EVALUATING SOCIAL IMPACTS:

LEARNING FROM SOCIAL LANDLORDS' PRACTICES

FINAL REPORT

FHS
Fondazione Housing Sociale

EFL
EUROPEAN FEDERATION
FOR LIVING

avanzi

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1. HOW THE PROJECT BEGAN: THE DISCUSSION ON SOCIAL IMPACT EVALUATION AT THE EUROPEAN LEVEL

a. Introduction

This project emerged from mutual learning within the **European Federation for Living** (EFL), a network of social housing providers, researchers and other partners in affordable housing and neighbourhood development operating around Europe, including the UK. In 2021, EFL's Social Topic Group brought members into discussion around the shared challenge of evaluating their projects and programmes. Some had already begun to use indicators such as 'social impact' and 'neighbourhood resilience' to monitor and report on how their developments and services affect residents and other stakeholders. To guide their own decision making, and to demonstrate the value of their projects to residents, regulators, lenders, and others, all were planning, developing, or refining social impact evaluation systems.

As they began to exchange experiences with social impact evaluation, EFL members saw value in learning from each other more systematically. They also began to question whether a common approach to impact assessment could benefit affordable housing providers in Europe and save on resources spent developing multiple systems. The potential to better connect the affordable housing sector to developing frameworks for sustainable investment was a further interest.

b. The Creation of an International Knowledge Exchange Project

So began a 'co-creation' project carried out by EFL member **Fondazione Housing Sociale**, ("FHS"), and their partner **Avanzi**, with the support of EFL and other members Clarion Housing Group (England), Paris Habitat (FR), Radius Housing (NI) and Cluid Housing (IE). FHS is a not-for-profit foundation active around Italy in promoting the development of its social housing sector, and Avanzi is an independent Milan-based company dedicated to the design, development, and implementation of innovative solutions for sustainability. Having collaborated on a comprehensive and highly adaptive system for evaluating social housing projects in Italy, the two organisations were well-positioned to facilitate international learning through EFL.

In collaboration with these partners, FHS and Avanzi set out to compare their respective approaches to monitoring and evaluating the social impacts of their projects. The task ahead was not a simple one, as national social housing sectors around Europe are differing products of unique and complex trajectories of development. Yet through collaboration within EFL, participants had learned that they share fundamental goals and values. As this project kicked-off in the first half of 2022, it was felt that creating this comparative view would identify opportunities for deeper knowledge exchange as EFL members further develop their

evaluation systems. It would also help the affordable housing sector take stock of future impact evaluation needs, including those related to EU-level developments in impact assessment and sustainable investment.

Several potential outputs were discussed early on, including recommendations on the feasibility of developing a shared industry approach to social impact evaluation, guidelines for developing evaluation mechanisms at the project and neighbourhood levels, and techniques for monitoring the well-being of residents. Yet a comparative understanding was the primary goal of the study, and a critical first step to enable further learning.

c. The State of Play in European Social Housing

Around Europe, the work of social, public, and affordable housing providers has far-reaching implications for the lives of residents, and the quality of the built environment. Alongside affordable housing for people on lower incomes, it includes home-based care and other support services, and neighbourhood-level provision of community services and facilities to encourage social integration and cohesion, and

boost life chances. As owners of millions of housing units around Europe's cities, social housing providers are also key actors in the green energy transition, and in fighting energy-poverty. Currently, social housing providers operate in an environment defined by mounting societal needs, escalating building costs, reduced state-assistance and challenging decarbonization targets. Pressure to demonstrate the comparative value of their interventions to both internal and external stakeholders is intense, yet the holistic and varied nature of the work they do makes this a substantial challenge.

d. The Development of EU Sustainable Investment Frameworks

As this project commenced, affordable housing providers had begun to watch the development of regulatory frameworks that aimed to steer Europe's nations towards more sustainable paths of development. Within the EU, the **Green Deal** had been launched, with leaders emphasising that the 'green transition' must also be socially just, and **citing the housing sector** as a key driver. Social landlords were keen to ensure that their own indicators of social or

other impacts corresponded with those developing at a European level. They also hoped to see affordable housing represented within these sustainable investment frameworks, in a way that reflects its foundational role, underpinning sustainable living patterns.

The EU's **Corporate Sustainability Reporting Directive (CSRD)** requires large companies and listed companies to report annually on the impact of their activities on people and the environment. This mandatory ESG reporting, which has its first deadline in 2025, is meant to enable investors, civil society organisations, and other stakeholders to evaluate the sustainability performance of companies within the Green Deal. The CSRD applies directly to larger social landlords in the EU, but also to social housing lenders and investors. Along with the UK's developing Sustainability Disclosure Standards (SDS), it has relevance for the entire affordable housing sector. In addition, the **EU (Green) Taxonomy** has been developed to classify environmentally sustainable economic activities needed to deliver Green Deal objectives.

e. European Indicators of Social impact?

In the UK, EFL members led by **Ritterwald**, helped inspire a **Sustainability Reporting Standard for Social Housing**. While EFL proudly stands as the first European housing network to formulate **clear guidelines** related to the CSRD and the 'Green' Taxonomy, there is still lack of guidance from the EU on what constitutes socially sustainable investment. Originally, the plan was for the EU Green Taxonomy to be complemented by a **Social Taxonomy** identifying socially sustainable activities such as affordable housing. This stalled when the Expert Group developing it declared that social impacts couldn't be measured scientifically and suggested a rights-based approach. Following **their report** in 2022, political differences were cited as the reason the project had been shelved. Recently, a consortium of organisations in aged-care, poverty alleviation and other social pursuits **called in an open letter** for the reestablishment of guidance on social impact at the EU Level.

The findings of this project, and the further international knowledge exchange that it enables, are sure to be of value both within and beyond the EFL network. While limits to scientific measurement exist for all phenomena, this report details innovative approaches to impact evaluation derived from real affordable housing and neighbourhood development practice. As social housing providers build on this considerable experience, they will be well positioned to contribute should the EU level discussion on socially sustainable activities resume.

2. PROJECT GOALS AND METHODOLOGY

The first intermediate goal of this project is to encourage dialogue and knowledge exchange between EFL member organisations on their respective practices related to social housing monitoring and evaluation.

Before starting this research, it was clear that the discussion on the topic was relevant within the EFL community and that there was a shared need for a better understanding of what "evaluating social impact" in the social housing sector means for different organisations in different countries and how they are addressing the subject.

Thus, participation in this co-creation project was opened to all the EFL members interested in the subject and 6 organizations, representing 5 countries, joined.

The final objective of the project is therefore to provide an overview of the monitoring and evaluation practices implemented by the organisations involved, identifying similarities between objectives, methodologies, and approaches as well as outstanding cases. The research will also provide EFL members a useful guide for developing their own assessment systems and will give some recommendations for developing a more uniform approach towards impact assessment among the EFL community.

We designed a survey and administered it through an online interview with each participating organisation in order to collect key information concerning:
- the social housing definition and context at the country level
- the social housing policy in place and the main actors involved
- the rationale for developing a monitoring and evaluation system and the current degree of development
- the objectives of the evaluation and the methodology adopted (including target and scale, instruments, measurement approach, key variables and indicators considered, etc.)
- the key actors and stakeholders involved in the evaluation process
- the strengths and weaknesses of the evaluation system and possible plans for developments
- the methods and targets for the communication of results

- the effects and implication of the evaluation on decision and/or policy-making

The information will be discussed and compared in the following chapters to identify good and common practices and potential areas to strengthen existing approaches. Each case study will also be classified according to its objectives and implications following this scheme.
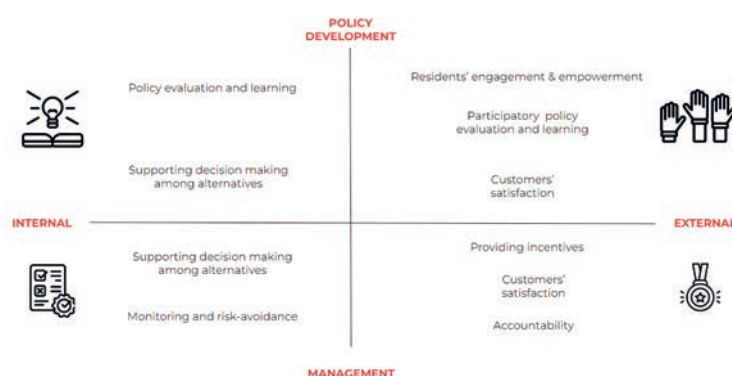
The case studies that are more focused on policy development with an "external" perspective often involve residents in customer satisfaction analysis, adopt participatory policy evaluation and learning approaches and encourage residents' engagement and empowerment.

The case studies that are more focused on policy development with an "internal" perspective aim at supporting decision-making and conduct policy evaluation and learning processes mainly within their organization.

The case studies focused on management with an "external" perspective can also involve residents in customer satisfaction analysis and usually aim at providing incentives to increase the quality of social housing interventions and improve accountability to external stakeholders.

The case studies focused on management and with an "internal" perspective are mainly monitoring their social housing interventions to increase the quality of the intervention and prevent risks and in general to support decision making.

3. OVERVIEW OF THE MAIN RESULTS

The analysis focused on the different evaluation systems designed or implemented by the social housing entities active in five countries. As expected, the results show that the evaluation systems differ both in scope and in the methodological approach adopted.

Rather than being a weakness, the differences among the evaluation systems analysed represent a resource for developing from scratch, or enriching if already present, the evaluation systems of the social housing providers.

A common point is that all the evaluation systems analysed, regardless of how they are designed, are deemed to support the social housing decision-making process of the social housing providers. The support is provided thanks to a better knowledge of the distance between the actual results and the desired ones. How to measure this distance is a matter both of maturity and complexity of the evaluation systems undertaken so far.

Basically, two options are described. First, the evaluation systems can adopt an 'internal', or managerial, perspective. In this case, the evaluation serves to monitor the quality and quantity of the social housing policy implemented and to anticipate the risks that may arise, for example, from the dilapidation or overcrowding of the apartments. A wise analysis of the risks can inform policy-making by prioritising the actions to be implemented, such as in the case of the **French** Housing Stock Strategic Plans. Within this framework, the Paris Habitat evaluation system is based on a set of indicators that allows the classification of buildings according to their physical and social conditions and to focus on the most critical ones.

A second option adopts a more 'external' perspective and aims at gathering data, opinions and perceptions from the people who live in social housing. In this case, the scope of the evaluation is to understand to what extent the main goal of social housing policy – to provide fair housing for people unable to afford the rent on the market – is reached, and what issues are still to be faced. This perspective focuses on the social value created by the actions undertaken, with the goal of maximising it.

It is clear that a comprehensive evaluation system should cover both dimensions, internal and external. However, the starting point is not obvious. Rather, it depends on the priorities of the promoters and the focus of housing policy. Also, the methodologies adopted vary depending on the specific goals of the evaluation system in terms of support to the decision-making process.

The **UK** evaluation system aims specifically at embedding social value within the decisions of the social housing policy actors. To this end, a standard method of valuing different social phenomena has been developed by HACT and diffused among the social housing providers. The system allows the weighting of different policy options and supports the dialogue between these entities and both the government and the lenders.

Also, the **Northern Ireland** evaluation system aims at informing the decision-makers, but it does so through the collection of the residents' opinions. In the Northern Ireland evaluation system, an independent market research company is tasked with a survey aimed at spotting the main problems and identifying the actions to be planned for the future.

The **Italian** integrated evaluation model serves different purposes that comprise the monitoring of the social housing initiatives with the goal of detecting critical situations, as well as good practices, and sharing them with other social providers. Moreover, the rating of the social value generated by the social housing providers represents the basis for an economic incentive awarded to the most virtuous ones. Finally, the evaluation aims to appreciate the changes in residents' social networks and their relationship with the communities.

According to the characteristics of the evaluation systems mentioned above, the communication of the evaluation results is mainly internal or directed to investors and other

implementing actors. Accountability is key to evaluation reporting and is periodically prepared.

However, the active engagement of the population in the evaluation process seems to be limited to the data collection. The **Irish** case is different in this respect. In this system, which is still developing, the aim is to actively involve residents in the discussion and direction of housing policies precisely through participation in the evaluation process. The goal would be, in this case, the empowering of people thanks to the acquisition of more solid and comprehensive knowledge about life and social housing policies.

Table 1 - Overview of the Monitoring and Evaluation systems

Organisation	Objectives	Monitoring and evaluation tools	Degree of development	Key actors involved
Paris Habitat (France)	Driving the strategic investment plan in construction, rehabilitation and improvement of the housing stock over a 10-year period Prioritizing the actions and strategies to develop the quality of services offered to residents	Risk analysis to prepare the 10-years Housing Stock Strategic Plan Tenants satisfaction survey	Active	Different departments within the organization Tenants
Cluid Housing (Ireland)	Steering future strategies and inform local planning discussions between local authorities, developers and AHBs	RIBAUoR Social Value Toolkit	Designed	Different departments within the organization Residents
Clarion Housing (UK)	Measuring housing associations' contribution to social well-being and savings made to the State, to better connect with banks and other institutions and obtain reduced rates on loans. Steering funds' allocation and priorities.	Social Value Bank Model	Mature	University Research consultancy company Social Housing providers Government Banks
Radius (Northern Ireland)	Defining areas to prioritise in terms of service improvement, reviewing services, policies and procedures, and identifying management areas that are least satisfied and/or need more support. Being accountable towards stakeholders, governing bodies and residents	Radius Social Housing services evaluation survey	Active	Independent Market Research Company Different departments within the organization Tenants & Residents
FHS, FSVGDA and Avanzi	Supervising practices and results of social housing interventions' management activity to Identify weaknesses and best practices social housing interventions' management to support decision making and steer prospective strategies Assessing the environmental and social value produced by housing interventions over time. Incentivise Asset Management Companies to develop higher quality projects.	Integrated monitoring and evaluation model (Social Rating, Active monitoring and Network Analysis)	Active	Asset managers (SGR) Social managers Managers of commercial activities and services to the public Residents

Table 2 - Methodology, data collection tools and areas of analysis

Organisation	Methodology	Data collection tools	Areas of analysis
Paris Habitat	Rating the housing stock according to three axes of analysis: attractiveness, social risk and technical diagnosis Measuring tenants satisfaction over different topics	Statistical data and experts' statements Phone interviews	Attractiveness Social risk Technical diagnosis Satisfaction
Cluid	"Average weighted approach" combining primary sources (from a sample of residents who responded to the survey) and secondary sources (from a group of stakeholders, the Residents Advisory Group)	Preparatory workshops with residents + Door-to-door survey on residents' post-occupancy satisfaction	Ability to connect Sense of belonging Freedom Flexibility Home adaptation to residents' needs
Radius	Customer satisfaction survey on a sample of tenants, consistent with HouseMarks 5Star	Online survey and telephone interviews	Satisfaction Feedbacks on the services Community's digital inclusion level Tenants' financial conditions
Clarion	Assessing Clarion actions and results in different areas according to around 80 values from the Social Value Model. For each action are calculated: the well-being value, the exchequer value and the deadweight figure	Analyses of large population datasets and national surveys	Employment Environment Youth Homelessness … Well-being value Exchequer value Deadweight figure
FHS, FSVGDA, Avanzi	Monitoring every year social housing intervention management and comparing results (on 3 fields of analysis: community, social management and building) to standard benchmarks or specific targets in order to identify weaknesses and strenghts. Monitoring social housing investment at 3 stages (ex ante, in itinere, ex post) and considereing 6 areas of interest. Assigning a score to each initiative that entitles the management companies to receive a social performance fee. Monitoring residents' social networks characteristics (network analysis) before and after the community engagement process to assess changes.	Survey and interviews (residents, social managers, commercial activities and services available to the public) Digital app to monitor the use of common spaces Repository Online platform to store and elaborate data	Environmental quality Social & physical context Quality of architectural design Variety of the offer (social and functional mix) Social management Social capital and trust Social network Occupancy and turnover Affordability Default situation Residents' instance and satisfaction Access to services Community profile

4. MAP OF CASE STUDIES: WHO TOOK PART IN THE PROJECT

CLARION HOUSING, *England*

Clarion Housing Group is England's largest social landlord, housing around 350,000 people in 125 thousand homes nationwide, and employing 4,5 thousand people. Funded since 1900 by the benefactor William Sutton, Clarion's mission is to provide affordable homes for those who need them most and about making a difference to our residents and communities. Our charitable foundation, Clarion Futures, works with with a wide variety of partners to deliver diverse services to improve our residents' lives.

CLUID HOUSING, *Ireland*

Clúid Housing is an independent, not-for-profit charity, and is the leading Approved Housing Body (AHB) in Ireland. Established in 1994, Clúid leads the way in providing high-quality, affordable rented homes to people in housing need. We work in partnership with local authorities to provide housing to those on social housing waiting lists. Clúid owns and manages over 10,000 properties providing a home to over 28,000 people. For more information visit www.cluid.ie
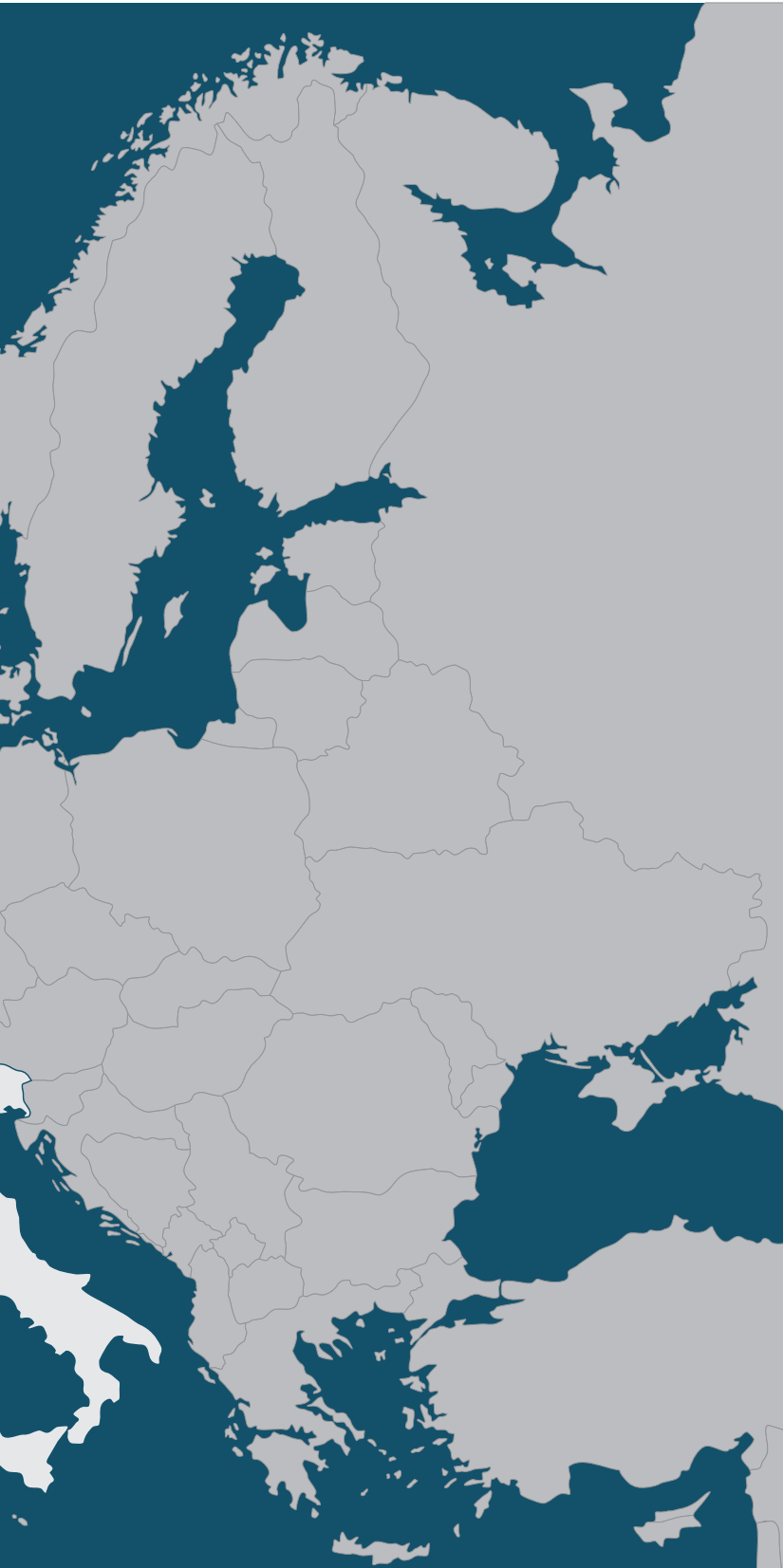
PARIS HABITAT, *France*

Paris Habitat is a public social housing company linked to the City of Paris. It manages 125,000 housing units, with 90% of them located in inner Paris. With over 300,000 tenants, it houses one Parisian out of nine. Paris Habitat also manages around 4200 commercial premises and 58,800 parking spots, as well as 105,5 ha of green areas.

RADIUS HOUSING , *Northern Ireland*

Radius is the largest social enterprise and Housing Association on the Island of Ireland managing over 13,500 homes and supporting close to 30,000 households. Radius provides sheltered housing to over 55's and general needs homes for families and single people. We work with voluntary and charitable partners and Health and Social Care Trusts supporting homeless people and other marginalised groups. Radius is located in over 80 towns and cities throughout NI and has a staff team of over 1,000 employees. Radius is a member of NIFHA.

FONDAZIONE HOUSING SOCIALE, *Italy*

Fondazione Housing Sociale (FHS) is a non-profit foundation, set up in 2004 by Fondazione Cariplo with the main mission of experimenting innovative solutions to structure, finance, realize and manage social and collaborative housing interventions. FHS is active as a promoter of social housing sector and as a technical-social advisor to the funds that invest in social housing in Italy.

5. CONCLUSIONS AND FUTURE PERSPECTIVES

The analysis of the various evaluation methods across Europe shows that, not surprisingly, there are both similarities as well as differences. They have been conceived and designed at different times and, more importantly, for different purposes. The question is: who is the system intended to serve? In other words, who is the key stakeholder, i.e., the one who can say whether the system works? In some cases, it is the regulator, in others, the investor or the public agency. These alternatives determine the type of assessment, the objectives and the indicators, and the actors involved in the evaluation process. This is the reason why some methods look more like a customer satisfaction survey, some are closer to a risk assessment measure, and others resemble a policy evaluation.

For all these circumstances, it is difficult to imagine that one of these methods can prevail over the others: each of them responds to different needs and is consistent with different contexts.
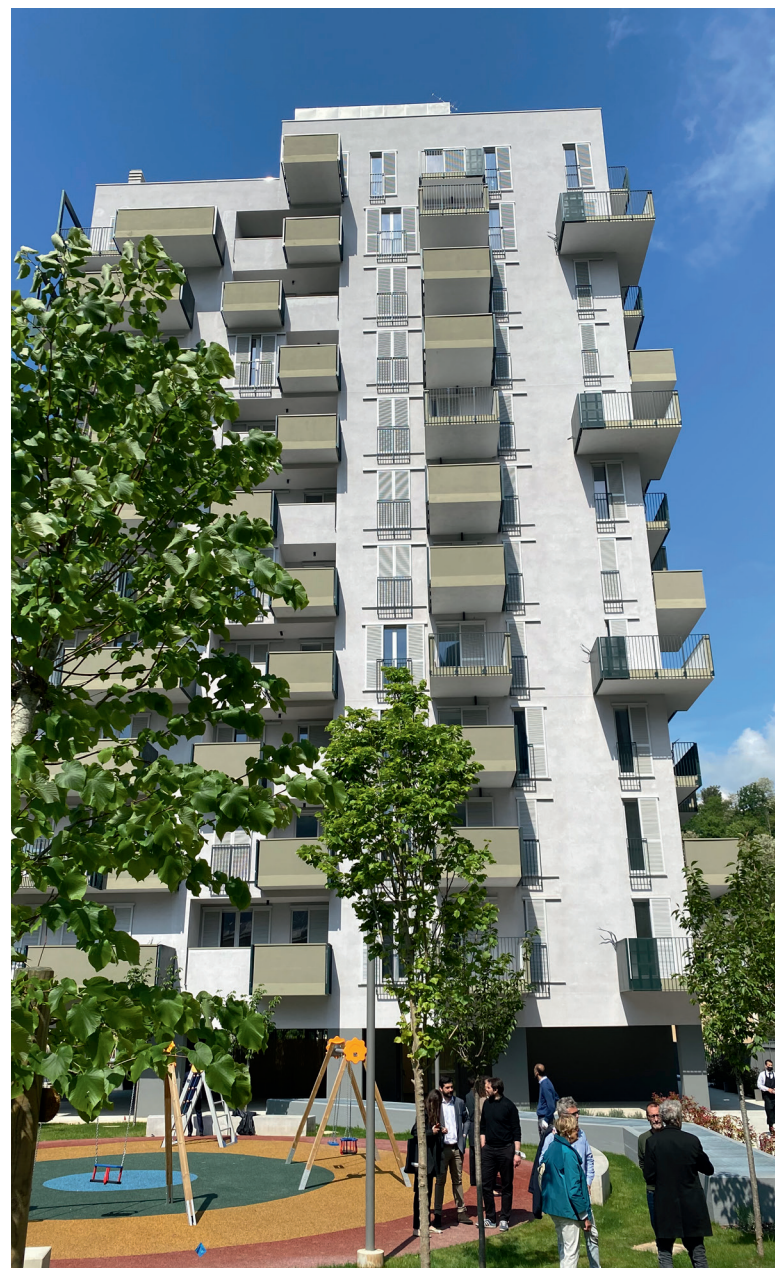
But, from a policy perspective, some sort of comparison would be welcome, given that, regardless of the particularity of each national approach, all systems tend to fulfil the same social need - i.e. provide decent housing to fragile social groups. From this perspective, it could be interesting to identify the overlapping areas and work on a set of common indicators that allow policymakers, service providers and stakeholders to appreciate the effectiveness of each project vis-a-vis its social mission.

All that said, further research is certainly needed in order to start assessing the social effects of housing policies in terms of social cohesion and resilience of communities. We all have the sense that social housing provides a positive contribution, but we need stronger evidence.

We believe that the dialogue with national and EU lawmakers would be highly enriched if all European actors in the social housing sector speak with the same voice - that means also using the same language and the same units of measure. If we were able to aggregate the data on the positive effects of social housing at the European level, its relevance in terms of social cohesion would be more evident.

It will take time, but in the mid-term, the convergence of assessment methods can favour the enhancement of a common mindset and a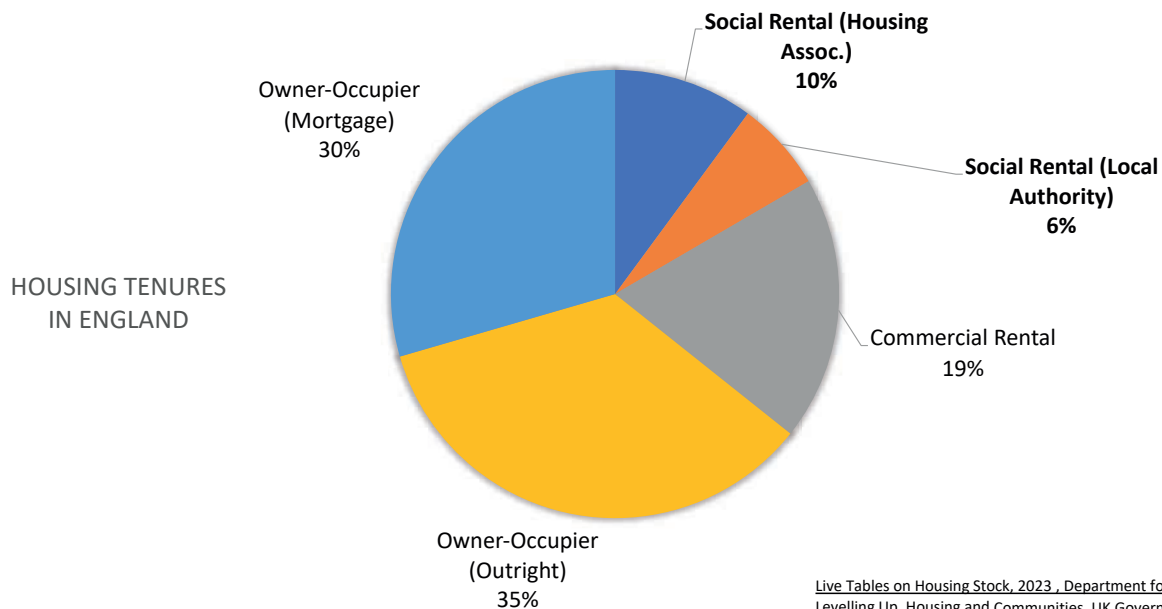 shared cultural approach. The working group created through this study might become a permanent network (open also to other EFL members that, for whatever reason, had not participated in this exercise) and commissioned to develop a core set of common indicators that can eventually evolve into a standard.

6. CASE STUDIES

6.1 ENGLAND

HOUSING TENURES IN ENGLAND

Pie chart: Housing Tenures in England
- Social Rental (Housing Assoc.) 10%
- Social Rental (Local Authority) 6%
- Commercial Rental 19%
- Owner-Occupier (Outright) 35%
- Owner-Occupier (Mortgage) 30%

Live Tables on Housing Stock, 2023 , Department for Levelling Up, Housing and Communities, UK Government

a. Social housing definition in England

Social housing in the UK targets people who cannot afford the private market. The sector is regulated by the Regulator of Social Housing, a public body entrusted by the Government since 2018. Previously, the responsibility was assigned to the Homes and Communities Agency. In order to receive a house, people apply to waiting lists; the houses are assigned by local governments. Various providers offer housing services, including local authorities and housing associations. The latter are third-sector entities with philanthropic and charitable origins, regulated by the Government and receiving public funding. The sector also comprises a small but growing number of for-profit housing entities. Rents are regulated by CPI – consumer price index inflation.

b. Key players

Clarion Housing is a third-sector organisation funded in the 20th century by the benefactor William Sutton. Clarion owns roughly 130 thousand properties in England, distributed in about 170 local authorities, and employs about 4,5 thousand people. Clarion develops and manages homes, and promotes social interventions for the inhabitants through the

Clarion Future Foundation. The main stakeholders of the social housing policy are the residents – about 350 thousand inhabitants. The evaluation system is considered a tool **to measure the impact of services on the wellbeing and quality of life of residents**. However, the stakeholders of the evaluation system are more numerous and include Clarion's policymakers (in order to support the decision process), the banks providing loans (to show the social value of the activities promoted, also from an ESG perspective), the local governments (with which the organisation interact to provide for the social housing services) and the Government as a main funder of the housing policy.

c. Rationale for the development of a monitoring and evaluation system

The main reason that inspires the evaluation activity of Clarion is to improve its own decision-making and to ensure residents are the centre of the choices Clarion makes. The framework for the evaluation system is the **Social Value Bank Model** developed by the London School of Economics/ Simetrica Jacobs for **HACT**, the Housing Associations' Charitable Trust which acts as a think tank for the housing sector in the UK. The Social Value Bank Model is a standard for various housing associations to assess and publicly demonstrate the social value they foster through their activities. The model allows for the comparison of the values of very different types of actions undertaken by different providers. In particular, it enables the housing associations to measure their contribution to social well-being and savings made to the state. The measurement of social value and social savings helps the housing associations to better connect with banks and other institutions, which give reduced rates on loans if it can be demonstrated that an activity generates social value, or if activities are coherent with the ESG principles.

The Social Value Bank Model version now in use is the fifth one; the updating is the result of a large consultation process with the housing sector carried out the year before.

d. Description of the monitoring and evaluation system(s) in place

The Social Value Model used by Clarion provides for more than 80 values classified in different categories (e.g. employment, environment, youth, homelessness, etc.). Values are based on analyses, undertaken by Simetrica Jacobs of large population datasets and national surveys. Three dimensions are calculated:

- the well-being value, i.e. the uplift in satisfaction or health somebody is experiencing as a consequence of a specific action;
- the exchequer value, i.e. the savings for the government (e.g. money saved on unemployment benefits when a person finds a job);
- the deadweight figure refers to what would have happened anyway in the absence of an intervention (e.g., when a person finds a job, it can be the effect of a proper intervention but also the merit of the intrinsic motivation or effort of the person itself).

Clarion assesses its actions and results using the values provided by the Social Value Model. Any time a person receives a home or finds a job, a corresponding value is assigned. Therefore, the model measures the value of

one-off interventions. The overall social value figure is reported to the Board every six months. The figures are reported annually in Clarion's Social Impact Report and Annual Review. As stated in the last report, Clarion has delivered £138.9 million in social value through the work of its charitable foundation in 2022/23. The figures are used also for the stage of options appraisal, to decide the funds' allocation and priorities.

Clarion makes use of other tools to evaluate its impact, such as surveys based on various HACT questions (e.g., being in control of one's life; a sense of belonging to the neighbourhood; etc.). The surveys are administered to 2,000 inhabitants every year.

e. Plans for development

Clarion is currently working to develop a Neighbourhood Standard to integrate HACT social value questions. The goal is to demonstrate the impacts of any change made at the community level.

Clarion is moreover particularly interested in the Post Occupancy Evaluation process. The organisation is now collaborating on a PhD study to understand how outdoor spaces are designed to generate social interaction and social value. Post Occupancy Evaluation will also be useful to make sure Clarion is really achieving its objectives.
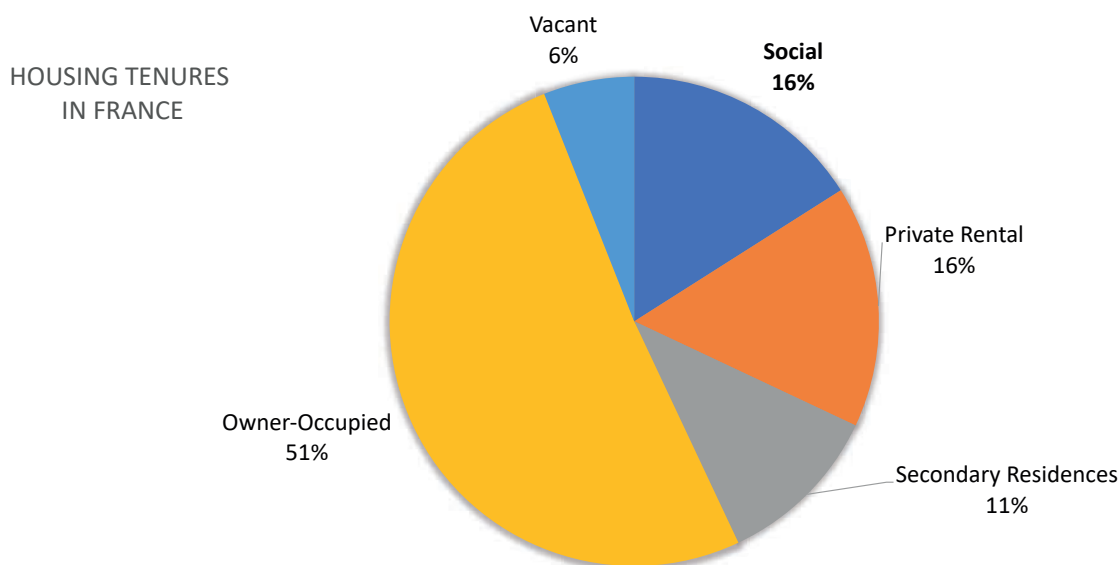
f. Communication of results: how and to whom

Whenever a survey is administered, a shorter version of the report is prepared and shared with the residents. Similarly, there are communication programs to explain regeneration processes to the local councils and governments. The same goes for the wider community in the regeneration areas. The results of the evaluation process are reported in the Annual Report, and in the Social Value Report.

g. Effects and implications of the evaluation on policy-making

The evaluation model based on social value is used by Clarion to inform its decision-making process, by selecting the most valuable options. Social value is also used in most existing conversations with the Government, financial institutions and the regulator and represents a salient part of Clarion's Sustainability and Environmental, Social, Governance (ESG) Strategy.

6.2 FRANCE

HOUSING TENURES
IN FRANCE

Vacant
6%

Social
16%

Private Rental
16%

Secondary Residences
11%

Owner-Occupied
51%

Source: The State of Housing in Europe, 2021, 2023
Housing Europe Observatory

a. Social housing definition in France

Social housing in France was established by a law enacted in 1894. Originally designed as a public health policy targeting industry workers, social housing today is an essential tool of urban development that guarantees access to affordable housing for all and promotes a social mix in French cities. At present, 18% of the French population lives in social housing. The goal is to achieve 25% of all the dwellings in cities with over 1,500 inhabitants by 2025. Social housing regulation is carried out at the national level and managed by non-profit organizations, which can be public and linked to a local authority, or private.

Eligibility for social housing is based on **income caps**. Social housing is not dedicated exclusively to the poorest and more vulnerable. There are three types of social housing, each with a different income ceiling and rent level (price per m2).

b. Key players

Paris Habitat is a public social housing company linked to the City of Paris. It manages 125,000 housing units, with 90% of them located in inner Paris. With over 300,000 tenants, it houses one Parisian out of nine. Paris Habitat also manages around 4200 commercial premises and 58,800 parking spots, as well as 105,5 ha of green areas.

c. Rationale of the evaluation system

The evaluation aims to identify the needs and weaknesses of the social housing system and subsequently to inform decision-making.

The 2009 Law of Engagement for Housing and the Fight against Exclusion (Law 2009-323, known as MOLLE Law)[1], requires the housing providers to prepare a Strategic Plan based on a careful analysis of the quality, attractiveness, and positioning of the housing stock. Within this framework, the evaluation results collected by Paris Habitat contribute to deciding the planning investments over a 10-year period, as well as setting priorities for their action related to the quality of service. The current Housing Stock Strategic Plan was approved by the board of Paris Habitat

in June 2019. The drafting process included workshops with stakeholders to define relevant indicators to prepare and assess the strategy.

Moreover, since 2003 and according to the recommendations of the French Federation of Social Providers (Union Sociale pour l'Habitat – USH), Paris Habitat has been carrying out tenants' surveys every three years. In 2013, the survey frequency became yearly. Since 2016, the questions are selected every year in partnership with two other social housing providers.

d. Description of the monitoring and evaluation system(s) in place

Paris Habitat undertakes different types of evaluation:
• Housing Stock Strategic Plan
• Tenant Satisfaction Survey
• Social and technical diagnosis before rehabilitation
• Post-project satisfaction survey

In the following, the first two evaluation systems are described in depth.

Housing Stock Strategic Plan: goals and methodology
The Housing Stock Strategic Plan is the 2019-2028 investment plan of Paris Habitat. The Plan is structured on assumptions concerning the evolution of political choices, the environment, and the housing stock itself. It considers financial constraints, societal changes (impoverishment, ageing, expectations and needs of the inhabitants, new forms of living etc.), climate and environmental emergencies (and the sustainable commitments of Paris Habitat), legal, security and technical changes and the specificities of each site (social and site management policies).

The Housing Stock Strategic Plan uses statistical data and experts' statements to rate the housing stock according to three axes of analysis: attractiveness, technical, and social. Each building is rated on a scale of 0 to 4 for each axis of analysis. Each axis uses a set of indicators and a distinct calculation method:

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[1] According to the law, "Social housing providers conclude a Housing Stock Strategic Plan, which defines their strategy for adapting the housing supply and demand in the different geographical sectors where they have assets, considering the guidelines set by the local housing programmess. The plan includes an analysis of the existing housing stock according to its quality, attractiveness, and positioning in the local housing markets. It defines the medium and long-term evolution of the various components of the stock, as well as the resulting investment and management choices. It presents the development prospects for the assets of the organisation."

1. **Attractiveness:** price per m2, urban environment, antisocial behaviour and vandalism, architectural quality (outdoor and indoor), accessibility, green spaces, bike storage areas, size of the building complex, maintenance and service fees, functionality of the housing unit;
2. **Social risk:** overcrowding, over-density, ageing, neighbourhood disturbances & vandalism, debts, resources, isolation, new tenants coming from specialized accommodation;
3. **Technical diagnosis:** Identification of the need for technical interventions over a 10-year period, the need for technical interventions and works on each component were estimated on the basis of an intervention period –

short-term (2019, 2020, 2021), medium term (2022, 2023, 2024) or long term (2025, 2026, 2027). The cost of work was then reconstituted based on a ratio by component. The energy performance of the buildings was also considered.

Based on these ratings, buildings are divided into eight homogeneous groups with similar challenges to guide Paris Habitat's investment decisions: for instance, 70% of "group 8" buildings are planned to be renovated from 2019-2028. Interviews with city representatives, the Parisian Urban Agency (APUR) and tenant representatives were also used as input for the development of the Plan and the definition of strategic priorities.

Table 1. Paris Habitat: classification of the buildings

Group	Attractiveness	Technical	Social
Group 1	Attractiveness +	Technical +	Social +
Group 2	Attractiveness +	Technical +	Social -
Group 3	Attractiveness +	Technical -	Social +
Group 4	Attractiveness +	Technical -	Social -
Group 5	Attractiveness -	Technical +	Social +
Group 6	Attractiveness -	Technical +	Social -
Group 7	Attractiveness -	Technical -	Social +
Group 8	Attractiveness -	Technical -	Social -

The **output** of the evaluation summarises the findings for each of the eight groups of buildings with similar challenges.

Tenant satisfaction survey: goals and methodology
The tenant satisfaction survey is an annual survey carried out since 2003 with 12,500 tenants (10% of our tenants). The goal is to provide an overview of the tenants' satisfaction and to gather data on the quality of service, in order to prioritise the actions to be scheduled.

The current survey is carried out through phone interviews over a period of one and a half months. Since 2016, the same survey is carried out simultaneously by two other Parisian social housing providers. Moreover, on two occasions, tenant representatives have been involved in defining the questions through tenant representatives' committee meetings.

The survey is composed of 65 questions, on a scale of 1-4 (completely satisfactory, mostly satisfactory, mostly unsatisfactory, completely unsatisfactory). Some of the topics covered by the survey are:
• overall satisfaction;
• quality of life in the neighbourhood;
• the building and its surroundings;
• the housing unit and its amenities;
• maintenance works and technical interventions;
• cleanliness;
• reception/relationship with Paris Habitat staff;
• information and communication, processing of requests.

Since 2013, phone interviews are carried out by a private company and research institute, Règle de Trois that also prepares a final report. The decentralised offices and local

agency managers are responsible to design and implement action plans based on the survey's results.
Paris Habitat bears the costs of all the evaluations.

e. Plans for development

As part of large urban renewal projects, Paris Habitat would like to develop a common methodology to establish a diagnosis with all stakeholders, create a shared understanding of the site, and define strategic priorities. Currently, the high number of stakeholders working within different time frames makes it difficult to establish this shared vision.

There is also interest in reinforcing project-specific evaluation after implementation, both for construction/rehabilitation projects and social interventions. The goal is to develop a methodology for measuring the social impact of a specific project, both on the tenants themselves and the surrounding neighbourhood.

f. Communication of results: how and to whom

The results of the Housing Stock Strategic Plan are shared internally and externally, as it can be downloaded from the Paris Habitat website. The report of the tenant satisfaction survey findings is shared with the tenant representatives' committee and Board of Directors. Webinars open to all Paris Habitat employees are organised every year to present the results. Also, the Quality and Transformation department produces support documents detailing the results for each decentralised office and local agency.

These area-specific reports are available for the Proximity and Quality and Service departments. **Visual supports are created to facilitate the result-sharing** at the local agency level. Agencies are strongly encouraged to discuss the results with local tenant representatives and during tenant association meetings. The communication department creates visual supports which **can be exposed in building halls**. Local agencies are free to use them or not. Synthetic results are available on the Paris Habitat website, but the full report is not published.
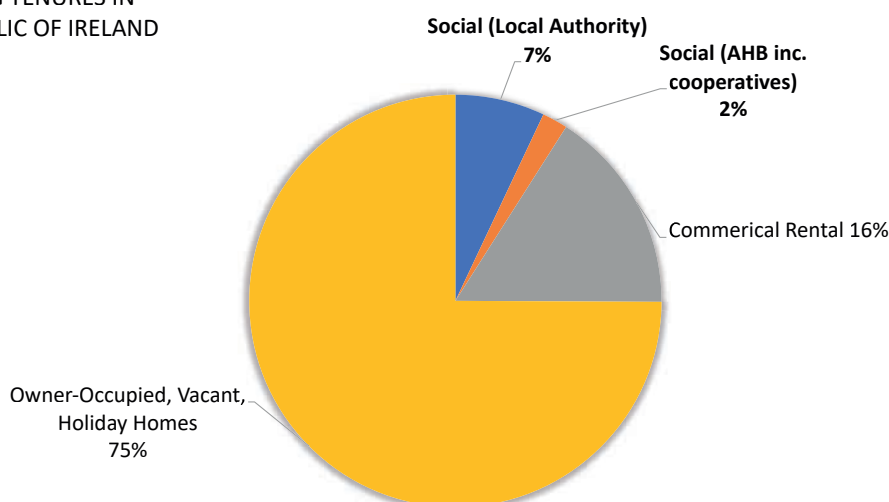
g. Effects and implications on policy-making

The Housing Stock Strategic Plan guides the investment decisions for the 2019-2028 period. Based on the diagnosis, some concrete goals have been set for each group of buildings, such as the rehabilitation of 70% of Group 8 buildings by 2028.

The results of the tenant satisfaction survey serve as input for the action plans of each local agency. It is one of the tools helping local managers in decision-making at different scales. Paris Habitat also has an "observatory of non-quality", classifying all the groups from the most qualitative to the least qualitative, with data including the satisfaction survey.

6.3 IRELAND

HOUSING TENURES IN
THE REPUBLIC OF IRELAND

Social (Local Authority) 7%
Social (AHB inc. cooperatives) 2%
Commerical Rental 16%
Owner-Occupied, Vacant, Holiday Homes 75%

Source: The State of Housing in Europe, 2021, 2023
Housing Europe Observatory

a. Social housing definition in Ireland

In Ireland, social housing is intended as an **offer provided by local authorities** or **housing associations**, also known as **approved housing bodies** (AHBs)[2], to people who cannot afford housing from their resources. Property rented or leased from the private sector by local authorities is now also included in Ireland's social housing sector.

b. Key players

Cluid Housing is a public body, the largest approved housing body (AHB) in Ireland, managing over 9,600 units in 31 different local authorities across 26 counties, with more than 25,000 residents. Its sister organisation, Clann Housing, provides age-friendly accommodation. They are engaged in the design and realisation of new interventions, also, they purchase from developers and in some cases manage properties (such as unsold units, arrested property) for local authorities.

c. Rationale of the evaluation system

Cluid Housing is developing a system of post-occupancy evaluations of residents' living experience, aiming at informing local planning discussions between local authori-ties, developers and AHBs. The motivation is to ensure that future developments incorporate the lived experience of residents and also **resident empowerment**, thanks to their involvement in the reflection and analysis of the housing policy process.

Due to current process restrictions, AHBs are unable to obtain names of nominations to properties early enough in the process to conduct a pre-tenancy impact analysis. It is hoped that **post-tenancy surveys will inform future developments** with insights from those most likely to be impacted by decisions taken at the tender evaluation stage and throughout the delivery process.

d. Description of the monitoring and evaluation system(s) in place

The **RIBAUoR Social Value Toolkit** (2020) provides a useful 'jumping off' point for consideration in relation to design aspects of the scheme assessments. The proposed system however will take a hybrid approach and incorporate aspects of Social Value International's **Principles of Social Value** Accounting, represented below.

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[2] **Regulatory Framework** for Approved Housing Bodies.

RIBA Social Value Toolkit will be used to conduct a post-occupancy evaluation through a door-to-door resident survey, analysing their ability to connect, sense of belonging, freedom, flexibility, and home adaptability to needs. Before that, the Resident Engagement Manager is supposed to host preparatory workshops which then will be followed by the survey.

A blended evaluation approach has been used so far as the use of existing data (secondary sources) has been verified by the Residents Advisory Group, and a sample of tenants

has been selected from the respondent group. Stated preferences of the sample group (primary sources) determine the appropriate weighting to be attributed to the well-being valuations suggested. An unequal weighting approach is used to capture the average of all stakeholder preferences, by giving 100 beans to each stakeholder and asking them to apportion the beans to each of the three outcomes measured. This '**average weighted approach**' provides stakeholders with the opportunity to influence those valuations based on how important they perceive those outcomes to be.

This approach has been adopted for several reasons: primarily, the stakeholder group found it difficult to ascribe a monetary value to outcomes that are, by their very nature, difficult to quantify. The use of secondary data can provide cost savings but has been chosen in the first instance for the relevance to the sector that the programme takes place in, i.e., the Housing Sector and feeds into agreed standards among Housing Associations in the UK and Ireland. The chosen approach builds on Social Value Bank values, acknowledging that relying solely on Secondary Sources flies in the face of the 1st Principle of SROI reporting (Involve Stakeholders). The blended approach allows the stakeholder

to verify these assumptions and challenge them appropriately. The evaluations provide a useful jumping-off point from which to begin looking at how important each outcome is to the stakeholder group.

> **Key involved actors:**
> **Resident Engagement Team**
> **New Business Team**

The evaluation in question will be carried out by Cluid Housing after 12 months into the post-occupancy phase, with a follow-on after 3 years.

No surveys have been conducted yet, with schemes being defined for 2023. If there was a possibility to build a capacity at a tender stage involving residents, their further experience could be improved more effectively, since currently, nominations become clear only after the scheme is complete, hence lack of possibility to involve residents early enough.

e. Plans for development
The toolkit of RIBAUoR may require modification due to weaknesses of HACT financial Social Value Bank proxies: the residents' experience is not necessarily aligned with that of the numerous stakeholders related to social value, with whom Cluid Housing interacts. As a result, topics that

emerged from surveys and workshops are to be re-elaborated by stakeholders, requiring a certain flexibility from the latter.

f. Communication of results: how and to whom
The results of the post-occupancy evaluation are to be shared with the **residents themselves, the community, and institutions**. Communication will be carried out through:
• Resident Engagement Channels;
• Website;
• Newsletter;
• Register of Engaged Residents;
• social media.

Findings will be also shared with the Business Development Committee and the Board. Resident Engagement Governance Structure can be shared if required. An internal channel WorkVivo, as well as Maildrops, will also be used to share learning.

### g. Effects and implications of the evaluation on policy-making
The evaluation is expected to inform future tender applications and maximise the efficiency of conversations held between local authorities, developers and AHBs in planning discussions. However, it is too early in proceedings to understand the impact on resources, but it is anticipated that the New Business Design Guide will incorporate learnings from PoEs.

6.4 ITALY

HOUSING TENURES
IN ITALY
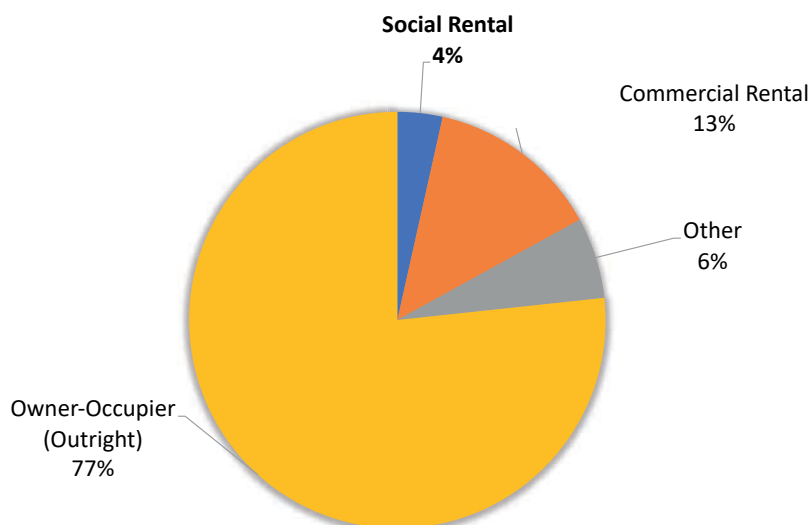
Social Rental
4%

Commercial Rental
13%

Other
6%

Owner-Occupier
(Outright)
77%

a. Social housing definition in Italy

Italy lacks an official definition of social housing. However, the term commonly refers to initiatives providing housing solutions for households unable to find suitable options in the private market and who do not meet the criteria for public housing. Priority is generally assigned to low-income families, young couples, elderly individuals in precarious situations, students, and low-income immigrants with at least five years of residence in the region.

The National Housing Plan of 2008 introduced significant changes to the social housing policy by allowing new players, including banking foundations, to finance social housing projects. The Plan also emphasised public-private partnerships and encouraged private investors to participate. The 2014 Housing Plan further supported social and public housing through measures like the "right to buy" in the public sector and increased funding. More recently, the National Recovery and Resilience Plan issued in 2021, after the Covid-19 pandemic, focuses on the "Safe, green and social" programme, which aims to improve existing public housing through measures such as energy retrofitting and anti-seismic measures, with a substantial investment of 2.8 billion for social housing creation and requalification.

b. Key players

Fondazione Housing Sociale ("FHS") is a non-profit foundation, set up in 2004 by Fondazione Cariplo with the main mission of experimenting innovative solutions to structure, finance, realize and manage social and collaborative housing interventions. FHS is active as a promoter of the social housing sector and as a technical-social advisor to the funds that invest in social housing in Italy. FHS takes part in this project in partnership with Fondazione Social Venture Giordano dell'Amore, a foundation that promotes impact investing culture in Italy and Europe as an advisor and institutional investor, and Avanzi, an independent company with key expertise in impact assessment and sustainability, with whom it cooperates to develop its social impact evaluation system. FHS, FSVGDA and Avanzi have developed an evaluation model to address the increasing complexity and multidimensionality of social housing initiatives and to assess the social value generated by social housing interventions.

c. Rationale for the development of a monitoring and evaluation system

The main reason for carrying out the evaluation process is to support asset management companies in developing higher-quality projects in terms of social impact and innovation. The so-called *Integrated Evaluation Model* aims to support the management companies in improving their strategies, defining investment priorities, attracting new resources from ethical investments and effectively communicating impact to external stakeholders. Over time,

the evaluation process has paved the way for a better understanding of the social housing sector and other activities have been developed including advising policymakers or offering training courses.

The Integrated Evaluation Model is articulated as follows:
- **Social Rating** (mature): designed in 2016 by Avanzi and FHS. Its application has begun in 2018.
- **Network Analysis** (mature): designed in 2015 by FHS; the first pilot was conducted in the same year.
- **Active Monitoring** (experimented): designed in 2018 by FHS, but the conversation with Cassa Depositi e Prestiti, the national investment agency, on the system started in 2016. The first cases have been examined in 2022.

d. Description of the monitoring and evaluation system(s) in place

Social Rating

The Social Rating aims to measure the impact of social housing initiatives and the value generated over time for the residents, the community, and the environment. The evaluation assigns a score representing the quality of the social value generated by the investment: platinum, gold, silver, and bronze. If positive, the rating entitles the management companies to receive a social performance fee, thus incentivising the development of higher-quality projects.

The system applies to initiatives[3] that have already passed the basic eligibility test (the formal requirements validation check and the financial feasibility check). Once approved, the investment is monitored and evaluated at three main stages of the housing project lifecycle, as follows: initiatives in the design phase; completed initiatives ready for operation; and post-occupancy. The latter stage monitors the initiatives in the full operational stage, and it takes into consideration also residents' opinions and judgements concerning the quality of life in the buildings. The Social Rating is based on indicators grouped into 6 areas:

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[3] *The Social Rating has been applied to a group of one hundred initiatives for the construction of new social housing buildings and the refurbishment of existing ones, carried out between 2018 and 2022 across various regions in Italy under the framework of the National Housing Plan (2008). The projects encompass a total area of 1,002,914 sq.m, averaging around 9,930 square metres each. The completed projects include 6,530 apartments, with an average of approximately 82 apartments each. With larger projects still in the design phase, the total number of apartments is expected to reach 10,432. Most of the buildings accommodate up to 80 apartments. A lower share, especially in large cities, exceeds 200 apartments each.*

- Environmental quality
- Urban/physical context (services and functions in the neighbourhood)
- Quality of architectural design
- Variety of housing offer
- Social and functional mix
- Quality of social management

Other aggregated reports are prepared to compare and discuss the results of different initiatives. The evaluation is communicated to each asset management company, which in turn receives - from the investors - an additional fee in case of a positive rating.

Network Analysis

The Network Analysis aims to understand whether and to what extent social housing projects increase social value for residents and the area surrounding social housing interventions, across time. In particular, this analysis focuses on the effects of the community start-up programme, which is the process put in place by FHS during the first years of a social housing project to develop and enhance the residents' community. Through this programme, residents join a process based on shared spaces and services to optimise everyday activities and improve their living conditions. The program starts when residents are highly focused on the house (immediately after the apartment's assignment) and curious towards the new housing context, and it lasts for around one year. The analysis has a longitudinal time perspective, and it is carried out at 3 stages:

- $t0$ coincides with the time before the project's "community start-up program";
- $t1$ coincides with the conclusion of the program;
- $t2$ is recorded around three years after the conclusion of the program.

The main dimensions of the analysis are the following:
- residents' psychological and physical well-being;
- residents' social capital;
- density of residents' social networks;
- quality of residents' social networks and nature of the relationships (e.g.: material support, time, advice and psychological support, reputation, connections with other people)

The main instruments adopted to collect information are **desk data** (information on the social housing intervention and main characteristics of the community of residents) and a **survey** on social housing residents. For each intervention, survey data are collected from a sample ranging between 33% and 50% of the total population of residents.

The output is a case study which shows for each intervention the results at each stage and provides comparisons over time. The report is addressed to the asset management companies. FHS is also planning to produce a report comparing the results from different interventions at each stage.
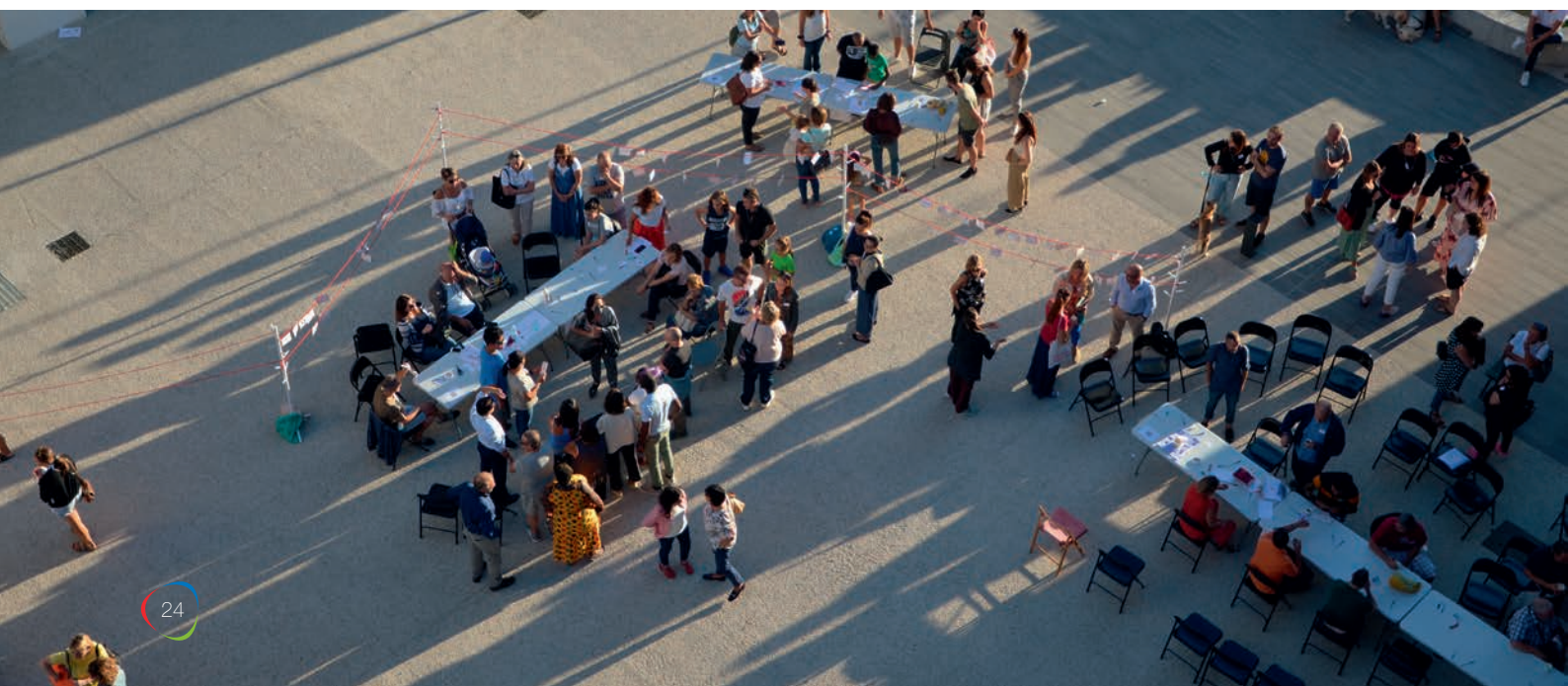
Active Monitoring

Active Monitoring aims at supervising practices and results of social housing interventions' management activity, identifying weaknesses and best practices that can support asset management companies in defining strategic action. The Active Monitoring concerns 6 areas of interest with respective monitoring dimensions, as follows:

- Community of residents: candidates' demographic and socio-economic profile, residents' demographic and socio-economic profile.
- Occupancy and turnover: apartments' occupancy and turnover, turnover in the spaces used for commercial activities and services.
- Affordability: apartments' affordability for resident households (meaning whether the economic convenience of social housing persists when compared to the real estate market and households' earnings).
- Default situation: tenants' default situations in payments, actions conducted by Social Managers to prevent and to deal with default cases.
- Residents' instances: community project, community well-being, access to common spaces, residential services, activities open to the public and commercial activities
- Social management: a set of activities assigned to Social Managers as the subjects responsible for the administration of social housing initiatives and concerning both the building and the community (i.e.: building management, property management, facility management, trade management, smart management, community management).

The tools used in this monitoring process are interviews with Social Managers; a survey/focus group on residents; a digital app to monitor common spaces' usage; and a survey on commercial activities and services available to the public. Once the data is collected and processed, KPIs are identified, and results are displayed in an Annual Report. Most importantly, for each monitoring dimension, the main weaknesses and strengths are identified, also in a comparative dimension, introducing possible actions to undertake to face critical issues and improve positive aspects.

Following the Annual Report results, possible improvement measures are discussed with the asset management companies. For each measure approved, a timeline is identified, along with possible implementing partners, costs, specific activities to be scheduled and desired outputs and outcomes.

Key involved actors:
Asset Manager Companies
Residents
Social Managers
Managers of commercial activities and services open to the public

e. Plans for development

Some developments are foreseen in parts of the integrated evaluation model. The Social rating is undergoing a process of adaptation to evaluate new student residence projects. The survey administered for the Network Analysis is periodically revised according to residents' and social managers' feedback, to increase participation. Finally, given that Active Monitoring is still in an experimental phase, it is expected to introduce over time some improvements in the instruments and the methodology adopted.
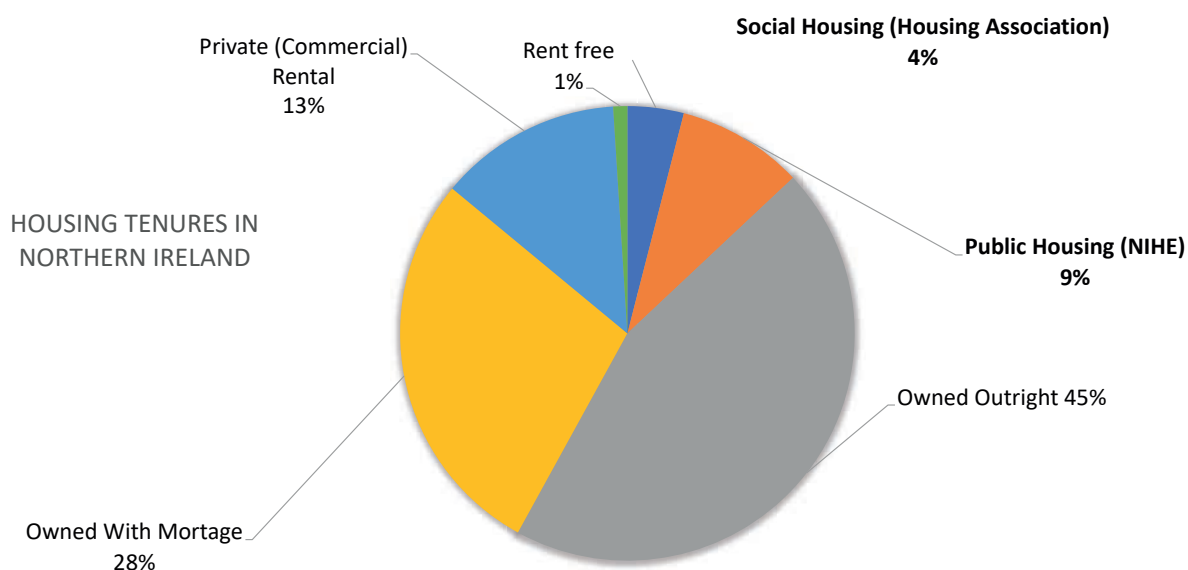
f. Communication of results: how and to whom

The reports of the different evaluation instruments mainly target asset management companies and social managers, who play a fundamental role in the design and implementation of improvement measures.

FHS is also considering planning events to share the main results of the analysis directly with residents, in the form of a collaborative workshop and exchange. The choice is consistent with one of the purposes of the community start-up program: to bring residents from being beneficiaries of a SH project to being active players for the empowerment of their conditions and context.

g. Effects and implications of the evaluation on decision and/or policy-making

The major effect of these evaluation systems is the periodic revision of decisions and strategic planning for the asset management companies, aimed at an improvement of their performance to provide better-quality social housing (for social and environmental sustainability) initiatives for the benefit of inhabitants, and to maintain higher reputation. Also, the dialogue with stakeholders and relevant actors in the social housing sector is supported, meaning the community engagement project is put in place.

6.5 NORTHERN IRELAND

HOUSING TENURES IN NORTHERN IRELAND

Private (Commercial) Rental
13%

Rent free
1%

Social Housing (Housing Association)
4%

Public Housing (NIHE)
9%

Owned Outright 45%

Owned With Mortage
28%

Source: Northern Ireland Statistics and Research Agency, 2022

a. Social housing definition in Northern Ireland

In Northern Ireland, social rented housing is housing provided at an affordable rent by a registered housing association, i.e., registered and regulated by the Department for Communities as a social housing provider.

Social rented accommodation should be available to households in housing need, and it is offered in accordance with the Common Selection Scheme, administered by the Northern Ireland Housing Executive, which prioritises households living in unsuitable or insecure accommodation.

b. Key players

Radius Housing is a charity with private and public funding, with a staff of more than 900 people, dealing with around 33,000 customers in over 13,500 tenancies, located in 80 towns in Northern Ireland in every council area. It is a member of the Northern Ireland Federation of Housing Associations (**NIFHA**).

The evaluation of the social housing services provided by Radius implies a customer satisfaction survey aiming at identifying areas of good performance and areas for improvement. The 21/22 survey aimed to:
• Determine overall satisfaction among tenants, including the likelihood of recommendation.
• Receive feedback on the service that Radius provides.
• Investigate channels customers use to lodge a query through Radius Housing.
• Explore views on digitalisation.
• Examine how tenants are coping financially.

c. Rationale of the evaluation system

The motivation behind the evaluation is to define areas to prioritise in terms of service improvement by consulting Radius Housing's tenants, which then will lead to service, policy & procedure revisions, and to identify management areas that are least satisfied and/or need more support. Moreover, the results of the survey are used for accountability to the

stakeholders, and governing body - the Department for Communities - and presented to the tenants themselves in the newsletter. Finally, it helps to establish the digital inclusion levels in the communities involved.

Moreover, the **Housing Association Guide** (HAG) promoted by the Department for Communities provides guidance around aspects of development, finance, procurement, governance and housing management functions.

d. Description of the monitoring and evaluation system(s) in place

In November 2020 Radius Housing began to develop the tenants survey, focusing on their financial conditions and the levels of digital inclusion/confidence in their communities. The survey was developed by taking into consideration HouseMarks 5Star, recommending questions/responses for benchmarking purposes against other social housing providers of a similar size. It also included questions from Radius Housing's previous survey to ensure the comparability of tenants' satisfaction with their service areas over time. The indicators chosen were in line with what has been set out by HouseMark.

Key involved actors:
Independent Market Research Company (private company)
Senior Management Team
Tenant Engagement Team
Tenants & Residents

The survey was carried out by an external market research company, with a sample of 3,466 tenants selected for the study, aiming to survey the 10% of Radius tenants. The sample has been selected so as to reflect the demographics of all tenants (e.g., property type, age, gender, housing management area etc.). A total of 2,411 tenants were contacted by telephone, while 1,319 completed the survey autonomously (with a 55% response rate). Both qualitative and quantitative data were collected via telephone interviews to complete the questionnaire.

Radius Housing is responsible for the evaluation process following results from the independent market research agency

and bears all the costs of the evaluation. The Senior Management Team established the frequency of the evaluation to be carried out every 2 years.

e. Plans for development

A cross-directorate action plan was developed based on the survey results, with a goal to resolve any underperforming areas of service and neighbourhoods. Radius Housing's system in place enables them to compare against previous years' survey results to monitor the satisfaction trend, and the only change they are interested in applying for their 22/23 survey is to include the EFL questions to capture information similar to their smaller-scale social index survey.

f. Communication of results: how and to whom

The results of the post-occupancy evaluation are to be shared with the **residents and institutions**. Communication will be carried out through:
• Tenant Newsletter
• Social Media
• Tenant Engagement Structure
• Emails to Staff & Stakeholders
• Internal Intranet platform
• Radius Housing website

g. Effects and implications on policy-making

The identification of areas to improve can affect Radius Housing's policies, procedures, and resources, with several examples as follows:
• Two of their management areas showed higher financial difficulties than others, therefore, Radius prioritised estate walkabouts in these areas along with attendance by welfare teams.
• Dissatisfaction with how Radius deal with ASB increased by 3%. This has led to the development of an ASB Service Improvement Group with staff and tenants to review how they deal with ASB and influence P&P and resources.
• Around 3.5% of social housing and 45% of CAT1 (accommodation for the more active elderly) tenants said that they do not use the internet. This led to a more in-depth survey on digital services in these schemes for a pilot to increase digital connectivity.
• Tenants pointed out that Radius was missing follow-up repair work from the contractors which was overdue, so they have added a new code into the HM System which has resolved this.

EFL EUROPEAN FEDERATION
FOR LIVING