



EUROPEAN RESPONSIBLE
HOUSING **AWARDS 2014**

A ROADMAP FOR A RESPONSIBLE HOUSING

Francis DEPLACE
C.E.O.



Financed by the European Commission



“ CSR is about addressing society’s needs and challenges. It is, by nature, a changing concept. This roadmap should therefore be seen as a living document, to be reviewed and adjusted regularly, following the sector’s and society’s evolutions.”



EUROPEAN RESPONSIBLE
HOUSING AWARDS 2014

THE 7 MESSAGES OF THE ROADMAP



Financed by the European





• **KEY MESSAGE #1:**

• **CSR is about a way of doing business:** it is about what we do, as well as how we do it.

• **KEY MESSAGE #2:**

• **CSR is about managing the activity's impacts** on society, communities, the environment and organization's stakeholders, throughout the value chain.

• **KEY MESSAGE #3:**

• **CSR relies on particular ethics, values and beliefs targeted towards the general interest.**

• **KEY MESSAGE #4:**

• **CSR is about seeking stakeholders' satisfaction, supporting their empowerment and developing partnerships.**



EUROPEAN RESPONSIBLE
HOUSING AWARDS 2014

• **KEY MESSAGE #5:**

• **CSR, in particular in the housing sector, implies a local or regional approach, based on the particular needs and context of communities, within the broader European and national background.**

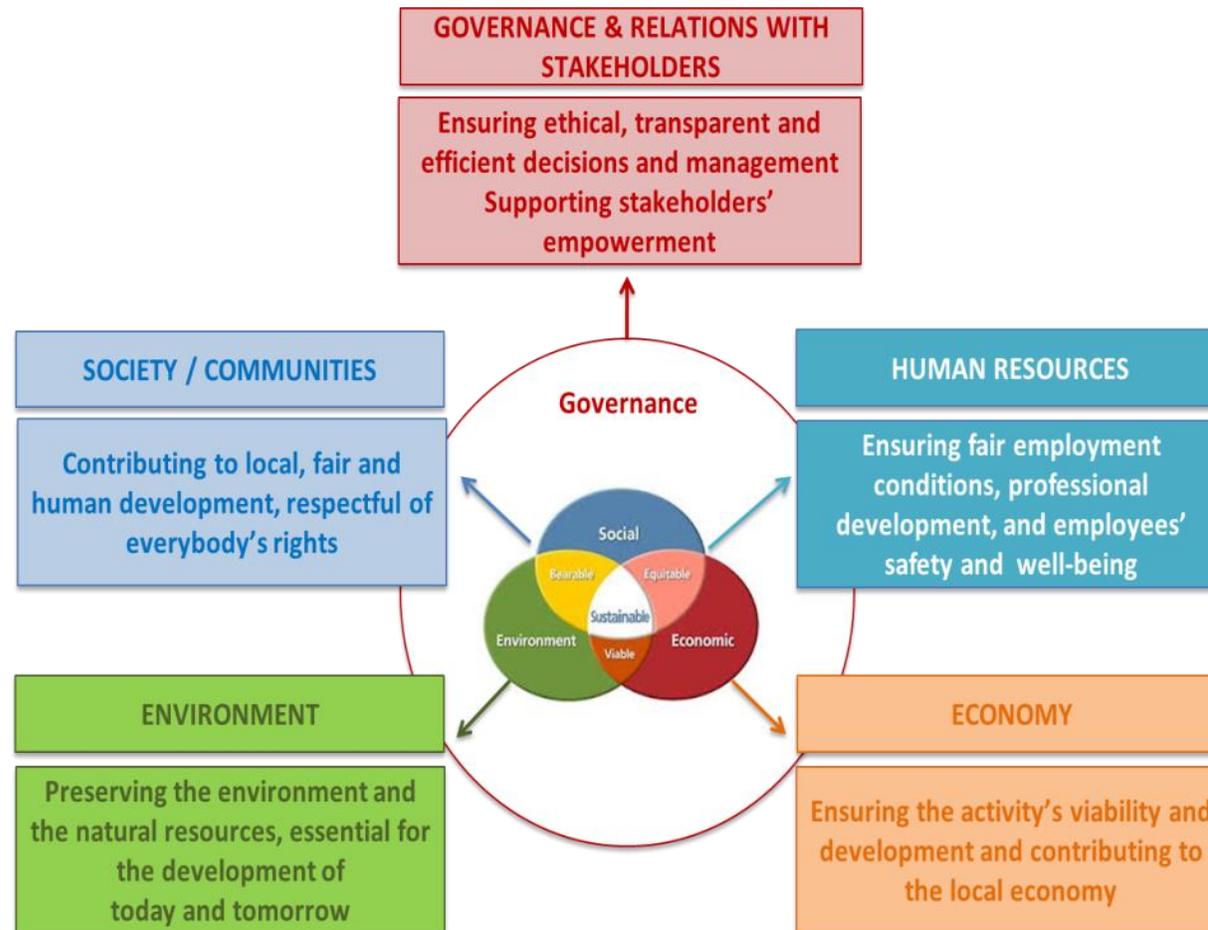
• **KEY MESSAGE #6:**

- **CSR is an “intrinsically-driven” approach, based on an organization’s choice and strategy.**
- **CSR implies relying on goodwill and innovation to maximize the creation of shared value**



• **KEY MESSAGE #7:**

• **CSR is about a “360° perspective” on the organization’s activity and impact: 5 dimensions.**





THE 6 KEY PRIORITIES FOR THE UPCOMING YEARS

Implementation

- Awareness-raising and leadership
- Stakeholder dialogue and partnerships
- Operational support

Demonstration

- Transparency and accountability
- Impact and shared value assessment
- Visibility and recognition



1. Awareness-raising and leadership

Background: CSR remains diversely understood. It is still often not perceived as a strategic and management issue.

Objective: promote Responsible Housing and a common understanding of CSR within the sector.

Possible actions:

- Awareness-raising events and conferences, and references to CSR and Responsible Housing within professional events (on general or specific topics)
- Regular articles and publications in sector-related media (magazines, websites, blogs).
- Dissemination and promotion of The European Declaration on Responsible Housing, Responsible Housing CSR Code of Conduct, Roadmap
- Developing awareness-raising tools: brochures, videos...
- Identifying a “CSR contact point” within federations to provide information and answer members’ questions
- Support to on-site awareness-raising to management and staff.

2. Stakeholder dialogue and partnerships

***Background:** stakeholder dialogue is a way to identify and discuss each other's needs, constraints and responsibilities, so as to find optimal consensus and ensure stakeholders' acceptance of decisions and actions. Partnerships enable to pool skills, expertise and resources for greater effectiveness. Dialogue and framework partnerships at European, national and regional levels can lead the way and facilitate dialogue and partnerships at local level with local organizations.*

Objective: strengthen cooperation with stakeholders and other sectors on CSR-related actions

Possible actions:

- Multi-stakeholder platforms, to discuss and monitor key CSR issues and expectations in the sector
- Framework partnerships with stakeholder federations and other national organisations (tenants, construction sector, financial sector, third sector, universities...) on specific CSR-related issues to support joint projects at national, regional or local levels

3. Operational support

Background: CSR is often seen as too conceptual and difficult to translate into concrete actions. Limited resources and lack of CSR expertise are major barriers to CSR implementation and development, especially for smaller organizations. There is a strong demand for operational tools and exchange of good practices.

Objective: strengthen housing providers' capacity to implement CSR

Possible actions:

- Training opportunities
- Access to concrete information on existing CSR-related tools and services (consultants, resource-centers, networks...)
- Good practices and tools database/resource center
- Experience-sharing events/meetings
- A “sector-based CSR network” to discuss “good practices” and share lessons learnt
- Supply / identification of match-funding for CSR projects
- Wider dissemination of EU-funded projects on the different CSR dimensions

4. *Transparency and accountability*

Background: *Transparency and accountability are major expectations from sector's key stakeholders, in particular owners and shareholders, local governments and residents. Increased information on organizations' overall performance, including social and environmental aspects, will be increasingly needed to secure funding. Regulation on non-financial reporting is tightening in Europe, reflecting a growing demand for greater accountability on social, economic and environmental issues from private and public organizations.*

Objective: **reinforce housing organizations' communication on the five dimensions of CSR**

Possible actions:

- Information on existing CSR reporting and accountability tools and frameworks as well as innovative reporting and accountability practices
- Increased visibility of CSR reports and other information documents published within the sector
- Identification of key information and performance indicators relevant to the various stakeholders
- “Regulatory watch” and information on non-financial reporting requirements

5. Impact and shared value assessment

***Background:** Evaluating results and impacts is a key step in CSR implementation: internally, to enable further improvement and innovation; and externally, for accountability purposes and to better demonstrate the added value of CSR and Responsible Housing, in a context of severe budget restrictions. Better understanding and measurement of its benefits for society, stakeholders and the company itself is also crucial to promote CSR and help target investment to Responsible Housing, as well as improving the sector's image.*

Objective: develop and disseminate adequate assessment methods, jointly accepted by practitioners and their partners

Possible actions:

- Dissemination of existing evaluation methods and tools
- Dedicated working group at European and national levels to exchange and build on existing studies and tools
- Joint experimental projects on impact assessment with key interested parties at European and national levels, in particular the public and financial sectors
- Experience sharing with other third sector organizations working on impact assessment and evaluation

6. Visibility and recognition

***Background:** Housing providers' effort in CSR remains today little known and recognized. Increased recognition and incentives are needed to promote further development of CSR and overcome skepticism and resources-related barriers. External recognition is also an important driver to staff's engagement. Lastly, at sector-level, increased visibility on CSR initiatives will help re-affirm and highlight the sector's commitment and reduce its "stigmatization".*

Objective: be identified as a leading sector in CSR at European-level and increase recognition of housing providers' commitment to CSR

Possible actions:

- Information on existing visibility and recognition schemes (awards, labels...)
- Develop visibility and public recognition schemes within the sector (Awards)
- Increase sector-level external communication on Responsible Housing and providers' CSR actions and initiatives (press, social media...)
- Explore, together with concerned stakeholders, opportunities for CSR-related incentives, in particular in terms of funding and investment criteria (Socially Responsible Investment, Social impact bonds, etc.)



EUROPEAN RESPONSIBLE
HOUSING AWARDS 2014

THANK YOU FOR YOUR ATTENTION

FOR MORE INFORMATION

www.responsiblehousing.eu



Financed by the European Commission

