Updated 25 Sept 2026

Tenant Scrutiny Board: Terms of Reference

The role of the Tenant Scrutiny Board (TSB) is to scrutinise the services provided by Housing Leeds. The board act independently of Housing Leeds, reviewing services from a tenants perspective, to make recommendations for service improvement. The board can review policy and any working practices of Housing Leeds so that together, the Board and Housing Leeds provide the best possible service.

The board will:

- Act as a “critical friend” on behalf of tenants and residents, constructively challenging the Council in relation to its housing service performance.
- Review and respond to tenant satisfaction and other key performance information.
- Undertake a range of activity to gather information about services to be able to make evidence-based recommendations for improvement.
- Aim to improve the overall quality of the housing service, tenant satisfaction and the value for money of the services we give.

Tenant Scrutiny Board will adopt the following ways of working:

- Hold fortnightly meetings - or the equivalent in terms of any workshop, training or other activity, with activity between meetings to help further any individual review.
- Keep an updated forward plan of all meetings and other activity, to enable the board to plan ahead.
- The timing and location of meetings will be as accessible as possible
- Meetings may take place face to face, online or a combination of both.
- Quorum of the board will be 50% +1 of all current members.
- Meetings of the board are open to the public unless identified as confidential.
- Agendas, meeting notes and future meeting dates are published on the Housing Leeds Feedback Website
- Promote the work of the TSB on social media and through other channels such as the e-bulletins to tenants and leaseholders more widely
- To help with the above, the board will keep a forward communications plan.
- The Chair of the TSB is invited to attend the Environment Housing and Communities Scrutiny Board as and when meetings are called.
- To maintain regular contact and to be able to regularly update on the activity of the board, the Chair of TSB meets with the Executive Member for Housing a minimum of four times a year.
- A member of the TSB will be a member of the Leeds Housing Board, to help maintain strong links between these groups.

Undertaking a review:

The board can use the table below as a guide / a model process:

	Inquiry stages	Actions
DEFINE (What are we trying to do)	**Meeting** Presentation of performance data, information and tenant feedback to help the board choose their next topic	*This could include:* • *Tenant Satisfaction Measures, Regulator for Social Housing Consumer Standards self-assessment information, complaints data* • *Any other relevant performance information or insight about services* • *Feedback from tenant voice panel or other tenant insight or feedback* • *Meeting the Exec Member for Housing and Heads of Service/the Chief Officer*
DISCOVER (What has gone before?)	**Research** Research into suggested inquiry areas to test the data provided and validate issues raised to support the rationale of the inquiry.	• *Speaking to other tenants* • *Web page review (internal and external). Reading and research (local and national)* • *The review of any policies and procedures* • *Observing meetings connected to the activity.* • *Undertaking site visits to teams and services involved in the delivery of the service under review.* • *Making links with other Scrutiny Boards who have reviewed similar services*
	Meeting Interview manager to gain insight into service and agree scope of inquiry.	• *Interview Head of Service/Service Manager*
	Further Investigation and Evidence Gathering Adopt a flexible approach to discovering how the service currently works (what has gone before), meeting with staff and service users to gain first-hand accounts and insight.	• *Launch 'call to scrutiny' Undertake site visits. Meet staff within the service/presentations.* • *Focused Workshops* • *Tenant feedback*

DREAM (What might it look like?)	**Review Evidence** Benchmark against regional and national providers. Consider what best practice looks like and begin to formulate recommendations.	• *Regional/National benchmarking* • *Guest speakers* • *Reflecting on what learnt and what want to include as a recommendation*

- Any member of the TSB may propose a review into any part of the service, but the review will be a collective decision of the board based on wider evidence gained by the board.
- Requests for reviews can be considered from other sources but whether to go ahead with the review will be a collective decision of the board. The referring body will be informed of the decision and the reasons behind it.
- On conclusion of a review the TSB will produce a report setting out its recommendations.
- The relevant service is asked to respond to the report as early as possible but no later than two months after receipt.

Tenant Scrutiny Board members will commit to:

- Actively taking part in all board meetings. This includes reading documents, sharing their views, conducting themselves in meetings accordingly and welcoming new members. This will allow the TSB to work effectively.
- Signing a Code of Conduct.
- All TSB members, new and old, will be supported with training and development to help them undertake the role.
- If board members are unable to attend a meeting, to give their apologies. If two consecutive meetings are missed without receiving apologies, this will be discussed with the board member, and they may be asked to leave the board to allow another tenant the opportunity to take part.
- Working collaboratively with Belle Isle Tenant Management Organisation (BITMO). Sharing with BITMO key reports and decisions, informing them of the selection of topics and giving BITMO the opportunity for a representative from BITMO to be co-opted to the TSB to input into any review that is reviewing a policy or issue that applies to and/or would be of benefit to BITMO tenants.

The ‘who’ and ‘how’ of Tenant Scrutiny Board membership:

- The board shall have twelve standing members.
- One member may be leaseholder.
- Co-optees are allowed and have the same voting rights
- Co-optees can be residents.
- The board will welcome Tenant Voice Panel members (maximum of five) to join for individual reviews. They will be fully briefed on the role and provided with the role description. They will be treated the same as standing board members.

- The board will actively seek a diverse range of tenant members.
- The Chair of TSB must be a tenant.
- Every two years (in April/May) the Chair of the Board will be selected using a standard process shared with the board.
- Chair can serve for a maximum of 6 years (to respect the additional demands of being a Chair)
- The board will also appoint/seek a Vice-Chair who must be a tenant
- Each year (January-Feb) the three longest serving members will be asked to stand down to be reselected if wish.
- Individual TSB members may serve up to eight years in total.
- Each year, individual board members will have an informal appraisal by the Chair (and supported by officers) against the role description.
- The board will have in place a standard recruitment and selection process, and review this regularly to make sure it's working to attract and retain new members as required.