TENANT SCRUTINY BOARD
Agenda

Thursday 10 September 2026
4.00pm to 6.30pm - 2nd Floor Meeting Room Suite – Room 20
Merrion House and MS Teams

Refreshments available from 4pm.		
4.00pm to 4.45pm: TSB discussion without officers		
Item 1 4.45	Apologies and introductions – any declarations of interest	DM
Item 2 4.50	Notes from previous meeting	DM
Item 3 4.55	Matters arising: • Recruitment approach / next steps (2 vacancies) • Mears – follow up visits • Away day update	ALL
Item 4 5.10	Update on working arrangements with BITMO/PFI	IM/ALL
5.25	BREAK	
Item 5 5.35	Scope of new SSHS topic	ALL
Item 6 6.00	Start Workshop to create stigma survey - the design/what do we ask/want to know	ALL
Item 8 6.15	Reflections/key points from today	ALL
Item 9 6.20	Updates to the forward plan	ALL
Item 10 6.25	Any other business	ALL
Item 11 6.30	Next meeting date - Thursday 24 Sept 4.00pm to 6.30pm	ALL

Draft Minutes

Tenant Scrutiny Board

Merrion House/MS Teams

Thursday 16 July 2026

Name	Initials	Position
Dennis Moody	DM	Board Member (Chair)
Leanne Squires	LS	Board Member (Vice Chair)
Terrance Casey	TC	Board Member
Sarah Chapman	SC	Board Member
Frances Ashford	FA	Board Member
Leesa McLaughlin	LM	Board Member
Neil Battison	NB	Board Member
Nic Bliss	NB	Campaign Director, Stop Social Stigma Campaign
Ian Montgomery	IM	Service Manager, Tenant Engagement
Akbar Khan	AK	Housing Manager, Tenant Engagement
Lorna J Smith	LJS	Housing Assistant, Tenant Engagement
Apologies		
Omar Qaderi	OQ	Board Member
Ian Wilson	IW	Board Member
Pawel Szypkowski	PS	Board Member
Paul Robinson	PR	Board Member

Item		Action owner
1.0	**Apologies and introductions**	
1.1	Apologies given	
2.0	**Nic Bliss – Campaign Director, Stop Social Stigma Campaign**	
2.1	NB – Introduced himself to the Board, and began a presentation with a video: Teaser video Tackling Stigma in Social Housing | HACT	
2.2	NB then gave a presentation summarising recent SSHS campaign activity and some of the findings from a national SSHS campaign survey – that many residents from Leeds took part in.	
2.3	NB described the 'Tackling Stigma Journey Planner' – a tool designed for landlords and tenants to use to help identify stigma and to use as a prompt for honest discussion and debate about what can be done to tackle stigma.	
2.4	NB went on to share some of the current SSHS programmes, for example they currently have a survey open to seek views on the language that's used within social housing and how this language may	

	have values or meanings associated with it that serves to re-enforce stigma.	
2.5	The SSHS group have also recently published information on what should be included in landlords future code of conducts, which is something all landlords are now looking at in response the requirements of the Competency and Conduct Standard which comes into force in October 2026. Part of this includes the requirement that tenants must be consulted on the code of conduct review, which is potentially an opportunity for the tenants/board to help shape what kind of attitudes and behaviours you think are important.	
2.6	SC – Mentioned the use of language regarding stigma, comparing the definition of tenant and resident. Would like to see the removal of tenant and be replaced by resident. NB – agreed this is a valid point and encouraged the board to put this in the SSHS survey with exploring the language used by social housing. Different landlords and different tenants had lots of different views on this.	
2.7	DM – Noted he had not heard about repair operatives saying to residents comments such as '…you don't pay rent so why does it matter' as had relatively good experiences of the repairs service, though appreciated that this may not be the same experience for everyone.	
2.8	SC – highlighted that had read a report that says 'stock condition' survey instead of the home condition survey, which had previously been agreed to in a report by the board members. NB felt that people will slip into the industry language.	
2.9	NB gave some general advice in terms of how Leeds can take this forward, suggested getting tenants and staff together to talk through stigmatisation and include a range of people in this to get a broad spectrum of views.	
2.10	DM – reminded the group that Cllr Rae, who is also a TPAS board member, is keen to be involved and support this campaign and the work of the TSB.	
2.11	LS – Mentioned that they also need to stop saying things to each other as council residents, for example a resident mentioned online about moving into a new property which had rubbish in the garden, which then got replies such as 'at least you have a roof over your head'. Therefore, need to tackle this across the board.	
3.0	**Notes from Previous meeting**	
3.1	Approved	
4.0	**Matters arising**	

4.1	**Flyer Design** - The background colour has been changed to make more accessible, the LCC crest added and a QR code added to the bottom to signpost to the TSB web page. Fyler now approved and hard copies to follow.	
4.2	**Mears** – follow up visits. Mears currently considering how best to accommodate the visit by board members. To keep action open until arrangements finalised.	
4.3	**Capturing the learning form:** IM shared form with the board members and talked through how can use and record information onto the form. Noted need to correct spelling for Leesa's surname. This can now be used by group as wish.	
4.4	**Home visits – update**. The board noted that a performance report to the Council Housing Scrutiny Board had included a discussion and information on the amount of home surveys that LCC have done and our plans to get to 100% recorded. Adam Crampton passes on his thanks to the board for raising valid point about making sure we refer to as Home Surveys, ensuring that the correct terms are used on a customer facing versions in line with the board's previous recommendations.	
4.5	**Update to tenants who had submitted suggestions for TSB topics**: After the last board meeting, a draft message was circulated and approved by a number of TSB members – so this has been used to say thank you to the 30 people who had given some form of comment or suggestion about future scrutiny topics.	
4.6	**Recruitment update:** AK explained that previously shared contacts of potential new board members had not resulted in any new board members coming forward. The board support the ambition of seeking new tenant members, there are two vacancies, from ethnically diverse communities and younger residents. AK/IM to progress and keep the board updated.	
5.0	**Next steps – scoping out the project**	

5.1	The board talked about involving a broad range of people in their SSHS review. For example, wanting to seek the views of a broad range of tenants, senior and less senior staff, contractors, board members and those Cllrs connected to Housing Leeds. Ideally we'd then be able to refine and agree who the board wanted to engage with at their next meeting on the 10 September 2026.	
5.2	The group discussed also seeking input from those who deliver services on behalf of Housing Leeds, or who we work closely with, e.g. Leeds Anti-Social Behaviour Team, Cleaning services and Waste Services.	
5.3	The board discussed the opportunities to bring in the views of people from different areas and resident groups so that the views of people from across a range of communities in Leeds was considered.	
5.4	The board noted they would also like to hear good practice from elsewhere and what other landlords and their tenants are doing to help tackle stigma.	
5.5	Officers suggested to the board the opportunity to use the 'journey planner' as a guide to ask structured questions. To collect evidence based on responses and do own research i.e. a survey that can be issued to tenants and staff to complete regarding the issue of stigma. Also option for example, to collect evidence elsewhere, such as customers who visit the community hubs. The group concluded that one of the first tasks might be design a questionnaire.	
5.6	IM shared a summary of new Social Housing Regulators' Competency and Conduct Standard and how there was a requirement to engage with tenants/get tenant input into the development of a Competence and Conduct Policy and the staff Code of Conduct. The group noted this aligns with the TSB's new topic and this needs to be built into the forward plan.	
5.7	The group discussed more broadly all the ways that a survey about stigma in Leeds could be shared to reach local tenants. E.g. on noticeboards, via contact with residents at the community Hubs and via tenants and residents groups. IM stressed that the sharing can be helped by TSB members, but the onus is on officers working on behalf of the board and doing the actual work. The board also felt we adopt the principal of surveys being able to be completed anonymously.	
6.0	**Reflections/key points from today**	

6.1	NB felt the video was difficult to digest all at once. IM to send out a copy of the presentation used by Nic Bliss/SSHS campaign for the board to review and to keep those who weren't able to attend today updated.	
6.2	TC glad the subject has been recognised and talked about. LS shared the observation that the video echoed many of the views that were shared in a recent TPAS meeting in Hull.	
7.0	**Any other business**	
7.1	AK confirmed that the TSB away day was now in diaries for Wednesday 23 September.	
7.2	The TSB discussed having an informal meeting on the 30 July 2026 – board members to get in touch with the team if taxis are required.	
8.0	**Date of next meeting**	
8.1	Next meeting date - Thursday 10 Sept 4.00pm to 6.30pm	

Item	Action	Owner
4.1	To proceed with the printing of the flyer and share hard copies with members.	AK/IM
4.2	To finalise arrangements for TSB members to visit Mears	AK/IM
4.6	To keep open the action related to recruitment and to keep the board updated.	AK/IM
5.6	To incorporate into the forward plan the approach to resident engagement relating to the Competence and Conduct Standard	AK/IM
6.1	To share the presentation used by Nic Bliss with all board members.	AK/IM

Post meeting note – officers to share at the next meeting a table to LCC council homes to show how many homes are in the different areas of Leeds.

Note to support Tenant Scrutiny Board discussion on recruitment and board diversity – 10 September 2026

Housing Management Area	Number of tenants	Number of ethnically diverse tenants	% ethnically diverse
Burmantofts	1952	987	51
Little London	2361	1139	48
Richmond Hill	2281	1062	47
Gipton	2924	1057	36
Meanwood	2984	1073	36
Beeston & Holbeck	2484	864	35
Hunslet & Riverside	1943	629	32
Armley	2679	727	27
Kirkstall	2768	585	21
Halton Moor & Osmondthorpe	1563	328	21
Seacroft South	2124	391	18
Weetwood	1181	213	18
Middleton	2514	400	16
Wetherby	2330	324	14
Belle Isle	2042	277	14
Seacroft North	2591	349	13
Wortley	2651	353	13
Bramley	3238	385	12
Horsforth	3925	371	9
Swarcliffe	2147	166	8
Morley	2230	142	6
Pudsey	2747	165	6
Rothwell	2450	128	5
Kippax & Garforth	2253	74	3

Note re Housing Leeds & BITMO – Proposed Arrangements for Collaborative Tenant Scrutiny and Engagement

Author: Ian Montgomery **Sept 2026**

1. Background

1.1 Following their recent inspection, the Regulator of Social Housing highlighted that whilst BITMO tenants can access tenant consultation opportunities more broadly, and benefit from engagement opportunities locally through BITMO, there were no arrangements in place for BITMO tenants to influence council policy and approaches at a more strategic level via the TSB.

1.2 The RSH have therefore asked Housing Leeds to consider strengthening our approach to tenant scrutiny so that all council tenants, including those in BITMO and within the PFI areas, have the opportunity to influence what we do.

1.3 To start the conversation and to help build relationships between BITMO and the TSB, the Chair of the BITMO Board (Harry Austin) and Peter Olver (Head of BITMO Governance and Finance) joined part of the TSB's away day in May. This helped remind TSB members of the role of BITMO and vice-versa and how tenant scrutiny was managed for the rest of Leeds. Both BITMO and the TSB felt there were opportunities to work more closely together.

1.4 At the end of June Ian Montgomery (Service Manager -Tenant Engagement) attended the BITMO Operations Committee to discuss strengthening the approach to tenant scrutiny. This paper seeks to clarify the outcome of those discussions and propose future working arrangements.

2. Tenant Scrutiny arrangements:

2.1 When the TSB undertake a Tenant Scrutiny exercise it is proposed to:

- Communicate regularly with BITMO, making them aware of the selection of a topic, their forward plan related to the topic and any outcomes/recommendations from individual scrutiny exercises.

- Invite BITMO to key TSB meetings – e.g. when decide on a topic. BITMO can then have the opportunity to be co-opted to the Housing Leeds TSB if they wish for the period of that review.

- Our internal reporting to the Leeds Housing Board gives an update on TSB activity but going forward this can include an update on BITMO scrutiny activity and outcomes.

- More generally, invite/consider BITMO participation in any TSB training and development activity that aims to support tenants to more effectively undertake their scrutiny role.

2.2 By virtue of receiving all tenant communications and by already being represented on the Tenant Voice Panel, PFI tenants in Leeds have the opportunity to participate in Tenant Scrutiny activity, though there are no tenants on the TSB that currently live in a PFI managed home.

2.3 During June the TSB introduced a short 'call to scrutiny' survey that was added to the TSB website and promoted to tenants. This approach was useful, receiving a number of suggestions from tenants as to what the TSB should review next. This is an example of tenant scrutiny approaches evolving and as a principle any new ways of working can also be shared with BITMO.

2.4 In addition, BITMO have proposed that:

- Their reports from scrutiny exercises will explain how and why each topic was selected.

- Once the review topic has been agreed, BITMO will share the scope with Housing Leeds.

- Where BITMO is scrutinising Council functions BITMO will engage with Housing Leeds and facilitate the opportunity for Housing Leeds provide information and input to support the review.

- Where Council functions form part of a scrutiny exercise, BITMO will share any draft report before it is finalised so that any factual comments or clarifications can be considered.

2.5 An initial paper outlining the BITMO approach to Tenant Scrutiny was accepted by the BITMO Operations Committee on 25 June.

3. Wider tenant engagement activity

3.1 To embed BITMO within the wider tenant engagement framework, Housing Leeds have been sharing any consultation plans with BITMO to involve them in consultation design. BITMO have also helped promote consultations relevant to their tenants, so the BITMO tenant voice is taken into account, for example, adding consultation opportunities onto the BITMO website and in the BITMO newsletter. Housing Leeds have also been sharing the outcomes from tenant consultation with BITMO, so BITMO and Housing Leeds are able to mutually benefit.

3.2 The 'Right to Manage' information on the Council's website has also recently been updated to recognise BITMO as a long-established TMO successfully managing homes in the Leeds area and the benefits a TMO can bring.

3.3 At the recent June BITMO Operations Committee, opportunities to look at closer working in relation to the use of the Tenant Voice Panel and digital engagement were explored. The opportunities discussed included:

a) Adopting the principle of seeking feedback from both BITMO and Housing Leeds tenants if they have direct experience of the service we are wishing to consult on – e.g., inviting all tenants who have had an emergency repair to talk about their recent experiences.

b) BITMO creating their own online engagement space on the Housing Leeds Feedback website – which can be presented as BITMO or joint consultation. This would help all tenants have greater sight of both BITMO and Housing Leeds engagement work.

c) The opportunity to contact BITMO tenants, shareholders and board members to invite them to join the Housing Leeds Tenant Voice Panel so that BITMO were included in citywide consultation invites.

4. Next steps

4.1 On the 16 July, the LCC TSB agreed to undertake a special review into social housing stigma. The TSB wish to act as a Steering Group to work with Housing Leeds to develop our first Social Housing Stigma Action Plan. They are due to review and finalise the scope of their review at their next meeting on the 10 September. This presents an opportunity for BITMO to confirm if they would like to have a tenant representative be part of the Social Housing Stigma project.

4.2 To share and discuss this note at the Quarterly BITMO/LCC review meeting on the 8 September 2026.

4.3 For this note to be shared with the LCC Tenant Scrutiny Board at their meeting on the 10 September 2026. Following this, to update the Board's Terms of Reference in relation to the potential co-option of BITMO tenants to support individual reviews.

4.4 For this note to be shared at BITMO's first Operations and Scrutiny Committee taking place on the 16 September. At that meeting the Operations and Scrutiny Committee will also aim to determine the scope and methodology of their scrutiny exercise.

4.5 The TSB are currently scheduled to hold an away day on the 23 September, and we are in discussion with TPAS currently to deliver an EDI themed training session. BITMO are welcome to nominate any tenants

undertaking tenant scrutiny who they feel would benefit from this.

4.6 There are currently 2 vacancies on the TSB. At their meeting on the 10 September, the TSB are being provided with information about the number of council homes in different areas of the city, to help achieve more geographical representation, and ethnically diverse tenants, to seek greater diversity to the Board. The Board will help steer the approach to recruitment from this, but any agreed approach is likely to include a focus on the Little London and Beeston Hill communities which are more ethnically diverse and have a number of PFI managed homes.

Leeds Tenant Scrutiny Board – 10 September 2026

Title of Review	**Social Housing Stigma**
Scrutiny Team Members	Dennis Moody (Chair), Leanne Squires (Vice-Chair), Fran Ashord, Pawel Szypkowski, Omar Qaderi, Neil Battison, Leesa McLaughlin, Terry Casey, Ian Wilson, Paul Robinson and Sarah Chapman BITMO have been made aware of the topic selected by the TSB and will confirm if they wish to have a tenant join the TSB for this review.
Purpose of the review	To develop Housing Leeds first Social Housing Stigma Action Plan. To undertake a special review, acting as a Steering Group, to help create Housing Leeds first Social Housing Stigma Action Plan. This is an important next step for Housing Leeds and its tenants following joining the national Stop Social Housing Stigma Campaign in 2025.
Expected timescale	This special review will commence fully in September 2026 and will aim to be completed by December 2026. This date is subject to change depending on the availability and inclusion of key people and partners that the Steering Group wish to include.
What do we want to achieve by completing this review?	Collectively, the TSB and Housing Leeds want to achieve: - A Social Housing Stigma Action Plan – likely covering a range of themes in response to the feedback from tenants, staff and others. - An action plan that can be shared with residents and the content within it used to illustrate our shared commitment to tackle stigma and celebrate the value of social housing in Leeds - An increased awareness of stigma, and issues related to stigma like being aware of the language we use, or the assumptions we make across the service and amongst those who give services on behalf of Housing Leeds.
Why are we doing this now? What is the evidence of concerns which led to this?	This special review is timely now as: - Is the logical next step to show our commitment to the national stop social housing stigma campaign - This coincides and aligns with, the new Competency and Conduct standard (which comes into force in October 2026) and the requirement for landlords to review their staff codes of

	conduct and learning and development policies with input from tenants. - A common theme from previous reviews has been the quality of communication from services to tenants – so raising awareness of stigma helps set expectations about the quality of our customer interactions in line with our values. - Satisfaction that we treat tenants fairly and with respect has remained fairly consistent - 74% for 24/25, 73% for 25/26 and is currently 75% for the first half of 26/27. There is therefore scope to try and improve this as is below the 79% average for our 'peer group' of similar landlords and our target of 79% for the end of 26/27. - We have the support of the Stop Social Housing Campaign themselves who we will draw upon during the course of this project and who are happy to act as our critical friend etc.
Are there any risks with this review and how will they be managed?	The risks we are aware of are: - We are keen to hear the views of a range of residents, staff and partners. We need to make sure they are informed and aware of this review and when within Housing Leeds, supported to have the time and capacity to help take part and contribute.
What will be excluded from this brief?	- Any activity or insight that is not related to the aims of this special review will be excluded and/or referred to the relevant service for action.

Tenant Scrutiny Board – Forward Plan

Date / Time	Activity	By who?
Monday 11 May – 10am to 2pm at Gascoigne House, Middleton **AWAY DAY**	a) Reflections on recently completed review b) Annual appraisal – key themes c) Leeds Housing Board – Guest John Gittos d) Guest from BITMO e) Re-cap on ways of working / principles f) Training and development opportunities / TPAS Guest Cllr Rae – TPAS Board Member g) Stop Social Housing Stigma	
Thursday 21 May 4pm to 6.30pm (Merrion House)	a) Introductions with Leeds Building Services b) Year-end Home Survey performance summary as per open Rec 16	
Thursday 4 June 4pm to 6.30pm (Merrion House)	a) 5pm – introduction with Ed Whiting – LCC Chief Executive b) Workshop re new website form, poster/comms examples from TPAS regional event.	
Thursday 18 June 4pm to 6.30pm (Merrion House)	a) Introductions with Mears b) Follow up re workshop items – website etc	
Thursday 2 July 4pm to 6.30pm (Merrion House)	a) Review of Tenant Satisfaction b) Review of suggestions from tenants c) Overview of Social Housing Stigma Campaign to help select new topic. d) Topic selection/shortlisting	
Thursday 16 July 4pm to 6.30pm (Merrion House)	a) Nic Bliss – Campaign Director, Stop Social Housing Stigma Campaign b) Update on the Competency and Conduct Standard c) Project scoping	
Thursday 30 July 4pm to 6.30pm (Merrion House)	Informal gathering (cancelled)	
Thursday 10 Sept 4pm to 6.30pm (Merrion House)	(45 mins no officers) a) Working arrangements with BITMO/PFI b) Recruitment update – clarifying approach c) TPAS/Away Day update d) Scope of the new topic e) Workshop to create stigma survey - the design/what do we ask/want to know	
Wednesday 23 Sept	TSB Away Day – Hamara Centre – 10am to 2pm	

Thursday 24 Sept 4pm to 6.30pm (Merrion House)	a) Stigma survey – finalise b) Approach to survey distribution – who/where and timeframes c) Competency and Conduct Standard – outline of approach to tenant engagement	
Thursday 8 Oct 4pm to 6.30pm (Merrion House)	a) Cllr Khan introductions (TBC) b) Survey results – what are key messages/issues? c) Areas of interest to follow up?	
Thursday 22 Oct 4pm to 6.30pm (Merrion House)	(45 mins no officers) a) Workshop good practice – what are other landlords doing?	
Thursday 5 Nov 4pm to 6.30pm (Merrion House)		
Thursday 19 Nov 4pm to 6.30pm (Merrion House)	(45 mins no officers)	
Thursday 3 Dec 4pm to 6.30pm (Merrion House)		
Thursday 17 Dec 4pm to 6.30pm (Merrion House)	(45 mins no officers) a) Update on outstanding recommendations from previous reviews: a. Training for housing officers b. Home survey c. Damp and mould d. Complaints	
To consider in planning the timetable:	• Tenant Engagement – meet the team / overview of the Engagement Framework • How the service can more effectively manage tenant communication and expectations related to ASB. • Leeds Housing Board Members being invited to attend a meeting/observe • Critical friend in next round of self-assessments against the Consumer Standards • Nov/Dec update on new Housing Officer recommendations • Visit to BITMO Gate • Re-visit by Ed Whiting – Chief Executive (liaise via Jackie Fogerty Dec/Jan time)	

TSB attendance at the **Environment, Housing and Communities Scrutiny Board**:

- 10.30am 12 February 2026 (Committee Rooms 6&7 – Civic Hall) – includes general Housing Leeds performance update **(DONE)**
- Next meeting 25 January 2027 (AM) where housing performance and satisfaction is discussed (fits well with TSB attendance)

Cllr Harland (Executive Member for Housing) and Chair of Board meeting dates:

- 25 February 26 at 11.30am (Civic Hall) **(DONE)**
- 22 April 26 at 11.30am (Civic Hall) **(DONE)**
- 17 June 26 at 11.30am (Civic Hall) (CANCELLLED – to be re-arranged with Cllr Khan)
- 12 August 26 at 11.30am (Civic Hall)