WANDSWORTH COUNCIL

Housing Improvement and Transformation Board

Date	Monday 20 July 2026
Time	18:30-20:30
Venue	Committee Room 123, Wandsworth Town Hall
Chair	Ashley Hook

Attendance

Present	Ashley Hook – Independent Chair Councillor Matthew Corner – Cabinet Member for Housing Councillor Aydin Dikerdem – Opposition Spokesperson for Housing Thomas Glockner – Borough Residents' Forum representative Paul Lonsdale – Resident member Jo Playford – Resident member Paul Chadwick – Executive Director of Resident Services Michael Hallick – Deputy Executive Director of Transformation (Resident Services) Bob Granville – Director of Housing Management Kay Willman – Director of Housing Strategy and Enabling Marcus Shukla – Head of Housing Policy and Performance Avril Cooper – Assistant Director of Human Resources
In attendance	Emma Lucker – Regulator of Social Housing Leaine Thompson – Regulator of Social Housing
Apologies	Sam Olsen – Executive Director of Change and Innovation
Substitutes	Avril Cooper - Assistant Director of Human Resources

1. Welcome and introductions

The Chair welcomed members and attendees to the first meeting of the Board. Members introduced themselves and reflected on their roles, experience and aspirations for Wandsworth housing services.

The Chair emphasised constructive challenge, openness and collaboration. Members were encouraged to test reported progress against residents' lived experience, including through visits and engagement outside formal meetings.

2. Apologies for absence

Sam Olsen, Executive Director of Change and Innovation, sent apologies for her absence and Avril Cooper, Assistant Director of Human Resources, attended as her substitute.

3. Declarations of interests

The process for declaring interests was noted. It was agreed that declarations of interest could be made generally and stored such that they need not be declared on a regular basis. Members were reminded to raise any interest relevant to an item and, where necessary, not participate in that part of the discussion.

Councillor Matthew Corner declared that he was a member of the Association for Retained Council Housing (ARCH). The declaration was noted.

Councillor Aydin Dikerdem declared that he was a member of the London Renters' Union (LRU). The declaration was noted.

4. Establishment and purpose of the Board

The Board received an overview of the background to the Housing Improvement and Transformation Plan and the regulatory context. The service had not consistently benchmarked itself against wider performance or kept pace with significant changes in regulation and expectations.

The Regulator of Social Housing's C3 judgement identified serious failings and the need for significant improvement. The improvement programme was described as a long-term recovery and transformation process, supported across the Council rather than solely within housing.

The Board formed part of the assurance arrangements for the programme. Its purpose was to bring independent scrutiny and resident experience to the oversight of delivery, operating transparently and ensuring that meetings were informed by insight and evidence.

Success was described as knowing the stock and residents, keeping residents safe, seeking residents' views and using reliable data to drive decisions and service improvement.

Members discussed the role of technology and service redesign. It was stressed that these should improve resident service, staff experience and efficiency, and not simply achieve regulatory compliance.

5. Governance arrangements

The Board noted that it was an advisory and assurance body. It could make recommendations but did not replace Cabinet, formal decision-making or statutory scrutiny arrangements.

The importance of a clear route for recommendations, transparent reporting and constructive links with the Council's other governance forums was recognised. Members would remain free to raise relevant matters through other forums.

It was agreed that for the first year of the Board, meetings would not be live streamed and instead minutes published online. Streaming or video of meetings would then be revisited for agreement at that point.

6. Terms of Reference

The draft Terms of Reference were introduced. The proposed remit covered all HIT Plan activity, including the Safety and Quality Standard, Transparency, Influence and Accountability Standard, and longer-term housing transformation.

Members discussed the balance between oversight and formal decision-making; membership and substitutions; the role of resident representatives; reporting to Cabinet; transparency; meeting frequency; and how additional guests or specialists should be invited.

There was support for a more flexible process for inviting relevant specialists, with the Chair's agreement, rather than requiring the full Board to agree each invitation in advance.

It was agreed that the wording on resident experience would be reviewed so that it would clearly state that resident experience should remain central to the Board's work.

It was agreed that the Terms of Reference would remain in draft while comments were gathered and that a revised version would return to the next meeting for formal adoption.

Actions

- Revise the draft Terms of Reference to reflect the discussion, including resident experience, political membership, substitutions, specialist invitees and reporting arrangements. Bring the revised Terms of Reference to the next meeting for agreement.
- Circulate a route for members to provide further comments before the next meeting.

7. Code of Conduct

The draft Code of Conduct was introduced. It set expectations for respectful and constructive behaviour, confidentiality, conflicts of interest and keeping discussion focused on improvement for residents generally rather than individual cases.

Members discussed the need to create an environment where difficult issues, including contractor performance, could be challenged openly. Confidentiality should not unnecessarily restrict proper scrutiny.

It was agreed that declarations of interest would be included as a standing agenda item. Where personal information or other sensitive information had to be discussed, recording arrangements would be managed appropriately.

The principles of the Code were supported. It was agreed that the document would be refined alongside the Terms of Reference and returned to the next meeting.

Actions

- Revise the Code of Conduct in light of the discussion and bring it back to the next meeting.
- Put in place the required declarations of interest process for Board members.

8. Housing Improvement and Transformation Plan

The Board received an overview of the 32 HIT Plan actions and the three main themes. Each action had a senior sponsor, milestones, evidence, a BRAG rating and a direction of travel.

Progress since January was noted: six actions were complete in January and eleven were complete by the current update. Completed activity included the communal EICR catch-up programme, the independent health and safety audit, creation of the Compliance Team, the repairs review and the third-party resident engagement review.

The new Compliance Team had recently gone live, bringing compliance functions under dedicated technical leadership. The findings of the independent health and safety work were being considered and would inform further improvement action.

The Delivery Unit repairs review had been completed and recommendations were being implemented. Immediate improvements included better text-message updates where repair target dates changed, while wider redesign of housing management and technology continued.

The resident engagement review had concluded. The next phase would broaden involvement beyond traditional structures and make better use of the Participation Register and other flexible routes for residents.

The stock condition survey programme had been accelerated, with an ambition to complete full coverage by December 2026. Performance remained behind target but had improved significantly in the latest period. Monthly contractor monitoring and access arrangements were being strengthened.

Members discussed the distinction between a BRAG rating and direction of travel. An action could remain red because it was off target while still showing an improving direction. The pack should have included a simple key or glossary next to the ratings.

Front door inspections remained an area requiring further progress. A coordinated no-access approach was being developed to reduce duplication and, where practical, combine visits for different compliance checks.

Work on vulnerabilities was identified as a significant priority. The Council needed to improve how information was collected at every resident contact, shared appropriately and used to tailor services. Tenancy audits were being retargeted and opportunities involving estate staff and contractors were being considered.

Members stressed that new systems, structures and behaviours would need to be embedded and their impact on resident outcomes demonstrated.

Actions

- Include a clear BRAG and direction-of-travel key/glossary with future HIT Plan reporting.
- Provide future reporting that shows how connected actions combine to improve services and resident outcomes, not only whether individual milestones are complete.
- Consider vulnerabilities and the collection/use of resident information as a future area for detailed Board scrutiny.
- Continue development of the coordinated no-access approach and report its impact through future compliance updates.

9. Board work programme and future information requirements

The proposed work programme was discussed. Members supported regular updates on the HIT Plan, supported by focused deep dives where performance, risk or resident impact required closer scrutiny.

Members asked for reporting to show trends, outcomes and direction of travel, while avoiding unnecessary operational detail. Possible areas included complaints and learning, repairs, statutory compliance, resident experience, vulnerabilities, finance and efficiency, technology and transformation.

The Board was encouraged to use site visits and other engagement alongside formal meetings. Meetings or visits would not always need to take place at the Town Hall.

For the November meeting, members discussed whether early findings from the stock condition survey, service benchmarking and emerging work on the future operating model could be presented. It was noted that data collection and analysis might limit how much firm information would be available at that stage.

It was agreed that the work programme would remain flexible and would be refined following the discussion.

Actions

- Prepare a proposed forward work programme, drawing out the priority topics raised by members.
- Explore arranging a site visit or daytime engagement activity alongside future Board meetings that could also take place in clubrooms.
- Confirm what meaningful stock condition survey, benchmarking and transformation information can be presented at the November meeting.
- Present the Competency and Conduct Standard, HRA Business Plan and proposed target operating model as discussion points at the November meeting.

10. Date of next meeting

The next meeting was noted as Tuesday 3 November 2026. It was agreed that future dates would be scheduled at the next meeting in line with the proposed quarterly cycle.

11. Any other business and close

Thanks were recorded to those who had supported the establishment of the Board and preparation of the first meeting. The meeting closed following final remarks.

Action summary

No.	Action	Owner	Due
1	Revise the draft Terms of Reference to reflect the discussion, including resident experience, political membership, substitutions, specialist invitees and reporting arrangements. Bring the revised Terms of Reference to the next meeting for agreement.	Officer	Next meeting
2	Circulate a route for members to provide further comments before the next meeting.	Officer	To be circulated with minutes
3	Revise the Code of Conduct in light of the discussion and bring it back to the next meeting.	Officer	Next meeting
4	Put in place a declarations of interest process for Board members, including a standing agenda item and a record of general declarations.	Officer	Next meeting
5	Include a clear BRAG and direction-of-travel key/glossary with future HIT Plan reporting.	Officer	Next meeting
6	Provide future reporting that shows how connected actions combine to improve services and resident outcomes, not only whether individual milestones are complete.	Officer	TBC
7	Consider vulnerabilities and the collection/use of resident information as a future area for detailed Board scrutiny.	Officer	Next meeting
8	Continue development of the coordinated no-access approach and report its impact through future compliance updates.	Officer	Next meeting
9	Prepare a proposed forward work programme, drawing out the priority topics raised by members.	Officer	Next meeting
10	Explore arranging a site visit or daytime engagement activity alongside future Board meetings, including the use of clubrooms where appropriate.	Officer	Next meeting
11	Confirm what meaningful stock condition survey, benchmarking and transformation information can be presented at the November meeting.	Officer	Next meeting
12	Present the Competency and Conduct Standard, HRA Business Plan and proposed target operating model as discussion points at the November meeting.	Officer	Next meeting

13	Schedule future Board meeting dates in line with the proposed quarterly cycle.	Officer	Next meeting