

## Appendix 1

### Consultation plan for ALMO Review – Stage 2 following Executive Board decision

#### Purpose

Leeds City Council is committed to using quality consultation to inform major decisions. Assuming Executive Board agree with the recommended options in the review, significant change would be proposed to the existing ALMO model. We are committed to explaining the proposals to tenants and other key stakeholders, and to undertake a full test of tenant opinion.

Consultation will seek to test the opinions of **major stakeholders**:

- Tenants, both as individuals and from representative groups;
- ALMO boards;
- ALMO staff;
- Relevant LCC staff;
- Support services / contractors;
- Elected members;
- Trade Unions.

The key phases of the process are as follows:

1. **Announce Executive Board decision** and publicise arrangements for consultation;
2. **Public consultation** – eight week consultation period;
3. **Analyse and reflect** on results. Write outcome of consultation and firm up final recommendations for Executive Board;
4. **Share results and Exec Board recommendation. Feed back to all stakeholders** when papers go public;
5. **Announce** outcome. Inform stakeholders of decision and how their opinions informed it.

#### Key issues

##### Independence of consultation

We have formed a consultation group containing representatives from Leeds City Council, ALMO Business Centre Leeds and Leeds Tenants Federation to ensure independence in the consultation process. This group has take the lead role on the design and sign-off of all consultation planning and materials. The Leeds Tenants Federation board has endorsed the approach outlined and agreed to provide an independent ‘tenant’s friend’ advisor during the consultation period; most notably at public events. We are also exploring the possibility of gaining independent opinion on consultation materials from Leeds University prior to publication.

## Appendix 1

### **Proportionality**

Government guidance suggests that when councils with ALMOs are seeking to propose significant change to their housing management arrangements, they are required to carry out a consultation exercise 'proportionate' to that which informed the original decision to establish the ALMOs. This does not necessarily mean a direct recreation of the process. Budgets and communications techniques have both changed considerably in the last decade. Consultation will need to focus on utilising the communication methods which we know generate high levels of stakeholder, and in particular tenant, engagement. This will mean a mix of direct mail, a face to face presence in areas of high footfall, and information distributed through traditional, web and social media.

### **Test of tenant opinion**

As part of the consultation process we are committed to giving all tenants a say in how their council homes are managed. We will do this through a survey that will be sent to every tenant. This would allow the council to test overall opinion on the recommended options. It would also offer the option of an open comments box. Recent experience shows we get more meaningful data from testing opinions through this approach.

We are researching the full resource and operational implications of providing 70,000 secure unique IDs and documenting returns across multiple paper and online platforms; early indications are that this would be possible. We will be using the formic system available within the council to design and process the survey, as well as emphasising the availability of the survey online, and utilising technology to ensure as many tenants as possible have access.

### **Tenants and leaseholders**

We have around 70,000 named tenants, and there are 1724 LCC leaseholders – 1697 in ALMO properties and 27 in BITMO. They will have the same opportunity to participate in the consultation, with an additional letter or section in the consultation material which outlines any issues specific to them. We need to write to all TMO tenants to let them know that the review is happening, but that they are outside of it.

### **Consultation materials**

The consultation group will draft and commission a pack for every tenant including:

- An introductory letter;
- A formic tenant survey;
- A pre-paid envelope to return it; and
- A 4 to 8 page booklet offering accessible, plain English information on the consultation; what we are asking them about, why we are asking them, if and why we propose to change anything, what we recommend and why, what it would mean for them and what happens next. The literature will clarify who will make the decision and what factors, including tenant opinion, will influence it. Literature will encourage use of online as well as paper returns of the test of opinion. Depending on print timescales and availability of information, the details of public consultation events will be included in either the letter or the main consultation materials.

The information will be replicated on the Leeds City Council website with the test of opinion replicated on talking point, and be made available throughout the process at public events and in local community and high footfall facilities. ALMO Business Centre Leeds is providing details of any accessibility needs.

## Appendix 1

This table outlines how we would communicate during the first two of the four phases.

Phase 1 Event	Dec 21 – January 9 Stakeholder	Announce executive board decision and publicise arrangements for consultation Communications activity	Information and messagea
21 December Exec Board papers go live	ALL	<p>Staff briefings through existing comms channels – <b>exec board papers go live on the final day of the working year. Media coverage is likely to be extensive over Christmas period – have to brief staff that this is the situation and agree messages prior to publication.</b></p> <p>Brief key media under embargo</p> <p>Media release</p> <p>Update intra and internet pages, inform contact centre</p> <p>Link issued through LCC corporate social media accounts</p> <p>Letter and link to Exec Board report to:</p> <ul style="list-style-type: none"> <li>• All ALMO board members</li> <li>• All tenant panel chairs</li> <li>• Leeds Tenants Federation</li> </ul>	<p>Explain the recommendation</p> <p>Explain decision-making process</p> <p>You will be asked for your views after Executive Board puts forward a proposed option</p> <p><b>The text for draft questions and consultation materials, as well as a ‘treatment’ showing the design of the materials, will be supplied for Executive Board meeting on 9 January – Note these may not be available for agenda dispatch.</b></p>
Jan 9	ALL	<p>Media release and Exec Board member available for interviews</p> <p>Briefing note and Q&amp;A to inform ALMO internal comms</p> <p>23rd-30th January – potential staff briefing events for ALMOs</p> <p>Item in LCC ‘essentials’</p> <p>Letter detailing decision to:</p>	<p>Explain proposal</p> <p>Outline details of consultation and decision-making process</p>

## Appendix 1

		<ul style="list-style-type: none"> <li>• All ALMO board members</li> <li>• All tenant panel chairs</li> <li>• Leeds Tenants Federation</li> </ul>	
Develop consultation materials	Project team	Agree and sign off consultation timetable and materials	
Phase 2 Event	Public consultation Stakeholders	Communications activity	Information and messages
Jan 28th	ALL	Distribute posters and consultation materials round key ALMO, council and community buildings  Media release to coincide with start of consultation  Upload details of consultation on Talking Point – consultation materials and opportunity to respond.  Put details of consultation on web page. Promo area on front page carousel	Announce consultation  Explain process and how people can get involved  Advertise community events
w/c tbc	ALL / Public	Media release  Link to info issued through LCC corporate social media accounts	Announce opening of consultation  Tailor key messages to each audience detailing following themes: <ul style="list-style-type: none"> <li>• What we are proposing</li> <li>• Why we think it's the best idea</li> <li>• The things we want to stay the same</li> <li>• How you can have your say – advertising all opportunities</li> <li>• What we do with people's opinions</li> </ul>
	Tenants	Pack as described above	
	ALMO staff	Briefing note, FAQs and consultation materials distributed through ALMO internal comms. ABCL to advise.	
	ALMO Board	Mailout to all ALMO board members	
	Elected members	Mailout to all elected members and MPs	
	LCC staff and partners	Item in LCC essentials Email link to consultation materials	
Weeks 2-6 Stakeholder	All / Public	Feed reminders of events and updates on ALMO review through website, media releases and LCC and ALMO social	Reminders of opportunities to participate

## Appendix 1

specific consultation		media accounts	
	ALMO staff	Each ALMO holding a day-long session inviting all staff.	
	ALMO board	Attend scheduled board meetings, or try to arrange special sessions	
	Elected members	Drop-in sessions at Civic Hall	
	LCC staff and partners	Regular updates in LCC essentials and communication through existing partnership channels, including briefing relevant key delivery partners.	
	Tenants	7 x community events – spread across the city including one city centre. Liaise with localities to identify appropriate, high footfall areas. Drop in sessions throughout whole day	Chance to talk face to face, find out more in an informal environment
	Tenants	Reminder issued through ALMO tenants rent statements, with shorter document asking to register opinion.	
Final week	ALL	Reminders through all available channels	Remember to have your say