WANDSWORTH COUNCIL

WANDSWORTH HOUSING IMPROVEMENT AND TRANSFORMATION BOARD

MEETING PACK

Date	Monday, 20 July 2026
Time	18:30–20:30
Venue	Committee Room 123, Wandsworth Town Hall, Wandsworth High Street, London SW18 2PU

WANDSWORTH COUNCIL

Housing Improvement and Transformation Board

Contents

WANDSWORTH HOUSING IMPROVEMENT AND TRANSFORMATION BOARD

AGENDA

Date	Monday, 20th July 2026
Time	18:30-20:30
Venue	Committee Room 123, Wandsworth Town Hall, Wandsworth High Street, London SW18 2PU

Members of the Board

Independent Chair: Ashley Hook

Board members: Cabinet Member for Housing; Deputy Conservative Party councillor; Labour Party councillor; three tenant representatives; Vice-Chair of the Borough Residents' Forum; Executive Director of Resident Services; Director of Housing Management; Director of Strategy, Compliance and Enabling; Head of Policy and Performance; Executive Director of Change & Innovation; Deputy Executive Director of Transformation (Resident Services).

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AGENDA

1. Welcome and introductions

The Chair will welcome members and attendees to the first meeting of the Board and invite introductions.

Lead: Ashley Hook (Chair) | **Time:** 5 minutes

2. Apologies for absence

To receive apologies for absence and note any approved substitutes.

Lead: Ashley Hook (Chair) | **Time:** 2 minutes

3. Declarations of interests

To receive declarations of disclosable pecuniary interests, other registerable interests and any non-registerable interests relevant to matters being considered at the meeting.

Members should also identify any circumstances that may affect their participation in the Board's work, including active cases involving the Council's housing service.

Lead: Ashley Hook (Chair) | **Time:** 5 minutes

4. Establishment and purpose of the Board (pages 7-18)

To receive an introductory presentation setting out:

- the background to the establishment of the Board;
- the regulatory context;
- the purpose and intended role of the Board;
- the relationship between the Board, the Council's formal governance arrangements and other resident engagement groups; and
- the Board's role in providing oversight, support, challenge and assurance.

Lead: Bob Granville (Director of Housing Management) | **Time:** 15 minutes

5. Governance arrangements

To receive a briefing on the governance structure supporting the Council's housing improvement programme and the Board's place within that structure.

The Board is asked to note that it is an advisory and assurance body which can make recommendations to the Council's Cabinet but does not replace the Council's formal executive, statutory or scrutiny functions.

Lead: Democratic Services | **Time:** 10 minutes

6. Terms of Reference (pages 19-22)

To consider and agree the Board's Terms of Reference, including:

- status, scope and authority;
- objectives;
- membership and substitutes;
- meeting frequency and quorum;
- decision-making and recommendations;
- reporting arrangements;
- resident involvement;
- conduct and declarations of interest;
- publication and transparency arrangements; and
- arrangements for reviewing the Terms of Reference.

Paper: Terms of Reference

Lead: Marcus Shukla (Head of Housing Policy and Performance) | **Time:** 15 minutes

7. Code of Conduct (pages 24-25)

To consider and agree the Code of Conduct applying to Board members.

The Board is also asked to agree arrangements for members to complete any required declarations of interest before participating in future meetings.

Paper: Code of Conduct

Lead: Marcus Shukla (Head of Housing Policy and Performance) | **Time:** 15 minutes

8. Introducing the Housing Improvement and Transformation Plan (pages 26-29)

To receive an overview of the Housing Improvement and Transformation Plan and the arrangements for monitoring its delivery.

The presentation will cover:

- the three principal themes within the Plan;
- active improvement actions;
- responsible senior officers;
- milestones and completion dates;
- BRAG ratings and direction of travel;
- performance measures and supporting evidence; and
- arrangements for reporting progress to future Board meetings.

Paper: Housing Improvement and Transformation Plan

Lead: Kay Willman (Director of Strategy, Compliance and Enabling) | **Time:** 30 minutes

The Board is asked to note the Plan and identify any actions requiring additional scrutiny at a future meeting.

9. Board work programme and future information requirements (page 30)

To discuss any additional information members would like to receive at future meetings.

The Board is asked to agree the broad content of its forward work programme, which may include:

- progress against HIT Plan actions;
- statutory housing compliance;
- repairs performance;
- complaints and learning;
- resident experience and Tenant Satisfaction Measures;
- programme risks;
- financial information and efficiencies; and
- implementation of wider housing transformation projects.

Lead: Bob Granville (Director of Housing Management) | **Time:** 15 minutes

10. Date of next meeting

To agree meeting dates for the remainder of the calendar year.

The Board is expected to meet four times a year, with extraordinary meetings convened where necessary.

Proposed date:

- 3rd November 2026

Lead: Ashley Hook (Chair) | **Time:** 5 minutes

11. Any other business

To consider any other business agreed by the Chair.

12. Close of meeting

Housing Improvement and Transformation Plan

Presented by Bob Granville
Director of Housing Management
July 2026

Content

- Why are we in this position?
- What is the Plan?
- What does success look like?
- How can I help?
- Can I just ask a question?

Why are we in this position?

- Performance - Tenant Satisfaction Measures

TSM Measure	**LBW 24/25**	**Nat 24/25**	LBW	London Ave 24/25	LBW
TP01 - Service provided by the landlord	64.7%	71.80%		59.20%	
TP02 - Satisfaction with Repairs	57.8%	73.60%		62.80%	
TP03 - Satisfaction with time to complete most recent repair	56.6%	69.50%		59.00%	
TP04 - Satisfaction that the home is well-maintained	61.0%	71.90%		60.10%	

Why are we in this position?

- Legislation - Housing Act 2024
    - Regulator for Social Housing
        - Consumer Standards
            - Neighbourhood and Community
            - Safety and Quality
            - Tenancy
            - Transparency, Influence and Accountability
    - Building Safety Regulator
    - Housing Ombudsman

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Why are we in this position?

- Regulation - Inspection C3

  "Our judgement is that there are serious failings in the landlord delivering the outcomes of the consumer standards and significant improvement is needed."

What is the Plan?

2025

• February	Regulatory determination
• March	Commence regulatory engagement
• June	Initial action plan
• October	Complete Root Cause Analysis
• November	Draft Housing Improvement and Transition (HIT) Plan
• December	Officer sign off HIT Plan

2026

• January	Directors Board appove HIT Plan
• January	Wandsworth Council Cabinet approve HIT Plan

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What is the Plan?

Workstreams regarding health and safety

FS1	Reduce outstanding FRA actions	
FS2	Complete the catch-up programme of front door inspections	
FS3	Develop an annual programme for future years' front door inspections	
FS4	Achieve full compliance with smoke alarm/detectors installations	
ES5	Complete the catch-up programme for domestic EICRs	
ES6	Complete the catch-up programme for communal EICRs	☑
ES7	Develop a five-year programme for domestic and communal EICRs	
HS8	Commission third party audit of health and safety functions	☑
HS9	Implement findings from third party health and safety audit	
HS10	Create Compliance Team	☑
DM11	Provide assurance to Councillors regarding damp and mould reporting	

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What is the Plan?

Workstreams regarding health and safety

SQ12	Complete programme of stock condition surveys by end of 2026	
SQ13	Develop a rolling programme of stock condition surveys	
CP14	Develop a new Asset Management Strategy built upon stock condition data and current industry practice on asset investment	
CP15	Develop a new five-year capital investment plan	
CP16	Through robust procurement, appoint strategic capital programme delivery contractors	
R17	Achieve 'business as usual target' for repairs orders over target: reduce to <1% repairs over target (routine or standard only)	
R18	Complete Delivery Unit review of repairs service	☑
R19	Implement recommendations from repairs review	

Wandsworth

What is the Plan?

Workstreams regarding transparency, influence and accountability

C20	Improve complaints handling that includes response times, learning from maladministration and reduced maladministration rates.	
T21	Communicate to tenants the outcomes of the regulatory inspection	☑
T22	Increase opportunities for senior management and councillors to review performance information	☑
RE23	Establish two focus groups with residents who have taken part in the Perception Survey and from the Participation Register	☑
RE24	Commission third party review of resident engagement	☑
RE25	Implement findings from third party review of resident engagement	
V26	Conclude Phase Two of vulnerabilities work.	

Wandsworth

What is the Plan?

Workstreams regarding transforming housing management

SS27	Communicate to staff the outcomes of the regulatory inspection	☑
SS28	Restructure senior management to two director roles	☑
SS29	Appoint new senior management to lead the response to the regulatory inspection	☑
SS30	Review of Business Support and Finance functions	
SS31	Restructure of Housing Management	
SS32	Review and improve the use of data and technology to inform services to tenants	

- What does success look like?

- An organisation that:
  - Knows its stock
  - Knows its customers
  - Keeps its customers safe
  - Seeks customers views on the way services are delivered or developed
  - Uses data to inform its decision making

Wandsworth

How can you help?

- Wandsworth need greater tenant engagement
- Wandsworth needs champions who challenge
- New workstreams
    - Housing Improvement and Transformation Plan
    - HQN review of Transparency, Influence and Accountability Standard

Wandsworth

TERMS OF REFERENCE

FOR MEMBERS OF THE HOUSING IMPROVEMENT AND TRANSFORMATION (HIT) BOARD

These Terms of Reference (ToR) establish the Wandsworth Housing Improvement and Transformation Board ('the Board'). The Board provides independent oversight, support and challenge to ensure the Council delivers a safe, compliant, and high-performing landlord service, implementing the actions included in the Housing Improvement and Transformation Plan (HIT Plan).

The Board is chaired by an independent external Chair. It brings together residents, Councillors and senior officers to steer improvement, monitor performance, and enhance accountability to tenants and leaseholders.

Status, scope and authority

Status – The Board is an advisory and assurance body that makes recommendations to the Council's Cabinet. It does not replace formal executive, statutory or scrutiny functions and sits alongside existing committee governance.

Scope – The Board's remit covers all areas included within the HIT Plan. The Board's work will support assurance against the Regulator of Social Housing's consumer standards, in particular the Safety and Quality and Transparency, Influence and Accountability standards. The Board will also review projects supporting the longer-term transformation of landlord services in Wandsworth.

Objectives

The Board will:

- Lead, direct and review progress on the HIT Plan, keeping close oversight of key deadlines, risks, and expected outcomes.

- Offer impartial scrutiny across all areas of statutory compliance (gas, electrical, fire safety, water safety, asbestos management and lift safety), operational performance, risk management, financial controls and organisational culture.

- Keep residents' experiences at the heart of decision-making, ensuring that insights from complaints, feedback, surveys and engagement activity directly inform service improvements.

- Monitor all indicators within the HIT Plan, including those involving considerable expenditure or where efficiency gains are identified as well as risk levels for all.

- Assist the Council in demonstrating adherence to consumer standards and thus providing assurance to the Regulator of Social Housing.

- Approve an officer-produced delivery report to be prepared bi-annually and circulated to Cabinet.

Membership

The Board is to be chaired by an Independent External Chair – appointed by the Council.

In addition to the Chair, the membership of the Board shall include the following:

- The Cabinet Member for Housing (the Cabinet Member may wish to send a nominee in their absence).
- Two additional Councillors, reflecting the political balance as appropriate.
- Three tenant representatives, recruited via the Council's Participation Register.
- The Vice-Chair of the Borough Residents' Forum
- Senior officers from Wandsworth Borough Council. These are: the Executive Director of Resident Services, Director of Housing, Director of Strategy, Compliance and Enabling, Head of Housing Policy and Performance and the Executive Directors of Children's Services and Transformation.

Tenant and Councillor representatives may send a substitute on their behalf if they are not able to attend however the meeting Chair and clerk must be notified beforehand.

Additional invitees may be considered but should only be invited upon full agreement of the board.

If there is a breach of the Code of Conduct, an individual's membership may be reviewed. Serious breaches may result in an individual's membership being withdrawn with agreement from the Chair.

Appointment, tenure and training

The Independent Chair is appointed for the duration of the Board, which will be two years, or until satisfactory conclusion of all activities in the HIT Plan.

Resident and independent members are appointed for the duration of the Board. The Board will continue for two years, or until satisfactory conclusion of all activities in the HIT Plan, whichever is later. To ensure continuity, any recruitment or replacement of Councillor and resident members should be aligned to the ongoing requirements of the HIT Plan rather than a fixed two-year term.

All members will receive an induction covering the HIT Plan, statutory compliance, information previously shared with the Regulator of Social Housing and the Board's Code of Conduct.

Meetings frequency and quorum

Frequency – The Board shall meet four times a year with dates to be agreed at the first meeting of each year. Extraordinary meetings may be convened by the Chair and with approval from the Board.

Quorum – Minimum of five members including the Chair (or Vice-Chair), at least one resident member, two Councillors (of which one shall be the Cabinet Member for Housing or substitute) and two officer attendees. If the meeting fails to meet the quorum, a new date shall be agreed.

Decision-making and recommendations

Decisions – The Board operates by consensus; if and where a vote is needed, each member (excluding officer attendees) has one vote; the Chair has a casting vote.

Recommendations – Agreed recommendations will be minuted and shared with the officer group responsible for delivering the Housing Improvement and Transformation programme. Where necessary these should be escalated to Cabinet with management responses and timelines.

Work programme and information requirements

The Board shall oversee a rolling 12-month work programme covering HIT Plan deliverables. This will include reviews of the programme risk; statutory compliance dashboards; financial spend and efficiencies identified.

Papers will normally be issued five working days before meetings. An action log will be maintained and reviewed at each meeting.

Reporting and accountability

A delivery report will be provided to the Cabinet/Housing Committee after every second meeting of the Board summarising key discussion points, decisions, actions, and progress in implementing the HIT Plan.

An annual public report will provide a summary of progress related to the HIT Plan and will be published in the Council's Homelife newsletter.

Resident voice and engagement

Resident involvement is supported through residents serving as Board members. All resident members are required to complete board and governance training, which is provided free of charge by Wandsworth Borough Council. Each resident Board member will be awarded a £20 voucher for attendance at each meeting throughout the year.

Bi-annual delivery reports from the Board will be shared with the Borough Residents' Forum.

The Board may commission resident-led scrutiny or task-and-finish groups to examine specific service areas and report back.

Conduct, interests and confidentiality

Members must follow the Council's Code of Conduct, declare interests, and respect confidentiality for sensitive items.

Conflicts of interest will be recorded and managed by the Chair; members with a material conflict will withdraw from the relevant item.

Secretariat

Wandsworth Borough Council will organise meetings, circulate documents, take minutes, track actions, manage follow-ups, and publish relevant papers and summaries.

All paperwork will be shared with group members at least five working days prior to the Board. All documents will be shared electronically unless other formats are requested.

Transparency

The Board is committed to operating in an open and transparent manner. Oversight of the HIT Plan, and the actions taken to deliver it, should be subject to appropriate public scrutiny. The Board will ensure its work and decision-making are accessible wherever practicable.

In support of this:

- Meetings will be recorded to provide an accurate account of discussions and decisions.
- Recordings will be made publicly available online, subject to necessary redactions for confidential or sensitive information.
- Agendas, papers and minutes will be published in a timely manner.
- Information will be presented clearly to support understanding by residents and stakeholders.

This approach supports accountability, builds trust, and enables meaningful engagement in the delivery of the HIT Plan.

Review of these Terms of Reference

These Terms of Reference will be reviewed within six months of establishment and thereafter annually, to ensure they remain fit for purpose as the HIT Plan progresses and regulatory requirements evolve.

July 2026

CODE OF CONDUCT

FOR MEMBERS OF THE HOUSING IMPROVEMENT AND TRANSFORMATION (HIT) BOARD

1 Purpose of the Code of Conduct

This Code of Conduct explains how Board members, including residents, Councillors and officers, are expected to carry out their role when attending meetings of the Housing Improvement and Transformation (HIT) Board. All members are expected to support the Board's purpose, as set out in the Terms of Reference, by providing oversight, support and challenge on delivery of the Housing Improvement and Transformation Plan. All members of the Board are expected to abide by the following rules. If a member deliberately or frequently breaches them, the Chair may take appropriate action in line with paragraph 9.

2 Confidentiality

The business of the Board may involve members dealing with issues that are sensitive, confidential or commercially important. Members must exercise discretion and care when carrying out their duties and responsibilities. If confidential information is provided, it may only be used for the business of the Board and must not be shared with anyone who is not entitled to receive it. Personal information about individuals must not be discussed or shared unless there is a clear and lawful reason to do so. In the event that personal information is discussed, recording of the meeting should be paused.

3 Conduct of meetings

Members should at all times observe accepted practice while taking part in Board meetings:

- to be courteous to each other and support and assist other members in seeking the best possible solution to problems being discussed;
- to allow each other the opportunity to speak and comment;
- to follow the guidance of the Chair in the conduct of the meeting;
- to remember that the purpose of the Board is to support improvement, assurance and accountability for the benefit of residents generally, not to resolve individual cases;
- to bear in mind the rights of individual residents and the duties of Council employees when proposing solutions to problems; and
- to operate within the HIT Board Terms of Reference and any agreed meeting protocols.

4 Conflicts of interest

Members must not expect favourable treatment from officers, the Council or the Board because of their membership, nor should they be treated any less favourably.

Members must notify the Chair if they have any personal, financial or material interest in any matter being considered by the Board. For example, a member should declare if they, a close relative or an organisation with which they are connected could be affected by a decision, recommendation or discussion.

Individual members may be asked by the Chair to withdraw from, or abstain from, discussions and decisions where they have a personal, financial or material interest.

5 Partnership

All Board members should show respect and courtesy in their dealings with each other and work in partnership to support the Board's objectives. This includes providing constructive challenge, listening to different perspectives and focusing on the successful delivery of the HIT Plan.

6 Discrimination

No member will discriminate against any other member, resident, officer or stakeholder. Discriminatory language must not be used in discussions. Everyone attending Board meetings has the right to be treated with dignity and respect, regardless of race, colour, ethnic or national origin, nationality, sex, gender reassignment, marital or civil partnership status, pregnancy and maternity, age, disability, sexual orientation, religion or belief, or any other characteristic or circumstance.

7 Terms of Reference

Members must be familiar with the HIT Board Terms of Reference. These explain the Board's status, scope, objectives, membership, quorum, decision-making arrangements, reporting responsibilities and review process. This helps members focus on the Board's role in oversight, assurance and accountability, and prevents meeting time being used for matters outside the Board's remit.

8 Agenda

Before each meeting, the agenda will be agreed by the Chair with support from the secretariat. Members may request items that are relevant to the Board's role and work programme. Papers will normally be circulated in advance in line with the Terms of Reference. If an urgent item arises after the agenda has been issued, members may contact the Chair to request that it is considered.

9 Breach of Code of Conduct

If there is a breach of this Code by a resident member, Councillor, officer or other attendee, the Chair may give a verbal warning and remind the member of the expected standards of conduct. In more serious cases, or where behaviour continues after a warning, the Chair may recommend further action in line with the Terms of Reference and any relevant Council procedures. This may include restricting participation in a discussion, asking a member to leave a meeting, or referring the matter for appropriate follow-up. Serious breaches may also result in the membership of an individual being reviewed or revoked.

Housing Improvement and Transformation Plan

How the plan is organised

The 32 actions are grouped into three workstreams:

- **Meeting the Safety and Quality Standard:** Actions to improve the safety and condition of homes, including fire and electrical safety, damp and mould, stock condition, planned investment and repairs.
- **Meeting the Transparency, Influence and Accountability Standard:** Actions covering complaints, clear information, resident influence and understanding the needs of vulnerable residents.
- **Transforming Housing Services:** Longer-term changes to leadership, structures, support functions, data and technology so improvements can be sustained.

What BRAG and D.O.T. means

BRAG is a simple progress rating. It helps the Board see which actions are complete, on track or need attention. Direction-of-travel arrows show whether the position is improving, unchanged or worsening.

Rating	Meaning	How to read it
Blue	Completed	The action has been completed.
Green	On track	Delivery is proceeding as planned.
Amber	On track with some issues	Progress is being made, but there are issues that need managing.
Red	Not on track with major issues	Significant issues are affecting delivery and require attention.
Not yet started	Not yet started	Delivery has not yet begun.

D.O.T.	Direction of travel
▲	Improving
↔	No change
▼	Worsening

Position as at January 2026

Originally published as part of the January 2026 Cabinet report

Ref	Topic	Sponsor	Activity	Timescale	BRAG
Meeting the Safety and Quality Standard					
FS1	Fire safety	Tom Crawley	Reduce outstanding FRA actions	Q3 2025-26	**Red**
FS2	Fire safety	Tom Crawley	Complete catch-up programme of front door inspections	Q4 2025-26	**Red**
FS3	Fire safety	Tom Crawley	Develop annual programme for future front door inspections	Q4 2025-26	**Not yet started**
FS4	Fire safety	Tom Crawley	Achieve full compliance with smoke alarm/detector installations	Q4 2025-26	**Amber**
ES5	Electrical safety	Sharron Lecky	Complete catch-up programme for domestic EICRs	Q4 2025-26	**Green**
ES6	Electrical safety	Sharron Lecky	Complete catch-up programme for communal EICRs	Q3 2025-26	**Green**
ES7	Electrical safety	Sharron Lecky	Develop five-year programme for domestic and communal EICRs	Q4 2025-26	**Not yet started**
HS8	Health and safety	Kay Willman	Commission third-party audit of health and safety functions	Q4 2025-26	**Amber**
HS9	Health and safety	Kay Willman	Implement findings from third-party health and safety audit	TBC	**Not yet started**
HS10	Health and safety	Kay Willman	Create Compliance Team	Q2 2026-27	**Amber**
DM11	Damp and mould	Tom Crawley	Provide assurance to Councillors regarding damp and mould reporting	Q2 2026-27	**Not yet started**
SQ12	Stock quality	Kay Willman	Complete programme of stock condition surveys by end of 2026	Q3 2026-27	**Green**
SQ13	Stock quality	Kay Willman	Develop a rolling programme of stock condition surveys	Q4 2026-27	**Not yet started**
CP14	Capital programming	Sharron Lecky	Develop new Asset Management Strategy	Q4 2026-27	**Not yet started**
CP15	Capital programming	Sharron Lecky	Develop new five-year capital investment plan	Q4 2026-27	**Not yet started**
CP16	Capital programming	Sharron Lecky	Appoint strategic capital programme delivery contractors	Q4 2026-27	**Not yet started**
R17	Repairs	Tom Crawley	Reduce routine or standard repairs over target to below 1%	Q4 2025-26	**Amber**
R18	Repairs	Tom Crawley	Complete Delivery Unit review of repairs service	Q4 2025-26	**Green**
R19	Repairs	Tom Crawley	Implement recommendations from repairs review	Q1 2027-28	**Not yet started**
Meeting the Transparency, Influence and Accountability Standard					
C20	Complaints	Sandra Burree	Improve complaint handling, response times and learning	Q4 2026-27	**Not yet started**
T21	Transparency	Kay Willman	Communicate inspection outcomes to tenants	Completed	**Blue**
T22	Transparency	Kay Willman	Increase senior management and Councillor review of performance	Completed	**Blue**
RE23	Resident engagement	Kay Willman	Establish two resident focus groups	Completed	**Blue**
RE24	Resident engagement	Kay Willman	Commission third-party review of resident engagement	Q4 2025-26	**Amber**
RE25	Resident engagement	Kay Willman	Implement findings from resident engagement review	TBC	**Not yet started**
V26	Vulnerable residents	Kay Willman	Conclude Phase Two of vulnerabilities work	Q4 2025-26	**Green**
Transforming Housing Services					
SS27	Structure and services	Kay Willman	Communicate inspection outcomes to staff	Q4 2024-25	**Blue**
SS28	Structure and services	Paul Chadwick	Restructure senior management to two director roles	Q3 2025-26	**Blue**
SS29	Structure and services	Paul Chadwick	Appoint senior management to lead inspection response	Q3 2025-26	**Blue**
SS30	Structure and services	Paul Chadwick	Review Corporate Core functions	Q2 2026-27	**Not yet started**
SS31	Structure and services	Bob Granville / Paul Chadwick	Restructure Housing Management	Q2 2027-28	**Not yet started**
T32	Technology	Sandra Burree	Improve data and technology used to inform services	Q2 2026-27	**Not yet started**

Position as at June 2026

Summary table from the current HIT Plan planning document draft

Ref	Topic	Sponsor	Activity	Timescale	BRAG	D.O.T.
Meeting the Safety and Quality Standard						
FS1	Fire safety	Scott Barnett	Reduce outstanding FRA actions	Q3 2025-26	**Red**	▲
FS2	Fire safety	Scott Barnett	Complete catch-up programme of front door inspections	Q4 2025-26	**Red**	↔
FS3	Fire safety	Scott Barnett	Develop annual programme for future front door inspections	Q4 2025-26	**Green**	↔
FS4	Fire safety	Scott Barnett	Achieve full compliance with smoke alarm/detector installations	Q4 2025-26	**Amber**	↔
ES5	Electrical safety	Scott Barnett	Complete catch-up programme for domestic EICRs	Q4 2025-26	**Amber**	▲
ES6	Electrical safety	Sharron Lecky	Complete catch-up programme for communal EICRs	Completed	**Blue**	
ES7	Electrical safety	Scott Barnett	Develop five-year programme for domestic and communal EICRs	Q4 2025-26	**Not yet started**	↔
HS8	Health and safety	Kay Willman	Commission third-party audit of health and safety functions	Completed	**Blue**	
HS9	Health and safety	Scott Barnett	Implement findings from third-party health and safety audit	TBC	**Green**	↔
HS10	Health and safety	Kay Willman	Create Compliance Team	Completed	**Blue**	
DM11	Damp and mould	Tom Crawley	Provide assurance to Councillors regarding damp and mould reporting	Q2 2026-27	**Amber**	▲
SQ12	Stock quality	Kay Willman	Complete programme of stock condition surveys by end of 2026	Q3 2026-27	**Red**	▼
SQ13	Stock quality	Kay Willman	Develop a rolling programme of stock condition surveys	Q4 2026-27	**Green**	↔
CP14	Capital programming	Sharron Lecky	Develop new Asset Management Strategy	Q4 2026-27	**Green**	↔
CP15	Capital programming	Sharron Lecky	Develop new five-year capital investment plan	Q4 2026-27	**Green**	↔
CP16	Capital programming	Sharron Lecky	Appoint strategic capital programme delivery contractors	Q4 2026-27	**Green**	▲
R17	Repairs	Tom Crawley	Reduce routine or standard repairs over target to below 1%	Q4 2025-26	**Red**	▲
R18	Repairs	Tom Crawley	Complete Delivery Unit review of repairs service	Completed	**Blue**	
R19	Repairs	Tom Crawley	Implement recommendations from repairs review	Q1 2027-28	**Green**	▲
Meeting the Transparency, Influence and Accountability Standard						
C20	Complaints	Sandra Burree	Improve complaint handling, response times and learning	Q4 2026-27	**Amber**	▼
T21	Transparency	Kay Willman	Communicate inspection outcomes to tenants	Completed	**Blue**	
T22	Transparency	Kay Willman	Increase senior management and Councillor review of performance	Completed	**Blue**	
RE23	Resident engagement	Kay Willman	Establish two resident focus groups	Completed	**Blue**	
RE24	Resident engagement	Kay Willman	Commission third-party review of resident engagement	Completed	**Blue**	
RE25	Resident engagement	Kay Willman	Implement findings from resident engagement review	Q4 2026-27	**Green**	▲
V26	Vulnerable residents	Kay Willman	Conclude Phase Two of vulnerabilities work	Q4 2025-26	**Green**	▲
Transforming Housing Services						
SS27	Structure and services	Kay Willman	Communicate inspection outcomes to staff	Completed	**Blue**	
SS28	Structure and services	Paul Chadwick	Restructure senior management to two director roles	Completed	**Blue**	
SS29	Structure and services	Paul Chadwick	Appoint senior management to lead inspection response	Completed	**Blue**	
SS30	Structure and services	Paul Chadwick	Review Corporate Core functions	Q2 2026-27	**Green**	▲
SS31	Structure and services	Bob Granville / Paul Chadwick	Restructure Housing Management	Q2 2027-28	**Green**	▲

Ref	Topic	Sponsor	Activity	Timescale	BRAG	D.O.T.
T32	Technology	Sandra Burree	Improve data and technology used to inform services	Q2 2026-27	**Amber**	▲

Board work programme and future information requirements

Lead: Bob Granville | Time: 15 minutes

Purpose

The Board will meet regularly to oversee delivery of the Housing Improvement and Transformation (HIT) Plan and provide constructive challenge on the Council's progress.

Discussion with the Board

Members are invited to discuss the proposed programme with officers and identify:

- any additional areas they would like the Board to consider;
- subjects requiring more detailed scrutiny;
- further information needed to support effective challenge; and
- how information should be presented so that it is clear and accessible.

Proposed work programme

• progress against HIT Plan actions	• resident experience and Tenant Satisfaction Measures
• statutory housing compliance	• programme risks
• repairs performance	• financial information and efficiencies
• complaints and learning	• implementation of wider housing transformation projects

The programme will remain flexible so the Board can respond to emerging risks, performance concerns and areas of particular interest to members. The timing and level of detail for each subject will be agreed as the programme develops.

Recommendation

The Board is asked to discuss the proposed work programme with officers, agree its broad content, identify any additional areas of interest and advise whether further information or support is required for future meetings.