

## **PFI Round 6 Lifetime Neighbourhoods for Leeds**

### **Stakeholder Management Strategy**

#### **1.0 INTRODUCTION**

Stakeholders of the PFI Round 6 Lifetime Neighbourhoods for Leeds (LNL) Project are individuals or groups who are involved, contributing or affected by the programme or its outcomes. This Stakeholder Management Strategy addresses the vital role of actively informing, engaging and managing stakeholders' participation at appropriate times and in accordance with their requirements throughout the procurement and contract period of the project.

Three documents have been produced which together will ensure that key stakeholders and their interests are identified and that strategies are developed to communicate how their feedback is making a difference to the project's development. These documents are:

- **LNL Communication Strategy** which outlines the overarching communications approach and sets out how the Council will implement the strategy at various stages of the project's development. The Communications Strategy received full approval from the Project Board and Strategic Client Team in May 2009.
- **LNL Stakeholder Management Strategy** documents and communicates how information will be disseminated to, and received from all stakeholders.
- **LNL Stakeholder Management Plan** identifies and prioritises any potential communication risks according to probability and impact and recommends mitigating actions for the Project Team to implement.

#### **2.0 STAKEHOLDER MANAGEMENT STRATEGY**

It is necessary to have a targeted and considered strategy for the involvement and engagement of the community, to enable them to be part of the decision making process. This is especially key when dealing with older and vulnerable tenants, leaseholders and residents. The advantage of the LNL project is that it is a well defined group for targeting with the opportunity to tap into an existing network of systems.

##### **2.1 Objectives**

The objectives of the Stakeholder Management Strategy is to identify:

- the stakeholders roles and responsibilities;
- the methods of engagement;
- stakeholder involvement in the procurement process;

- previous stakeholder consultation;
- how we will communicate with tenants who need to be re-housed

The Stakeholder Management Strategy will be a living document that will be updated at least on an annual basis as the project evolves.

### **3.0 STAKEHOLDER GROUPS**

The Stakeholder Management strategy identifies stakeholders who are relevant to the project and classifies them into groups in accordance with their respective role(s) within the project. The main stakeholder groups are as follows:

#### **3.1 Partners**

- LCC Environment and Neighbourhoods (Housing Services, Regeneration and Area Management Teams)
- LCC Adult Social Care
- LCC City Development (Planning and Renaissance)
- LCC Public Private Partnerships Unit (PPPU)
- Arms Length Management Organisations (ALMOs);
- Belle Tenant Management Organisation (BITMO)
- NHS Leeds – Leeds PCT;
- Regeneration Partnerships and Boards;
- Central and Regional Government – Communities and Local Government (CLG), HM Treasury and Homes Community Agency (HCA);

#### **3.2 Internal Stakeholders**

- Ward Members and Members of Parliament (MPs)
- Executive Members
- LCC Staff and Trade Unions

#### **3.3 External Stakeholders**

- Tenants, leaseholders and residents
- Families and carers
- Sheltered housing schemes, residential and day care centres for the elderly;
- Community groups and forums;
- City-wide groups/forums
- Hard to reach groups;
- Local businesses;
- RSLs/Private Developers;
- Bidders;
- Sub Contractors;
- Media;
  - Trade Media – Regeneration, Social, Housing, local government;
  - Regional Media – Yorkshire Evening Post;

## 4.0 STAKEHOLDER ROLES AND RESPONSIBILITIES

The roles of the stakeholders are as follows:

### 4.1 Partners

#### 4.1.1 LCC Environment and Neighbourhoods (Housing Services and Regeneration Services)

Environment & Neighbourhoods makes up one half of the client directorates for the Lifetime Neighbourhoods for Leeds housing PFI project. Housing Services has overall responsibility for the strategic and operational housing related functions. These include the administration of the Supporting People programme, governance and support to the Leeds ALMOs and contract management of PFI schemes. Regeneration Services via major renewal projects and other neighbourhood management activity, focuses on addressing decline in the most disadvantaged neighbourhoods and on remaking places to reach their potential as healthy, thriving and welcoming places.

#### 4.1.2 LCC Adult Social Care

Adult Social Care is the other half of the client team responsible for co-ordinating service user and related client input adhering to best practice in order to meet the project objectives. Adult Social Care services provide information and advice to a wide number of people, through to the organisation of more intensive, community, residential or nursing home care for those in greatest need. Through its statutory and regulatory framework the service has specific responsibilities to support older people, learning, sensory or physically disabled people, those with mental health problems and others marginalised from taking part in Leeds life.

#### 4.1.3 LCC City Development (Planning)

The Council's City Development directorate are/will actively be involved in all considerations concerning site design, in the development of planning applications and other related property matters.

#### 4.1.4 LCC The Public Private Partnerships Unit (PPPU)

PPPU has a number of key functions, the following are just two of them pertinent to the project at this time.

- To co-ordinate and monitor the Council's bids for PFI and PPP resources and to ensure consistency of approach and quality of bids.
- To provide advice, support and independent scrutiny to client departments from project inception through approval of the Outline Business Case (OBC) and procurement through Competitive Dialogue to Financial Close.

#### 4.1.5 LCC Area Management Teams

The Council has divided the city into 3 areas each one is served by an Area Management Team. Each Area Management Team aims to improve the delivery and co-ordination of local council services and improve the quality of local decision making. The teams are jointly responsible for:

- Co-ordinating Council services to meet local needs

- Monitoring service performance at a local level
- Improving access to Council services
- Promoting partnership working between the Council and other service deliverers Enhancing the role of elected members within their own areas.

#### 4.1.6 Arms Length Management Organisations (ALMOs)

Leeds has three Arms Length Management Organisations (ALMOs) namely, Aire Valley Homes Leeds, East North East Homes Leeds and West North West Homes Leeds. Each ALMO is managed by a board of locally elected tenant representatives, appointed independent representatives and local City Councillors and is responsible for managing the majority of council properties (including sheltered accommodation) across the city. The main aims of each ALMO are to:-

- Deliver excellent, customer driven services;
- Provide quality well-maintained homes and environments;
- Support social inclusion, community and neighbourhood regeneration;
- Empower colleagues and customers to achieve their mission;
- Be a well managed, high-performing and efficient business;
- Seek new business opportunities that accord with their values and mission.

#### 4.1.7 NHS Leeds

NHS Leeds is responsible for ensuring that the people of Leeds have access to the health services they need, along with directly providing a wide range of community-based services across the city. The service will have a particular contribution to make in the development and provision of personal care services.

#### 4.1.8 Regeneration Partnerships and Boards

Across the city there are several regeneration boards supporting major regeneration programmes such as, Middleton and South Leeds, EASEL, West Leeds. Where appropriate, these Boards will be kept informed of the project activity in their area of concern.

#### 4.1.9 Central Government and Government Agencies

There are several central government departments or agencies which have a significant relevance or impact on the project proposals. Below is sample of those organisations and their particular interest in projects of this type.

##### (i) Communities and Local Government (CLG)

The CLG published the document, 'Housing for older people 'Lifetime Homes, Lifetime Neighbourhoods' which has been an inspiration to this project. CLG through their strategic leadership see neighbourhood renewal as a means to 'improve the quality of life of people in the most deprived areas to ensure that no-one is disadvantaged by where they live'.

##### (ii) Homes Communities Agency (HCA)

The HCA's stated role is to 'create opportunity for people to live in high quality, sustainable places they are also 'the single housing and regeneration delivery

agency for England, helping to create great places and affordable homes’.

(iii) Tenant Services Authority (TSA)

The TSA goal is to ‘raise the standards of services for affordable housing tenants. The TSA has the powers over the regulation of social housing.

## **4.2 Internal Stakeholders**

### **4.2.1 Ward Councillors and Members of Parliament**

There are 99 elected Members in the 33 wards across Leeds. Councillors are based in their constituencies and help to drive the Council’s community engagement activities. The Council is committed to ensuring that Members are part of any major consultation or engagement that is taking place. The proposed PFI sites are located across the city and all ward Members have been consulted on the scope of the project and support the proposals. Regular Members briefings are taking place to keep them updated and involved as the project develops. MPs also receive regular updates on regeneration activity across the city (including this project) approximately on a quarterly basis.

### **4.2.2 Leeds City Council Staff and Trade Unions**

LCC staff stakeholders can be broken down into three groups:

(i) Employees not directly affected by the project proposals

The Council has endeavoured to keep its staff informed on various aspects of the project through internal communications, including Regeneration Services staff newsletter, its policy update document entitled, ‘Policy Watch’, Council press releases and the Intranet.

(ii) Employees involved in certain areas of the project

There are several Council services who have an input into various areas of the project, including the planning, transportation, communications and marketing. The Project Team is in regular contact with these services through overview meetings and other liaison meetings e.g. land forum, planning and finance.

(iii) Employees directly affected

It is envisaged that the likely number of Council staff likely to be affected by TUPE considerations as a result of these project proposals will be relatively small, any staff who are affected will be contacted directly in conjunction with the Trade Unions. In addition to this the Council has a range of guidance to assist with TUPE procedures, including a protocol for monitoring TUPE protection in contracts and guidance on Trade Union involvement in procurement with TUPE implications.

### **4.2.3 Executive Members**

Council Executive Members play a crucial and necessary role in scrutinising the project proposal. Ensuing amongst other things, the business case is sound and that all relevant parties have had the opportunity to contribute their views and observations and that these have been duly noted and considered by officers.

Their scrutiny and challenging role will continue throughout the life of the project.

### **4.3 External Stakeholders**

#### **4.3.1 Tenants, Leaseholders and Residents**

In its communication with the public the Council wishes to be open, transparent and accountable. Therefore, consultation with the public serves the purpose of keeping them informed, encouraging support and mitigating concerns where appropriate. Where concerns cannot be addressed then reasons for this should be communicated to those who have taken the time and trouble to make their views known.

#### **4.3.2 Sheltered housing schemes, residential and day care centres for the elderly**

The Council recognises that given the vast majority of tenants will be older people, consultation needs to be handled with additional sensitivity and consideration to specific needs.

#### **4.3.3 Families and Carers**

Given that some residents could be considered vulnerable, it is imperative that the project not only engages where possible with them directly but also with family members or their carers.

#### **4.3.4 Area Committees**

There are 10 Area Committees across the city, each one of which is made up of 9 Ward Members. The Area Committees are responsible for:

- Area wellbeing budgets (a budget to be spent on local priorities)
- Community centres
- Neighbourhood wardens
- CCTV
- Neighbourhood management co-ordination
- Community engagement

The sites identified within the Round 6 PFI programme are spread across the majority of the Leeds Area Committees. Each affected committee has considered the PFI scheme and is supportive of it.

#### **4.3.5 Community Groups and Housing Forums**

There are a number of local community, tenants and residents groups who have a direct interest in the subject at hand, i.e. housing and care for the elderly. Also there are a number of housing forums which are attended by local Members, tenants, residents and leaseholders which will also be contacted about the project.

#### **4.3.6 Hard to Reach Groups**

The Council is committed to removing as far as possible any barriers which may prevent people from taking part for reasons such as, financial constraints, physical mental disabilities or mental health problems, language or cultural differences. Therefore, consideration will be given to the specific needs of different groups within the community and communications activity made accessible to ensure that all residents are able to fully participate in the consultation process. Wherever possible, existing local structures and networks

will be utilised to access these groups. The communications audit will identify the demographic and ethnic breakdown of the communities and will be used to guide the effective channels of communication and any targeted activity required.

The translation of key information into different languages or use of translators or interpreters will be provided in response to specific requests. Where possible, resources within the community will be utilised. This information should be provided in both English and the requested language to help with the learning of English and where relevant, display material will make use of diagrams, images or plans to help understanding. All venues used for events organised in line with this Communications Strategy will be DDA compliant so that disabled residents wishing to attend can do so.

#### 4.3.7 Belle Isle Tenant Management Organisation (BITMO)

Belle Isle Tenant Management Organisation (BITMO) is a company owned by local residents which delivers housing management services for and on behalf of the Belle Isle community of Leeds. BITMO will need to be informed of any proposals relating to the Belle Isle or Middleton areas.

#### 4.3.8 City-Wide Groups/Forums

In addition to those directly affected, continued involvement will be sought from citywide forums, for example, those relating specifically to older people and those representing various parts of the housing and regeneration sectors. The purpose of this contact will be two fold, firstly, it will be to seek general opinions on the type of facilities and services being proposed for inclusion within the project and secondly, it will keep potential bidders and other interested parties aware of the project's intentions and developments. Below are some of the city-wide forums which have or will be involved during the life of the project.

##### (i) Older People's Reference Group

Leeds' Older People's Reference Group (OPRG) is a citywide tenant and resident forum which was initially consulted with on the general principle of the project. Feedback from the group was very positive and supportive.

##### (ii) Leeds Housing Partnership Forum

Membership of the Leeds Housing Partnership is open to any organisation or individuals (e.g. ALMOs, RSLs, private developers, 3<sup>rd</sup> sector companies, tenants, estate agents and regional government officers), or individual, e.g. providing or managing housing in Leeds or with a particular interest in housing and related issues (e.g. academics) who are committed to the notion that good quality housing can make to a sustainable city.

The Partnership's central aim is to develop and implement Leeds Housing Strategy within the context of:

- National government policy
- Regional policy, especially the Regional Housing Strategy
- Sub-regional housing strategy through the Leeds City Region
- Leeds Community Strategy

The Leeds Housing Partnership meets as an open forum quarterly to consider

developments in housing policy and its local implementation in Leeds.

(iii) Leeds Tenants Federation

Leeds Tenants Federation is a resident-run city-wide organisation which represents over 66,000 households. One of their major roles is to support residents to get involved in local housing and neighbourhood issues. The group also represents tenants views in strategic decision-making at a city-wide and regional level.

4.3.9 Media

The role of the media in helping to make projects of this type a success or failure should not be underestimated. The publication of misinformation or plainly wrong information can damage the reputation of the Council and its partners, but more importantly, spread negativity and mistrust amongst those who could be some the ultimate beneficiaries. Throughout the life of this project there will be a strong desire to build a relationship with the local media and release positive stories to help build a level of understanding and support for something which will benefit communities throughout the city.

## 5.0 **STAKEHOLDER CONSULTATION METHODS**

The following communications methods will be used during the stakeholder consultation period:

5.1 Project Update

Regular project updates will be provided and distributed to LCC staff, partners, staff working directly with community groups and key members of the community as an effective method of sharing correct, up-to-date information with key stakeholders.

5.2 Presentations

Officers will also make themselves available to give presentations to LCC staff, partners and at community group meetings or to project teams working in the affected areas, where appropriate and at relevant stages of the project's development.

5.3 One-to-ones

Anyone directly affected by change will have the opportunity to be briefed on a one-to-one basis about their individual circumstances.

5.4 Focus Groups

The project will work with existing older people's forums and organisations for advice and specific information relating to the key target groups.

5.6 Notice Boards

To be utilised in the areas affected by development to help keep people informed of the project.

5.7 Flyers/Event Invites

To be produced and distributed, at least 1 week in advance of consultation



events.

#### 5.8 Campaign

There is an opportunity to support the positive messages of the project with an awareness campaign highlighting the value of older people in society which could, for example, draw on the achievements of individuals.

#### 5.9 'About Leeds' Civic newspaper

Provides information and articles in free newspaper circulated to all Leeds households. Update articles to be included twice a year.

#### 5.10 Surveys/Questionnaires

Research exercise used to gather quantifiable information on uncomplicated issues. Used to gather views and opinions and to measure attitudes, satisfaction and performance. Where a postal survey is used the recipient would usually be provided with a freepost address.

#### 5.11 Web Page Development

Web pages for the project will be established and built under the Regeneration Project section as the project progresses. There is a separate website policy for bidders in relation to putting information on their own website.

#### 5.12 Generic Email Address

A generic email address, lifetime.neighbourhoods@leeds.gov.uk is now available for members of the public to use for enquiries etc., which can be accessed by members of the project team.

#### 5.13 Events

LCC City Projects Office as appropriate will have a presence at community events held within the regeneration areas in support of the Area Management Teams and the ALMOs in order to help raise the positive profile of the project and respond to enquiries.

### **6.0 STAKEHOLDER INVOLVEMENT IN THE PROCUREMENT PROCESS**

6.1 Key stakeholders, including the community and elected members can be involved in various stages of the procurement process and contract monitoring. The following table outlines when and how stakeholders may be involved and the key purpose for doing so.

6.2 Involvement of community representatives in the evaluation panels as shown in the table will be subject to tenants and residents volunteering and will be subject to agreement and legal advice in relation to confidential matters. Tenants will be recruited through existing forums and advertising opportunities in local newsletters.

<b>Involvement stages during the procurement process</b>	<b>What</b>	<b>Who</b>
Outline Planning applications	<b>Outline Planning</b> Consultation meetings and briefings with ward members and key stakeholders through forums and drop-in-sessions on Outline Planning permission being obtained for sites.	Ward Members, Area Committees, Tenants and Residents
Detailed Solutions	<b>Introduction Event</b> Bidders present their consortiums and some examples of previous work/outline solution ideas to the community in community open days.	Whole communities
Detailed Solutions	<b>Outlining Proposals Event</b> Bidders present ideas that they will be submitting for detailed solutions	Whole communities/Area Forums
Parallel Dialogue	<b>Outlining Proposals Event</b> Bidders present ideas that they will be submitting for final tenders	Whole community/Area Forums
Full Planning	<b>Detailed Solutions</b> Consultation on the detailed planning application being submitted to LCC planning for approval. Consultation carried out with the preferred bidder, supported by LCC Planning.	Whole communities

6.3 Throughout the procurement and contract period, regular updates will be given to forums in the area and tenant and resident groups. This work will be implemented and co-ordinated by the Project Team.

During the contract monitoring phase it is proposed that a ‘project liaison group’ will be established to monitor the implementation of the scheme. This group will be made up of members from the Council, members from the PFI contractor and residents from the area (to be selected from the evaluation groups established for procurement and/or existing groups/forums in the area).

The PFI contractor will also be asked to attend any regeneration board meetings, as appropriate, to update key stakeholders on progress on the scheme.

#### 6.4 Community Advisory Groups

A successful structure has been undertaken as part of the Little London and Beeston Hill & Holbeck Housing PFI scheme which has established area Community Advisory Groups (CAG), consisting of tenant and resident representatives. A programme of training, workshops and site visits have been arranged and undertaken by the CAGs to give them knowledge and understanding of the PFI procurement process, allowing them to consider proposals put forward by bidders as part of the competitive dialogue process and to see the potential end results of a housing PFI scheme.

This opportunity will be advertised widely locally, ensuring that all have an opportunity to be involved. If too many people come forward there will be a selection process. Volunteers will understand what is expected of them through this process and will sign up to terms of reference for this group and a confidentiality agreement. The Council will use reasonable endeavours to maintain confidentiality but accepts no liability if this is breached.

#### 6.5 Communication Materials

Throughout the procurement period the Council will manage all communications with tenants and residents regarding the project. Bidders and all bidder parties must not distribute any information to external stakeholders regarding proposals for the project unless directed by the Council. Short listed bidders will be able to present their proposals to the public at Refinement of Solutions stage. The Council will treat all submissions as confidential until the presentations are made.

### 7.0 **PREVIOUS STAKEHOLDER CONSULTATION**

The following stakeholder groups within the area have been consulted in the period leading up to the submission of the Expression of Interest (EOI) and during the preparation of the OBC:-

#### 7.1 Older People and Extra Care Housing in Leeds - Assessment to inform the Round 6 PFI outline Business Case – August 2009

A housing needs and demand assessment was undertaken by Outside UK Consultants. The results of which have been used to inform the OBC. The study methodology consisted of two elements:

- a face-to-face survey of 400 respondents aged 55 or over
- a focus group with older people recruited through the survey fieldwork

Both the survey and the focus group sought to address the following research questions with regards to older people and extra care housing:

- Do older people know or understand what Extra Care is?
- If Extra Care is defined does it become an attractive option?
- How many bedrooms do people expect to need in the future?
- Does the view of Extra Care change if the facilities are shared with the wider community?

- What tenure do older people anticipate needing in the future?
- Would people consider downsizing in the future?
- Would people be prepared to pay a premium for sustainable or green housing, either rented or for sale?

## 7.2 Presentation to the Older Persons Reference Groups – 13<sup>th</sup> October 2008

The Leeds' Older People's Reference Group (OPRG), a citywide tenant and resident forum, has also been initially consulted with on the general principle of what is being proposed. The Group were visited by officers from the project team in October 2008, where the proposals were outlined. Feedback from the group was very positive and attendees were unanimous in wanting to take up the opportunity to participate further in any consultation and to be involved in the design process.

## 7.3 Market Testing Brief to inform the EOI

A market testing exercise was carried out with a number of RSLs in October 2008 in order to inform the demand for the project at the Expression of Interest stage. A further market testing exercise has been undertaken on 16<sup>th</sup> December 2009 with a wider audience including potential bidders, banks, housing associations, developers etc.

## 7.4 Ministerial Visit – 17<sup>th</sup> July 2009

The Housing Minister visited one of the identified development sites to announce the funding allocations for the Round 6 programme. The following LCC spokespeople were in attendance: Cllr Les Carter, Executive Member, Neighbourhoods and Housing; Paul Langford, Chief Housing Officer; and Cllr Brett. The Housing Minister talked to a number of Local People and representatives from the Older Peoples Reference Group.

## 7.5 Area Committees

The Project Team have attended eight out of the ten Area Committees to update members on the project proposals. Briefing notes were provided to the remaining two committees at the request of the Chair. Area Committees acknowledged the proposals with support for the project. Area Committees will be regularly updated with any project progress.

## 7.6 Ward Member Briefings

The Head of City Projects has met with each relevant ward member to discuss site specific proposals and has incorporated their comments and views into the overall project proposals.

## 8.0 **RE-HOUSING**

Communications activity will support the ALMOs and ASC as they progress with re-housing of tenants and residents currently living within the development sites.

Communication with tenants in relation to re-housing must recognise and follow guidance from Leeds City Council, Environment and Neighbourhoods, Decanting Protocol.

## **9.0 PUBLIC ENQUIRIES**

Any public enquiries received regarding the scheme should be referred immediately to Janey Barraclough, Project Officer at Leeds City Council tel. 0113 3952837, email: [janey.barraclough@leeds.gov.uk](mailto:janey.barraclough@leeds.gov.uk).

## **10.0 MEDIA RELATIONS**

Leeds City Council will lead on all media relations relating to the PFI scheme throughout procurement. Any media enquiries received by bidders or their associated contractors should be referred immediately to Phil Charlton, Project Manager at Leeds City Council tel. 0113 2476063, email: [phil.charlton@leeds.gov.uk](mailto:phil.charlton@leeds.gov.uk).