

MIKAELA ANDERSSON	Helsingborg Helsingborg, Sweden, Neighborhood / Housing developer
BERNADETTE ARENDS	De Woonplaats Enschede, The Netherlands, Team manager Neighborhood development
JOHAN OUDE BREUIL	De Woonplaats Enschede, The Netherlands, Manager Housing
JOOST NIEUWENHUIJZEN	EFL Amsterdam, The Netherlands, Director EFL
ELKE HEIDRICH	Eigen Haard Amsterdam, The Netherlands, Director Housing & Living
MARION KRANENBURG	Eigen Haard Amsterdam, The Netherlands, Sr advisor business strategy
CHRISTIAN HOLM	Bostads AB Mimer Västerås, Sweden, Security manager and developer social housing
MARTIN ANDERSSON	AB Familjebostäder, Sweden, Apartment's manager
MARK TURNBULL	Bolton at Home United Kingdom, Assistant Director (Neighborhoods)
DOMINIC CONWAY	Bolton at Home United Kingdom, Assistant Director
SHAUNA MORTON	Bolton at Home United Kingdom, Neighborhood Manager
HELENA HASSLERT	ÖrebroBostäder AB Örebro, Sweden, Project Coordinator
LAETITIA BARBARA	Le Foyer Rémois Reims, France, Social Project Manager
FRANZISKA ZEISIG	GEWOBAG, Germany, Neighborhood manager
ARMIN HAGEN	GWG Munchen, Germany, Head of Dpt Property management
ANNE KLUSMAN	Havensteder Rotterdam, The Netherlands, Program manager
CATERINA VERDE	Eurhonet Brussels, Belgium, General Manager
IMKE VELTMEIJER	Eigen Haard Amsterdam, The Netherlands, Program manager (Indische Buurt)
ANNE-MIEK FOKKENS	Eigen Haard Amsterdam, The Netherlands, Coordinator Neighborhood Approach (Indische Buurt)
PETRA KULDERIJ	Eigen Haard Amsterdam, The Netherlands, Social worker (Indische Buurt)
ILSE HEIDEMAN	Eigen Haard Amsterdam, The Netherlands, Sr employee Liveability (Indische Buurt)
SANDRA VAN STRATEN	Eigen Haard Amsterdam, The Netherlands, Sr employee Liveability (North)
LYDIA WILHELM	Eigen Haard Amsterdam, The Netherlands, Neighborhood caretaker (Vogelbuurt, North)
IVO KLOOSTER	Eigen Haard Amsterdam, The Netherlands, Head Liveability (North)
JURIAAN OTTO	Eigen Haard Amsterdam, The Netherlands, Neighborhood Manager

The Amsterdam Experience: Neighborhood Approach in the “Indische Buurt” and “Vogelbuurt”

An overview of mission and best practices from
EFL member Eigen Haard



COLOFON

Text: Marion Kranenburg, Imke Veltmeijer (Eigen Haard), Joost Nieuwenhuijzen (EFL).

Photos: Eigen haard, 5.6 Fotografie, Joost Nieuwenhuijzen

Design: Bas van der Horst (BUREAUBAS)

Production: EFL © 2014

TABLE OF CONTENTS

Introduction	2
Governmental housing policy and Strategy of Eigen Haard	3
Analysis of the two Amsterdam neighborhoods with use of the tool “Neighborhood Approach”	5
Case Study 1: The Indische Buurt, Amsterdam East	7
Example 1: Community Center the Meevaart	9
Example 2: Local social currency: the MAKKIE	10
Example 3: Majella Church	11
Neighborhood partnerships: formal cooperation agreements	13
Case Study 2: Vogelbuurt, Amsterdam North	15
Exchange of Experiences between EFL and EURHONET members in Workshops	17
Annex 1: Glossary of 8 Social Management Instruments of Eigen Haard (EH)	19
Annex 2: Feedback from the participants	21



Housing association Eigen Haard from Amsterdam hosted on November 21 and 22 2013 a two day study visit of EFL and Eurhonet members, jointly cooperating in the Working Group Social Domain (EFL) and Topic Group Social Integration (Eurhonet).

The joint meeting was focused on the effectiveness of the “Neighborhood Approach”, a strategy developed by EFL and Eigen Haard in 2011 (see brochure on www.ef-l.eu). The meeting demonstrated best practices and actions by Eigen Haard to improve the social structure and liveability of disadvantaged neighborhoods in Amsterdam.

During the first day the Indische Buurt was the center of interest. The Indische Buurt is part of the Amsterdam city extensions from the period 1880-1940 and is characterized by small urban apartments. It’s a typical residential area, with retail and shops on the base floor. Approximately 23.000 people are living in this neighborhood with a high percentage of non-Dutch residents. Circa 100 languages are spoken. Average income in this district is € 23.400 per year (Amsterdam average: € 30.300 / year).

During the second day the so called “Vogelbuurt” has been visited. This neighborhood is the poorest district of Amsterdam. The average income is € 22.000 per year. In this

neighborhood circa 50% of the residents have immigrant backgrounds and it is one of the few neighborhoods with a so called “food bank”.

Good reasons to visit these areas and to show the deployment of Eigen Haard to improve these Neighborhoods and to hear how the European visitors assessed the efforts.

This brochure presents an overview of strategies, best practices and instruments of Eigen Haard in the daily praxis of Amsterdam and input from the European partners from Germany, Sweden and the United Kingdom. Have a nice read!



GOVERNMENTAL HOUSING POLICY AND STRATEGY OF EIGEN HAARD

3

As a social housing company, Eigen Haard distinguishes three major ambitions:

- Providing affordable housing to lower and middle income groups, regulated social housing as well as commercial housing (for rent and sale).
- Offering good quality housing in a variety of prices and types (low energy, suitable for elderly)
- Offering vital Neighborhoods: pleasant places to live, safe and clean, with a housing supply for various income groups. Eigen Haard (EH) is committed to prevent the city of becoming social-economically divided.

Historically the regulated housing sector in Amsterdam has been relatively large (60% of the stock is social housing) in comparison to the average of the Netherlands (30%). The Netherlands are known for having a large regulated housing sector in comparison to other European countries. It may not seem very logic nor efficient, but the Dutch regulated housing sector is not only home to the lowest income groups. This can be seen as an “imperfection” of the Dutch system, but it has also ensured a fairly mixed population. This policy is currently (2014) on a change. The Dutch government forces the social housing

sector to focus only on low income households.

About 20% of the tenants who live in so-called ‘social housing’ in Amsterdam do not have a low income (< € 34.000). In the municipalities outside Amsterdam this ‘mismatch’ is even bigger and can be up to 40%. Once a tenant starts renting a ‘regulated house’ his rent is regulated until he moves on. This explains why the above mentioned mismatch has developed and also why subletting is a major problem in Amsterdam. Due to the difference between regulated and market prices it is financially very attractive to sublet a ‘social house’ charging market rents.

Recent political interventions allow to raise the rents for higher income groups more than for low income groups for two years in a row. The access to regulated housing has been restricted to households with an income < € 34.000.

EIGEN HAARD STRATEGY

Thus, the Dutch regulated housing market is fairly inflexible. Eigen Haard’s strategy is directed to create ‘dynamics’ in the regulated market by selling existing property, restructuring and development of new property. And also to match supply and demand in terms of housing quality, rents and household incomes and needs. Therefore:

- Eigen Haard sells about 300-350 dwellings per year
- Due to the strategy to sell from existing property and newly developed property, about 20% of the tenants live in mixed building blocks (houses owned by housing associations and private owners).
- Eigen Haard performs 400-500 renovations per year (part of which may be marketed commercially).
- New developments ideally consist of 50% for sale, 30% social rent and 20% commercial rent.

4

Through offering a differentiated supply of houses in price and quality Eigen Haard hopes to attract a mixed population and create viable Neighborhoods. This is also a major part of the physical restructuring strategy in the Indische Buurt we visited.

USE OF NEIGHBORHOOD APPROACH

The core business of Eigen Haard is to provide affordable rental dwellings and manage these properties and the semi-public related spaces (porches, gardens, garages). Extra socio-economic interventions may be required in areas that have “bad scores” in multiple domains. Eigen Haard engages in socio-economic activities for various overlapping reasons:

- To support business goals: value of property, reduction of debts, reduction of damage
- To improve customer satisfaction: both dwellings and better Neighborhoods
- For social benefits: attractive Neighborhoods, strengthen social ownership / increasing autonomy of individuals, prevention of social conflicts, reduction of unemployment.

ANALYSIS OF THE TWO AMSTERDAM NEIGHBORHOODS WITH USE OF THE TOOL “NEIGHBORHOOD APPROACH”

Eigen Haard yearly ranks 83 Neighborhoods (of which 27 outside Amsterdam) and prioritizes areas based on key indicators related to three key performance fields:

- Attractiveness of the property
- Liveability & safety
- Socio-economic situation

A Neighborhood receives a -1 when an indicator scores negatively in comparison to the municipalities average.

Neighborhoods are labelled “red”, “orange”, or “green” and the overall approach is formulated:

- Green areas: regular business processes. No additional policy required.
- Orange areas: specific projects.
- Red areas: integrated approach (program).

The red areas are then further analysed. Indicators of 5 domains are put together to learn more about the weaknesses and (possible) strengths.

Eigen Haard designs an approach according to need, but also looks at the responsibility of other partners. In certain domains Eigen Haard takes a larger responsibility than in other domains. This is taken into account when developing a Neighborhood strategy.

In the process of creating a Neighborhood strategy, the community is ideally consulted. Based on executed research, several strategic themes are given more attention. Eigen Haard professionals discuss themes with a variety of locals: tenants, private owners, entrepreneurs, other professionals. In this process it's important to look for local energy & creativity. Eigen Haard prefers to join efforts with local partners.

#	NAME OF NEIGHBORHOOD	SCORE QUICK SCAN ANALYSIS
1	NEIGHBORHOOD A	-8
2	NEIGHBORHOOD B	-8
etc		
11	NEIGHBORHOOD C	-4
12	NEIGHBORHOOD D	-2
etc		
20	NEIGHBORHOOD E	2
21	NEIGHBORHOOD F	4
etc		

RANKING NEIGHBORHOODS

The picture to the right shows part of the way Eigen Haard ranks their 83 Neighborhoods.

EXAMPLE: SCORING CARD QUICK SCAN

FACTORS

A ATTRACTIVITY OF DWELLINGS

Are we able to rent out our houses easily or not?

waiting time in years

average number of reactions per advertised dwelling

Satisfaction with rented house

satisfaction with house in general (own tenants)

appreciation of technical condition (maintenance)

B LIVEABILITY AND SAFETY

Satisfaction with liveability Neighborhood

Expected development of Neighborhood (perception inhabitants)

Safety index (objective indicators)

Safety index (subjective indicators), perception inhabitants

C SOCIAL-ECONOMIC SITUATION

Household income

Unemployment benefits as % of population 15-64 yrs

SOURCE OF INFORMATION

own business information

own business information

own research

own research

joined research

joined research

statistics municipality

statistics municipality

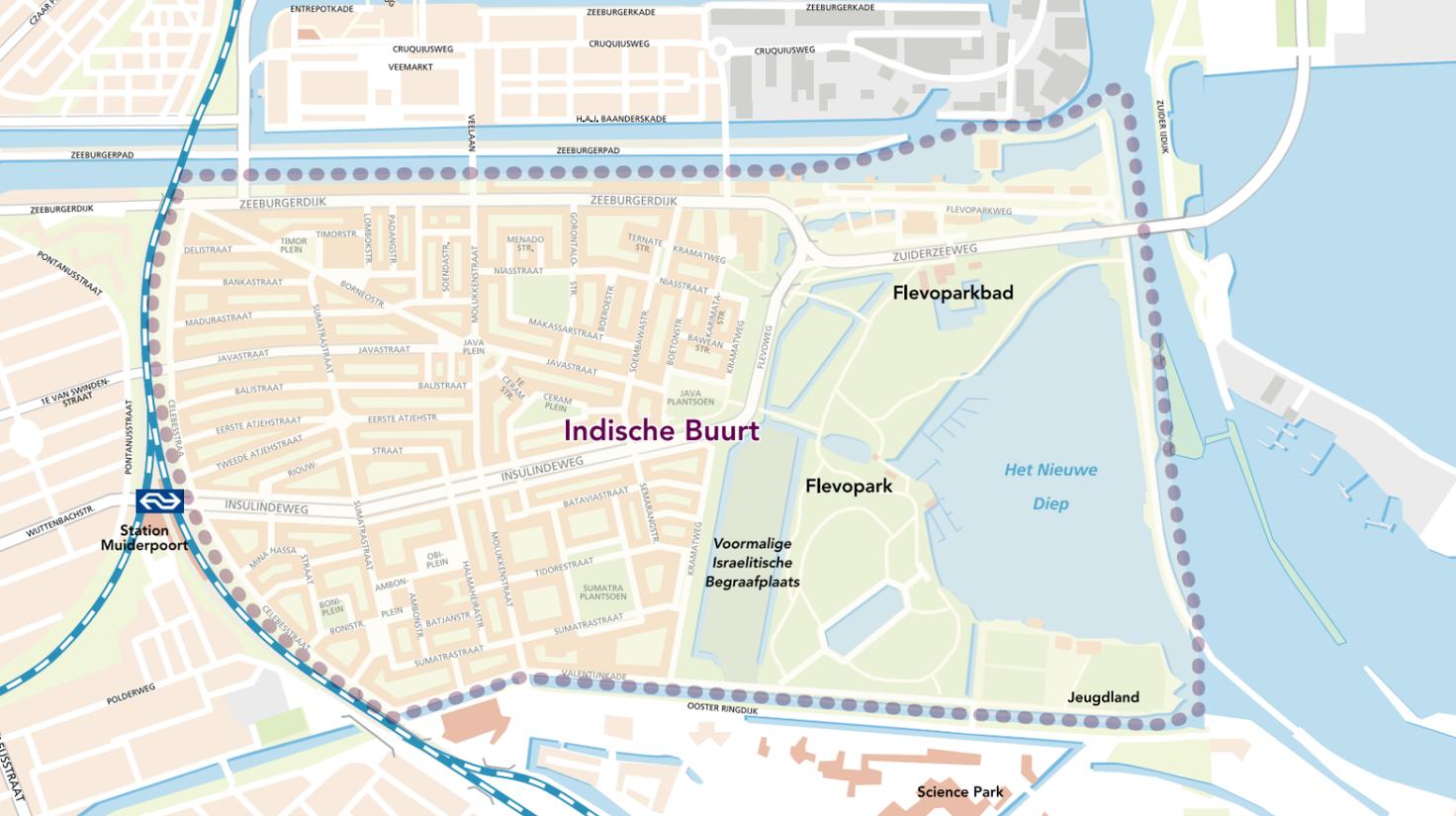
statistics municipality

statistics municipality

AVERAGE	NEIGHBORHOOD X	SCORE	NEIGHBORHOOD Y	SCORE
11,0	9,3	-1	8,1	-1
205,0	199,5	0	187,0	-1
7,2	7,0	0	7,0	0
6,6	6,9	0	6,6	0
7,3	6,8	0	6,1	-1
7,0	7,2	0	6,3	-1
80	85	0	95	-1
76	106	-1	115	-1
27,6	21,8	-1	21,5	-1
5,5	8,6	-1	10,6	-1
Total		-4		-8

We score the results as follows:

- 1 above average
- 0 average score of municipality
- 1 below average



CASE STUDY 1: THE INDISCHE BUURT, AMSTERDAM EAST

7 This neighborhood was part of the former national governmental approach to improve the living conditions in disadvantaged neighborhoods, called after the previous Minister of Housing Mrs. Vogelaar. The approach included additional governmental money for projects to fight the problems of disadvantaged neighborhoods and involving local residents and included a shared deal with the local housing associations.

During the latest years, housing association Eigen Haard opted for an approach via two basic lines:

1. Physical approach: renovating of existing apartments and realization of new housing after demolishing the worst residential estates/ housing blocks. Another aspect of the physical approach is the purchase of social property (neighborhood centers, schools, room for cultural expression).
2. Social approach: measures orientated on the improvement of the social-economic position of the residents and giving them a stronger voice.

TOGETHER INDISCHE BUURT

Eigen Haard joins hands with other housing associations, the local municipality and the residents to improve the Neighborhood. The visibility and communications of all efforts are realized through a common website `Together Indische Buurt` (in Dutch: www.sameninischebuurt.nl) and regular information bulletins. In addition a film has been made: <http://youtu.be/2DVGif-73VY>

Information is presented about all projects “under construction” and realized: places to live, places to meet, parcs & squares & garden projects.

The housing associations share a Neighborhood caretaker’s office. Five employees work for three housing associations and their tenants. Every day they walk around the streets and keep an eye on the property, especially the semi-public spaces (staircases, porches, common garden areas). They try to correct people who misbehave.

The website also provides links to seven communities that are active in the Neighborhood. These are networks of inhabitants and local entrepreneurs who share a common goal to make the Neighborhood a better place to live. The Meevaart community, active in and around the community centre we started the meeting, is an example of one of the communities. We share a common logo which emphasizes that we have to work together to get things done!

SOCIAL APPROACH

Among the various initiatives taken by Eigen Haard in this neighborhood, the following are worth mentioning:

1. Investment in stones and people
2. Acquisition of social property
3. Education, work and economy
4. Provision of units for employability
5. Promotion of local entrepreneurship
6. Traineeships for youngsters: deployment of unemployed people by contractors
7. Neighborhood partnerships.



EXAMPLE 1: COMMUNITY CENTER THE MEEVAART

THE MEEVAART IS A COMMUNITY CENTER AND PART OF THE RESIDENTIAL PROPERTY IN THE BALISTREET.

It is a home of the neighborhood, located in the Indische Buurt and Dapperbuurt. It offers active residents, social and cultural partners and business partners the opportunity to organize activities for everyone, especially for vulnerable residents. Unique to the Meevaart is that residents of the neighborhood, in their role of user of the property, together decide about the programming of the different rooms and manage these spaces together. No “professional” partners are involved. This changes the role of the former local resident structurally. They are no longer passive consumers but have been changed into doers, co-creators and co-executors. This new role offers a special opportunity for self-

development of people living in the area. It also nourishes the bond with the neighborhood and thinking about starting new projects to make it a nicer and finer quarter of it.

Most of the activities are free of charge. Language lessons are provided, in the theatre room acting lessons, singing and art are performed, playing chess and other activities are organized by and for the local residents.

Each Friday evening there is a joint cultural cooking and diner in which the many kitchens of world can be tasted.

EXAMPLE 2: LOCAL SOCIAL CURRENCY: THE MAKKIE

MAKKIES: A LOCAL (SOCIAL) CURRENCY

Housing association Eigen Haard, other housing associations and the district council jointly developed a kind of new local currency in order to support neighborhood involvement of local residents, stimulate active and social behaviour and offer poor residents a way of earning money or discounts. In essence it’s a way of earning local currency by helping in the neighborhood.

The communication between suppliers and partners of the Makkies takes place via internet as market place (www.makkies.cc).

Examples how to earn Makkies

- Cleaning the communal spaces, staircases and gardens
- Teaching people and children
- Helping people in solving financial problems
- Helping in the local area center
- Cooking for homeless people
- Helping in a cleaning service of the district (rubbish, leaves of trees etc)
- Playing cards with elderly people
- Support in trips of schools
- Etcetera

How to spend Makkies?

Makkies represent a value, but cannot be sold for euros. Each acceptant of Makkies gives a discount or a free entry to the person who spend their Makkies at their organization. The value is decided by the accepting organization. One Makkie stands for 1 hour of work within the Indische Buurt. Currently there are circa 700 Makkies in circulation.

Examples where to spend the Makkie

- Supermarket: € 2 discount for one Makkie
- Discount in museums
- Discount in sports
- Discount for classical concerts
- Discount for photography courses
- Reading for children
- Discount for Swimming Pool
- Discount in second hand clothes
- Learning chess for children
- Discount at the cinema

The Makkie has proven to be a very successful approach. Costs: The costs of the system are largely paid by the housing association and the local city council. Total budget for 2014 is circa € 48.000. This will decrease in the upcoming years.

Unexpected results

The project provoked a lot of media attention. Even the Dutch Prime Minister Mark Rutte visited the neighborhood and praised the efforts and the results of the approach. After the TV and newspaper coverage, the “Indische Buurt” improved its fame in the Dutch urban landscape.

Structure

housing associations & district council ⇄ organisations who provide makkies ⇄ residents who earn makkies.

EXAMPLE 3: MAJELLA CHURCH

THE FORMER MAJELLA CHURCH HAS BECOME A NEW TENANT: IT IS HOME TO THE DUTCH PHILHARMONIC ORCHESTRA (NEDPHO). THE RENOVATED DOME IS USED FOR THEIR REHEARSALS AND PROVIDES OFFICE SPACE.

The orchestra plays classical music, which is still seen as 'high culture' and not commonly known by the residents of the neighborhood. They also want to engage with the neighborhood: NedPho -GO! is their outreach program, with which they play in many places (nursing homes, schools, community events). The orchestra regularly holds open house: residents can attend a public rehearsal, and they organize special events for children.

Around the church Eigen Haard acquired social property. With the redevelopment plans for this property, the presence of the NedPho is taken into account: the development is based on themes like art, culture and music. In an adjacent building a restaurant combined with small office spaces (for starting entrepreneurs) are planned. In an old school Eigen Haard realizes houses with rehearsal studios for musicians and a public room.



In the vision of Eigen Haard people should take care of their Neighborhoods themselves whenever and wherever possible. Therefore they joined hands with voluntary service organisations who have their roots in a Neighborhood, work on community needs and people's autonomy without any political or religious goals.

Eigen Haard formalised the cooperation in mutual agreement, especially developed for this purpose. The agreement makes clear mutual expectations and ensures long-term commitment of the partners. On top of that, employees of these organisation can be insured for when they do services for Eigen Haard.

BEST PRACTICE OF NEIGHBORHOOD PARTNERSHIP: MOI FOUNDATION

In the Majella Church, Shazia Ishaq tells about the MOI Foundation for Social development and Integration she founded, at the age of 17, together with her sister Yasmine. Working in her brother's Bollywood-video store she met many people who had problems with day to day issues. She started helping with financial problems, communication to formal organizations, and lessons Dutch. Eigen Haard provided office space; they became official partners. The MOI Foundations helps to prevent eviction of tenants and solve debt problems, but also works on income generation and empowerment of women. A group of 'Cooking Ladies' gain work experience and entrepreneurial skills by preparing nice meals. Four times a year the SHE Magazine is published.

Some people name her Mother Theresa, but Shazia just makes her dreams come true step by step. Recently she met the Dutch Prime Minister. She even has his cell phone number and can call him any time. Will she be the first female Prime Minister within a couple of years?

BEST PRACTICE, PETRA KULDERIJ, SOCIAL WORKER AT EIGEN HAARD HOUSING ASSOCIATION

My job is what would be translated as: employee Disturbance and Care. I deal with our tenants who cause nuisance in whatever way. That can vary from nuisances caused by inconsiderate behaviour, running children, loud music or just plain anti-social behaviour to disturbances due to psychological problems and addiction. And often a combination of the two. I work together with the local council, police, mental health care and other care workers. I also try and get help for the tenants who need support in order to be able to keep on living independently.

This Neighborhood is one of many different cultures from almost 60 different countries. The houses are quite small, in average about 44m2. By the end of the eighties, early nineties parts of this area were demolished and new apartment blocks have replaced the older ones. Still, there are quite some older properties amongst. Some with central heating and double glazing, some without either. The prices for these dwellings are in average quite low. This attracts people of the lower income classes, which often tend to have more problems.

This area also houses the shelter for the homeless of Amsterdam. In this shelter people are examined and from here, they go on to more suitable care. Goal is to rehabilitate them until they can live independently.



PREVENTIVE APPROACH: THE TRAFFIC LIGHT SYSTEM

There are quite some instruments for fighting the problems for existent problematic tenants. What we need are rules and regulations to prevent problems before they occur. For instance: we know that this area attracts many homeless people with a background of drug abuse and psychological problems. Within the Amsterdam distribution system, housing associations are not allowed to refuse those people. In other parts of The Netherlands there are instruments to refuse a tenant.

The Indische Buurt has the worst statistics in sense of safety, unemployment, criminal youth etc. In 18 percent of the addresses there have been problems with nuisance and subletting.

That is why we asked the Mayor of Amsterdam to extend a pilot we are running in another part of the city. Overthere we work together with the police in checking the background of new tenants. If someone has a background in drug abuse over the last 2 years, the police informs us by providing a red or orange light for the new tenant. We don't get any details; just a colour. It is called the Traffic Light system. Green means everything is ok. In case of a red light the tenant will not receive this apartment, but Eigen Haard will give the person another flat within three months in a part of the city with little problems. In case of Orange, we can either rent out the home and inclose an extra document to the rental lease in which we stipulate certain agreements we make with the tenant or decide to not give this flat, but to give that person another flat within 3 months. This system would do well in the Indische Buurt.



CASE STUDY 2: VOGELBUURT, AMSTERDAM NORTH

The Vogelbuurt in Amsterdam North is one of the poorest city areas. Although it is not so visible in comparison with other Amsterdam neighborhoods, circa 50% of the residents are of non-Western origin. Housing Association Eigen Haard is here one of the major property holders and is very active in offering chances to their tenants.

BEST PRACTICE: NEIGHBORHOOD ROOM

A community center, offered for free by Eigen Haard to the local residents. The Neighborhood Room is run by an elderly volunteer, living in the area. The Neighborhood Room is a relatively new initiative. Activities taking place like:

- St. Nicolas party in December
- Cooking lessons
- Talking and meeting each other.

The Neighborhood Room works with strict guidelines to prevent problems. It is for example prohibited to talk about religion, because this might provoke problems.

Use of alcohol or smoking is also not allowed.

It is planned that the number of activities will be expanded, taking example of the so called Community work Room in Amsterdam South East. There a professional team, paid by the Housing Associations, perform social work. Accompanied activities include:

- Knitting for women
- Child care
- the Family Brigade: supporting families with low or no Dutch language knowledge in dealing with official organizations. Writing letters, telephone calls, explain procedures etc.
- Kids Club on Wednesday afternoon (free time for children in Netherlands)

The total costs, including professional support, are estimated at € 75.000 per year.

NEIGHBORHOOD PARTNERSHIP: LIFECYCLE HOUSE & FOOD BANK

The 'Life Cycle House' and the Food bank are run by private organizations with a lot of volunteers. The Life cycle house was founded about 30 years ago. It offers help to people with urgent problems, such as abuse, threat of eviction, debts.

Eigen Haard has provided these private organization with office space and a couple of "satellite" apartments to shelter victims. This is done at reduced rents, because this Neighborhood partner is important for people's well-being, but at the same time they help Eigen Haard in dealing with debts and social problems that may trouble their tenants (lack of safety)

The project Foodbank is initiated to support families in obtaining 'free food'. Because of the bad income situation of many people living in the Vogelbuurt, the Food Bank is a private initiative to provide food to the poorest people. Totally 320 families make use of the Food Bank.

The food is provided by supermarkets or people buying food for this group. Also clothing or other products are distributed for free to the target groups. In order to be allowed to receive "free food", people need to obtain a "pass", which will be provided after a check of the income position of the individual applicant. Each Wednesday afternoon the Food Bank opens its doors for the poor people.

EXCHANGE OF EXPERIENCES BETWEEN EFL AND EURHONET MEMBERS IN WORKSHOPS

During the meeting, intensive workshops took place. Goal was to learn from each other's efforts in the social domain. The first workshop was focussed on sharing experiences of Housing Associations in their role related to Education, Work and Leisure in the Neighborhood.

GENERAL COMMENTS

Sweden

"Some of the Swedish housing associations made clear that business goals are predominant. If it's a benefit for the company, it's a benefit for the tenant".

Social activities must have added value for the business, otherwise they consider it to be other's responsibility." The City council sets priorities and the Swedish housing associations follow these. In Sweden many housing companies are in public hands.

The Netherlands

"Havensteder, a Dutch housing organisation, raises the issue of "active tenants". Some citizens want to take control of things themselves, individually, or together. This may cause difficulties for some organisations, because formal rules are often hindering civil society. So, the issue is not only that tenant's should be more responsible. Organisations should have an open eye for tenant's desires and needs and have to learn how to hand over.

United Kingdom

EDUCATION:

The English "Bolton at Home" was previously not engaged in educational projects. This policy has been changed. Currently this housing association works with Urban Care Centers for supporting disadvantaged residents. This takes place in cooperation with the local council. Many of the social activities are

provided with own staff of the housing association.

- Advising people in education, work and employment.
- Commissioner special services: professional training in making a good CV, - support of self esteem, - tenants helping each other.
- Apprentice service: young people become apprentice to become plumber, painter or other jobs in the construction sector
- Combination with schools
- Constructors are contracted by the housing association to offer apprentices learning places (and jobs) within their company.

OTHER EXAMPLES OF SOCIAL INVOLVEMENT

OF BOLTON AT HOME:

- Gardening services
- Sports
- Pop up cinema in the estates; setup local cinema's, price per ticket only € 1 pp (normal € 10)
- Acting/ Plays: Partnership between Acting Organisation and Bolton at Home.

STRATEGIC DILEMMA FOR HOUSING ASSOCIATIONS:

Where to begin and where to end? What is the responsibility of a housing association? The B@H strategy is to get long term effects; this will lead to direct 'profit' for the Housing Association in the future. People with jobs can pay their rent and, on average, behave better and without nuisance.

BASIC STRATEGIC QUESTIONS INCLUDE:

1. Is the HA doing the work itself?
2. Do the HA commission the work to others?
3. Do the HA stimulate other stakeholders to perform the job?

Bolton at Home takes over responsibilities which traditionally belong to the Government. Funding of these kind of social approach is paid directly by the housing association. They also receive money from lotteries as social benefit.

WORKSHOP: ETHNICITY AND NEIGHBORHOOD APPROACH

The group discussed the different approaches regarding ethnicity.

The Swedish approach seems to be more political. The Swedish delegates made clear that discussions about minorities are sensitive. Swedish politics is over decades focussed on offering equal opportunities to all Swedish, independent of their cultural background. As equal society, it is not easy to discuss about problems of minorities or nationalities. Although the large cities contain a considerable amount of foreigners (circa 10%), the Swedish policy is to offer all citizens equal chances.

According the present Swedish partners, Swedish housing associations are not so well equipped to cope with cultural defined problems. The strategy for Swedish Housing Associations is referring them to other professional organizations. Poor people of ethnic background live in the more remote, isolated parts of the cities.

In UK the situation is quite different. In Bolton or nearby Rochdale. there is a large Pakistan community. Problems arise when Pakistan guys groom "white girls". Many of these "friendships" end in sexual harassment or exploitation. This leads to a growing anger of "white citizens" and the further rise of the English Defense League.

CONCLUSION

In general terms it can be concluded that most social housing companies cope with problems related to the social- economic situation of their tenants. Although each country, city and neighborhood is different, some general characteristics apply to all: - households with lower incomes, - a larger share of ethnic minorities, - higher rates of unemployment, - lower education, - more nuisance and criminality. But sometimes these neighborhoods share remarkable social cohesion and connection between the residents. Housing companies often make use of the existing social networks or support in creating new alliances between the people and the institutions. In this brochure a number of best practices from housing association Eigen Haard are described and hopefully can work as inspiration for others. The developed EFL Neighborhood Approach may support you in your daily business.

The efforts of housing associations differ. In general terms the English approach is characterized by intensive deployment with own people and being very present in neighborhoods. On the other side of the line we find Swedish public housing companies which are serving all income groups and have clearly more balanced composed neighborhoods. The situation in Netherlands, Germany and France is more or less in between.

GLOSSARY OF 8 SOCIAL MANAGEMENT INSTRUMENTS OF EIGEN HAARD (EH)

1. Neighborhood Partners

District Partners are voluntary organizations rooted in the district, working from the need of residents, seeking greater self-reliance for the residents and don't pursue any political or religious goal. With these organizations EH arranges an official partnership. The product Neighborhood Partner is a model to give the cooperation concrete status. An agreement between the organizations creates clear expectations on both sides and ensures that the organization feels more involved. This fits with the vision to work on vital neighborhoods by promoting self-reliance: residents and the neighborhood have to do it themselves whenever possible. Moreover EH can offer the employees insurance for liability and accidents while they are working for them. With the agreement, EH wants to ensure that the volunteer organization provides sufficient clarity and support. Furthermore, EH wants to make sure that the district partner displays the right company values when co-operating in their name.

2. Neighborhood Volunteer

With tenants and residents who are committed to the neighborhood, EH likes to get an official connection. The product Neighborhood Volunteer is a model to give it shape. The Cooperation Agreement between the neighborhood volunteer and EH creates clear expectations on both sides and ensures that the neighborhood volunteer feels more involved. This fits with the vision to work on vital neighborhoods by promoting self-reliance: residents have to do it themselves whenever possible. Moreover they can offer the volunteer insurance for liability and accidents while they are working for us. With Neighborhood Volunteer it's aimed on the one hand to ensure that the volunteer is provided with sufficient clarity and support, and on the other side to ensure that the volunteer displays appropriate personal values when he is at work on behalf of EH.

3. Neighborhood Room

The Neighborhood Room is a small shop or home space that is provided to residents for their joint activities. The purpose of the neighborhood room is to strengthen the bond between

the inhabitants themselves and to increase their involvement in the neighborhood. Through the neighborhood room they can to work together to increase the livability for example through cleanups. With the active residents clear agreements are made, so they can manage the room largely by themselves. Each room is set up in close cooperation with residents. Sometimes a neighborhood room is set up with other parties, such as a municipal body, another housing association or a local active foundation. The district administrator continues to ensure that no one group of residents appropriates the neighborhood room, so that all residents feel free to use it.

4. Neighborhood Working Room

The neighborhood Working Room is a room where neighborhood residents not only meet, but also where they develop their talent and be supported to regular work. In a neighborhood work room EH cooperates with local institutions like the Employment Department (DWI), which focus on people with little prospects for a job. In the neighborhood Working Room they can get rhythm in their lives by doing regular volunteer work and discover their talents and potential. They regain employment prospects. The people who are active in neighborhood Working Room, cause less trouble in the neighborhood. Moreover, the teams of neighborhood Working Room do a lot of work for EH. They refurbish gardens, keep public spaces clean and do minor maintenance in the common areas. Important to have a successful neighborhood work room is to provide a barrier-free space and access, in order to provide experience of vulnerable residents of the area and to ensure that the neighborhood work room is home for residents and professionals jointly. The latter succeeds better through founding a trust or an association. The Trust contributes to the finances of the neighborhood work room and is for EH a contact point with power to make joint decisions.

5. Working for a Room

Students get a room in a neighborhood where the quality of life is under pressure, in exchange for approximately ten hours of social work per week. Students work on projects that improve the contacts between residents and help residents social progress. For example, they help in keeping open the neighborhood room and organize community activities. Moreover, residents tell them what

is needed, for example, a service for reading or homework support. EH can rent out rooms to individual students, or to an organization that supervise the students. Requirement is that the students are highly motivated, therefore only selected students are eligible for this product. They rent the room for a limited time, for example one year. Especially in neighborhoods where many demolition and new construction takes place are suitable for Working for a Room, because temporary housing is released and the quality of life will be under pressure.

6. Neighborhood Prevention Team

The product neighborhood prevention team, in which the residents itself make the neighborhood more safely, is in development. Part of neighborhood prevention team are so called Neighborhood Fathers. Neighborhood fathers are currently deployed in Amsterdam Osdorp.

7. Together Clean

At Together Clean the residents take responsibility for the cleaning of the common areas by themselves. If possible, EH redraws. Depending on the selected level by the residents, the service costs go down. Once it was common practice that residents cleaned their porch and stairs, but social landlords have taken it out of the hands of the tenants during the past decades. Residents now pay for this service. This system is not working properly. Procurement, monitoring and administration costs time and money. In addition, residents are often dissatisfied with the result and feel to have no control of the cleaning process. Residents lose the by the feeling of ownership and responsibility towards their porch. With the concept Together Clean they gain back their responsibility and control. With each other, optionally under guidance, they come to new agreements.

Together Clean has four levels:

- SELF-MONITORING: Residents take responsibility for supervising the cleaning from EH. The service costs remain the same.
- SELF-PURCHASE: The residents together chose for a new cleaning company and supervise his work. Before choosing, they make a list of items in advance that they find important. If they want more intensively cleaned, the service costs go up.



- SELF-MANAGEMENT: people doing the point above, and taking the (financial) administration from EH. The service costs may go down.
- SELF-SCRUBBING: Residents do the cleaning themselves. The service charges for cleaning disappear. Residents can choose to make arrangements to clean together or let it do by one of the residents and to pay for the cleaning.

8. Welcome Talks

Who is welcomes in his new neighborhood, dwelling and housing complex, feels immediately more connected to the neighborhood and gets more sense to do something. Therefore EH strives to provide every new resident with a welcome talk. The welcome talks are done by residents of the complex or the neighborhood. In some places the Residents Committee does this already, or the caretaker performs this task. For other neighborhoods and complexes EH looks for volunteers from the neighborhood who are prepared to take this task.

FEEDBACK FROM THE PARTICIPANTS**1. What did you learn from Eigen Haard?****Which lessons / experiences do you share with your colleagues at home?**

FRANZISKA ZEISIG, GEWOBAG (GERMANY)

I learned about the way you deal with social partners, which is very similar to the 'GEWOBAG way'. I understood that you have many cooperation where you provide the infrastructure for social and cultural activities and the social partners provide the activity.

I also learned, that you deal with the same problems of participation as we do in Berlin. From the presentation about Vogel Buurt, I concluded that you always need a reliable person who cares about everything when you start a new Neighborhood centre and then, step by step, you can hand over responsibility to the Neighborhood. And that this is a long process...

I also learned which impact architecture has on social perception and on the Neighborhood appearance: Social houses in Amsterdam are very tiny and sweet. Therefore the Neighborhood looks quite cosy and peaceful. In Berlin we have more skyscrapers which produces more anonymity among the neighbours. In Amsterdam the problems seem to exist more behind the doors (in the flats), whereas in Berlin the social problems are more obvious in the Neighborhood (Graffiti, bulk waste etc.).

CHRISTIAN HOLM, BOSTADS AB MIMER (SWEDEN)

Again I saw the different between Europe and Sweden in how the standard of living. Also we have the same possible area. I could see that we are working in a similar way.

MARK TURNBULL, BOLTON AT HOME (UNITED KINGDOM)

I liked your approach that took both account of the property and community and I was surprised how similar some of your work in the community is to ours and the common problems. I think the thing I learned most from the visit was the diversity of activities that can be undertaken with the asset base that you have, for instance your ownership of the unit of the cafe that we went to on the Friday. It is interesting to know how your business plan sustains this.

I think you could learn from our Ucan Model (Urban Care)

which is similar to the community houses that you run. I have uploaded to the Eurhonet page a report which outlines the activities in one centre. I think you could also learn from our Community Development model which is similar to the work of your colleague in the community house we visited.

BERNADETTE ARENDS, DE WOONPLAATS
(THE NETHERLANDS)

Learn that it is important that we keep investing into people and the houses, not only the houses.

Being a partner in the Neighborhoods, like the in Amsterdam North. Good way to facilitate initiatives of residents. Very good neighborhood managers in the area.

2. What can we learn from you? Do you have any advise / recommendations for Eigen Haard, in relation to the field visits we made?

FRANZISKA ZEISIG, GEWOBAG (GERMANY)

Cooperations are very important. And I liked what Mrs. Mikaela Andersson wrote in her email, that you have to keep a good mix in the Neighborhood (concerning age, sex and culture of tenants) in order to prevent the occurrence of huge social problems.

CHRISTIAN HOLM, BOSTADS AB MIMER (SWEDEN)

In Sweden we do not want social housing, we are trying to spread the people from different social backgrounds and nationality over all in Västerås. Off course we have segregation areas but not in the same way that you have In Amsterdam. I where impress of your way to involve tenants and the free organizations

MARK TURNBULL, BOLTON AT HOME (UNITED KINGDOM)

We have a manager here for the service ASB (anti social behaviour) so I am happy to put Petra in touch but a lot of the key work we do is around partnership working with other agencies such as the police etc. Also a lot of the community investment work we do is to prevent ASB.

BERNADETTE ARENDS, DE WOONPLAATS
(THE NETHERLANDS)

Examples of good ways of facilitating. Giving tenants a real voice in decisions.

3. My colleague Petra Kulderij expressed a wish to learn from your “best practices” in dealing with anti-social behaviour. Do you have any specific examples that can be shared? We would welcome your input!

FRANZISKA ZEISIG, GEWOBAG (GERMANY)

Social control is very important. GEWOBAG has for example 14 tenant consultancies in Berlin, consisting of 3-5 volunteers in specific Neighborhoods. They are elected for 5 years and mediate between the tenants and the housing company. They are very important, since they create Neighborhood and they can help us to implement measures or to get information about strange developments/people in the Neighborhood. Important is that these people appear as pioneers/role models. They have to be respected by the neighbours and give good examples. A good Neighborhood, where one cares and looks for each other, is a very effective instrument. In addition to that, you need good cooperation with institutions like schools, policy, security service and social services.

CHRISTIAN HOLM, BOSTADS AB MIMER (SWEDEN)

In Västerås we are trying to help people into work. We believe that is important for people to have a work. We are having problem in areas with young people be twin 18-25. Often they are from another country and haven't completed school. We work together with the local actors and police. This cannot be done by the local housing company by are self. I feel that you have to find trust with this group. In Västerås we have together with the county started many different youth projects. But we always have to ask us if it is are mission an if it is benefit four are company.

4. Which specific approach / instrument we showed you in Amsterdam needs further explanation?

FRANZISKA ZEISIG, GEWOBAG (GERMANY)

The Makkie is a very interesting instrument. I would like to know, how much time it takes to be implemented, what steps should be taken, which resources you need. I also would like to know about the effects of rewarding volunteer work by the use of Makkie. Does the Makkie system produce people who do volunteer work only in order to get a makkie, thus for egoistic motives? Or is it just a nice side-effect for people who help each other for altruistic reasons?

MIKAELA ANDERSSON, HELSINGBORGHEM (SWEDEN)

Swedish input on disadvantages neighborhoods (Mikaela Andersson, Helsingborghem). Comment on Dutch system.

“The major issue for me was actually something that I suspect is difficult for Eigen Haard to change, but the system of “social housing” in the sense of having entire houses, real estates and Neighborhoods for just that purpose (low income people) is for me connected to a lot of problems. I believe that concentrating all socio-economically weak inhabitants in the same place makes the problem worse than what spreading them out would do. In Sweden we also have segregation in the sense that cheap areas attract low-income households, but when it comes to apartments for inhabitants living on welfare in Helsingborg, we try to avoid these Neighborhoods and instead offer apartments in more stabile areas where the tenants ability to change his/her situation increase.”

Mikaela Andersson on comparable projects in Sweden

“Our best example is probably “My Drive”, Helsingborgshems own employment agency in our inhabitants own Neighborhood. We offer our tenants free coaching and guide them in to employment by being on their own turf demanding nothing but their own drive and will to change their own situation.”

CHRISTIAN HOLM, BOSTADS AB MIMER (SWEDEN)

I find the makki very interesting. I were all saw find it strange that you could work for different housing company's. At the last day we were told about the company you have involved. Are there many company in Netherland that working with social projects.

Hope you will have a nice new year and

looking forward to are next meeting.

