	Disabled Adaptations Service Level Agreement Disable adaptation policy (WHSP1046) Service standard (WHGL1003)
21.2	Installation of adaptation	Monitor the performance of the ALMO	Assist in the assessment of property for installation of adaptations. Arrange and direct installation of agreed categories of adaptation	Disabled Adaptations Service Level Agreement Disable adaptation policy (WHSP1046) Service standard (WHGL1003)
21.3	Maintenance and removal of Adaptations	Monitor the performance of the ALMO	Ensure property maintenance and servicing of adaptations as required after initial warranty period. Specify necessary adaptations and monitor performance Arrange removal of agreed types of adaptations when no longer required or suitable. Facilitate the removal of the adaptations as necessary Make good property as required.	Disable adaptation policy (WHSP1046) Service standard (WHGL1003)
22.0	SUPPORTED HOUSING			
22.1	Policy and Strategy development of Supported Housing Scheme	Develop policy and strategic planning in line with Supporting People agenda, Promote and develop partnership approach to facilitate Supporting People strategy	Design and recommend amendments to the Council. Implement amendments and determine procedural changes following approval. Work in partnership to support Council in achieving strategic objectives	CWCShared Services SLA Support for vulnerable people strategy (WHSP1041)
22.2	Young persons Supported Housing Schemes	Monitor the performance of the ALMO	Provide Support element of housing service Provide housing management service	Shared Services SLACWC Support for vulnerable people strategy (WHSP1041)

	Function	Council Role	ALMO Role	Reference Document
22.3	Homeless Hostels/Refuges	Monitor the performance of the ALMO	Provide support to vulnerable occupants as required Provide housing management service	Shared Services SLA CWCSupport for vulnerable people strategy (WHSP1041)
22.4	Temporary Accommodation	Monitor the performance of the ALMO	Provide remote access support service to elderly and disabled residents to facilitate independent living Provide housing management service	Shared Services SLA CWCSupport for vulnerable people strategy (WHSP1041)
22.5	Tenancy Sustainment	Monitor the performance of the ALMO	Provide Tenancy Sustainment support function to vulnerable tenants to minimise risk of tenancy failure	Shared Services SLACWC Support for vulnerable people strategy (WHSP1041)
22.6	Housing Outreach Support	Monitor the performance of the ALMO	Provide support to vulnerable tenants and residents to minimise risk of tenancy failure. Provide and share information to sustain tenancies.	Shared Services SLACWC Support for vulnerable people strategy (WHSP1041)
22.7	Carelink/Telecare	Provision of a mobile response to a Telecare alarm Monitor the performance of the ALMO	The assessment, installation, maintenance of equipment and call monitoring elements of the Telecare services	Telecare SLA Support for vulnerable people strategy (WHSP1041)
23.0	STRATEGIC RESPONSIBILITIES			
23.1	Housing Strategy - partnership work with RP's & other stakeholders	Prepare Housing Strategy and other strategic documents	Provide information and contribute to Councils strategic planning & development	Housing Strategy (CWC document)
23.2	Tenant involvement in strategic development	Consult with residents regarding the strategic housing function	Consult tenants in relation to ALMO responsibilities and strategic housing agenda	Housing Strategy (CWC document)
23.3	Market Analysis	Carry out environmental analysis to guide strategic planning & development	Provide information and contribute to Council's strategic planning & development	Housing Strategy (CWC document)
23.4	Enabling and Resource Planning	Achieve strategic objectives through resource & business planning and through partnership activity	Work in partnership with the Council to achieve strategic objectives through resource & business planning	Housing Strategy (CWC document)
23.5	Contributing to Corporate planning and policy	Develop Partnership arrangements with stakeholders to facilitate the achievement of	Work in partnership with the Council in its corporate planning to assist in its'	City Strategy (CWC document)

	Function	Council Role	ALMO Role	Reference Document
		corporate and social aims and objectives	achievement of corporate and social aims and objectives	
23.6	Homeless Strategy or similar	Consult to achieve strategic objectives through planning and partnership working with the ALMO and RP's.	Provide information and contribute to Councils strategic planning & development. Highlight gaps in provision to assist the planning process	Homeless Strategy (CWC document)
23.7	Housing Support and Social Inclusion Strategy or similar	Achieve strategic objectives through strategic planning and partnership working with the ALMO and RSLs.	Provide information and contribute to Councils strategic planning & development	Housing Strategy (CWC document)
23.8	Achievement of measures under the Home Energy Conservation Act 1995	Promote partnership working to achieve progression of agenda. Through the partnership deliver the Affordable Warmth Strategy. Provide management support in delivering the Health Through Warmth Programme	As a major housing provider, through OHS capital programme play a key role in improving energy efficiency within the City. Assist in delivering the Affordable Warmth Strategy via the Affinity Partnership Deal and by giving energy efficiency advice post-C/H installation work	Energy Efficiency Strategy (CWC document)
23.9	New Build	The delivery of high quality new housing stock.	To support the Council as directed in the delivery and management of new housing stock.	Housing Strategy (CWC document) Local Investment Plan (CWC document)
24.0	PRIVATE SECTOR HOUSING			
24.1	Renewal/Redevelopment	Achieve strategic objectives through strategic planning and partnership working with the ALMO and RPs.	As a major housing organisation, through the capital programme, play a key role in area renewal. To support the Council - as required, in its delivery of renewal and redevelopment	Private Sector Housing Strategy (CWC document)
24.2	Area Renewal activity and clearance	Achieve strategic objectives through strategic planning and partnership working with the ALMO and RSLs.	As a major housing organisation, through the capital programme, play a key role in area renewal. To support the Council - as required, in its delivery of area renewal and clearance	Private Sector Housing Strategy (CWC document)
24.3	Housing Assistance Measures	Monitor ALMO performance	To deliver a programme of cross tenure housing assistance	Housing Assistance Service Level Agreement Housing Assistance Policy (CWC)

	Function	Council Role	ALMO Role	Reference Document
24.4	Work in relation to HMOs	Meet statutory obligations in respect of HMOs through work with private sector.	To support the Council – as required, in its development of Private Sector Strategies Provide management order support for properties brought under Council management for temporary periods	Private Sector Housing Strategy (CWC document)
24.5	House condition surveys	Achieve strategic objectives through data capture and analysis.	No Role	Private Sector Housing Strategy (CWC document)
24.6	Home Improvement Agencies	Achieve strategic objectives through partnership working	To deliver a programme of cross tenure housing assistance	Housing Assistance Service Level Agreement Housing Assistance Policy (CWC)
24.7	Fitness & Other enforcement activity with respect to unsatisfactory housing conditions	Meet statutory obligations through enforcement work with private sector	No role	Private Sector Housing Strategy (CWC document)
24.8	Empty property	Meet statutory obligatory through enforcement work with private sector.	To support the Council – as required, in its development of Private Sector Strategies	Private Sector Housing Strategy (CWC document)
24.9	Private Sector Leasing (PSL)	Promote and support PSL	Deliver housing service to acquired PSL properties. Expand portfolio of PSL properties.	Private sector leasing process (WHHM1020)
24.10	Sale and management of Shared Ownership homes	Development of shared ownership homes Obtaining grant funding for shared ownership homes	Management of shared ownership leasehold sales process Management of shared ownership leases	Cabinet Report Shared Ownership
24.11	Private Sector Housing Management	Support links between Wolverhampton Homes and WV Living to promote good quality property management services in the city	Deliver private rented housing management, estate management and leasehold management services to WV Living properties and estates as required.	WV Living Service Level Agreement
25.0	CO-ORDINATION WITH CORPORATE POLICY			
25.1	City Strategy themes	Achieve strategic objectives through partnership working.	Contribute to agenda development and progression	City Strategy (CWC) Housing Strategy (CWC) Economic Growth Plan (CWC)

	Function	Council Role	ALMO Role	Reference Document
25.2	Social Exclusion	Achieve strategic objectives through partnership working.	Contribute to agenda development and progression	Housing Strategy (CWC) Child Poverty Strategy (CWC) Economic Growth Plan (CWC)
25.3	Equality and Diversity	Provide a full equality and diversity service including the provision of appropriate policy, advice and guidance on all equalities matters, lead on third sector engagement, accreditation, develop training programmes and lead on funding bids Achieve strategic objectives through partnership working.	Have in place relevant policies in relation to employment and service delivery – which reflect and complement statutory requirements and the corporate agenda Responsibility for the ancillary resources relating to the delivery of this SLA ie specific training budgets	Equalities Service Level Agreement Single equalities & cohesion improvement strategy (WHSP1044)
25.4	Performance Management	Achieve strategic objectives through the performance management of own activities and that of the ALMO.	Contribute to agenda development and progression	Performance management & planning framework (WHGL024)

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Schedule 3 – Annual Delivery Planning Process Timetable (amended September 2018)

(Clauses 4-7, 9, 13 and 17)

Wolverhampton Homes Delivery Plan
Five Year Business Plan
<ul style="list-style-type: none"> • To set out how the business plan supports WH's strategic objectives and contributes to the goals of the Council and the community the Council represents; • Provides a five-year financial forecast; • Provides a human resources plan. • Quarterly Partnership Monitoring Group meetings to include CWC Managing Director, Service Director Housing, WH Chief Executive and Chair as well as senior finance representation.
<p>Timetable: August to March</p> <ul style="list-style-type: none"> • The business plan is to be produced on a five-yearly cycle in time to be formally adopted by the end of the financial year. Within the life of the current management agreement this will see a business plan developed during 2018/19 and 2023/24. • Sept – Dec: The development of the business plan should be done in consultation with City of Wolverhampton Council including the Partnership Monitoring Group and be consulted on with key stakeholders. • Dec – Jan: The final draft of the business plan to be agreed by the Council's 'Wolverhampton Homes Delivery Plan Monitoring Group' or other nominated forum • Feb: Final business plan to be adopted by Wolverhampton Homes Board, City of Wolverhampton Council's Cabinet and full Council.
Annual Action Plan
<p>To be considered as part of review:</p> <ul style="list-style-type: none"> • possible future services to be provided by WH; • any variation of services being delivered; • a review of the Stock Maintenance and Improvement Programme; • payments made by the Council in addition to the management fee to meet the costs incurred by WH on agreed elements of the Stock Maintenance and Improvement Programme, represented as "trading income" for WH; • agreement on the use of WH's reserves. <p>To be provided as part of the Delivery Plan:</p> <ul style="list-style-type: none"> • an annual plan for the agreed priorities of WH for the coming year; • the key performance requirements of the Services; • the provision by WH of an Annual Procurement Plan that will include all contracts to be procured for the following year; • WH providing the Council with a list of contracts let; • An up to date Stock Maintenance and Improvement Programme.

Timetable: September to March

- The action plan is to be produced annually in time to be formally adopted by the end of the financial year.
- **Sept – Dec:** The development of the action plan should be done in consultation with City of Wolverhampton Council and be consulted on with key stakeholders.
- **Dec – Jan:** The final draft of the action plan to be agreed by the Council's 'Wolverhampton Homes Delivery Plan Monitoring Group' or other nominated forum.
- **Feb:** Final action plan to be adopted by Wolverhampton Homes Board and the City of Wolverhampton Council's Cabinet.

Schedule 4

a. Services provided by the Council via service level agreements (Clause 20)

1. Payroll;
2. Sundry debt and debt management;
3. Banking and cashiers;
4. Insurance;
5. Legal;
6. ICT;
7. Property;
8. Building cleaning.
9. Financial Management & accountancy support
10. Health & safety advice
11. Procurement
12. Rent accounting
13. Fraud
14. Internal & quality audits
15. Freedom of Information/GDPR (operational support)
16. Equalities & Diversity

b. Services provided by Wolverhampton Homes via service level agreements

1. Anti-Social Behaviour Service
2. Housing options
3. Housing Assistance
4. Disabled adaptations
5. Telecare
6. Customer Services
7. 24 Hours Contact Centre

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Schedule 5 - A capital-funded investment programme for years 1 –15 (with projected figures)

Building Cost Model: Investment Values for the next 30-years		2016-17 to 2020-21	2021-22 to 2025-26	2026-27 to 2030-31	2031-32 to 2035-36	2036-37 to 2040-41	2041-42 to 2045-46	
Component family	Main Components	Years 1 -5	Years 6-10	Years 11-15	Years 16-20	Years 21-25	Years 26-30	30-YEAR TOTAL
TOTAL ANNUAL VALUE:		£ 156,977,380	£ 123,053,811	£ 178,300,142	£ 186,135,066	£ 181,516,285	£ 164,020,411	£ 990,003,094
Internal Components								
Kitchens	Kitchen facility	£ 4,223,472	£ 4,808,334	£ 33,079,212	£ 29,798,549	£ 4,057,225	£ 4,186,602	£ 80,153,393
Bathrooms	Bathroom / WC facilities	£ 1,101,217	£ 1,749,594	£ 1,385,640	£ 2,033,844	£ 21,993,250	£ 12,323,341	£ 40,586,886
Electrical accessories - Short lifetime	Showers / alarms / smoke detectors / extractor fans / consumer units	£ 974,616	£ 772,653	£ 7,649,447	£ 4,430,598	£ 4,615,744	£ 2,779,495	£ 21,222,553
Electrical Installation - Long lifetime	Electrical installations: lighting, heating & power	£ 3,113,255	£ 3,030,162	£ 17,515,459	£ 20,425,220	£ 8,392,406	£ 2,507,579	£ 54,984,081
Mechanical Installation	Heating distribution system & heat emitters	£ 3,988,344	£ 4,617,682	£ 3,352,430	£ 3,166,795	£ 5,213,670	£ 3,692,502	£ 24,031,423
Boiler / Heating Unit	Central heating boilers / district heating sub-station / focal fires	£ 10,470,238	£ 13,800,387	£ 14,805,923	£ 9,869,457	£ 14,145,240	£ 15,062,883	£ 78,154,128
Internal Structure	Internal doors / stairs / floors / finishes	£ 4,101,828	£ 2,336,135	£ 27,399,810	£ 15,852,925	£ 7,560,680	£ 4,889,550	£ 62,140,928

Components of Disabled Adaptations								
Disabled Adaptations	Aids & adaptations of property for the disabled or the chronically sick	£ 5,471,500	£ 4,741,250	£ 4,741,250	£ 4,741,250	£ 4,741,250	£ 4,741,250	£ 29,177,750
External Components								
External Doors, Windows, Balconies etc.	External Doors / windows / balconies / deck access routes	£ 21,352,367	£ 6,587,461	£ 5,985,650	£ 18,703,830	£ 31,314,335	£ 34,298,495	£ 118,242,138
Chimneys, flashings and roofline works	Chimneys, gutters and flashings etc.	£ 7,567,707	£ 5,521,054	£ 5,505,093	£ 5,505,093	£ 5,866,750	£ 5,557,430	£ 35,523,127
Flat Roofs	Flat roof covering to house / bungalow / low, medium & high-rise flats	£ 1,675,559	£ 1,237,252	£ 1,237,252	£ 1,237,252	£ 1,888,398	£ 2,976,215	£ 10,251,928
Pitched Roofs	Pitched roof covering of house / bungalow / flat	£ 16,265,319	£ 11,332,022	£ 11,315,996	£ 11,134,819	£ 11,134,819	£ 11,134,819	£ 72,317,794
External Wall Structure / Frame	Substructure, external wall fabric & superstructure, wall finishes & insulation	£ 23,214,228	£ 28,716,317	£ 23,053,037	£ 32,183,111	£ 32,874,947	£ 33,585,510	£ 173,627,150
Grounds & External Areas	Hard & soft landscaping	£ 22,467,884	£ 5,907,269	£ 6,524,644	£ 6,047,269	£ 9,884,786	£ 6,484,276	£ 57,316,128
Garages	Garages (integral within dwelling)	£ -	£ -	£ -	£ -	£ -	£ -	£ -
	Garage (Standalone)	£ 1,652,374	£ 637,289	£ 637,289	£ 793,720	£ 692,993	£ 699,164	£ 5,112,829
Ancillary Structures	Stores / Outbuildings/ Communal Boiler Houses / Laundries etc.	£ 1,020,750	£ 1,701,250	£ 1,701,250	£ 1,808,088	£ 1,877,250	£ 1,882,250	£ 9,990,838

Communal Components								
Communal Areas	Communal Facilities	£ 4,275,356	£ 2,058,878	£ 1,012,079	£ 1,012,079	£ 1,012,079	£ 1,012,079	£ 10,382,551
	Communal M & E Services	£ 22,181,366	£ 21,638,821	£ 9,538,680	£ 15,531,166	£ 12,390,464	£ 14,346,972	£ 95,627,469
Miscellaneous items								
Equipment for non domestic housing stock (concierges, housing offices, laundries, shops etc.)	Furniture & equipment for non-domestic facilities	£ 1,860,000	£ 1,860,000	£ 1,860,000	£ 1,860,000	£ 1,860,000	£ 1,860,000	£ 11,160,000

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Board Report

Agenda Item No: 9

	Agenda Item 9
	14 September 2018 Confirmation of Board Membership
	Open Report
Status:	For decision
Author and job title:	Catherine Stewardson, Business Assurance Manager
Contact No:	01902 550472
Recommendations:	The shareholder is asked to confirm the membership of the Board as detailed in this report.
Key risks and contentious issues:	The Company's Memorandum and Articles of Association determine the arrangements for retirement and selection of Board members. The organisation is required by the Council member and the Department of Communities and Local Government to adhere to these arrangements.

Management Summary

1.0 Purpose

- 1.1 The purpose of the report is to advise the Council member of the membership of the Board.

2.0 Background

- 2.1 The Company's Memorandum and Articles of Association determine the arrangements for retirement of Board members at each Annual General Meeting. Two members have retired from Board during 2018, Council Board Member Councillor Tersaim Singh (May 2018) and Tenant Board Member Sue Roberts (March 2018).
- 2.2 No Independent Board Members are due to retire at this year's AGM.
- 2.3 The Shareholder is asked to confirm that membership of the board, following today's AGM, shall be:

Council Board Members

Rita Potter
Paul Singh
Zareena Russell
Asha Mattu

Tenant Board Members

Angela Davies
Joy McLaren
Linda Middleton
Mark Ward

Independent Board Members

Ann Bennett
Kevin Fearon
Steve Finegan
Peter Knight

3.0 Financial and value for money implications

- 3.1 There are no specific financial implications.

4.0 Legal implications

- 4.1 The process for election to the Board for Tenant Board members is detailed in the Company's Articles of Association.

5.0 Human resources implications

5.1 There are no human resources implications.

6.0 Health and safety implications

6.1 There are no health and safety implications

7.0 Equalities implications

7.1 Has an Equality Impact Assessment been carried out. YES
An Equalities Impact Assessment on Board Member Recruitment and Selection process was carried out in 2014.

8.0 Impact on the environment and community

8.1 There are no environment and community implications.

9.0 Long term consequences for the company

9.1 It is imperative that the organisation has a succession planning process for Board members to ensure that the Board has not only the capacity but the continuity to lead the organisation.

10.0 Impact on business relationships with suppliers, customers and others

10.1 There are no specific implications. Board members express an interest if there is a conflict of interest when making decision that affect stakeholders.

11.0 Impact on Wolverhampton Homes' Management System

11.1 If yes and approved by board members, update to go on the management system by:
Yes - Board member information will be updated.

Date: 21st September 2018

Officer responsible: Catherine Stewardson

12.0 List of Appendices

12.1 None

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