



EUROPEAN RESPONSIBLE HOUSING AWARDS

HANDBOOK 2019







EUROPEAN RESPONSIBLE HOUSING **AWARDS**

H A N D B O O K 2 0 1 9



INTRODUCTION

RESPONSIBLE HOUSING, A SUCCESS STORY IN PROGRESS

One would probably expect that three years is not enough time for yet another pool of innovative and responsible housing projects across Europe to be shaped, however, public, cooperative and social housing providers have exceeded our expectations. This year, for the 3rd edition of the European Responsible Housing Awards, we received a record-breaking number of 87 submissions (an increase of 29% compared to 2016) across five categories from 16 countries (almost double compared to 2016) and so, deciding on five winners and finalists was no easy task for the Jury.

The quality of the applications received and in particular of the ones featured in the publication you are now holding in your hands is a clear indicator that more and more housing providers commit to Corporate Social Responsibility and the Responsible Housing principles.. Sometimes as you will read through the following pages this means going beyond what once seemed their traditional mission.

This is exactly the meaning of the first category "More than a roof – supporting communities of equal opportunities". The finalists here prove in practice that ensuring decent, affordable housing (and which will remain so in the future), understanding that this is key to avoiding social and spatial segregation and promoting social cohesion in our neighbourhoods.

"Leaders of innovation, agents of fair energy transition" provides great examples that through innovative, sustainable construction and renovation, made to the highest standard possible within the financial means available – housing associations and tenants can both reduce fuel poverty and the environmental footprint of housing stock.

The practices of the "Fair financing for housing affordability" category make the case that sustainable investment that ensures cost effectiveness and balancing of the level of services provided, related costs and how far current and prospective tenants/residents can afford them – can help with minimising housing costs as well as mitigating real estate speculation.

The leading initiatives in "Building strategic alliances, fostering community participation" highlight the fact that "No one is an island" and certainly, no (responsible) housing association works in isolation. Good communication and transparency on how and why decisions are taken, between housing associations, local authorities, tenants/residents and other stakeholders, can ensure fairer and more effective collaborations.

Finally, all great projects are results of team effort. This is clear once one looks at the projects of the "Empowering the team, addressing employees changing needs" category. Fair labour practices in a healthy, safe and positive work environment that actively promote equality and diversity are an essential starting point for the personal and professional development of employees.

25 inspiring stories, 25 reasons to feel optimistic about the future of the communities housed or influenced by the work Responsible Housing providers carry out across Europe. Read more about them, feel free to learn from them and to get in touch with the people behind the projects. Actually, there is no better place to do so than the Awards Ceremony in Lyon as part of the 2nd International Social Housing Festival.

Last but not least, stay tuned: responsible housing is a success story in progress...



Barbara Steenbergen

Head of IUT Liaison office to the EU
Chair of the European Responsible
Housing Awards Jury



Cédric Van Styvendael

President of Housing Europe



Francis Deplace

DELPHIS General Manager

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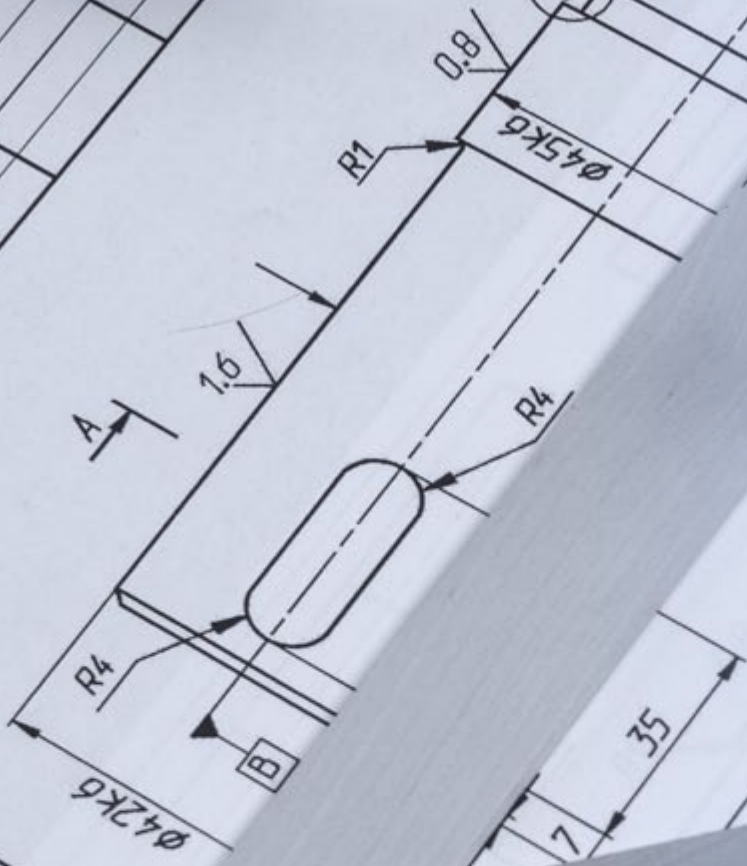
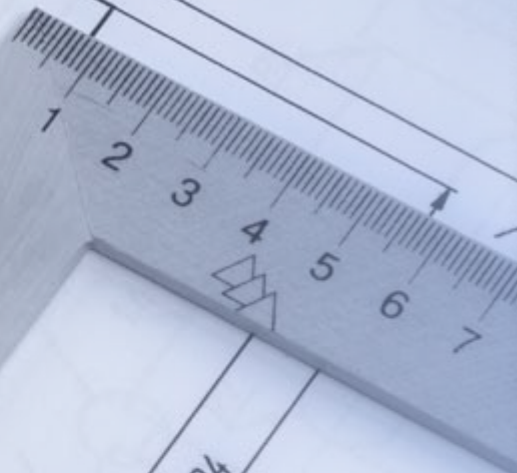
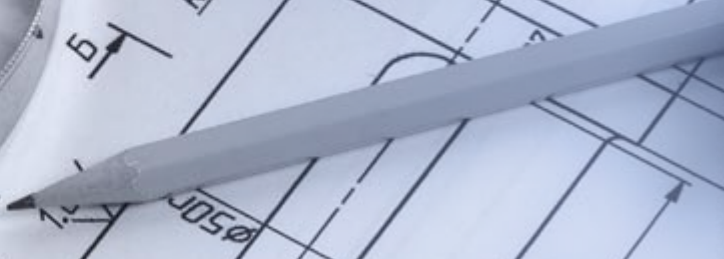
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Fair financing for housing affordability

PLACE-BASED ANTI-SPECULATION HOUSING POLICIES



B Institut Municipal
de l'Habitatge
i Rehabilitació

INTITUT MUNICIPAL DE L'HABITAGE I REHABILITACIÓ (IMHAB)

Location: C/ Doctor Aiguader 26-36, 08003 Barcelona, Spain

Number of staff: 214

Number of dwellings managed by the organization: 8,000

Website: habitatge.barcelona/en/about-us/municipal-institute-housing-renovation



⌘ OBJECTIVE:

Increase the number of public, social and affordable dwellings in gentrifying dense urban areas.

Place-based anti-speculation housing policies are based on a territorialised diagnosis of residential vulnerability, using data from the census of vacant housing and illegal touristic uses (elaborated through a job placement programme run by the public agency Barcelona Activa), and a Study of vulnerable areas carried out in collaboration with the Polytechnic University of Catalonia (UPC).

Based on the resulting indicators, Barcelona City Council has developed a series of measures.

CONTEXT

Barcelona suffers from a housing affordability crisis and limited resources in terms of land and capital to develop new public, social and affordable housing. This is why the City is looking at the private housing stock as a source of housing that could be removed from the market and offered at a below-market price.

The City has a very low vacancy rate (estimated at below 1.5%), but most vacant dwellings remain so because of limitations on the part of landlords to maintain them. Concurrently, Barcelona is experiencing an increase of real estate activity and witnessing the displacement of long-term residents as a result of speculative investment. There is therefore a need to intervene where neighbours are being displaced to ensure their right to housing and everybody's right to the city.

Barcelona City Council has launched the Right to Housing Plan 2016-2025, which includes specific measures to curb speculative practices in the private housing market and guarantee the right to housing, especially in the neighbourhoods most affected by gentri-

fication. These measures will complement other policies included in the Plan, such as the increase in the rental public housing stock, the collaboration with the non- and limited-profit private sector for the construction of affordable housing, or the promotion of cooperative housing, among others.



Tools used

Rehabilitation subsidies, Tax subsidies, Public guarantees, Cession of use Agreement, Capital investment, Job placement programmes.

In the Rental Housing Pool:

Subsidies and financial incentives:

- ▶ Direct subsidy: €1,500 if the unit is empty and €6,000 for debt settlements in the case of units under legal proceedings.
- ▶ Renovation subsidies for 100% of the cost of renovation work, up to a maximum of €20,000, subject to prior technical assessment of the property and in exchange for a 5-year rental contract.
- ▶ Subsidies equivalent to 50% of the Property Tax.

Guarantees:

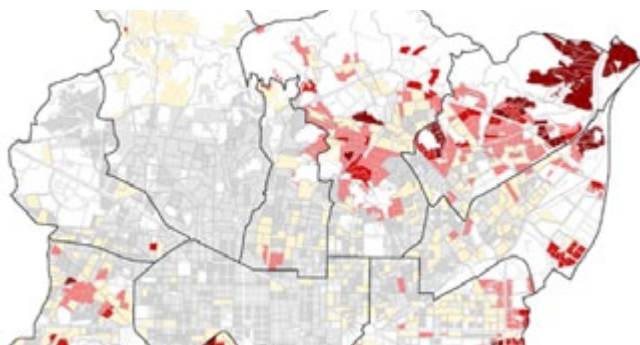
- ▶ Guaranteed rent payment and monitoring to ensure owners receive their rent should tenants fail to pay.
- ▶ Household multi-risk insurance policy at no cost to owners.

Management support:

- ▶ Legal defence insurance and support from the Pool's management team.
- ▶ Legal and technical advice.
- ▶ Social monitoring and mediation, on request from the parties or a court-appointed lawyer.
- ▶ Help and advice on the issuance of an Energy Efficiency Certificate (EEC) and the Occupancy Permit.

In the Cession Programme:

- ▶ Guarantee of payment of the rent agreed during the term of the rental contract (36 months).
- ▶ Financing for rehabilitation works (20% covered by grants and the remaining 80% to be deducted monthly from the rent).



Key results and benefits

Both the Acquisition of housing units in the private housing market and the Mobilisation of private housing for affordable housing have had an impact in neighbourhoods that are severely stressed by gentrification processes and where the City does not have many public housing units or land on which to build.

In addition, the combination of rehabilitation subsidies, subsidised taxation, guarantees, direct investment through private acquisitions and participation in job placement programmes have created a virtuous circle that guarantees citizens' right to housing in their own neighbourhood, while ensuring their personal autonomy and the adequate upkeep of the housing stock.

The City had already acquired 661 private dwellings (with a public investment of €73M) that have become part of the public housing stock. Another 1,117 private units were mobilised in 2018 and will be made temporarily affordable to low-income households through the Rental Housing Pool (direct public investment of more than €2.6M) and the Cession Programme (a total investment of €1.4M during the 2015-2018 period, 20% of which is public subsidy and 80% of which comes from the rents). An important feature of this policy is that it allows the City to increase its public and affordable housing stock in areas where there is little or no opportunities to develop new housing, therefore ensuring a social mix and inclusive communities across Barcelona.

The Acquisition Programme has also allowed the City to stop displacement in gentrifying neighbourhoods, by allowing residents that were threatened of displacement to remain in their homes.



INNOVATION

The use of public subsidies for rehabilitation and public guarantees in exchange for temporary affordability is an innovative way to maximise the use of public resources for the provision of affordable housing.

Targeting small landlords and units spread across the city has also been an important qualitative effort, moving away from operations in big housing states on the outskirts and promoting housing affordability in high opportunity areas, where affordable housing is most needed.

The selective acquisition of privately-owned housing units in gentrifying areas has also implied a qualitative improvement in the City's housing policy.

+ WHAT THE JURY LIKED

- Strong housing planning that can regulate the private market.
- Social housing in the center of the city. Innovative aspects to tackle the erosion of the housing stock in gentrified areas.
- Replicability: engaging other cities in taking similar approaches and inspiring municipalities to solve the problem of evictions.
- Increasing the affordable and public housing stock in a city which has a low level of both.

Fair financing for housing affordability

EKEDAL



AB SKÖVDEBOSTÄDER

Location: Drottninggatan 2a, 54131 Skövde, Sweden

Number of staff: 95

Number of dwellings managed by the organization: 5,100

Website: www.skovdebostader.se



⌘ OBJECTIVE:

The ambition throughout the project was to enable young people in being able to afford to move into a newly-built apartment. However, this should not be at the expense of quality.

The apartments aimed to be energy efficient with less than 28 kWh/m²/A-temp, have solar panels on the roof to contribute to energy consumption, use parquet, tile, and clinker cement indoors, as well as maintenance-free outer layers.

The homes are not only for today's inhabitants – the houses must withstand a century. It is important to understand that saving money does not only lie in choosing construction materials, but also in future energy consumption and operating costs.

CONTEXT

The housing market in Sweden is somewhat troublesome, especially for young people aiming to move to their first apartment and to actually be able to afford it. The rent is often too high, which makes young people involuntarily continue to live at home with their parents. In order to move to Ekedal, Skövdebostäder have prioritised young people between 18-29 years of age. The housing queue for Skövdebostäder alone consists of 30 000 people, half of them are under the age of 30.

The overall goal for the Ekedal project was to build affordable homes for young people.

Ekedal consists of 150 apartments for young people, between the ages 18-29. The three blocks consist of small apartments with mainly one and two rooms, and are located just a stone's throw away from Skövde city centre. The houses were completed and

ready for moving in during spring 2018.

In order to keeping the project costs low, three factors were of importance; client expertise, competition and cooperation. By continuously building, Skövdebostäder has experience in how to build right and efficient, and have also developed the ability to take advantage of the competitive situation on the contractors' market, leading to a good end result. By cooperating with several partners, such as contractors, sub-contractors, municipal office, all parts of the production chain can be developed and more efficient.

Skövdebostäder has led the Ekedal project in its entirety, with many collaborative partners. Asplunds bygg AB has been the contractor.

Skövdebostäder has been granted investment funding from the Swedish government, which has also contributed to the low rent.



Tools used

Skövdebostäder used the normal process for building houses. No other new tools were developed.

INNOVATION

According to a report from the Swedish tenants' association ("the Mambo report"), one fourth of all people between 20-27 years of age are living at home – but not by choice. On top of this, more than 250 of Sweden's municipalities (out of 290) state that they have a deficit in available dwellings.

As a public housing company and the largest landlord in Skövde, Skövdebostäder is working hard to produce new rental apartments, as this is the single most important tool needed to solve some of the deficit. However, the homes **must** be affordable!

The 150 apartments at Ekedal are a way of contributing to solve the above problem, building homes for young people that they can afford. The project has proven that it is possible to build new apartments for young people without sacrificing on the quality. Apartments that are space efficient with smart planning.

We hope that this project can be a role model and proof that it is possible to build cost efficiently, and through this be able to provide more homes at affordable rents.



Key results and benefits

When renting existing apartments, Skövdebostäder practice the normal queuing process, in which the person with highest queue points will sign the contract. For the Ekedal project a special queue was applied, as it was aimed at a specific target group. This process was also used when renting the latest newly built houses. Never has the pressure been so high for Ekedal.

When the queuing process officially began on October 1st 2017, 1,000 young people applied for the 150 apartments in a matter of days. All of the apartments were rented out when it was time to move in.

The ambition for affordable homes was reached: a one room apartment of 34 m² cost 4,200 SEK/month (approximately €370).

The project has received national recognition. During a session in the Swedish government office, Skövdebostäder's CEO was invited to share the keys to success. The former housing market minister has several times mentioned Skövdebostäder as a good example when it comes to building affordable homes without sacrificing on quality.

It is not yet known the effect that the energy effective construction and installation of solar panels has had on energy consumption. More time is needed in order to measure this. However, the theoretical calculations of 28 kWh/m²/A-temp per year is significant.

+ WHAT THE JURY LIKED

- + Enable young people to move into high-quality newly-built apartments, that are energy efficient and sustainable.
- + Clear target group with a housing need which is often overlooked and underestimated
- + Project aim is to keep rental prices low – strong necessity for young people.



Fair financing for housing affordability

FROM STREETS TO HOMES – HOUSING NOW!



UTCÁRÓL LAKÁSBA EGYESÜLET

Location: Baross utca 110, Budapest 1082, Hungary

Number of staff: 7

Number of dwellings managed by the organization: 24

Website: www.utcarollakasba.org



⌘ OBJECTIVE:

The overarching goal is to introduce the concept of a Housing Agency, beginning with the implementation of a pilot project developing privately owned properties into social housing.

ULE are working on finding partners to scale up the Agency. They especially wish to work with municipalities e.g. in projects such as "From Huts to Homes" where local homeless people are assisted into municipality owned social housing.

Thus, another original goal is to provide homes for rough sleepers or "shack dwellers". The Housing First approach is used to house these families. This means that the tenants are provided with work possibilities and receive intensive social care. In addition, other types of clients will be brought on board.

ULE involve private owners in order to be able to rent out

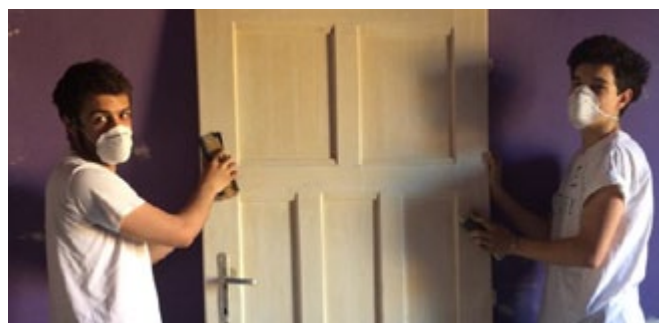
their apartments but with guarantees, at a lower rate, enabling housing access for those who pay social-based rent.

The budget needed is provided in a leasing construct where after a fixed time period it is paid back from rental fees collected from tenants. Investors can receive a small profit while tenants' rent remains low, around one-third of market prices. Similarly, modern conveniences are guaranteed low maintenance costs.

Awareness raising and advocacy is a major part of ULE's work.

The Housing Agency streamlines the operation of renting out private apartments based on organisational, cooperative, entrepreneurial, non-profit or business purposes.

Besides managing the operation, the Housing Agency play an intermediary role between owners and renters and the main purpose is to reduce risk on both sides.



Tools used

The most important tools used by ULE are the Housing First approach and Social Housing Agency methodology. Alongside this, ULE's work consists of:

- ▶ Renovating and re-using empty municipality apartments in agreement with the municipality. In exchange for renovation we receive the right to use the apartment for an agreed amount of time;
- ▶ Re-use of empty privately owned apartments in agreement with the owners;
- ▶ Intensive social work;
- ▶ Labour market services for clients/tenants;
- ▶ Advocacy and policy work;
- ▶ Giving voice to people in need;
- ▶ Shaping the way Hungarian society sees homelessness and housing problems via media presence.

CONTEXT

There is currently an ongoing crisis in Hungary. The publicly available stock is only 2% of apartments in the country. The estimated number of homeless people is at least 30,000. About half of them are living in and around Budapest. At the same time, there are only 4,000 municipally owned and more than 90,000 privately owned empty properties.

Indeed, the National Statistical registry calculations show data on half a million empty properties nationwide. There is no official strategy to incorporate privately owned properties as part of a social housing system.

At least 15% of of Hungarian households have financial problems due to housing costs. This housing poverty manifests as inadequate and insufficient housing conditions.

Housing agencies could assist with the provision of maintenance, this being more cost effective than if done by single private owners.

Families that cannot access home-ownership instead rent apartments on the market. However in the last few years, rent prices have doubled in urban areas, resulting in market options no longer being available for many households and families.

Municipality owned stock could be a solution, however, as most municipalities have privatised a high percentage of their stock, the remainder properties are in very poor condition. For the moment, "municipality owned social housing" means "substandard housing" in most cases.



Key results and benefits

The Association began its operation in 2012 as a voluntary group. They assisted their first homeless client to municipality tenancy in 2013.

They also set up mobile houses or lightweight structures on sites owned by local municipalities or the Association itself from the funds provided by the investors.

Today, they have agreements with three municipalities on the use of empty municipality owned apartments. This stock is currently at 18 dwellings, and counting. There are also six privately owned apartments (and counting), of which three are owned by ULE. Altogether, 50 people are being housed.

ULE advocate both on the field of homeless care and social housing management, initiating negotiations with local and national policy- and decision-makers. They are raising awareness on issues of homelessness and housing poverty, and feature often in the mainstream media pointing out that the solution and way out of the current housing crisis could be a total revision of the entire social housing system.

INNOVATION

ULE provide an innovative solution for the housing crisis in Hungary in the sense that previously, there was no existing programme in which privately owned properties are developed into social housing.

The investment concept is ULE's own development. Colleague and students of Corvinus University of Budapest created it with the Housing First approach and Tiny Houses concept in mind. It is a mixture of social entrepreneurship and social work, providing a good foundation for expanding and developing the programme.

ULE are innovative with regards to participation of the target group. They incorporate the social entrepreneurship approach, but without the goal of creating a product with which to sell and generate profit. Instead, the purpose of the social entrepreneurial activity is to tackle the social issues. The primary target group is the customer/tenant who are thus not merely beneficiaries.

+ WHAT THE JURY LIKED

- +
- +
- +



Fair financing for housing affordability

HANDY HOUSES



de ideale woning cv

DE IDEALE WONING

Location: Diksmuidelaan 276, 2600 Antwerp, Belgium

Number of staff: 57

Number of dwellings managed by the organization: 6,124

Website: www.deidealewoning.be



⌘ OBJECTIVE:

The objective was to come up with a solution to the following problem: existence of vacant, out-of-date and isolated social rented houses which are in need of renovation and usually sold publicly. The financing possibilities of the Flemish government which a social housing company can call on, are insufficient for the radical renovation works. De Ideale Woning, active in 22 municipalities in and around the city of Antwerp, wished to transform the sale of social housing with this project Handy Houses. They decided that from now on, certain houses could be leased long-term for a period of 70 years and renewable to 90 years.

CONTEXT

Flanders, especially its cities, is facing a real residential crisis within the lowest segment of the private rental market. Between 2014 and 2016, the average price of the 20% cheapest rental housing rose by 8.63%.

It is even striking that the segment with the highest rental prices even experienced a small decrease on average. Expensive renting has therefore become cheaper.

In addition, it is determined that 47% of private rented housing is of inadequate quality. The share of housing of inadequate quality is the highest for low income groups, single people and single-parent families. These rental properties are usually also of lesser energy quality, which means that the energy bill of the tenant increases.

This means that finding an affordable and high-quality home for lower income groups is not easy. Buying is not an option for them. This also translates into an up-and-coming increase of the waiting lists for a social rental home. The number of prospective tenants in Flanders has increased by 28% in five years. In 2016, no less than

19,496 families joined the list, bringing the total to almost 140,000 prospective tenants waiting for a social rental home.

These figures contrast sharply with the limited construction of additional social rental housing. In the same five-year period, the number of social rented dwellings in Flanders rose by just 4.4%. Politically there is also little animosity to realise many new social rented houses, in a way that a structural improvement in that area is not to be expected.



Tools used

- ▶ Fact sheets with all necessary information (location, photo report of the current situation, planning regulations, energy performance, inspection certificates, land and building valuation, calculation of the one-time entry-level remuneration and the annual ground rent payments, listing and estimation of the obligated renovation works);
- ▶ Information sessions including specific sessions featuring tips and tricks for renovation works;
- ▶ Open viewing days;
- ▶ A registration list based on the chronology of application;
- ▶ A Single Point of Contact via email for all information (agreements, renovation work, press etc.);
- ▶ An extensive project page on the website, where all available information is clearly compiled (Q&A);
- ▶ A special edition of the residents' paper specifically dedicated to the Handy Houses, distributed among 3,000 families in Antwerp (all tenants of De Ideale Woning);
- ▶ Media opportunities, leading to reports on national and regional television channels and newspapers;
- ▶ Targeted articles in professional journals;
- ▶ Announced and unannounced visits by technical staff of De Ideale Woning to the current renovations;
- ▶ Communication to housing services (Flanders, city of Antwerp), housing support organizations, local banks, local notaries.

INNOVATION

Finance model: The “buyer” pays two fees for the “right in rem” (right not to have one’s land or possessions interfered with): a one-time entry-level remuneration and an annual ground rent. Both fees are calculated exclusively on land value. For example, if the value of the land on which the house stands is €70,000, then the “buyer” pays half (€35,000) as a one-time entry-level remuneration. The other half is paid as an annual ground rent out over 70 years, in this case amounting to €500 (which is indexed annually).

The land value of the first nine Handy Houses varies between €36,000 and €70,000, which means the entry-level remuneration varies between €18,000 and €35,000, and the annual ground rent between €257 and €500.

Obligation to renovation: The purpose is to re-establish the property within a period of five years with the Flemish housing regulations. This means that “buyers” on top of the fees also need to invest in thorough renovation. For the first nine Handy Houses, the cost for a minimal renovation varied between €8,400 and €62,300. In order to reduce the cost, inhabitants can carry out the works themselves. De Ideale Woning supports, supervises and monitors the renovation works, and informs the “buyers” of possible subsidies.

The long-term lease, as opposed to public sale, helps combat far-reaching privatisation and fragmentation of heritage. The free interpretation which can be given to the content of the long-term lease makes it extremely suitable to formulating conditions and rules regarding maintenance and architectural coherence. It is this freedom that De Ideale Woning has also taken advantage of to link the renovation obligation to the right of rem over the Handy House.

Through long-term lease, the responsibility for the house is transferred from De Ideale Woning to the actual residents.

Key results and benefits

When the first nine Handy Houses that were launched in 2017, more than 400 local families voiced interest. They are all now on the registration list for the next series of Handy Houses (a total of 85 spread over a period of six years).

While this solution is small-scale, the formula itself is very valuable:

- ▶ A sustainable answer to vacant, deteriorating housing – greatly benefiting quality of life in neighbourhoods;
- ▶ The affordability of the Handy House is guaranteed. Only those who meet the legal conditions to qualify for social housing are eligible. This also applies to the children and grandchildren – only if they meet the same conditions can they inherit the Handy House for the remaining period of the lease;
- ▶ The right in rem on the property and the land over a long period (70 to 90 years) makes “buyers” consider the Handy House their own home;

The renovation obligation stimulates the self-development of the “buyer”. De Ideale Woning supervises and supports the major renovation works (and in supporting subsidies), but the responsibility remains with the “buyer”.

Further:

- ▶ De Ideale Woning can tackle the vacancy in its neighbourhoods;
- ▶ The social houses remain in the social supply;
- ▶ De Ideale Woning can support the target group;
- ▶ De Ideale Woning can permanently influence the affordability of the Handy House;
- ▶ De Ideale Woning is permanently involved in the quality of the Handy House.

+ WHAT THE JURY LIKED

- + Offering a long-term lease for families with low income
- + The strategy to prevent selling off of social housing to the private sector, thus im-peding speculation, maximising social housing, and proposing a varied form of ten-ure based on lease (with renovation clause) over a long period of time.
- + The project addresses the issue of derelict and vacant homes.



Fair financing for housing affordability

PERMANENTLY AFFORDABLE AND ANTI-SPECULATIVE HOUSING DEVELOPMENT IN THE CITY AND THE METROPOLIS OF LILLE



ORGANISME DE FONCIER SOLIDAIRE DE LA MÉTROPOLIS LILLOISE

Location: 99 rue Saint-Sauveur, 59033 Lille Cedex, France

Number of staff: 1

Number of dwellings managed by the organization: 15

Website: www.ofsml.fr



⌘ OBJECTIVE:

The "Organisme de Foncier Solidaire" is a non-profit organisation, approved by the State on 20 July 2017. One person works half-time for the organisation. The OFSML is currently working on two housing operations: Cosmopole and Renan.

The objectives of the OFSML are:

- ▶ To develop a market of permanently affordable homes;
- ▶ To make better use of public grants;
- ▶ To slow down land speculation.

The purpose of the OFSML is to acquire and manage land (built-up or not) in order to support the construction of housing for households facing difficulties in accessing decent housing. The interest for such a scheme lies in the capacity to neutralise land cost and its evolution in the time, thus making possible a decrease of housing cost and increasing the affordability of housing.

The "Organisme de Foncier Solidaire" grants a lease "Bail Réel Solidaire" that can be only used by an OFS and does not build directly. It is a developer that builds housing while respecting BRS clauses: resources thresholds, sale price, principle residence and accordance between household size and housing size. The BRS is concluded for a period from 19 to 99 years and can be reloaded when there is a change of ownership.

CONTEXT

The City of Lille has 228,000 inhabitants. It is the 10th largest city in France, with 138,000 housing units. 70% of Lille's inhabitants are tenants. It is a tight housing market with an average of 25% turnover, 5% real vacancy and more than 16,500 requests for social housing. Lille is the 4th most expensive provincial city in the existing market (€3,130/m²) and the 3rd most expensive provincial city in the rental market (market rent of €13.9/m² in 2017). At the same time, Lille's median income is 17% lower than the national median income. Housing prices have tripled between 2000 and 2011.

The City of Lille established an objective of 10,000 new housing for the current political mandate (2014-2020) with equal distribu-

tion of social and affordable housing. To support the construction of new affordable housing, the City of Lille relies on different tools: Reserved Site for Housing (Emplacement Réservé pour le Logement –ERL), land action, obligation of social diversity (servitude de mixité sociale).

However, even with anti-speculation clauses, affordable housing is not permanently socially-oriented. The original buyer has the possibility to sell it back to the free market. This is why Lille has been actively seeking a new model to secure permanently affordable homeownership.

Tools used

The OFSML organises different meetings before the launch of housing projects. Currently, a website is live explaining the OFS model with a Question&Answer section. Flyers are distributed. The national OFS network (Foncier Solidaire France) and the European SHICC project are both used as large-scale deployment tools. Finally, the OFSML is well promoted in France and in Europe through different articles, conferences, workshops and study visits (peer-to-peer session).

INNOVATION

The legal framework is in itself greatly innovative. The OFSML is the first OFS approved by the State in France. The goal is to introduce a new approach to ownership promoting land as a common good. Housing is permanently affordable and leads to a better use of public grants. The OFS is also a secured model for households with the BRS (lease).

Projects rely on the Community Land Trust (CLT) model: dissociation of land ownership from the building property. The involvement of the OFSML in the Cosmopole project (developer: Finapar) uses the following process:

- ▶ The City of Lille owns the land;
- ▶ Agreement between the OFSML and the City of Lille to develop OFS/BRS housing;
- ▶ The City of Lille launches a call to tender. It sells the entirety of land to the selected developer;
- ▶ The developer sells the land to the OFSML equivalent to 15 OFS housing for €1 and signs an initial BRS (lease) with the OFSML; the promoter pays a monthly fee of €1/m²;
- ▶ The developer sells OFS/BRS housing while respecting criteria defined by the OFSML. The promoter is responsible for construction works;
- ▶ Every buyer must be approved by the OFSML;
- ▶ Every approved buyer must sign a VEFA-type reservation with the developer and an User BRS with the OFSML;
- ▶ The household is therefore owner of the building itself and tenant of the land (payment of a monthly fee of 1€/m²);
- ▶ The owner wishes to sell its housing. The selling price is regulated and the new buyer must respect the same conditions: resource thresholds, principle residence, accordance between household size and housing size. The BRS (lease) is therefore reloaded for 99 years.



Key results and benefits

The first OFS housing project in Lille helped middle-class households access housing in the city centres and in neighbourhoods usually inhabited by the most affluent households. The target audience of the OFSML was reached through articles in the press and in the municipal paper, describing the OFSML model. The OFSML now has a website with the objective to reach a wider audience.

Housing proposed by the OFSML is very affordable (€2,110 including VAT/m² without parking). These prices fit with the local definition of social homeownership, which is aimed at the population with modest resources. For the first operation, half of the buyers came from social rental housing. The unique situation of the first OFS housing project, close to various urban services, makes it very attractive and keeps the land affordable for an extended period of time, combatting land speculation.

Nevertheless, the OFSML faces some challenges such as the uncertainty around the mobilisation of banks. The OFSML also explores different legal systems to better fit with the model and its activities and continues to look for opportunities at the metropolitan level.

There is a strong interest for the OFS model in France. The City of Lille organised a two-day event gathering French OFS on November 2018 and constituted the French OFS network "Foncier Solidaire France". This network is supported by the French government. The objectives are to exchange between members, to overcome challenges, to gather propositions and to forward recommendations to the national level.

The Cosmopole project is part of a broader programme composed of a hotel, an art gallery, a British cultural centre and 210 dwellings including 15 under the OFS/BRS model. The Renan project will be composed of 91 dwellings including 17 under the OFS/BRS model.

+ WHAT THE JURY LIKED

- + Social home ownership: a new approach to ownership with land as a common good for generating a new kind of market of permanently affordable homes.
- + Anti-speculation policy is a key strategy for protecting vulnerable households in ex-panding cities.
- + This project is a good way of developing diversity and social mix in a neighbourhood.







MORE THAN A ROOF – SUPPORTING COMMUNITIES OF EQUAL OPPORTUNITIES

1. **NETTELBECKPLATZ: AN EXPERIMENTAL WAY OF RENEWING A COOPERATIVE HOUSING ESTATE IN BERLIN**
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More than a roof – supporting communities of equal opportunities

NETTELBECKPLATZ: AN EXPERIMENTAL WAY OF RENEWING A COOPERATIVE HOUSING ESTATE IN BERLIN



BERLINER BAU- UND WOHNUNGSGENOSSENSCHAFT VON 1892 EG

Location: Knobelsdorffstraße 96, 14050 Berlin, Germany

Number of staff: 80

Number of dwellings managed by the organization: 6,800

Website: www.1892.de



⌘ OBJECTIVE:

Building, energetic and financial aims:

- ▶ Experimental and innovative renewal of a social housing complex (built in the 1970s);
- ▶ Adaptation of existing dwellings to current housing and energetic standards;
- ▶ Addition of new building structures on former parking garage deck and as link between old and new constructions on ground floor level;
- ▶ Saving resources and building costs by using compact building typologies and keeping the original size of the public courtyard space;
- ▶ Reduction of the operational and living costs with energy-saving technology;

- ▶ Sustainability through partial use of wood in multi-storey buildings.

Social, financial and cultural aims:

- ▶ Upgrade actual living conditions (improve technical equipment, add balconies, create barrier-free entrances, level access showers etc.);
- ▶ Addition of modern apartments, ateliers and co-housing solutions to create more variety in the mix of households;
- ▶ Expansion of space for common facilities like gym room, table tennis room, community room (also in the outside areas, e.g. urban garden);
- ▶ Support and reorganisation of self-organised community and neighbourhood.

CONTEXT

The cooperative housing estate “Nettelbeckplatz” has its roots in the decade of rigid refurbishment strategies of the 1970s, replacing the so-called “Mietskaserne” (tenants’ barrack), characterised by light-less rear courtyards and unsocial living conditions. The official renewal program of that time forced the total demolition of those old building areas to create “modern” social housing structures.

In 1973 the housing cooperative “1892” took part in that programme and realized an up to seven levels high building complex, located in the traditional workers’ quarter Berlin-Wedding. The originally 175 apartments were grouped around a green courtyard with playgrounds and recreation areas. The cooperative was the founda-

tion in building a strong local community, based on self-help, solidarity and self-organization.

40 years later, the demographic change is obvious. More than 40 % of the inhabitants are above 65 years old. Many residents require barrier-free conditions or assisted living alternatives. The community has lost its vitality and leading presence in the neighbourhood.

The state of the building structure is in need of renovation. Besides insufficient energetic standards, some entrance areas and ground plans no longer meet today’s requirements.

Additional social problems in the surrounding disadvantaged area are creating an atmosphere of insecurity and social decline.

Tools used

Development of specific tools:

- ▶ Survey and interviews of tenants (before and after refurbishment activities), research and evaluation by DREEAM (EU-funded project “Demonstrating an integrated Renovation approach for Energy Efficiency At the Multi-Building scale”);
- ▶ Monitoring of living comfort concerning humidity and temperature with sensors in the apartment. The residents can get their data in a platform;
- ▶ Monitoring of energy consumption for heating and warm water before and after renovation.

In the future:

- ▶ Training tenants to become Ambassadors of energy saving;
- ▶ Monitoring of electricity production and the efficiency of the installed battery system;
- ▶ Exchange and cooperation with local welfare and cultural partners;
- ▶ Combination of different building constructions – old (refurbishment), partly demolition and new building;
- ▶ Construction of 4,200 m² living space without reduction of green area.



INNOVATION

The project serves as a “blue print”, not only within the housing-cooperative “1892”, but also for other community-orientated investors.

In the context of increasing urbanisation such as in Berlin, and to combat speculation, interdisciplinary approaches are needed to create a synthesis of quantified growth, intelligent building design and affordability, always in combination with social values and sustainable developments.

This project represents an innovative way to integrate different aspects: renewal and further developing of housing estates with multi-building-strategies and integration in the surrounding neighbourhood area. Learning from the project could help develop similar urban strategies in the future.

Another aspect is the value of employee motivation due to the work in a European-project. This experience, the possibility to visit other projects in Europe and to share information with colleagues from other countries is also a kind of non-financial benefit for their commitment.



Key results and benefits

“Nettelbeckplatz” represents a successful approach to combine today’s challenges and sustainability on different levels with intelligent building solutions, energy efficiency, affordable housing as well as social and cultural aims.

The variety of activities and new service facilities guarantee a high diversity of functions available to all of the wide and diverse mixture of households. This includes long-life perspectives and co-housing for all: elderly people, young families, students, individuals, artists or freelancers.

Impacts and benefits can be measured on different levels: the technical improvements, developed and supported within the network of the DREEAM-project created a win-win situation for users and the cooperative enterprise at the same time.

Motivated by the DREEAM project requirements, the installation of a photovoltaic system has been added to the initial re-design plans. The generated CO₂-neutral energy will cover electricity needs of the common area i.e. lighting, elevators, parking lot and community facilities. The decentralised electricity will help to reduce running costs for the building and simultaneously the living costs for tenants.

A separate 7 storey building is added on the former parking garage deck, offering 44 modern flats and ateliers to new households. In-fill construction of open ground floor spaces provides additional common facilities as well as eight student and shared senior co-housing apartments. All extensions are based on resource and spatial efficiency.

The participation of the residents, interviews and plenary sessions were important strategies to keep the social and democratic cooperative values.

The new look of the housing estate, architecturally highlighted with a new building on the former parking deck, creates a visually striking and representative image of cooperative architecture in an urban surrounding.



+ WHAT THE JURY LIKED

- + This project is the combination of several measures such as the refurbishment of former housing stock following energy efficiency standards, social and function-mix combining residential with art & crafts studios, shared spaces, and common facilities for seniors and participation of the local community.
- + The project can serve as a “blue print” for other cooperatives and community-orientated investors.
- + Provide additional 4.200 m² of living space generated through the re-design without affecting the size nor the quality of the existing public areas in the court-yard
- + Holistic approach with strong participation of the residents.

More than a roof – supporting communities of equal opportunities

BUILDING A NEW HOUSING ORGANISATION WITH THE COMMUNITY, BUILDING COMMUNITY WITHIN A NEW HOUSING ORGANISATION



COMMUNITY LAND TRUST BRUSSELS

Location: Avenue de la Toison d'Or 72, 1060 Saint-Gilles, Belgium

Number of staff: 10

Number of dwellings managed by the organization: 50

Website: www.cltb.be



⌘ OBJECTIVE:

- ▶ Contribute to the solution of the housing crisis in Brussels;
- ▶ Give the community, especially families in need of housing, a central place in the development of the organisation and housing projects;
- ▶ Develop an innovative organisation that best meets the needs of its members and encourages and makes use of their potential;
- ▶ Empower families involved so that they can manage their homes themselves and offer those on the waiting list opportunities for development;
- ▶ Increase social cohesion in neighbourhoods in which we develop our housing projects;
- ▶ Increase overall support for the development of more social housing.

CONTEXT

The foundation for our organisation was laid some ten years ago by activists and social workers who were looking for innovative ways to provide an answer to the housing crisis. From the year 2000, housing prices started to rise sharply in the Brussels Capital Region. Between 2000 and 2010 prices doubled, and this evolution is still ongoing. Because the share of social and public housing in the Brussels housing market is very low (around 7%), poor families were the first victims of this crisis. Waiting times for a social dwelling increased rapidly. At the same time, support from the general public for the development of more social housing was rather low. Many projects were delayed because neighbours resisted them.

Initiators started from the assumption that the construction of social housing should not only remain a prerogative of the government, but that the community had to be involved. They were looking for a formula to produce permanently affordable housing while

involving inasmuch as possible all stakeholders, especially poorly housed families looking for a home.

The CLT model originated in the United States and representatives came to Brussels to present to families in need of housing, to discuss with them the relevance of the model, and to reflect on the form a CLT should take in the Brussels context. From the start, residents were therefore central to the development of the organisation, and that is still the case.

Since 2012, CLTB has been recognised and subsidised by the Brussels-Capital Region. (Future) residents are represented in our Board of Trustees and play an important role in the development of housing projects. CLTB work with very diverse multicultural groups, often composed of vulnerable families in difficult neighbourhoods. In recent years, CLTB have been looking for ways to sharpen participation.

Tools used

Together with other organisations working with local communities and two Brussels-based universities, we have set up an action-research project aiming at maximising the involvement of our community in our organisation. The project uses the “asset-based community development” methodology, which starts from the assets and wishes of members of our communities to co-create activities that they themselves will lead. This project is still ongoing but has already led to very interesting insights that can be widely shared.



INNOVATION

CLTB was the first organisation to apply the CLT model in mainland Europe and plays an active role in its dissemination. The model innovates in different areas:

- ▶ The long-term land lease between homeowner and CLTB includes a resale formula where the homeowner can retain a limited amount of the value increase, so that equity is built up while price is kept down for the next buyer, in perpetuity.
- ▶ By focusing on the community and training residents, CLTB aim for self-management of projects by residents. This has an emancipating effect on residents and strengthens social cohesion in fragmented communities.
- ▶ By involving the rest of the community in governance, broad support and democratically made decisions that balance residents’ interests and the long-term interests of the wider community are guaranteed.

CLTB is part of the broader community-led housing movement, which is part of a movement of new community initiatives inspired by the commons. These initiatives aim to renew democracy by allowing the community to actively contribute to a more social and inclusive society.



Key results and benefits

CLTB has grown from an abstract concept to a successful organisation. The support of the Brussels Capital Government has increased steadily, and recently private donors have provided financial support. Our first 10 homes are inhabited. Another 40 families will move into their homes in 2019, and an additional 100 homes are in preparation.

CLTB has inspired others. A CLT has been set up in Ghent, and various social housing companies are about to experiment with the model. In France, the Netherlands and Germany, CLTs are in the making.

An independent audit report of the CLTB concluded: “In terms of costs and duration, CLTB obtains results comparable to other public housing operators.”

CLTB also produced the following effects:

- ▶ Effective targeting of low/very low income families;
- ▶ Maintenance of the subsidy for a purpose of general interest on the very long term;
- ▶ Involvement of households in design of operations;
- ▶ Attention to the neighbourhood in which the operations were realised;
- ▶ Interviews and evaluations done of the first project were very positive, both with regard to the quality of living and to the participatory approach.



+ WHAT THE JURY LIKED

- + CLTB develops permanently affordable owner-occupied housing on community-controlled land, thus contributing to the solution of housing crisis in Brussels, replicable in others cities.
- + Increase social cohesion in the neighborhood by helping people from migrant back-grounds.
- + Gives the community, especially families in need of housing, a central place in the development of the organisation and housing projects.

More than a roof – supporting communities of equal opportunities

LA BORDA



HABITAGES LA BORDA SCCL

Location: Constitució 85, 08014, Barcelona, Spain

Number of staff: 1

Number of dwellings managed by the organization: 28

Website: www.laborda.coop



⌘ OBJECTIVE:

La Borda's main purpose is to provide decent, social, affordable and ecologically sustainable accommodation to members of the cooperative and to promote intergenerational relationships and community integration. La Borda seek the fair sharing of reproductive, domestic and care work. They wish to cultivate a community founded on the values of a feminist and solidarity economy.

Main goals:

- ▶ Ensure access to affordable and decent housing;
- ▶ Avoid speculative uses of housing;
- ▶ Develop a new model of production, management and ownership of housing;

- ▶ Produce new forms of coexistence, social relations and community self-organisation;
- ▶ Promote equal relationships between people of different ages, genders and origins;
- ▶ Become an alternative model to traditional public housing, affordable for people on low incomes;
- ▶ Build up a human scale self-managed neighbourhood at Can Batlló, based on social commitment and developing a new way of city making;
- ▶ Make the most of existing resources and reuse them in an ecological and sustainable way.

CONTEXT

Housing affordability in Barcelona has been a problem over the last decades, specially after the effects of the 2008 financial crisis on many households. At the same time, the housing and land prices had risen dramatically during the previous economic boom and re rising even more for more now. In Spain, social housing is almost non-existent (barely 1% of the housing stock) and the vast majority is owner-occupied properties, so public organisms have very few options to alleviate the situation.

Housing cooperative La Borda was born in 2012 as a result of three contextual factors.

- ▶ A housing crisis fuelled by a reduction of available income on the part of households as a result of increased unemployment and salary reductions, and a decrease in financing options available to access home-ownership;
- ▶ The emergence of the social economy as potential grounds for the development of alternative housing schemes;
- ▶ The existence of a strong neighbourhood movement linked to the urban renewal process of the former industrial site of Can Batlló. The housing cooperative scheme being used by La Borda is categorised under the legal term "cession of use", which refers to the

right of the tenant to occupy a housing unit for free or in exchange for some type of economic or in-kind compensation. This is important in the Spanish context since it differentiates La Borda's long-term affordable housing model from the traditional housing cooperative model, which develops housing that is afterwards privatised using a condominium scheme.

Tools used

The members of the cooperative meet monthly since the beginning of the project. Each member must join one of the following commissions: architecture, conviviality, secretary, communication, economy and legal.

The coop worked together with a network of different organisations from the social and solidarity economy that are now helping to create new coop housing projects.



INNOVATION

La Borda has been the first non-speculative cooperative social housing built in Spain. The cooperative housing movement existed for decades in the country but once the projects were built, the units were sold to the tenants and eventually ended in the free market. During the first decade of the 2000s few private initiatives created new projects, more similar to what cooperative housing looks in other countries. But due to their private nature they were not affordable, and significant down payments were needed.

In the case of La Borda the municipality of Barcelona provided the land, on a leasehold of 75 years. Also different agents from the social and solidarity economy (like Coop 57) offered credits to a lower interest than usual banks. This combination allowed a smaller entry payment and monthly fees equivalent to public social housing.

After La Borda project the municipality of Barcelona offered 7 plots to new coops through an open competition. Also many other municipalities in Spain did their own competitions or agreements with coops to create non-speculative cooperative social housing. Finally, a new foundation was created to support new initiatives following the example of La Borda (see ladinamofundacio.cat).



Key results and benefits

After more than six years of process the result is a building of higher standards of sustainability than most new construction, with very low energy consumption and low environment impact. The construction became the tallest wood structure in Spain.

The building provides 28 units where 52 adults and 10 children live. The process to create the project (design, funding, legal and economic decisions, conviviality schemes, etc.) helped create a group with strong ties, and so there has been a strong sense of community since day one.

This project has proven that it is possible to create social housing from the bottom up, engaging agents from the social and solidarity economy. It shows the feasibility of building with low environment impact without compromising affordability, especially when the future inhabitants are engaged in the design phase and in the maintenance of the building.

La Borda has become a key project to implement similar initiatives all across Spain (Mallorca, Valencia, Madrid, Manresa, Euskadi, Seville). The project has been invited to many conferences and receives visits every week by groups and institutions interested in cooperatives, cohousing and sustainable construction.



+ WHAT THE JURY LIKED

- + **Special acknowledgement for innovation. First Cooperative in Spain: a model to implement similar initiatives across the country.**
- + Citizens organized themselves to defend this place after the financial crisis and developed a new model of production, management and cooperative use of housing.
- + Non-speculative holding, managed by the members of the cooperative.

More than a roof – supporting communities of equal opportunities

MORE THAN A ROOF: PREVENTING EVICTIONS THROUGH INTERVENTION OF SOCIAL WORKERS



WIENER WOHNEN

Location: Rosa-Fischer-Gasse 2, 1030 Vienna, Austria

Number of staff: 3,900

Number of dwellings managed by the organization: 210,000

Website: www.wienerwohnen.at



⌘ OBJECTIVE:

One objective of Wiener Wohnen is to prevent evictions through the intervention of social workers i.e. “Case Management” (CM).

They organise professional help for tenants in difficult circumstances e.g. those with high rental arrears or those displaying signs of anti-social behaviour, for reasons such as mental health issues, drug or alcohol abuse, dementia, compulsive hoarding, etc. This process is a “win-win-situation” for everyone. On the one hand, preventing evictions means preventing human misery and the uprooting of tenants, with all associated negative effects. On the other hand, this results in savings as every eviction costs around €10,000. It also means reduced costs for the City of Vienna as municipal housing is cheaper than providing accommodation in homeless shelters.

A further objective is to increase public awareness of social responsibility and sustainability, by creating a professional interface between housing companies and social organisations. Case Management helps to maintain stable neighbourhoods and reduces conflicts in municipal housing, occasionally resulting in positive media coverage.

Internally, the work of the Case Management team contributes to the enrichment of corporate culture, bringing new skills and knowledge to the company and helping employees identify with the socially responsible company concept.

CONTEXT

The goal of Wiener Wohnen is to offer affordable and adequate accommodation to those on low-incomes. In municipal blocks, the proportion of people at risk of poverty, disadvantaged or unemployed people is generally considerably higher than in other forms of housing. Wiener Wohnen pursues a “social allocation of accommodation” scheme for vulnerable people who cannot access affordable housing on the private market.

Approximately 900 households are evicted every year from municipal housing due to non-payment of rent or anti-social behaviour. Around 1,800 people are affected by evictions every year. Analysis shows that many of the affected people do not establish contact

with Wiener Wohnen – neither after receiving a court order nor before eviction.

From an economic perspective, each eviction costs the housing company at least €10,000 and generates incredible human suffering. There are hidden costs for the local government associated with caring for homeless people. Scientific findings show that eviction is disastrous – particularly for children (350 minors are affected by eviction every year). Losing their home, their friends, their surroundings is a traumatic experience.

That is the background of why Wiener Wohnen launched their new Case Management service in March 2017.

Tools used

- ▶ Team of nine persons including seven social workers reach out to tenants with rental arrears and who have received an eviction notice;
- ▶ A qualitative catalogue of services (qualitative description) has been developed to be filled in by the social workers in each case. This provides the opportunity to describe the specific services provided to the tenants more accurately and evaluate it more professionally.
- ▶ The social workers are entitled to professional coaching and further education;
- ▶ Regular meetings take place between Wiener Wohnen and all other social stakeholders to improve collaboration;
- ▶ Case Management presents its work and exchanges best practice with other social housing companies in Europe;
- ▶ Case Management networks with national and international social organisations in the field of eviction prevention and to support homeless people;
- ▶ Case Management is a partner for all organisations who need advice in the field of eviction prevention, not only in the area of municipal housing.
- ▶ Case Management gives lectures in the area of social studies and are speakers at international conferences in the field of eviction prevention.

INNOVATION

- ▶ Wiener Wohnen takes initiative to prevent evictions, mainly through social workers and out-reach work and therefore takes over a lot of responsibility for the individual, the City and for the social inclusion of vulnerable people;
- ▶ Wiener Wohnen is the only property management company in Vienna employing social workers to prevent evictions or to help people in difficult circumstances;
- ▶ Social workers have a significant and permanent role within the property management company, acting as an interface with all other relevant social stakeholders in Vienna;
- ▶ A unique qualitative catalogue of services was created – to be filled in by social workers for each case. This provides the opportunity to accurately describe the specific services available for tenants and evaluate the case more professionally;
- ▶ Wiener Wohnen has developed its own software (database) for cases, in line with GDPR. Due to its high quality, this database is already in demand with other municipal departments;
- ▶ Due to systematic collection of data, internal procedures can be optimised on a permanent basis.



Key results and benefits

Case Management was successful in contacting 85% of the tenants who had not contacted Wiener Wohnen in the case of an eviction notice.

In about 70% of completed cases, the eviction was annulled because tenants had either paid their rent (33%) or entered into an instalment agreement (36%). In about 26% of completed cases, the client did not wish to cooperate with the social workers or the social workers could not reach them. In only 5% of completed cases were tenants evicted.

After one year, data shows that Case Management is very successful. Knowledge is being gathered around the issue of tenants who ignore reminders or on special phenomena including compulsive hoarding syndrome. Due to the large amount of data, these results are of scientific interest. Students of the University of Economics and Business have been invited to write their thesis on the topic of eviction prevention.

Wiener Wohnen as a social municipal landlord creates benefits for their tenants by preventing evictions, human misery and uprooting while at the same time saving unnecessary costs for the housing company and City of Vienna.

This service, which took 12 months to establish, is replicable in any (socially responsible) housing company.



+ WHAT THE JURY LIKED

- + Preventive approach: referring to tenants with a specially trained team of social workers to give support against evictions.
- + Project offers support from bureaucracy to health management.
- + Proved efficiency, systematic collection of data.
- + Increase in public awareness of social responsibility of landlords.
- + Cost-effective measure considering the high cost of evictions.

More than a roof – supporting communities of equal opportunities

THE BLOCK



**Setlementti
asunnot**

SETLEMENTTIASUNNOT

Location: Sturenkatu, 11b, 00510 Helsinki, Finland

Number of staff: 25

Number of dwellings managed by the organization: 1,800

Website: setlementtiasunnot.fi/en/



⌘ OBJECTIVE:

GOALS:

- ▶ Multigenerational block living - New kind of experience of city living;
- ▶ An excellent example of multigenerational block living in Finland;

- ▶ Active neighborhood living – kindness, help & support;
- ▶ Transforming a new city innovation;
- ▶ New, innovative, user centered and holistic approach to social housing;
- ▶ Service design and design thinking applied to social housing.

CONTEXT

WHAT concept and architecture:

- ▶ Generations block contains an accessible walkway, service center, common yard and digital service platform;
- ▶ “Block coach” is a person who works in the Block and activates, encourages, motivates and supports residents;
- ▶ Residents of all ages and backgrounds living in a sustainable and accessible Block for all seasons;
- ▶ Final implementation was done with residents;
- ▶ Sharing is at the core at the block – skills, knowledge and passion of the residents and resources are shared in daily life.

WHY Block thinking:

- ▶ Multigenerational, holistic approach towards block living: new kind of experience of city living;
- ▶ Active neighborhood living – kindness, help & support;
- ▶ Transforming a new city innovation.

HOW strategic choices & principles:

- ▶ Co-creation between developers, service providers, public sector and users;
- ▶ Service concept and architecture together;
- ▶ Listening to end-users;
- ▶ Understanding sharing economy.

PLACE MAKING:

- ▶ Walkability, well-being and culture;
- ▶ Planning the “people flow” inside the building;
- ▶ Laundry room can be extended by adding a sewing station and ironing possibilities;
- ▶ Residents need DIY spaces to repair and upcycle e.g. furniture;
- ▶ Expanding the common room: pop-up -market, making Block activities visible and available outside the building, flea-markets, restaurant days, concerts, other neighborhood happenings;

- ▶ Common gardens: Urban gardening allows residents to be active in the backyard, it increases a sense of belonging and it connects people;
- ▶ Digital service platform: Resource bookings (washing machines, music room, block coach etc.), tool for messaging, resident-to-resident and resident-to-block coach, event marketing and general information distribution at the Block;
- ▶ Platform can be used via three touch screens placed in corridors along popular routes, mobile app and internet browser;
- ▶ Indoor Stage for concerts, movies and events;
- ▶ Gym, sauna and terrace.

WHO pilot block in Jätkäsaari, Helsinki:

- ▶ 3 developers, 3 user groups:
 - ▶ HOAS: Students (rental, short term);
 - ▶ Asuntosäätiö: Families (owner occupied apartments);
 - ▶ Setlementtiasunnot: Social housing renters (including supported living for physically disabled).

Tools used

Series of workshops for different stakeholder groups, questionnaires, research.



INNOVATION

Holistic and user-centered approach to social housing through residents living and place-making in the Block:

Implementing service design thinking into living and housing. This involved cultivating a sharing economy, block coach with block team, digital service platform, supporting multigenerational residents, shared and common places in the building and in the garden of the block which enables all kind of good interaction possibilities between residents. This reduces the experience of loneliness and creates new sense of community.

People of all ages and backgrounds are living together at the Block and this enriches their daily interaction.



Key results and benefits

Creating a social syndicate between HOAS, Setlementtiasunnot and Asuntosäätiö was a beneficial way to develop sustainable neighbourhood. One of the most important decisions in planning and development is creating content and walls at the same time. This is how designers usually differ from architects – they tend to think buildings from the inside to the outside – how daily life happens from a user’s point of view.

There is regularity in the interactions between residents and housing organisations. Regular resident satisfactory questionnaires, regular block team meetings – the team plans, discuss and solves Block events, maintenance, daily issues, etc. Residents and developer representatives are members of the Block team.

Numerous events, gatherings, clubs, dinners and bunches are regularly held – in 2018 alone, there were over 60 different resident events! Residents are also encouraged to propose and organise events themselves.

Lesson learned: it is helpful to in the early stage, discuss common targets and shared goals for the project. Common understanding is essential. Write up a draft contract as soon as possible. Identifying what are the shared management issues and what are the issues that belong to the contract partners. Juridical assistance is highly beneficial.

Questions remain: How to keep alive the original spirit of the common Block when the new inhabitants arrive? How and with whom to communicate the Block concept? When further development of the concept is needed, based on feedback from the residents, who is in control of that process?

The Block won a national ARA development recognition for 2017.



+ WHAT THE JURY LIKED

- + Innovative because of the mix of young and elderly people, student, families, people with disabilities. Multigenerational block living, a new kind of experience of city liv-ing.
- + Integrated, holistic and user centred approach to social housing.
- + Combining social housing with a wide range of activities: sharing economy, block coach with block team, digital service platform, the use of shared and common places in the building and in the garden of the block enables all kind of good interaction possibilities between residents.
- + High standard of design and service applied to social housing.





LEADERS OF INNOVATION, AGENTS OF FAIR ENERGY TRANSITION

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Leaders of innovation, agents of fair energy transition

MOERWIJKZICHT BREDA



ALWEL

Location: Laan van Brabant 50, 4701BL Roosendaal, Netherlands

Number of staff: 225

Number of dwellings managed by the organization: 24,000

Website: www.alwel.nl



⌘ OBJECTIVE:

The main goal of the renovation was to make Moerwijkzicht “future-proof”, to save on energy costs and CO2 emissions using various energy interventions and to improve living comfort. The interventions all contribute to achieving the objectives of the Paris Climate Agreement. To accomplish this, Alwel worked closely with the residents of the tower block.

CONTEXT

Moerwijkzicht is one of the largest apartment complexes in Breda. It has 241 dwellings in 12 storeys and a highly diverse mix of residents including about 25 different nationalities. The outdated appearance of the flats meant that it was not the most attractive living environment. There was hardly any relationship between neighbours before renovation. Major energy interventions have been made that were necessary to meet the sustainability objectives.

Alwel insulated all the apartments and adjusted the ventilation, improving living comfort and indoor climate and reducing energy consumption. The communal connection to the district heating network was replaced by individual connections. As a result, actual heating consumption can now be measured using a separate gigajoule meter in each dwelling, resulting in a fair distribution of the heating costs.

All communal lighting has been replaced by LED lighting. A deliberate decision was taken not to replace the existing window frames after renovation, although the existing double glazing has been replaced by HR ++ glass. The old glass has been recycled. All the asbestos present has been removed.

In addition, the apartment block now has a new look because the concrete balustrades have been painted according to a designed colour scheme. Finally, intensive collaboration took place with the residents, to ensure that they had a say in the various interventions and to create greater connectivity between them.

🛠 Tools used

Working with “floor contact persons” had an enormous impact on the results. The success of this approach lied mainly in the investment in time and personal attention. A number of supportive communication tools were necessary. The means of communication that were developed are available and will be duplicated for other projects.

INNOVATION

Social: Renovating an occupied property puts enormous pressure on the residents. They dreaded "the hassle", the inconvenience the renovation would entail and the long-term intrusion on their privacy. Alwel therefore invested in clear communication with all residents. The aim was to work with residents as closely as possible, informing them and making choices together. To achieve this, around 25 residents applied to become a floor contact person (FCP).

The FCPs played an essential role in communication, going door-to-door to inform residents and gather information: « what address requires additional attention, where are we dealing with a language barrier, in which cases are social problems or vulnerable people due to factors such as illness?» The FCPs developed in their role and became increasingly more involved. Confidential advisors were appointed, for example.

A number of FCPs also discussed a social plan, while another committee focused on the pros and cons of connecting to the Amer district heating network.

Collaborating with the residents, where the input from the FCPs was crucial, the way in which communication was given shape and the way in which the residents' participation was achieved, is seen by all parties involved in this project as the great success factor.

Financial and environmental: The total costs of the renovation (renovation, sustainability, energy transition) were approximately € 36,000 per dwelling. These are acceptable costs for a housing corporation to invest in making properties more sustainable and are lower than the average.

The heating requirement of the dwelling has been significantly reduced and at the same time, residents pay lower living costs than before the renovation, have a more comfortable home with a healthier indoor climate, and the emission of the building-related CO₂ has been reduced to 0. The technical concept is easy to apply to comparable gallery flats that are due for renovation.

Alwel have learned a lot from this approach and apply these lessons when renovating other flats.



Key results and benefits

The success factors:

- ▶ Collaborating with the residents, whereby the input from the Floor Contact Person (FCP) staff was crucial, the intensive communication with and the opportunity for the residents' own input and ideas, created wider acceptance;
- ▶ Living costs remain the same or are lower, despite the increase in rent. Calculation models based on actual energy consumption gave insight into the total housing costs;
- ▶ The individual connection to the Amer district heating network was presented as an opportunity;
- ▶ The way in which Alwel accommodated the residents with allowances, vouchers and replacement equipment;
- ▶ The showcase home where the changes and possible alternatives could be viewed. This was also often used as a meeting place.

Improvement points:

- ▶ Involve heating supplier at an earlier stage. This makes it possible to offer residents a comprehensive package of renovation and sustainable energy;
- ▶ Connecting a new installation to an existing boiler house calls for clear insight into feasibility and proper agreements on conditions, responsibilities, liability and the method of notification in the event of any malfunctions and maintenance work;
- ▶ Implementation: taking more time for preparation and interim evaluations. Outengineering exceptions at an early stage;
- ▶ Making information for residents as visual as possible.

+ WHAT THE JURY LIKED

- + One of the first large-scale projects in Netherlands in which natural gas heating has been replaced by district heating.
- + The tenants are strongly involved in the project
- + The heating requirement of the dwelling has been significantly reduced at the same time; residents pay lower living costs than before the renovation, have a more comfortable home with a healthier indoor climate, and the emission of the building-related CO₂ has been reduced to zero.
- + Holistic approach and replicability.

Leaders of innovation, agents of fair energy transition

A NEIGHBOURHOOD RUNNING ON WATER: ENERGY-EFFICIENCY IN THE MIDDLE OF A WORLD HERITAGE SITE



JOSEPH-STIFTUNG, KIRCHLICHES WOHNUNGSUNTERNEHMEN

Location: Hans-Birkmayr-Straße 65, 96050 Bamberg, Germany

Number of staff: 170

Number of dwellings managed by the organization: 5,426

Website: www.joseph-stiftung.de



⌘ OBJECTIVE:

When acquiring the “Upper Mills” neighbourhood in the 1970s, Joseph-Stiftung was pursuing the values of sustainability and economy. This guided the idea was to use the river as source of energy as was done in the 12th century. However, it was a major challenge to transport the concept of using water power into the 20th and 21st century with all the challenges and requirements of a modern world.

The project turned out to be even more challenging since the neighbourhood is located in the historic centre of Bamberg in the middle of a world heritage. It was therefore necessary to realise the project without distracting visitors’ views from the historic sites i.e. no construction or technical system should be visible.

Thus the whole construction had to be developed under water, a complete innovation at that time. Due to these requirements, only about half of the river water flows through the turbines which means an absorption of 27.5 m³ of water per second.

It is still an objective to constantly minimise the ecological footprint of the neighbourhood and implement ecological improvements in that area. Hence, it was agreed from early on, that the project should also serve an educational purpose and teach the next generations about sustainability and mindful energy consumption.

CONTEXT

Before Joseph-Stiftung acquired the area in the 1970s for renovation, it was an ordinary area in the historic town centre of Bamberg. The buildings were in dire need of renovation and the energy provision was as ordinary as any quarter’s at the time. Joseph-Stiftung aimed to improve the overall situation in the neighbourhood and to live up to its four principles and business values: First of all, Joseph-Stiftung has a responsibility to pursue its social, Catholic mission.

Second, it is key to the activities to be innovative and open to new ideas which continuously evolve.

Third, it is essential to choose a sustainable approach and preserve what has proven successful for our customers, employees and business partners. Finally, it is important that social and environmental responsibility run parallel with economic values.

Under these conditions, the concept of the “Upper Mills” was born and the goals set for the development of the neighbourhood. These proven concepts and measures can be and are duplicated in other neighbourhoods where feasible.

Tools used

Joseph-Stiftung staff remotely controls the “Upper Mills” system and monitor and analyse system data. A high level of problem-solving competence and creativity was needed to reach their goals.

Excellent communication skills were necessary in order to work with researchers, authorities, legal frameworks, developers of technology, preservers of flora and fauna etc., especially within the framework of a historic town centre with strict preservation regulations.

Improvements are always going on in order to meet new requirements, improve performance and better protect the environment.

Constant training and education of staff is needed. Joseph-Stiftung decided to keep the project in its own hands, so that all assets belong to the company and are operated and administered by the company or one of its subsidiary companies.



INNOVATION

Apart from realising Europe’s first underground run-of-river hydro-power-plant, Joseph-Stiftung’s goal is to constantly improve and optimise construction according to new developments and research results. In addition, further measures in terms of energy-efficiency are taken in the neighbourhood or implemented at the student housing.

One recent project: in 2018, Joseph-Stiftung, in cooperation with the University of Bamberg, a pilot project on energy saving. 139 sensors were installed in the showers of the apartments, measuring and displaying water and energy consumption in real time. The study analysed whether real time feedback would lead to a reduction in consumption, should analyse, even when users do not financially benefit as students pay lump sums for utilities.

The results showed: Water and energy consumption was reduced by about 15 – 25%. Considering these results, Joseph-Stiftung will permanently implement some of the sensors to achieve long-term cost-reduction in the building.

In 2019, Joseph-Stiftung means to install a charging station for electric cars. Furthermore, a car-sharing concept using electric vehicles for students will be established.

Key results and benefits

Since the project focuses on the production of energy, performance can be easily measured. Water levels have a gradient of 1.13 metres. A maximum of 54 m³ of water per second runs through the power-plant. The modernisation of three turbines in 2013 resulted in an average increase in power production of about 130,000 kWh per year. In 2017, the power-plant produced about 2,320,000 kWh/a and reached an efficiency rate of 96%.

To generate the same amount of power using fossil fuels, the environment would be polluted by 2,500 tonnes of carbon dioxide per year. 350 hectares of forest would not be enough to decompose this containment.

The “Upper Mills” neighbourhood is completely supplied by “green power”. The share in total power generation adds up to 19%. The remaining 81% of generated power comes from the public power supply. Refunds for this power follow State principles. Overall, the ecological footprint can be considered almost climate-neutral.

The “Upper mills” project raises awareness and provides an educational service by offering tours on technology, water protection and renewable energy.



+ WHAT THE JURY LIKED

- + Europe’s first underground run-of-river hydro-power-plant in a historic setting.
- + Water and energy consumption were reduced by about 15 to 25 %. This is remarkable without the direct financial advantages or incentives. Instead, students pay lump sums for utilities in the residence.
- + The hydro-power-plant produced about 2.320.000 kWh/a power – completely emission-free.



Leaders of innovation, agents of fair energy transition

GERMANY'S FIRST ENERGY-AUTONOMOUS APARTMENT BUILDING



WILHELMHAVENER SPAR- UND BAUGESELLSCHAFT EG

Location: Grenzstr. 29-35, 26382 Wilhelmshaven, Germany
Number of staff: 30
Number of dwellings managed by the organization: 3,500
Website: www.spar-und-bau.de



⌘ OBJECTIVE:

Construction of Germany's first energy-autonomous apartment building had the following objectives:

- Implementation of a pilot project to demonstrate the current technical feasibility of a near-independent energy supply;
- Analysis of users' consumption to draw conclusions for future construction projects;
- Strengthening the ecological awareness of users;
- Implementation of a new business model: Conclusion of flat-rate rental agreements with energy flat-rates, offering cost security and cost transparency for tenants.

CONTEXT

Energy-autonomous construction is an investment in modern residences of the future for the Wilhelmshavener Spar- und Baugesellschaft eG (SPAR + BAU). Energy efficiency has been a leading principle for construction projects for years, and not only due to legal requirements such as the Energy-Saving Regulation (Energieeinsparverordnung). The construction of Germany's first energy-autonomous apartment building not only actively contributes to climate protection, but also provides attractive and affordable residential space. The experiences landlords gain from this first energy-autonomous building are used for planning future projects. The extent to which this business model will prevail on a large scale will, however, depend considerably on the cost development for technical building equipment. This is, of course, still relatively high for a pilot project for reasons of volume.

🔧 Tools used

The innovative residential project is based on the "energy compass" developed by Prof. Dipl.-Ing. Timo Leukefeld on commission by SPAR + BAU. In addition to explaining the technical building equipment required and the calculation basis, it contains the business model for a flat-rate rent with an energy flat-rate. The building planning in terms of energy and technical matters based on this was performed by the engineering office Mantay Wilhelmshaven. The building application documents were compiled by SPAR + BAU. The concept and plans can be used in other locations with property-specific adaptations.



INNOVATION

165 m² of photovoltaic surface on a roof inclined by 50 degrees, on the balcony claddings and the façade provide electricity in Germany's first energy-autonomous apartment building, while another 96 m² of solar thermal surface on the roof supply the building with heat.

An approximately nine-metre-high long-term heat storage tank with a volume of 20,000-litre is a core element of the thoroughly insulated building. It is connected to the public grid and can be "tapped" by the tenants at need. The generated power is stored in two 22 kWh batteries.

Solar thermal energy and photovoltaics, together with thermal and electrical long-term storage, produces and stores energy to be consumed later in the energy-autonomous building. The building has a degree of self-sufficiency of around 70%. The remaining heat demand in winter is covered from a natural-gas heater. Electricity is drawn from the public grid as required during that season. Any electricity and heat surplus generated goes to two e-charging stations outside the building and also supplies adjacent apartment buildings from spring to autumn.

In contrast to conventional buildings, these apartments are let at a flat rate. It includes all operating and heating costs, individual electricity demand and the option of free-of-charge e-car charging bays.



Key results and benefits

- ▶ Ground-breaking ceremony in November 2017, completion in December 2018;
- ▶ Investment volume: approx. €2.47 million;
- ▶ Six apartments with modern equipment, around 90 m²: kitchens fitted with high quality with electrical appliances of energy efficiency class A+++, dedicated housekeeping rooms in the apartments with energy-efficient washing machines and dryers, suspended ceilings with LED lighting, and living room Displays providing current and past consumption feedback;
- ▶ Flat rent including all operating costs, heating costs, individual electricity consumption: €10.50/m² (with an annual consumption limit of 3,000 kilowatt hours per residential unit for electricity and heating, and 100 cubic metres per year for water);
- ▶ 165 m² photovoltaic area;
- ▶ 96 m² solar thermal area;
- ▶ 20,000 litres of stratified storage;
- ▶ 2 x 22 kWh battery storage;
- ▶ Degree of autonomy: approx. 70%, additional heat and electricity costs approx. €2,500/year.

+ WHAT THE JURY LIKED

- + Very innovative and easily duplicable in others contexts.
- + In contrast to conventional buildings, apartments are let at a flat rate, including all operating and heating costs, individual electricity demand and the option of free-of-charge e-car charging bays.
- + While the comparable base rent in a new building in Wilhelmshaven is around €8.25/m², residents here only pay €6.95/m².



HOUSING FOR SENIOR CITIZENS IN BARCELONA



ravetllat arquitectura

RAVETLLAT ARQUITECTURA

Location: Rambla de Catalunya 11, 08022 Barcelona, Spain

Number of staff: 10

Number of dwellings managed by the organization: 660

Website: www.ravetllatarquitectura.com



⌘ OBJECTIVE:

The aim of the project is to build public rental housing for elderly people, with services adapted to their needs regarding mobility and accessibility.

This building must accommodate senior citizens on a life-time rent basis that correspond to low income social segments of the population.

A fee is paid that is adapted to the users' personal income and services (health, food, etc.), depending on their situation and personal autonomy.

Due to this situation, the architectural project is sensitive to the economic circumstances of its inhabitants and favours easy maintenance and clear energy efficiency of the apartments.

Priority was given to passive energy control measures to ensure residents' comfort and facilitate subsequent self-service and to avoid difficult complexities for the administration to manage.

Finally, it seeks to promote spaces of relationship both outside and inside the building to favour social and recreational activities for residents which improve their physical and mental wellbeing as well as being an element of social cohesion with the existing fabric of the neighbourhood.

In conclusion, the final project takes advantage of all opportunities that the site plan and the urban approach offer. Its architectural resolution has an active and passive environmental attitude during the useful life of the building as well as a social attitude.

CONTEXT

The siteplan is located in a singular area near Collserola's range. The urban fabric has low density, mixed between small scale isolated family housing and educational and sanitation facilities of bigger scale. One of the issues addressed in the implementation of the project, was the adaptation to the urban fabric and topographical context.

The overall goal is to follow the PassivHaus criteria using an adequate ventilation strategy, thermal insulation, PassivHaus windows, airtightness and thermal bridge reduced design. It is carried out with particular emphasis on the simplicity of use of the measures by the inhabitants.

Thus, an L shaped building was proposed, aligned to the streets and open towards the best orientation and views, where most of dwellings look out to the south or southeast. A main core with stairs and elevators, and a secondary evacuation stair, give access to a total of 44 dwellings, two of them adapted.

The adaptation to the topography allowed for the creation of two big communal spaces, where elderly people will be able to enjoy open air activities. The first one, located on the first floor, is a terrace with direct relation to the garden, and the other, on the third floor, connects with the laundry and the roof.

Every dwelling, with a surface of approximately 44m², has a comfortable space that connects them with the exterior, and to obtain better protection against the wind and privacy from neighbors. Complementarily, the ceramic lattices and flexible shades work as temperature regulators and are a passive energy saving measure that increases user comfort.

Inner organisation of the dwellings allows to easily organize the program and the circulations. The registration of service installations can be made from common spaces.

The dwellings are connected to the corridor with a translucent wall that gives light to the kitchen, and doors which create crossed ventilation through non acclimatized corridors.

Generally, a minimal ecological footprint and low energetic demand, compact and properly insulated (ETIS) construction has approached the NZEB objective. The benefit of solar radiation at good orientation and mechanical ventilation with heat recovery, following PassivHaus standards, allows an estimated decrease of total consumption 75%, and an A energy qualification.

Key results and benefits

The impact of the project was measured by evaluations done by the public administration involved in promoting social rental housing for elderly people using passive energy control measures. One of the main benefits is the generation of a minimal ecological footprint of the building and, at the same time, the integration of simple control measures.

Key success factors of the project are as follow:

- ▶ The efficiency of the passive energy control measures;
- ▶ The design of the common spaces inside and outside the building which favour social interaction/meetings;
- ▶ The comfort of interior adaptations of the apartments, helping inhabitants call the new space their home.



Tools used

The tools to develop the project were created through meetings with the stakeholders involved and feed-back of the interested partners.

Although the project cannot be implemented in exactly the same way in other areas, due to the fundamental and specific architectural design directly related to its spatial situation, the main measures and benefits of the project (the PassivHaus standards and the sensitivity to design buildings for the elderly) will be taken as a guideline for future proposals.

INNOVATION

The main innovative element of the project is the implementation of passive energy control measures that facilitate its use and maintenance and generate a minimal ecological footprint making the building environmentally friendly. Moreover, the integration of the senior citizens in a consolidated residential area was a major success.

One follow-up will be to integrate the passive energy control measures into regular practices by the public administration. Another follow-up will be to implement the social measures in other neighbourhoods so as to improve the quality of life of the elderly people as well as create a more heterogeneous society.

+ WHAT THE JURY LIKED

- + Innovative affordable rent concept for the specific target group of elderly people.
- + Public rental housing with services adapted to the needs of the tenants.
- + Building accommodates senior citizens on a lifetime rent basis that corresponds to low income social segments of the population.
- + Fee is paid adapted to the users' personal income and services (health, food, etc.), which at a given time may be needed depending on their situation and personal autonomy.
- + Artistic design and simplicity of use for the residents.



Leaders of innovation, agents of fair energy transition

RAPID DELIVERY HOUSING AT GEORGE'S PLACE,
DÚN LAOGHAIRE, CO. DUBLIN



DÚN LAOGHAIRE RATHDOWN COUNTY COUNCIL

Location: County Hall Marine Road, Dún Laoghaire, Co Dublin, Ireland

Number of staff: 950

Number of dwellings managed by the organization: 4,000

Website: www.dlrcoco.ie



⌘ OBJECTIVE:

The project objectives were as follows:

- ▶ To create a "pathfinder" project that would explore how social housing can be delivered rapidly using factory built components while at the same time achieving extremely high energy standards;
- ▶ To create new housing at densities that maximise the value of serviced brownfield land while at the same time providing family housing with own door access;
- ▶ To increase the residential population of the town in order to underpin its regeneration;
- ▶ To create new pedestrian routes to migrate visitors to the seafront to visit and shop in the commercial centre of the town;
- ▶ To create an exemplar project that demonstrates and harnesses the value of collaborative working between public and private sector designers and contractors.

CONTEXT

Until recently, Dún Laoghaire was characterised by the physical and perceptual separation between the Town and its Waterfront, which is the primary amenity of the area and which gives the Town its unique sense of place. This separation, created primarily by the rapid transit corridor, has now been overcome by a series of public realm projects which have reconnected the town centre back to the Waterfront. At the same time, the town has seen a decline in its residential population over recent years. Its retail performance has also declined in the face of competition from out of town retail stores.

In the face of this, the Local Authority has created the Dún Laoghaire Urban Framework Plan which is a strategic plan to be implemented over twenty years to redress these effects. This plan emphasises strengthening the Town Centre by creating new or im-

proved physical links for cyclists and pedestrians to the Waterfront and to the wider residential hinterland.

Dublin, like many metropolitan areas, is suffering an acute shortage of housing for both the private and the public sectors. This has led to a call from Government for Authorities to explore ways of rapidly accelerating housing delivery. Our response was to create a process where close collaboration with the construction sector could leverage their expertise. This led to the this project becoming a "pathfinder" project that would explore how social housing can be delivered rapidly using factory built components while at the same time maintaining extremely high building and energy standards.

The new development at Georges Place lies on the intersection of these diverse objectives. The site was a former Council Depot site

that was now vacant and unused. Its location only several hundred meters from the sea made it an ideal place to satisfy an urgent requirement for own door high density family housing.



INNOVATION

Sustainability

This project was awarded a silver certification under Irish Green Building Council's Home Performance Index to encourage excellence in the development of new homes. The HPI assesses its impacts on well being and costs associated with living in these homes. George's Place received the highest ever score for "walkability", reducing car dependency and boosting health and financial well being of residents.

Energy Efficiency in Social housing

The A1 BER achieved means running costs for the tenants should not exceed €200 per year contributing significantly to a reduction in costs for low income households.

Speed of onsite delivery

Manufactured in factory conditions, delivered speed and quality. A rapid build timber frame was selected. Passive principles of fabric first in terms of high levels of insulation and airtightness combined with mechanical heat recovery are embedded in the design.

Organisation Innovation

To ensure value for money, the Contractor was co-opted as joint designer meaning that the Authority could leverage the contractor's expertise in construction while delivering a highly designed architectural solution.

"Considerate Constructors Scheme" – Improving the image of construction

The contractor achieved a performance beyond compliance award in this industry scheme across a range of parameters including community liaison, cleanliness of the site and surroundings and care for their workforce.

Tools used

Manufacturing in factory conditions, delivered speed and quality. A rapid build timber frame system, which takes between three and four weeks to erect, was selected and delivery was fully Building Information Modelled (BIM) enabled. These BIM models were integrated in the construction phase with View point Field View which is a cloud based mobile application. This allowed workers to capture, share and report data in the field which in turn allowed the contractors and design team to quickly resolve issues, mitigate risks and deliver a higher quality project. This technology is now being used on future social housing projects in order to speed up delivery.

Key results and benefits

The project was delivered on time and within budget. Twelve families have been housed in twelve high quality energy-efficient A1-rated dwellings. While a small project in numerical terms, it has demonstrated clearly that rapid delivery can be achieved while achieving high energy and maintaining high quality.

This means of delivery and the house types that were designed are now the preferred standard house model within this organisation and is being replicated at scale on two sites currently being designed. In urban design terms, a new street has been created between the town centre leading to the waterfront which will stimulate regeneration across the wider area in line with policy objectives.



+ WHAT THE JURY LIKED

- + Prefabrication is a novel strategy to improve the price-quality index in social housing.
- + Increase in housing density.
- + Running costs for the tenants should not exceed €200 per year contributing significantly to a reduction in costs for low income households.
- + This project became a "pathfinder" project that would explore how social housing can be delivered rapidly using factory built components while at the same time maintaining extremely high building and energy standards.





BUILDING STRATEGIC ALLIANCES, FOSTERING COMMUNITY PARTICIPATION

1.	THE KALEIDOSCOPE PROJECT VILLENEUVE-SAINT-GEORGES OPH, Villeneuve-Saint-Georges, France	46
2.	“GEMEINSAM SICHER WOHNEN”: LIVING SAFELY TOGETHER WIENER WOHNEN, Vienna, Austria	48
3.	HUIS ASSENDORP: FULL OF LIFE! HABION, Utrecht, Netherlands	50
4.	LET’S TALK ABOUT HOUSING BASQUE HOUSING OBSERVATORY, DEPARTMENT OF ENVIRONMENT, TERRITORIAL PLANNING AND HOUSING, BASQUE GOVERNMENT, Vitoria-Gasteiz, Spain	52
5.	PFLEGE@QUARTIER: GUARANTEED CARE IN THE NEIGHBOURHOOD GESOBAU AG, Berlin, Germany	54



Building strategic alliances, fostering community participation

THE KALEIDOSCOPE PROJECT



VILLENEUVE-SAINT-GEORGES OPH

Location: 137 avenue Anatole France, 94190 Villeneuve-Saint-Georges, France

Number of staff: 55

Number of dwellings managed by the organization: 2,625

Website: oph-vsg.fr



⌘ OBJECTIVE:

Social housing organisations have always positioned themselves as actors who accompany social change. The new paradigms on stakeholder participation and consultation now require social providers to evolve their decision-making processes.

In order to meet such requirements, the Villeneuve-Saint-Georges OPH has set itself the following priorities, over the past two years:

- ▶ Better meet the expectations of tenants, through a daily presence at their side;
- ▶ Implement an ambitious rehabilitation and development policy;
- ▶ Favour social mix and social cohesion.

The OPH decided to introduce a “100% participation” policy and to actively integrate this principle across all its activities.

To achieve this, three types of actors have been brought together around a common engagement and new participatory mechanisms:

- ▶ Tenants: the primary beneficiaries of public policies, they are key participants, by leveraging their knowledge of the district, their environment and their user expertise;
- ▶ Employees: their involvement is essential in creating new spaces for meetings, dialogue and participation, whilst defining best practices (Participation Charter);
- ▶ Partners: tenants’ associations, cultural or social bodies are involved, providing insight and feedback.
- ▶ The implementation of this objective required a real cultural shift: no longer working exclusively “for” but also “with.”

CONTEXT

Villeneuve-Saint-Georges is a French commune located in the Val-de-Marne department. Villeneuve-Saint-Georges has a number of structural challenges due to its geographical location:

- ▶ At the confluence of the Seine and Yerres rivers, the commune is prone to and regularly flooded;
- ▶ Orly’s air traffic and the combined railways puts Villeneuve on the podium for the noisiest city in the Ile-de-France region

It is considered one of the poorest municipalities in the Val-de-Marne Department, with 38.3% of its inhabitants living with resources below the poverty line. It has five “Priority Neighbourhoods”

(QPV), i.e. neighbourhoods identified as having a certain number of difficulties, which encompass almost all of the city’s social housing. In total, 56% of the commune population lives in one of these districts, an indicator that reveals the precarious economic situation of a large proportion of the Villeneuve population.

In terms of housing, Villeneuve now has 38.5% of social rental housing, 20% of which is over 60 years old. The private estate, on the other hand, is characterised as older, of which a large part can be described as “unfit” or even “unsanitary.”

Tools used

- Information and communication:** Monthly OPH Letter;
- Social networks:** 722 subscribers, regular posts and responses to questions/comments;
- Website:** centralises general information and news;
- Questionnaires:** more than 450 people responded in 2018 to questionnaires;
- Public meetings:**
- Open Days:** welcoming inhabitants for half a day to discuss ongoing projects;
- Festive events:** inaugurations, themed days (Cleanliness Day, etc.);
- Co-construction:**
- Ideas box:** residents can freely submit their ideas for future projects;
- Consultation:** seeking advice on a project even before decision-making;
- Voting:** residents can vote with stickers among posted proposals, there is an average of 20 to 30% participation from residents;
- Monitoring of participatory approaches:**
- ▶ early stages of a project include a forecast of resources, key project data, the associated stakeholders and all the information necessary for the implementation of the initiative;
 - ▶ overall evaluation sheet for the annual projects identifying various participatory approaches implemented;
 - ▶ appointment of a focal point to ensure optimal implementation of projects: he/she is responsible for the project and its monitoring while working jointly with all stakeholders.



+ WHAT THE JURY LIKED

- +** Strong resident empowerment in one of the most challenged area in Ile de France (56% social housing, 38% of household below poverty line, difficult location due to heavy traffic).
- +** Favouring social mix and cohesion through sports activities, like the co-construction of a city stadium, play areas for young children or collective practices that benefit the environment (creation of a shared garden).
- +** Creating opportunities and institutional structures for comprehensive participation of tenants and stakeholders for the new project design. Application is very transparent and well documented.
- +** With the ERHIN trophy, Villeneuve-Saint-Georges OPH hopes to experiment more by attracting the attention of artists, architects, sociologists, urban planners, etc. who wish to participate and contribute with new ideas.

Key results and benefits

Active and transparent approach with all stakeholders makes it possible to meet the expectations and aspirations of the inhabitants, partners and teams. The results show that the participation kaleidoscope reflects the diversity of the neighbourhoods:

- ▶ Sports activities: co-construction of a city stadium;
- ▶ Play areas for young children: installation of playgrounds in close proximity to the buildings;
- ▶ Collective practices benefitting the environment e.g. the creation of a shared garden of more than 400 m²;
- ▶ Art in the city, murals or the co-construction project of a communal space;
- ▶ Professional integration, with educational projects, development of a shelter for women survivors of violence or support for out-of-school youth accessing the labour market.

Impact in 2018:

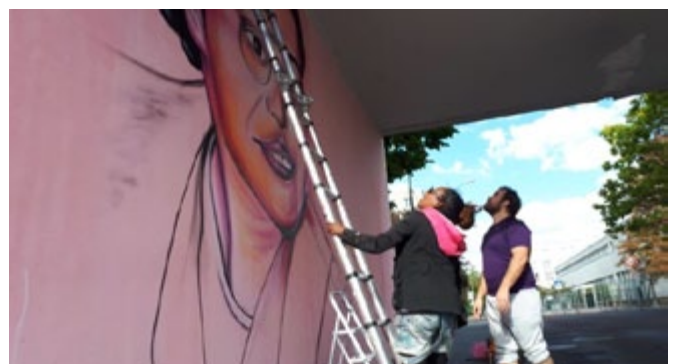
- ▶ €860,000 invested and jointly agreed upon, i.e. € 330 per accommodation (excluding staff);
- ▶ 18 meetings with tenants, out of the 14 OPH residences;
- ▶ Partnership with the 4 tenant associations, creation of 6 new partnerships (4 social inclusion associations, 2 cultural associations);
- ▶ Improved dialogue and communication, greater tenant satisfaction (+9 pts on good communication from the landlord / +3 pts on local exchanges between 2014 and 2017);
- ▶ Strong dialogue, with 35 staff meetings, one every 10 days in 2018, to build an inclusive workplace.

INNOVATION

Within a fragile and complex context, the OPH of Villeneuve-Saint-Georges was able to propose a creative, multifaceted approach and provide new solutions, summarised as follows:

- ▶ Institutionalised and proactive strengthening of the relationship with tenants;
- ▶ Rejection of a single one size fits all approach: development of a kaleidoscope of interventions adapted to the diversity of the target groups and locations;
- ▶ Creation of a framework document – Participation Charter – to formalise the OPH's engagements;
- ▶ Systematisation of monitoring and evaluation process;
- ▶ Professional development for all OPH employees: from the guardian to the director, everyone is included.

The OPH plans to pursue its efforts in various neighbourhoods. They wish to explore new methods working on neighbourhood recollection and memory, particularly for one of the residences that will be demolished (500 housing units).



Building strategic alliances, fostering community participation

“GEMEINSAM SICHER WOHNEN”:
LIVING SAFELY TOGETHER



WIENER WOHNEN

Location: Rosa-Fischer-Gasse 2, 1030 Vienna, Austria

Number of staff: 3,900

Number of dwellings managed by the organization: 210,000

Website: www.wienerwohnen.at



⌘ OBJECTIVE:

Social stability and a safe living environment are the basis of a high quality of life. Wiener Wohnen has initiated the project “Gemeinsam sicher Wohnen” = “Living Safely Together” in which the residents of municipal buildings, the police, caretakers, customer and facility managers work together with social organisations and other departments to improve levels of safety in the living environment of municipal housing in Vienna.

The overall objective is to achieve a win-win situation for all parties concerned – tenants, Wiener Wohnen and the police – through building strategic alliances and fostering community participation.

🏠 Tools used

The project is transferable to other cities and socially responsible housing companies.

The guidelines and site inspections have been especially developed for the project as well as meetings, survey sheets, feedback loops and workshops.

CONTEXT

High, dense shrubbery, badly-lit paths and car parks, neglected areas, dirty walls, dark basement corners, outdated locks, garbage rooms without motion detectors, doorways not visible from public areas - all contribute to reduced levels of security in municipal housing. The subjective feeling of safety in the living environment and residents’ quality of life was negatively impacted by this, especially women as it is still women who do socially important care and support work and therefore spend a lot of time in residential buildings. Further, residents of municipal housing are typically more anxious than residents of other forms of housing. This relates to the backgrounds of the residents, with 184 nationalities living side-by-side, many of these belonging to an educationally deprived strata of society, having lower incomes and being in vulnerable in life in general. Such vulnerable people are often more affected by not feeling safe, as scientific studies show.

Wiener Wohnen wished to take these fears seriously. The refurbishment of a municipal block gives the building management the opportunity to talk to the residents about the subject of safety and to develop concrete solutions. Wiener Wohnen has established a process before renovation in which the knowledge of the residents, the housing company and the local police is combined to decrease the fear of crime, burglary or vandalism.



INNOVATION

The guidelines and the inspection itself were developed in a shared workshop by police experts, architects, technicians and planners, including a specialist who focused on gender-sensitive planning.

The guidelines were evaluated and improvements were made during a test phase. The police crime prevention team specially briefed their staff for these inspections to ensure consistent quality.

The practice shows that these guidelines can be used in all residential buildings (not only in those being renovated in the coming years) and all public places, where the residents have safety and security concerns.

The company established an organisational unit, called Social Management, dealing with the needs of residents. All topics around security, quality of life and residents' satisfaction were represented there. Social scientists analysed housing challenges and developed solutions based on scientific data.

Crime prevention specialists from Vienna's police force, a district-community officer, local caretakers and a customer account manager from Wiener Wohnen (who asked the residents what their security needs are) meet each other for a walk at the site, conducting a standardised safety inspection in municipal blocks which are due to be renovated. These walks last from several hours up to a whole day.

Within the city administration, a discussion has started whether to grant subsidies for private landlords and companies, which use the tool "crime prevention inspection before modernisation", developed by this project.



Key results and benefits

For the tenants:

Tenants are the experts when it comes to their own home and facilities and surroundings. Tenants are the key stakeholders in the process of identifying "zones of fear" where they feel unsafe and uncomfortable. In this project, the safety needs of the residents were identified, formulated and addressed.

For Wiener Wohnen:

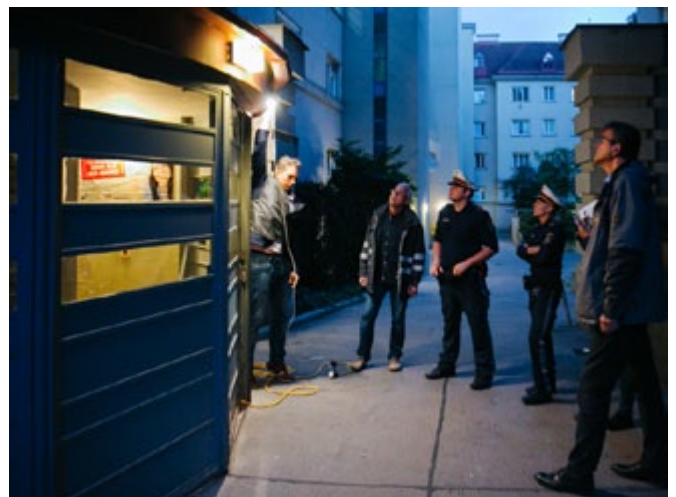
The project improves the relationship with the customer through an intensive dialogue with the affected tenants and increases levels of awareness regarding their safety and the security of the municipal blocks. Therefore, the company can invest wisely on the basis of the tenants' needs.

For the police:

The district officers received first-hand information on residents' security concerns and fears. The responsible officers are in touch with the responsible account managers at Wiener Wohnen. They regularly exchange ideas by communicating directly and finding solutions at local level.

For society:

Increased awareness of safety and security helps improve the development of neighbourhoods through empowerment, participation and networking. People with different professions, experiences and backgrounds work together, so that society as a whole is able to benefit.



+ WHAT THE JURY LIKED

- + Tenants assess their own living environment, together with the police and housing associations to create a safe neighbourhood.
- + Design-oriented approach which also considered gender, urban planning and eviction prevention.
- + Residents know best how to improve their neighbourhood. Strategy to encourage tenants in social housing. Easily transferable project.

Building strategic alliances, fostering community participation

HUIS ASSENDORP: FULL OF LIFE!



HABION

Location: Parijsboulevard, 143G, 3541 CS Utrecht, Netherlands

Number of staff: 60

Number of dwellings managed by the organization: 120

Website: www.habion.nl



⌘ OBJECTIVE:

Habion rents out approximately 120 nursing homes, or retirement homes, in The Netherlands. Due to changing governmental regulations, less people are eligible to live in these homes. Although many residents live happily at these locations, Habion are aware that this type of housing must be rejuvenated to remain attractive for the next generation of residents.

Therefore, the “A Second Life for Retirement Homes” programme was initiated, an experiment to transform retirement homes into housing complexes with a vibrant community of mainly seniors, but also people from other generations.

Habion researched solutions for various issues in housing and healthcare, in partnership with residents, the local community, entrepreneurs and healthcare providers.

Huis Assendorp in Zwolle is one of the projects in this programme. Huis Assendorp transformed from a retirement home into a housing complex that meets the requirements of tomorrow’s senior citizens. Based on the wishes of tenants, people from the neighbourhood, entrepreneurs and employees, Habion began the transformation by completely renovating and redecorating the building. In addition, solar panels were installed on the roof, which had been crowd-funded by the local community.

The most important change: Huis Assendorp became a vibrant community, a place where people of different ages meet each other, learn from each other and look after each other.

CONTEXT

The old-school retirement home is slowly but surely disappearing. This is happening in part because people (with certain means) can live independently for longer, or with other likeminded individuals in a communal setting. However, this is also the result of changes in governmental regulations e.g. the separation of housing and healthcare. Currently, it is not possible to be admitted to a retirement home without a specific medical referral, which is not easy to obtain.

Habion considers abandoned buildings, ready for demolition, an undesirable development. Demand for senior housing in The Netherlands will increase dramatically in the near future as the population ages. Closure or demolition are not the answer, but a radically different implementation is.

By developing a new approach, as well as new relationships between building owners, institutions, and especially the community

within and outside of the building, new life can be given to old retirement homes.

In the future, a retirement home will be a regular building in which senior citizens can rent homes with one or more rooms. It will provide options for care and services, in combination with a range of activities inside and outside the building, which will support the vitality of the entire community.

Tools used

Methodology – The RØRING

De RØRING (based on Dutch word "reuring", meaning "commotion" or "buzz") consists of a series of meetings with tenants, family, employees and neighbourhood:

- ▶ Inspiration Day: wishes were collected "how people wanted to grow old in their neighbourhood"
- ▶ Workshop (over 2 months): in which the wishes were labelled, categorised and translated into broader plans
- ▶ Come-back Day: in which we checked whether the plans met the wishes of everybody involved
- ▶ 'Pacemaker' meetings every 2 months in which we discuss the progress of the plans and the actualization.

Key to the methodology is that current and future residents guide the planning. It is crucial to have support, involvement and commitment from them, as well as from employees, to create a new attitude and culture together. The methodology is successful because it enthuses and is inclusive: people change their way of thinking and in the course of the process, the energy in the building improves.



Key results and benefits

By giving retirement homes a second life:

- ▶ Existing buildings are maintained and given a new purpose, based on the wishes of the local community;
- ▶ A space is created that is based on social inclusion;
- ▶ A solution is provided for the next generation of seniors who do not wish to live the traditional retirement home, but who do wish to live in a safe environment with optional healthcare nearby, in a vibrant community that is full of life.

INNOVATION

The project is innovative and offers a new perspective on senior housing, the transformation of real estate and the use of it. It provides a new perspective on how to arrange health care for seniors. Habion offer a local embedded community, because residents involve them in the plans and make sure that they organise all social activities themselves. It offers a new perspective on how people look at ageing and the golden mix of older and younger people.

A great deal of experience has resulted from this programme. The experience has shown to Habion that, together with residents and other local stakeholders, it is possible to transform nursing homes into safe and comfortable places to live. The experimental stage of the transformation of nursing homes into residences has been completed. The transformation of healthcare real estate into homes has become a permanent aspect of our activities.



+ WHAT THE JURY LIKED

- + Transformation of an old retirement home complex to a modern multigenerational housing estate.
- + Students and older people live together, in an integration of housing and services.
- + Affordability (rent starts from €395) combined with social sustainability and responsibility (students have a discount on the rent).
- + A project that is replicable all over Europe.



Building strategic alliances, fostering community participation

LET'S TALK ABOUT HOUSING



BASQUE HOUSING OBSERVATORY, DEPARTMENT OF ENVIRONMENT, TERRITORIAL PLANNING AND HOUSING, BASQUE GOVERNMENT

Location: Donostia-San Sebastián 1, 01010 Vitoria-Gasteiz, Spain

Number of staff: 204

Number of dwellings managed by the organization: 13,231

Website: www.euskadi.eus/observatoriovivienda; <https://etxebizitza.blog.eu>

⌘ OBJECTIVE:

The creation of a solid trust-based participation and communication structure between public and private stakeholders and citizens in the Basque country.

Sharing, discussing and prioritising challenges and concerns raised by citizens, professionals and analysts regarding Basque housing.

Creating a stable communication platform.

Establishing public policies co-designed by and for citizens, stakeholders and professionals.

Modifying the design of public housing policies from a traditional approach i.e. from «government to society» to «society to government» design approach.

Maintaining stable multichannel communication: face-to-face

meetings, social networks, official platform, email, telephone, online debate spaces, written contributions.

Designing the Basque government's strategic housing plan 2018 by all stakeholders.

Sharing the Basque Housing Observatory documentation and information among all citizens and professionals.

Active listening on social networks and public administrations digital channels to know the concerns of those not actively taking part through official avenues.

Transparent assessments of each public housing programme or project available to the public for discussion and analysis. Continuous monitoring of quantitative and qualitative indicators. Assessment of the relevance, consistency, complementarity, compatibility, execution and effect and impact of the Basque housing policy.

CONTEXT

The new Basque Housing Law 3/2015 came into force at the end of 2015. It was the first law in Spain to acknowledge the subjective right to housing, granting the right holders a remedy by way of appeal before the courts.

At the beginning of the 10th Basque government mandate, the main aim was to provide a strategic housing plan for the next three years, encompassing the challenge of implementing the subjective right to housing in Euskadi.

The social and political context of the new plan design was strongly determined by the executive and legislative powers, as the promot-

ers of the subjective right to housing in parliament were not a majority in the government.

The vast participation and collaboration experienced amassed since 2005 by the Basque government vice-ministry for housing and Observatory of Housing has contributed to solving issues related to finding a common ground, precisely by listening to the different perspectives and positioning itself as just another member taking part in the discussions. Building bridges as well as multidisciplinary approaches to portray a multi-faceted view of housing in the Basque country.

Building strategic alliances, fostering community participation

PFLEGE@QUARTIER: GUARANTEED CARE IN THE NEIGHBOURHOOD



GESOBAU

GESOBAU AG

Location: Wilhelmsruher Damm 142, 13439 Berlin, Germany

Number of staff: 370

Number of dwellings managed by the organization: 42,000

Website: www.gesobau.de/mieterservice



⌘ OBJECTIVE:

Surveys show that between 70 and 90% of respondents regularly state that they would like to remain in their own home, irrespective of whether they are tenants or owners. Determining the form of one's private sphere is regarded as a valuable asset. Choosing living environment is an expression of self-determination and quality of life.

Together with AOK Nordost, GESOBAU launched the "Pflege@Quartier" project to develop innovative solutions to support those in need of care as well as caring relatives and carers.

The main focus being – development of solutions which allow senior citizens to live independently in their own homes. Specifically, technical assistance systems and personal services to improve individual care, make everyday life easier, contribute to safety and well-being and offer information, contact and communication opportunities. These aids were then integrated into the neighbourhood-management.

"Pflege@Quartier" ran as a pilot project in the period 2015 to 2018. A methodical and scientific concept was developed and tested allowing people aged 65 and above to live independently in their local neighbourhood for as long as possible while receiving high-quality care. The project drew on approaches in the field of Ambient Assisted Living (AAL).

CONTEXT

Designed in the 1960s for a population of 40,000, the Märkisches Viertel housing estate acted as a showcase for contemporary urban development.

Notable architects set different highlights with height-staggered buildings with up to 18 floors. The large-scale housing estate consists of approx. 16,000 flats of various sizes ranging from 40 m² to 110 m².

Of the 37,000 people living in the district, approx. 8,500 are senior citizens aged 65 or above. Many of them are original tenants

who moved in in 1964 and have grown old in the neighbourhood. The estate offers a number of benefits for this group: Small, affordable flats, low-barrier design of public spaces and buildings and excellent public transport connections.

GESOBAU AG is actively involved in social projects and initiatives in the district and maintains meeting points and drop-in centres. There is a range of local supply goods and healthcare services and numerous community actors who form a dynamic network in the fields of social care and neighbourhood initiatives.

Tools used

Stakeholder analysis/survey of focus group: This substantiated the thesis that almost all of the project participants prefer to remain in their own homes, especially when they are in need of care or will require care in the future.

GESOBAU tenant surveys: Since 2007, GESOBAU AG has been conducting regular surveys among its tenants every two to three years, allowing for comparative analysis over time.

Workshops/feedback meetings: Since 2016, regular feedback meetings with project participants and partners (every two months) have provided a key source of insights and information.

Neighbourhood-concept: Supportive social infrastructure and/or effective social relationships play a decisive role.

“SeniorenNetz Märkisches Viertel” : The age-friendly digital infrastructure was set up with the involvement of senior citizens, with the aim of boosting confidence and motivation, lowering barriers to entry and strengthening media competence.

Age and Technology drop-in centre: Exchange with seniors on questions around “age and technology”.

INNOVATION

The interdisciplinary approach was a key innovation drive i.e. interaction between the housing industry, technology, science, tenants, the social, nursing and healthcare sector, relatives and others.

The home “that looks after its occupant” automatically detects emergency situations and defuses them – to some degree – independently. Inactivity detectors, fall detection, cooker safety, radio-based light switches, doorbell extensions and orientation lights were the most popular technology modules.

A unique feature of the “Pflege@Quartier” concept is its linking of AAL technology with the neighbourhood network and usage of the network’s local services. This facilitates the establishment of service and emergency chains and processes that allow people in need of care to remain in their own homes.

Another key aspect is the focus on the perspective of the user and hence on the customisation of solutions. The multiplication of such measures is indispensable in times of demographic change.

MUSTERWOHNUNG „PFLEGE@QUARTIER“



Key results and benefits

Tenants are availing themselves of the aids and products with great enthusiasm. The response to the converted homes represents the greatest success of the project. Thanks to the consistent involvement of the tenants and a focus on individual problems, they have identified with the project and have made it their own.

Continuous monitoring of tenants yielded interesting insights into the degree of assistance that had been achieved and the frequency of use of the individual system components.

Higher safety levels lead to greater independence and hence higher self-esteem.

The regular feedback meetings with the project participants provide a key source of insights and information, not least from a scientific point of view. These will be incorporated into product developments and further projects.

Pflege@Quartier is one of the few projects that involve tenants using technical and mechanical aids which are also integrated into a social neighbourhood concept.

The project clearly shows that computer-supported communication networks can achieve sustainable results: The combination of technical know-how with social services and energy-efficient technologies generates innovative housing solutions, individual safety and comfort.

The results of the project will be implemented at GESOBAU on a systemic and financially optimised basis.



+ WHAT THE JURY LIKED

- + Involving senior citizens and service providers to develop tailor-made solutions for seniors. Great social project, consulting the seniors about their needs
- + Innovative technology concept with strong attention to the needs of the tenants.
- + Based on current Ambient Assisted Living (AAL) approaches, smart application scenarios were combined with a neighbourhood concept. Solutions involve safety modules and emergency functions, such as fall detection or orientation lights and functions for proving social contact.





EMPOWERING THE TEAM, ADDRESSING EMPLOYEES' CHANGING NEEDS

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Empowering the team, addressing employees' changing needs

POWER TO THE PEOPLE: EMPOWERING THE TEAM TO IMPROVE SERVICES



ATC DEL PIEMONTE CENTRALE

Location: Corso Dante 14, 101034 Torino, Italy

Number of staff: 440

Number of dwellings managed by the organization: 29,100

Website: www.atc.torino.it



⌘ OBJECTIVE:

The main objective is to accompany staff through the process of strategically repositioning the organisation.

Due to changed circumstances and conditions, ATC found itself in a position that demands new processes and with staff in need of new skills and training.

Specific objectives:

- ▶ Investigate current organisational and service issues of company processes that need innovative re-planning;
- ▶ Foster suggestions from middle management for bridging the gaps that were identified in the investigation;
- ▶ Share sense making of the new role ATC has been called upon to cover;
- ▶ Redefine a dialogue with stakeholders;
- ▶ Redesign the ordinary maintenance service which manages around 12,000 repairs in three years for a total of around €7.4m;
- ▶ Set up of "Innovation Labs" made up of people with complementary skills from different parts of ATC who analyse the organisation, identify areas for improvement and suggest how to re-engineer the processes.

CONTEXT

Around 26,000 families live in ATC managed homes and 78% are in the "support" defined category (with incomes under €20,000).

Over the years, the resident profile has changed: from working-class, migrant families with many children to older people living alone, new migrants and diverse social cases. 30% of residents are over 65 and 6% are under 40. 26% have had their homes for over 30 years, 47% from 10 to 30 years and 27% for less than ten years.

Investment resources have diminished dramatically. Rent has been the only source of funding, but has not changed in almost 30 years and is the lowest in the central-north area of Italy.

The 2008 credit crunch transformed society resulting in the emergence of particularly fragile stakeholders. This had a significant impact on ATC, generating instability throughout the organisation. When staff are forced to carry out new and different tasks, they are vulnerable to burn-out.

It is therefore important to rethink strategic position. In order to strengthen customer services and embrace the role of community manager, the solution cannot be to create more levels of bureaucracy. Instead, ATC has given itself a priority of reorienting the organisation towards the user, giving value to the essential social role which is at the heart of its mission: social housing.

Tools used

1) General training programme

Co-designed with SDA Bocconi School of Management, over a period of two months, and based on the organisation's needs and objectives, a suitable customised programme was developed. The six month training programme is led by professors and tutors and takes a non-traditional, experiential-based approach to learning.

2) Statistics analysis, IT module, innovative procedure for tenders

- ▶ Desk analysis of ATC database (100 million data) with geolocalisation and clustering of ordinary maintenance repairs carried out between 2015 and 2017;
- ▶ Interviews and workshops exchanging best practices with agencies managing public tenders and public bodies;
- ▶ "Preliminary benchmarking" with interested companies, together with specific categories of associations;
- ▶ IT module dedicated and integrated into the management system which dialogues with accounting software managing repairs via "User Friendly" programme (installed on tablets issued to the technicians responsible for the various areas).



INNOVATION

While the collaboration, training and tools were innovative, one major innovation was the "ordinary maintenance cycle project".

The case study put the user into the value chain. The user contributed to a win-win situation by generating value for the public with the same or even less resources.

Ordinary maintenance job lots are redefined by assigning €500,000 per year to repairs carried out autonomously by users.

Further, a dedicated online portal was created to:

- ▶ Have constant visibility of ongoing works;
- ▶ Upload documentation and relevant user data;
- ▶ Archive repairs (including for measuring effectiveness of tool).

Users are reimbursed via bank transfer once relevant documentation (invoices, photos of repairs, conformity certificates) has been uploaded to the portal.



Key results and benefits

The "ordinary maintenance cycle project" is the first to be rolled out. Main results:

- ▶ Increase in beneficiary user base;
- ▶ Meeting real needs with rapid response rate;
- ▶ Win-win scenario;
- ▶ Favour small local firms, therefore positively impacting local economy;
- ▶ Reduce ATC work load;
- ▶ Improved standard of work;
- ▶ Improvements in safeguarding estate;
- ▶ Greater efficiency due to increase in number of repairs at same costs;
- ▶ Same resources, improvements in safeguarding estate;
- ▶ Increase in users' trust towards ATC, supporting economic sustainability;
- ▶ Change to the regional law – a practical consequence of this project.

The final outcome was five projects presented to the ATC Board of Directors, ATC's people and stakeholders (Regional Council of Turin, etc.) during a workshop "Organising Together":

- ▶ Managing communication between users and ATC, Council, etc.;
- ▶ Preventing and managing late payments;
- ▶ Common regulations and methods for improving effectiveness and efficiency in service and supply contracts;
- ▶ Roles of production and ownership seen as local guardians;
- ▶ Forms of co-production in managing maintenance requirements of occupied dwellings.

In general, these were the results:

- ▶ Deep commitment from people with diverse backgrounds;
- ▶ Greater awareness and mutual trust with consequent increase in organisation's efficiency;
- ▶ More staff with managerial skills;
- ▶ Easier transition to digital.

+ WHAT THE JURY LIKED

- + Change in management via strong resident and staff involvement, concentrating on multiple issues:
 - + Preventing and managing late payments;
 - + Common regulations and methods for improving effectiveness and efficiency in service and supply contracts, organise training for workers in order to create more staff with managerial skills;
 - + Managing maintenance requirements of the housing estates together with the residents. Ordinary maintenance job lots have been redefined by assigning €500,000 per year to repairs carried out autonomously by residents.
- + In a difficult context for social housing as in Italy, this project can inspire a change all over the country as it's replicable.

Empowering the team, addressing employees' changing needs

24 HOURS OF MANAGERIAL INNOVATION



habitat
Office Public de l'Habitat
du Département
de la Seine-Maritime



HABITAT 76

Location: 17 rue de Malherbe, 76100 Rouen Cedex France

Number of staff: 800

Number of dwellings managed by the organization: 30,000

Website: www.habitat76.fr



⌘ OBJECTIVE:

Based on the principle of a hackathon, the participants engaged in a creative marathon aimed at reinventing management practices and at enabling innovative and applicable solutions with regards to organisational, social and managerial areas, to work better together.

CONTEXT

Firms must take on strategic challenges in a complex, changing and digital environment. In this respect, Habitat 76 is convinced that management must evolve and that management practices must be reinvented. To this end, the organisation decided to question management roles and organisational models.

A hackathon is a space for innovation, co-creation and learning. Ten teams, formed on-site, were given 24 hours to resolve 4 challenges. In total, 71 people took part in the hackathon.

Before the discussions, Isaac Getz, Professor of Management at ESCP Europe and founder of the corporate liberation movement gave a lecture on "Managerial innovation: rethinking organisation to unleash a sense of initiative and unlock the potential in everyone".

With the support of facilitators and particularly of Guillaume Gille, co-coach of the French national handball team, the teams then worked on the challenges they had chosen: digital transformation, the role of tomorrow's managers, associating with employees in decision-making, collective autoregulation.

A jury of experts was asked to evaluate the pertinence of ideas. The two winning teams will see their solutions incubated by Habitat

76 and will be invited at the "Fabrique du changement" in Nantes, the annual event on managerial innovation.

Four challenges were identified:

Challenge no. 1: How can we take advantage of digital development and use it to improve daily life?

«With the emergence of digital technology, the manager must become a true team ambassador of these developments. How can we apprehend digital technology and transform it into an opportunity and no longer a risk?»

Challenge no. 2: How can we promote collective autoregulation?

«How can we succeed in fostering autonomy and responsibility in a team to enable it to organise itself? How should management be positioned in such organisations? Practically, what does this imply for a manager and the team's daily life: collective regulation, conflict management, arbitration, team building.»

Challenge no. 3: At a time when reporting lines are flattening, what becomes of the manager?

«The organisational model of traditional reporting lines, inherited

Tools used

During the hackathon, collaborative workshops, led by a provider, were carried out to prepare participants on two themes: "How to structure its solution through the use of a visual canvas?" and "How to make a successful pitch". This variant of the group meeting had the advantage of universal active participation. It is also a way of stepping back and thinking more deeply to enhance the project to be presented to the jury. A specific web site and a regulation has been set up to frame the organisation and the smooth running of the action.

from scientific management, must evolve! We welcome cross-disciplinary and collaborative approaches which promote autonomy, initiatives, empowerment and trust. The manager would no longer be there to control, supervise, or say what needs to be done. So what would the manager do instead?»

Challenge no. 4: Participatory governance, how to associate employees in the firm's decision-making.

«Are you convinced that decision-making bodies must be re-invented and opened-up further to durably act on the employees' involvement? How can collective decision-making principles be applied to organisations wherein decision-making abilities remain a strong sign of authority?»



INNOVATION

A hackathon (hacker + marathon) is an event where IT specialists and volunteer developers convene to develop a software programme cooperatively. A hackathon lasts 1 or several days and is increasingly used in the branch of digital innovation. However, the aim of this project was not to finish creating an innovating IT tool but to create innovating managerial methods, therefore to make human interactions a priority.



Key results and benefits

Two winning projects:

1st prize:

The challenge: "Participatory governance, how to associate employees in the firm's decision-making."

The solution: the "Fund".

The director defines a participatory budget, which is fairly distributed to the firm's employees. Each willing employee suggests an idea, fixes the necessary budget and looks for internal sponsors. All employees "invest" in the project(s) of their choice. As soon as the budget needs are met, the project(s) may be implemented. "Thanks to this solution, employees present their ideas and initiatives by directly submitting them to their colleagues, who can sponsor and finance them!" stated the team.

2nd prize and public prize:

The challenge: "How can we take advantage of digital development and use it to improve daily life?" or "How to free my team digitally".

The solution: for team "KISS" (Keep It Simple & Sweet).

Team "KISS" suggested setting-up a chat-bot, which would respond to questions asked by employees (legal, property management, HR, available internal service). The tool will progressively become more intelligent as questions are asked and collected. The platform will enable users to submit questions to the community. The winners introduced the idea of conducting annual internal diagnoses, launching a community of digital ambassadors within the firm, as well as a digital festival. Topics triggered engagement with a high level of participation by Habitat 76 employees, as well as from other social landlords, startups and corporate groups who came from all over France. Discussions are underway regarding the possible means of implementation.

+ WHAT THE JURY LIKED

- + Hackathon of employees to meet digital challenges of the future, Innovative way of training in the digital era, also breaking traditional hierarchy.
- + Employees claim participatory governance and how to associate them better in the firm's decision-making.
- + New solutions:
 - + A participatory budget distributed to the firm's employees by finding internal sponsors.
 - + Setting-up of a chat-bot, which would respond to questions asked by employees (legal, property management, HR, available internal services).
- + Ambitious complex theme broken down to an easy solution.

Empowering the team, addressing employees' changing needs

GEWOBAG CITY CAMPUS: AN EMPLOYEE DEVELOPMENT PROGRAMME



Gewobag
Die ganze Vielfalt Berlins.

GEWOBAG WOHNUNSBAU- AKITENGESELLSCHAFT BERLIN

Location: Alt-Moabit 101 A, 10559 Berlin, Germany

Number of staff: 665

Number of dwellings managed by the organization: 90,000

Website: www.gewobag.de



⌘ OBJECTIVE:

With the City Campus, Gewobag started a comprehensive learning and innovation programme for the development of the company. External experts, specialists and executives work together to deal with future topics and development potentials for changing areas of life such as living, working, health, education or mobility.

The focus is on neighbourhood concepts that enhance inner-city life and strengthen social cohesion. The City Campus is the methodological infrastructure in which ideas and new concepts are developed within interdisciplinary teams using new working methods and tested under real conditions. The findings and results serve as blueprints for the future. The methods and competencies learned in the City Campus enable employees and managers to act proactively and future-oriented in an unpredictable environment.

CONTEXT

Changing social structures and technological possibilities require new ways of thinking and acting – also from a municipal housing company. In order to recognise future topics and their potentials and to use them optimally for various customer groups, Gewobag created the City Campus, a methodical infrastructure available to the entire company. It brings employees together across departments and hierarchies in order to develop innovative living and use concepts for the future alongside external partners and residents.

During the pilot phase, the focus was on the development of innovative residential and usage concepts for a building complex in the Bülowkiez district of Berlin. The City Campus concept and system remains and operates as follows: managers and project man-

agers approach the City Campus team with specific issues or objectives. Over the course of a personal consultation, questions and methodical implementation are concretised. Topics to be worked on are then published on the intranet and employees who wish to play an active role on any given topic, can apply via an application after consultation with the manager. Interested parties then form temporary working groups.

Tools used

The central element of the City Campus is workshops based on the design thinking approach. Depending on the questions posed by the working group, a wide variety of tools are used in the workshops, which had previously only been used sporadically in the company, e.g. creative thinking and working methods, surveys, participating observations, meetups and collaboration tools.



INNOVATION

In contrast to the processing of questions and problems in classical work and meeting formats with mostly homogeneous working groups, the City Campus offers a focused development of solutions using new, efficient working methods according to the modular principle (subdivision of a system into smaller parts).

While a process-oriented approach predominates in the core organisation, the City Campus is determined by the customer-centred thinking and working methods of design thinking.

Numerous methods and tools have found their way into the company that have not previously been used, such as the development of personas, prototyping, idea development under very strong time pressure and the documentation of work results through visualisation.

+ WHAT THE JURY LIKED

- + New initiative to train and mentor employees to deliver a better service for the tenants.
- + The focus is on neighbourhood concepts that enhance inner-city life and strengthen social cohesion.
- + Culture change of organization, equal opportunities for employees, working without hierarchy and across departments and disciplines.

Key results and benefits

Since the launch of the City Campus in 2018, Gewobag has tested: unification processes in non-hierarchical teams, the use of collaboration tools and employee portals, the evaluation and selection of ideas.

In 2018, 23 idea papers for the "Bülow 90" project (in the Bülowkiez district of Berlin) were prepared and the first prototypes developed. The ideas and concepts were evaluated and prioritised.

Over the course of this, it has become apparent that the realisation of creative and innovative ideas produces one thing above all else: further, more concrete questions on feasibility, acceptance and legal framework conditions. With these questions, Gewobag begin their second year of the City Campus with the clear goal of implementing first concepts in the Bülowstraße 90 in Berlin-Schöneberg in 2019.

City Campus can be used by managers, project managers and employees as a catalyst for their projects. Internal communication measures now exist, such as a City Campus information area and a bulletin board with open and closed topics on the intranet.

Based on the experience gained in 2018, the requirements for involvement in the City Campus will also be formulated more clearly:

- ▶ Continuous participation in the temporary working groups is a key success factor.
- ▶ Confusing the use of agile, creative methods with "Don't come today, come tomorrow" is detrimental to the success of the project, which is why the application form for a City Campus topic contains a clear commitment on the part of interested parties and their superiors to investing time.



Empowering the team, addressing employees' changing needs

REINVENTING MANAGEMENT:
FROM A TRADITIONAL ORGANISATION
TO A HORIZONTAL COMPANY RELEASING CREATIVITY



est
MÉTROPOLE
HABITAT

EST MÉTROPOLE HABITAT

Location: 53 avenue Paul Kruger, 69602 Villeurbanne, France

Number of staff: 359

Number of dwellings managed by the organization: 16,000

Website: www.est-metropole-habitat.fr



⌘ OBJECTIVE:

In 2014, EMH CEO Cédric Van Styvendael, launched the merger project between two social housing organisations in the Lyon Metropolis, stating that the new approach to management should promote “creativity, autonomy, accountability and co-production”.

The management project is the result of strong values upheld by employees. At the heart of this is the conviction that a satisfied employee best contributes to overall performance. The ambition is, therefore, to improve quality of life at work through cooperation, a cross-sector approach and constant learning.

Employees, including managers, are encouraged to experiment and innovate in a context where there exists “the right to make a mistake”, removing any obstacles that might hinder initiative. The management community is involved alongside employees through an “agile and situational management” which adapts to the talents of each member of staff.

The goal of the project is to profoundly transform managerial methods by aligning day-to-day practices with the core values of the entire company through original tools and practices.

CONTEXT

The merger of two historical housing organisations in the Lyon metropolis gave birth to EMH. Originally, these two structures were under the remit of local authorities with a traditional and very hierarchical organisation in favour of risk management and division of labour.

Wishing to adapt the organisation and working methods to the current issues facing social housing organisations, the General

Manager initiated a collaborative strategic project that would bring together employees. The board of directors divided management of the transformation of the organisation into five themes, including management and CSR. Each director then composed a transversal working group with volunteers from all professions and hierarchical levels combined. These groups developed roadmaps throughout the project.

Tools used

EMH involved its 350 employees in a day entitled “the Management Café” (WorldCafé format) where everyone could contribute towards defining the nature of the desired management in the company.

EMH rolled out the “colour-based management method” according to the “DISC model” (behavioural assessment tool) throughout the company. This management method allowed staff (all employees were invited to pass the colour test which is generally only offered to managers) to get to know each other better in their personal and professional strengths and weaknesses.

These processes are illustrated in the Manager’s Notebook as well as the online repository of videos allowing everyone to understand best practices. We recommend these deliverables to our peers so that they too can vary their working tools and promote a friendly atmosphere and team spirit.

Through this initiative, EMH promoted creativity, autonomy, empowerment, co-production, experimentation and innovation. They believe that involving employees in the standardisation of managerial practices helps ensure a management that concretely meets the expectations of stakeholders.



INNOVATION

EMH used a bottom-up approach where participation of employees at all levels ensured that management was defined by the aspirations of employees.

This resulted in “situational management”, the collation of “reverse interviews” and a collective will to innovate the structure of (increasingly collaborative) team meetings. Best practices and innovative meeting facilitation formats are now regularly shared at managers’ seminars so as to remain sustainable and up to date.

Deliverables are unique and range from paper notebooks to skits initiated and staged by employees.

The use of Twitter has created a culture of valuing and promoting employees who are trained in the professional use of social networking via a “Twitter guide”. This innovation is part of a digital acceleration approach as it allows for more spontaneity and discussion in relationships with stakeholders.

Management at EMH are erasing natural barriers of internal managerial levels. In 2019, a social barometer to measure employees’ satisfaction will be set up.

Key results and benefits

1. Knowledge creation:

- ▶ La Grande Tambouille – a “live my life” day where all employees learn about each other’s different jobs;
- ▶ Orientation programme for new employees – immersion into the corporate culture, information on strategic projects, different roles and colour-based management, as well as a treasure hunt to explore EMH housing stock.

2. Social activities:

employees participate in 5-6 official and spontaneous events.

3. On-the-ground initiative:

online promotion and encouragement of building managers working innovatively with tenants.

4. Feedback:

reverse interviews between managers and those being managed and problem-sharing meetings to maximise peer-to-peer expertise and advice.

5. To reduce the number of frustrations, EMH:

- ▶ Sped up digitisation projects (switch to Office 365, increased online collaborative solutions, change to ERP);
- ▶ Provided tablets and smartphones for local staff to promote smooth data flows and capacity building;
- ▶ Allow remote working, so employees have a personalised work schedule and to ensure flexibility. More than 50% of employees use it.

Key success factors:

- ▶ Involving employees in the transformation project;
- ▶ Use of humour and eccentricity to leverage change;
- ▶ “Collective experiences” accelerate changes in individual behaviour.



+ WHAT THE JURY LIKED

- + Merger project between two housing associations, combined with a new organisational model which is less hierarchical.
- + Strong and comprehensive employee engagement, non-hierarchical approach: working groups composed of employee volunteers.
- + Non-traditional tool development: use of humour, employees playing in sketches and videos regarding new Human Resources/Management behaviours.

Empowering the team, addressing employees' changing needs

WORKING FOR THE COMMON GOOD:
"1,100 STUDEN SOZIAL ENGAGIERT"
("1,100 HOURS OF VOLUNTARY WORK")



GESOBAU

GESOBAU AG

Location: Wilhelmsruher Damm 142, 13439 Berlin, Germany

Number of staff: 370

Number of dwellings managed by the organization: 42,000

Website: www.gesobau.de



⌘ OBJECTIVE:

"Working for the common good" was the focus of GESOBAU's 2018 corporate objective. The employees of GESOBAU and its subsidiaries set out to undertake 1,100 hours of voluntary work in a range of institutions and initiatives active on GESOBAU housing estates.

Over half of all companies in Germany offer some form of volunteer programmes. The reasons are manifold, ranging from the wish to benefit society to Team building exercises through joint action. In contrast to honorary appointments, our 2018 "1.100 Stunden engagiert" initiative focused on volunteer engagement by all employees that was to go far beyond our usual sponsoring and cooperation activities.

GESOBAU has around 370 members of staff. GESOBAU allocated two working hours and 0.5 hours travel time for voluntary work to every employee. Voluntary time donations were also necessary to achieve the set objectives. Private voluntary work also counted whenever it benefited to tenants.

CONTEXT

Since 2014, GESOBAU began building flats once more. By building and purchasing new flats, the housing stock will increase and rise to approximately 52,000 flats by 2026. Currently, the municipal housing association and its subsidiaries manage a portfolio of approximately 42,000 flats, mainly located in the north of Berlin.

"Märkisches Viertel", the large-scale housing estate built in the 1960s, is the most prominent individual portfolio whose conversion into a low-energy housing estate was completed in 2016. GESOBAU is committed to fostering a neighbourly spirit on its housing estates, supports educational initiatives and schools and works towards the social integration of all people living on its estates (Sustainability strategy).

Social commitment is highly regarded and has a long tradition at GESOBAU. Getting involved in areas that are generally consid-

ered to be "complementary competences" of housing associations in addition to the actual core business also bolsters and maintains the quality of life on the estates: To support its neighbourhoods, integration services, intergenerational links, etc., GESOBAU initiates collaborations and funds projects and initiatives through donations and sponsoring activities.

However, with society changing rapidly, new ways of thinking and new skills to keep pace with developments are needed: diversity, digitalisation, new employee and customer needs, demographic change, a growing city, finding skilled workers... all of these aspects require GESOBAU to focus on the continuous and active development of the professional and social skills of its employees.

Tools used

Cooperation/networks: GESOBAU has around 45 social cooperation partners all over Berlin, including family centres, district centres, senior citizens' centres, children's and youth facilities, schools and sports clubs which offer numerous volunteering opportunities.

Volunteering database: Internal database connects concrete fields of action and specific tasks with potential volunteers. Over 60 potential projects were suggested by organisations within GESOBAU's Berlin-wide network, including both individual and team activities and one-off as well as long-term initiatives.

GESOBAU Foundation: Set up in 1997, its purpose is the promotion of senior citizen and youth welfare as well as individual financial assistance for tenants in need in the Berlin districts of Reinickendorf, Wedding, Weißensee and Pankow. Around €620,000 has been donated to 540 urgent cases.



INNOVATION

This initiative is a first step for GESOBAU employees who have always wanted to get involved but were maybe unsure how to put this into action. Aside from cooperation partners, all GESOBAU housing estates have contact points which assist anyone looking for volunteering opportunities.

GESOBAU deal with a wide variety of challenges and help where necessary, bringing them into close contact with the reality of tenants' lives. Concrete everyday experiences that employees gain outside of the company contribute towards greater diversity and openness. Participants on both sides have the opportunity to learn from each other. By adding a social component to its corporate objectives, GESOBAU emphasises the value of Corporate Social Responsibility.



Key results and benefits

When the project was first proposed, some employees voiced concerns about the scope of the possible contributions as well as questions around legitimacy and usefulness. However, after a few months it became clear that the objective was releasing a lot of energy, momentum and enthusiasm in the company.

The 1,100-hour mark was reached as early as late August. Many teams also took the objective as a welcome opportunity to engage in joint activities and team days and do a good deed together. Staff members organised and coordinated a host of activities on their own initiative.

By 31 December 2018, 300 employees had been involved in 94 activities in 54 institutions and initiatives. A total of 1,620 hours had been donated.

Donations to the GESOBAU Foundation: €25 was paid for each hour of voluntary work. In January 2019, €40,500 were transferred to the GESOBAU Foundation. These funds will benefit non-profit institutions such as schools, day care centres, youth and sports clubs, senior citizen initiatives in the neighbourhoods and GESOBAU tenants in need. In 2019, all departments, teams and staff members may apply to the GESOBAU Foundation for funding of projects, non-profit institutions and initiatives.

Although one-off projects can be effective, their continuation can achieve even more. Building on this, GESOBAU are extending the "1,100 Stunden engagiert" project as a social corporate objective for 2019. The motto for the year 2019 is "Engagiert für Berlin" (committed to Berlin).



+ WHAT THE JURY LIKED

- + GESOBAU gives €25 of every hour spent on voluntary projects (playground renovation, help in a refugee centre) by employees to the GESOBAU foundation, which also helps tenants in need and social projects. So far 1,620 hours have been donated.
- + These funds will benefit non-profit institutions such as schools, day-care centres, youth and sports clubs, senior citizen initiatives in the neighbourhoods and tenants in need.
- + Good opportunity for employees to cooperate in an out of office environment without traditional hierarchy. Innovative approach, awareness raising CSR to make a difference beyond. Easy to replicate project.
- + Creating a new internal CSR-culture where 80% of volunteers have participated.

THE JURY

The Awards Jury is composed of members of the European Responsible Housing Stakeholder Forum set up in the framework of the ERHIN Project as well as experts on Corporate Social Responsibility (CSR) from other sectors.

A selection took place in March 2019 when five finalists and the five winners were identified in each category.



Lenka Tarabová (16th September 1968)

6 years in the Association of Tenants of the Czech Republic – SON (40,000 members).

External clerk for contacts with the Parliament and the Senate of the Czech Republic, with regional authorities and city and municipal governments. 3 years representative of SON at the International Union of Tenants.

2014 – 2018

- Member of the City Council Liberec – Vratislavice nad Nisou (8,700 inhabitants)
- Chairman of the Social and Health Commission
- Member of the Humanities Commission of the Statutory City of Liberec (110 thousand inhabitants), which manages 1200 social city dwellings
- Collaboration with the Citizens' Association D.R.A.K. (care for socially disadvantaged and disabled citizens) and Seniors' Organisations and the Women's Union.



Paulus Jansen (1954)

Director Woonbond (since June 2018).

The Woonbond is the union of the Dutch tenants, with 1.6 million collectively organised members and 8,000 individual members.

Prior to joining the Woonbond, Jansen was alderman of spatial planning, housing and sport in the municipality of Utrecht (2014–2018) and spokesman for housing, energy and the environment of the Socialist Party in the Tweede Kamer (Dutch Parliament, House of Representatives, 2006–2014).

Jansen is a structural engineer and worked in the past for an international engineering firm and a construction company.



György Sümeghy

György Sümeghy spent 10 years in public education and later at a private business college. Based on his management experience in education and volunteering, as well as an interest in social development, he joined Habitat for Humanity Hungary as National Director in 2005.

György joined HFHI/EMEA in 2013 to lead regional advocacy initiatives and support national advocacy programmes in the EMEA region. He represents HFHI in Brussels and all over Europe at regional conferences and meetings.



Anne Viita (1964)

CEO of Finnish Tenants since 1997.

Anne has worked in the field for 25 years, all of them in the Finnish Tenants and its predecessor Central Union of Tenants. Due to the length of her career, Anne has an extensive and diverse expertise in the field.

Finnish Tenants (1946)

Finnish Tenants are a nationwide non-profit organisation, that specialises in promoting fair rental practices and protecting the interests of tenants.

Outside of individual members, Finnish Tenants also have three unions as their members: JHL, PAM and Pro. Finnish Tenants are also a notable organisation in decisions considering housing policies.



Andrea Colantonio

Urban and Regional Development Economist, European Investment Bank

Andrea is a senior economist at the European Investment Bank, responsible for the financing of urban and regional development projects.

Prior to this Andrea was at the London School of Economics, leading projects for major European cities on integrated urban development and institutional governance, sustainability policy, planning and evaluation methods.

He holds a PhD in Economic Geography and is the main author of *Transforming Urban Economies: Policy Lessons from European and Asian Cities* (2013); *Urban Regeneration and Social Sustainability: Best Practice from European Cities* (2010); and *Urban Tourism and Development in the Socialist State: Havana during the Special Period* (2006).



Herbert Ludl

Doctorate in law at the University of Vienna, Chairperson of the board FAMILIE Housing Co-operative, Vienna and former chairperson of the board of SOZIALBAU AG, member of the board of ICA housing and university lecturer in the field of housing finance.

Author of numerous publications on the economics and history of limited-profit co-operative business.



Sander Scheurwater

**Director Corporate Affairs, Europe – RICS
(Royal Institution of Chartered Surveyors)**

Sander is a Dutch national and studied Economics at the Erasmus University of Rotterdam where he achieved his Masters in 2000. He majored in sociological economics.

In 2000, Sander started his career at the EU Affairs Office of General Motors where he was responsible for technical and environmental issues.

In 2006, he joined RICS, where he is the Director of Corporate Affairs for the RICS in Europe region. Responsibilities include standards adoption, policy, communications and branding.

He is the author of the several papers including the *“Future Role of Valuations”*. He has also chaired the European Housing Forum.



Christian Hellevang

the Norwegian Association of Local and Regional Authorities (KS)

Christian is a former president of the union of Tenants (Norway), the last 13 years he has been working in the Norwegian Association of Local and Regional Authorities (KS) in the department of Local Democracy, European Politics and International Affairs. He is working with social housing, universal design, civil society, co-creation and local democracy.

He holds a bachelor degree in public administration from a school of public administration, who now is a part of Oslo Metropolitan University. He has a Master of Public Administration (MPA) from Copenhagen Business School in Denmark. He also has studies from the Nordic school of Public Health (NHV) in universal design and studies in public health from the University of Agder (UIA).

The last 12 years he has been a member of The Rent Disputes Tribunal (HTU) in Oslo/Akershus, appointed by the Ministry of Local Government and Modernisation. The last 11 years he has been appointed by the Ministry of Local Government and Modernisation as member of a jury who biennially award the prize of: “The state’s prize for housing social work”.

Norwegian Association of Local and Regional Authorities (KS)

The Norwegian Association of Local and Regional Authorities (KS) was founded in 1972. As of 2018 all of Norway’s 422 municipalities and 18 counties are members.

KS was founded as a result of an amalgamation of The Union of Norwegian Cities (founded in 1903) and the Norwegian Association of Rural Municipalities (founded in 1923). KS advocates the interests of its members towards central government, the Parliament, labour organisations and other organisations. KS advises and informs the members about all matters and developments of importance to local government. KS facilitates exchange of experience between its members. KS conducts the central collective bargaining on behalf of its members.



Heike Zuhse

Deutscher Mieterbund e.V.

Heike is the scientific advisor of the DMB for 8 years. She studied economics in Trier. Afterwards she worked in different companies/ organisations and was involved in the “reconstruction of East” (in the Federal States in the former East Germany) and various climate protection projects. Additional focuses are integrated urban development with action strategies for attractive and lively inner cities and economic, social and ecological challenges.

The German Tenants’ Association (DMB)

is the political representation of all tenants in Germany and the umbrella organisation of 15 DMB regional associations and 320 local tenant associations with more than 500 counselling centres throughout Germany. Their work is financed by membership fees. There is no public funding which guarantees the autonomy and independence of the tenant organisation. Currently almost 1.3 million households, i.e. about three million tenants, are members. The German Tenants’ Association is politically neutral. The DMB will be consulted on any major legislative action on tenancy law and housing. The DMB speaks up when it comes to maintaining and expanding the protection of tenants, to affordable rents, to an appropriate subsidy for housing, the constant promotion of social housing, the energy-efficient modernisation and increased use of renewable energies, the design of the residential environment and the social peace in the residential areas. Even on issues of urban planning and urban development, agency law, additional costs and heating cost ordinance and environmental protection the German Tenants’ Association takes an active position and develops proposals.



Barbara Steenberg

**Chair of the Jury
Head of EU liaison office, International Union of Tenants**

Barbara Steenberg has been working more than 18 years for the protection of tenants. She started in 2001 as head of the president’s office of the German Union of Tenants (Deutscher Mieterbund) in Berlin and as political coordinator for energy policy and international affairs. In 2007, she was elected as head of the International Union of Tenants EU Office in Brussels. Since 2013, she is member of the IUT Executive Committee. She is responsible for the political relations and the lobbying towards the EU institutions.

From 2009 to 2012, she chaired the European Housing Forum; since 2013 she chairs the “European Responsible Housing Initiative” stakeholder forum and jury of the European Responsible Housing Awards”

Since 2015, she represents IUT in the EU Urban Agenda Partnership for Housing.

Barbara is a German national and holds a master degree in political sciences of the University of Bonn, Germany, and a bachelors in public administration.

THE JURY



Eddie Jacquemart

President of CNL (Confédération Nationale du Logement)

In 1995, in a suburb of Lille, Eddie created a member association of CNL. Three years later, he became the treasurer of the CNL Federation of the North, followed by president in 2000. The same year, he was elected into the National Administrative Commission. In 2009, he entered the Confederate Board. In 2013, he was elected National President of CNL.

Since 2006, he has been interested in housing in nearby countries and since 2009, represents CNL at the IUT Board. In the name of CNL, he participated in drafting the ERHIN (European Responsible Housing Initiative Network) charter and is a jury member of the European Responsible Housing Award.

A qualified chartered accountant, he has worked in a firm for more than ten years before becoming the financial adviser of an important federation of associations in the medical and social sector, where he was able to observe and go with very diverse associations; this was followed by a role as a financial and administrative manager in a national association.

Eddie has also led courses of professional training in accounting.



Dr Laura Colini

PhD in Urban, Regional and Environmental Design, Post-Doc EU Marie-Curie and Habil in Urban Studies in Italy.

Her recent work covers socio-spatial inequalities, housing & financialisation, inclusion of migrants and refugees with a focus on EU urban policies. As an academic, she has been doing research and teaching in several universities and research institutes in Italy, Germany, France, USA.

Laura currently works as senior policy expert on social and urban policies for the EUCOM (URBACT, UIA, EU Urban Agenda).

Co-founder of Tesseræ Urban and Social Research and member of the International Network for Urban Research and Action INURA.

ORGANIZING PARTNERS



Housing Europe is the European Federation of Public, Cooperative and Social Housing.

Established in 1988, it is a network of 45 national and regional federations which together gather about 43.000 public, social and cooperative housing providers in 24 countries. Altogether they manage over 26 million homes, about 11% of existing dwellings in the EU.

Social, public and co-operative housing providers have a vision of a Europe which provides access to decent and affordable housing for all in communities which are socially, economically and environmentally sustainable and where everyone is enabled to reach their full potential.

www.housingeurope.eu



DELPHIS is a French professional association gathering 27 non-profit social housing companies. Its mission is to promote innovation and contribute to continuous improvement in the social housing sector. DELPHIS has been actively supporting CSR in the social housing sector since 2006.

DELPHIS is the founding member of Eurhonet, a network of 31 public and social housing companies from the United Kingdom, France, Germany, Italy and Sweden, dedicated to experience sharing and dissemination of good practices. DELPHIS is the coordinator of Eurhonet's CSR Topic Group.

www.delphis-asso.org



International Union of Tenants (IUT) is a non-governmental and not-for-profit membership organisation for global tenants' organisations. IUT was founded in 1926 in Zürich, Switzerland. Since 1956 our head office is in Stockholm, Sweden with a representative office in Brussels since 2008. IUT is a non-party affiliated, political organisation. We have 69 member organisations in 45 countries, and are financed through membership fees.

The active of IUT include: information through its website (www.iut.nu) and quarterly magazine "The Global Tenants"; Arranges and participates in seminars, conferences and ceremonies; Partners with UN agencies, such as UN Economic Commission for Europe (UNECE) and the UN Center for Human Settlements – Habitat, Nairobi, Kenya; Partners with the ENHR – European Network for Housing Research and APNHR – Asia-Pacific Network for Housing Research; Member of several EU networks and working groups related to housing, including European Housing Forum, and the Housing Partnership for the EU Urban Agenda.

www.iut.nu



European Responsible Housing Initiative

RESPONSIBLE HOUSING CSR CODE OF CONDUCT

As a Responsible Housing provider, we will integrate Corporate Social Responsibility (CSR) principles into our business strategy and translate them into concrete practices – to be monitored on a regular basis and in cooperation with our partners.

This will help us to better fulfil our mission: to provide affordable, good quality housing and services responding to a variety of needs, and by doing so contributing to residents' well-being, quality of life and empowerment, and sustainable local communities.

Key CSR dimensions are: economic, social, and environmental sustainability, good governance and fair relations to stakeholders, and human resources. In the field of housing, they translate into the following main aspects:



Economic responsibility and sustainability

- Invest sustainably, ensuring cost effectiveness and balancing the level of services provided, the related costs and how far current and prospective tenants/residents can afford them, thus minimizing housing costs.
- Together with tenants/residents, endeavour to ensure that energy saving measures improve the affordability of total housing costs, including energy costs, and the comfort of dwellings.
- Invest in affordable housing on the long-term, contributing to more stable housing markets, thereby mitigating the negative effects of real estate speculation.
- Support responsible procurement practices and local economic growth and employment through partnerships, research and innovation.



Local social sustainability

- Ensure decent housing is available at an affordable cost, and will remain so in the future.
- Manage the housing stock so that homes are well maintained, with repairs and improvements carried out when required, involving tenants/residents in the decision process.
- Ensure security of tenure based on fair and safe tenancy agreements, and work with partners to help residents access the support they need to stay in their homes.
- Make sure we meet the diversity of households' needs, including those of the most vulnerable, treat fairly each current and prospective tenant/resident, and prevent all forms of discrimination.
- Work together with local authorities and other stakeholders to guarantee fair access to housing and related services, and that housing allocation increases social mix.
- Work together with local authorities and other stakeholders at local level to promote social cohesion within our neighbourhoods, and fight social and spatial segregation.



Environmental sustainability

- Reduce the environmental footprint of our housing stock through construction and retrofitting, to the highest standard possible, within our financial means and those of our tenants/residents.
- Cooperate with tenants/residents and their representative organisations to reduce energy consumption in our buildings and reduce energy poverty, to prevent pollution and promote a sustainable use of natural resources.
- Include green infrastructures and common green spaces in our estates and build partnerships with other organisations to create environmentally sustainable neighbourhoods.



Good governance and fair relations with stakeholders

- Ensure good communication and transparency on how and why decisions are taken, as well as on expenses and services provided.
- Work in partnership with local authorities so that those who are looking for a home are aware and well informed on available possibilities, and handle the allocation process transparently.
- Support greater stakeholders' engagement and real partnerships, based on mutual commitments and clear roles and responsibilities.
- Strengthen institutional and structured participation of tenants/residents, and facilitate this process by providing them with the necessary knowledge and information.
- Ensure accountability towards the different stakeholders and opportunities for feedback and joint evaluation and assessment of the activities carried out, as well as their impact.



Responsible human resources management

- Ensure diversity at work, as well as gender equality.
- Offer equal opportunities and fair employment conditions to all without discrimination.
- Support employability and professional development through mentoring, training and learning opportunities.
- Ensure a safe working environment and well-being at work, including good work-life balance.

Organisation

Done in on

Signature: M.....

This Code of Conduct was co-produced by Housing Europe, the International Union of Tenants, DELPHIS and the European Responsible Housing Stakeholder Forum.

It reflects our commitment to CSR and our contribution to Responsible Housing in Europe, in line with the 2014 Brussels European Declaration on Responsible Housing.



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DELPHIS
HOUSING & INNOVATION





EUROPEAN RESPONSIBLE HOUSING AWARDS TEAM

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The full text of the shortlisted projects is available at www.responsiblehousing.eu



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ON RESPONSIBLE HOUSING



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