



EUROPEAN RESPONSIBLE
HOUSING **AWARDS 2014**



EDITORIAL

Confronted with growing economic, social and environmental challenges, the social and affordable housing sector is undergoing significant transformation across Europe. More and more, housing organisations are asked to enhance and demonstrate their efficiency, performance and added value for European citizens and communities.

Corporate Social Responsibility (CSR) is a powerful tool to support this transition and help public, social and cooperative housing providers address current and upcoming challenges, in cooperation with their stakeholders (including, in particular, tenants and their representatives). CSR is about strengthening their contribution to sustainable and inclusive development, people's well-being and empowerment, through a strategic and comprehensive approach to their activity and its impacts. It is not only about what they do, but also about how they do it.

Stable and affordable housing markets, energy transition, demographic changes and urban segregation are key issues for the sector, which require housing providers and their stakeholders to work closely together to further develop 'Responsible Housing': in other words fair and ethical housing production and management which improves the economic and social conditions of local communities. Responsible Housing creates a basis for social cohesion, local development and attractiveness, quality of life for tenants, residents and local actors, thus maximizing long term shared value.

Contributing to this vision of Responsible Housing, a number of significant CSR initiatives have emerged over the last years, at local, national, and even European levels. This growing commitment deserved to be better known, and supported, so as to further expand CSR within the sector and beyond.

This is how the European Responsible Housing Initiative (ERHIN) was born, one of the first sector-based and European-wide CSR schemes co-funded by the European Commission. DELPHIS, CECODHAS Housing Europe and the International Union of Tenants have joined forces to develop CSR among European social and affordable housing organizations, in cooperation with the European Responsible Housing Stakeholder forum, gathering representatives of major stakeholders from the housing sector. This initiative has led to 3 major documents for the sector:

a Declaration co-written with the Stakeholder Forum calling for the development of CSR and Responsible Housing in Europe;

a roadmap for the development of CSR in the sector in the next five years;

a CSR Code of Conduct, also co-written with the Stakeholder Forum, as a voluntary individual commitment for affordable and social housing providers.

In parallel, the first European Responsible Housing Awards were launched in 2014. 70 applications were received, from 42 housing organisations across 12 European countries. A great success, as an evidence of flourishing actions and projects driven by CSR principles in this sector. The selection was difficult: submitted projects were of high quality and extremely diverse, and we would like to congratulate and thank all the applicants for their participation.

You will find in this Handbook 25 "good practices" shortlisted by the Awards' Jury, composed of members of the Responsible Housing Stakeholder Forum.

We hope that these examples will provide a valuable source of inspiration to carry on your activity in a responsible way.

Enjoy the read!

What is CSR?

In 2011 the European Commission defined Corporate Social Responsibility (CSR) as «the responsibility of enterprises for their impacts on society». Its Strategy 2011- 2014 for Corporate Social Responsibility specifies: «to fully meet their corporate social responsibility, enterprises should have in place a process to integrate social, environmental, ethical, human rights and consumer concerns into their business operations and core strategy in close collaboration with their stakeholders.» *

This handbook is divided into 5 chapters, each one corresponding to a CSR dimension, as defined in the Responsible Housing Declaration and the CSR Code of Conduct:

- ECONOMIC RESPONSIBILITY AND SUSTAINABILITY

- LOCAL SOCIAL SUSTAINABILITY

- ENVIRONMENTAL SUSTAINABILITY

- GOOD GOVERNANCE AND RELATIONS WITH STAKEHOLDERS

- HUMAN RESOURCES MANAGEMENT, AS A RESPONSIBLE EMPLOYER

All applications received, as well as further information on the projects presented in this handbook are available in the "Toolbox" section of the Responsible Housing website: www.responsiblehousing.eu.

* COM(2011) 681 : "A renewed EU strategy 2011-14 for Corporate Social Responsibility"

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MAXIMIZING COMMUNITY BENEFITS THROUGH PROCUREMENT AND A RESPONSIBLE BUSINESS APPROACH



We're better together



EUROPEAN RESPONSIBLE HOUSING AWARDS 2014
Economic responsibility and sustainability

RCT-HOMES' CSR STRATEGY

As a Community Mutual Social Housing Organisation, RCT-Homes' approach to Corporate Social Responsibility is four fold:

1. Developing the Workforce
2. Supporting our Community
3. Reducing the impact on Environment
4. Getting its customers and suppliers in its Marketplace to commit to corporate social responsibility.

These targets are focused on the Business in the Community (BITC) model and linked to the vision and values of the organisation. These values are : Excellent, Empowering, Proud, Bold, Trustworthy, Enjoyable. A key aspect of Enjoyable is the delivery of CSR in partnership with customers and stakeholders.

RCT-Homes

Location: Pontypridd, Wales, United Kingdom
Legal Status: Industrial and Provident Society with Charitable Rules
Number of staff: 477
Number of dwellings: 10,200
Contact: Lisa Balfe – lisab@rcthomes.co.uk
website: www.rcthomes.co.uk

OBJECTIVE:

To increase the organisation's contribution to local regeneration by supporting local enterprises and local employment

CONTEXT

RCT Homes Limited was established in December 2007 as a Community Mutual to take ownership and invest in 10,200 homes in over 125 neighbourhoods. RCT Homes has long established procedures and processes for the successful delivery of community benefits in advance of the Social Value Act's introduction. The delivery of Community benefits is an integral aspect of the organisations ethos as a Community Mutual. The approach aims to achieve best value for both the organisation and tenants. This is especially important given the volumes of contracts and expenditure levels incurred by us as an organisation. The RCT-Homes' Community Benefit Statement forms part of its Procurement Strategy. Social value is not just about identifying 'extra cash', but about purposefully building the social and economic capacity and strength of communities that RCT-Homes has a stake in.



DESCRIPTION OF THE GOOD PRACTICE

Tools used:

- GrEW: the social enterprise set up by RCT Homes to provide work based training opportunities for local people furthest from the employment market
- Specific tender process to help local companies compete against large national companies

Project status: ongoing



RCT Homes is not just a landlord; it is also a major local social enterprise. As well as raising the standard of homes, it is working with its tenants and the local communities to create a sustainable legacy of increased employment and higher skill levels. RCT Homes Rules commit the organisation

to supporting 'social inclusion'; driving the economic regeneration and development of the communities it serves by working with other organisations to develop local skills training and generate jobs through the procurement of local labour. To that aim, RCT Homes has developed a number of projects and procurement practices, among which:

Supporting local businesses: RCT Homes employed a unique tender process to recruit contractors and suppliers to deliver RCT Homes' programme to bring its tenants' homes up to the Welsh Housing Quality Standard (WHQS). The tender process developed by RCT Homes enabled local businesses to bid for and win major contracts against competition from national companies. In addition, RCT Homes has tied its main contractors into using locally-based suppliers.

Creating work-based training opportunities: to support social inclusion, RCT Homes has established its own social enterprise, Grow Enterprise Wales (GrEW). GrEW can tender and win core anchor contracts (such as communal cleaning, and void redecoration) to deliver key services for tenants and communities, while supporting employment and social inclusion through work-based training.

Shared Apprenticeship Scheme: Mandating community benefits contractually is difficult under RCT Homes' Major Improvement Programme and Maintenance Framework, since companies are not guaranteed any work. RCT Homes has therefore set up a Shared Apprenticeship Scheme. Each time the contractors are awarded work they are contractually obliged to take an apprentice on for the period of the work and pay them an agreed fee. This means that the apprentices will gain experience across a range of contractors (and possibly trades if appropriate). Apprentices will spend time in college to work towards their appropriate qualification. Merchants will be asked to provide work placements across a range of non-trade posts (warehouse work, admin, driver etc). The whole scheme has been well received by the SMEs as they often don't have the resources (or capacity) to manage a full-time apprentice and welcome overall management of the scheme by the RCT homes Group (within GrEW).

"More than Awards": In recognition of RCT Homes' partners contribution, in 2012 was launched the 'More than Awards', to recognise and thank partners for their contribution (both cash and in kind).

Stakeholder involvement

- Contractors and local companies
- Tenants and Leaseholders, involved in the evaluation of the tender proposals.

Testimonial

"By empowering people and placing community benefit at the heart of decisions we can improve service delivery and outcomes for our citizens. It is a model approach - I call it 'wraparound regeneration'. RCT Homes is maximizing opportunities and delivering real results." **Leighen Andrews, Deputy Regeneration Minister**

Key results and benefits

- ▶ **68 work placements** supported and over 5000 accredited qualifications awarded through GrEW
 - ▶ **1454 training and employment placement** opportunities provided through GrEW, the supply chain, contractors, and group companies.
 - ▶ **376 jobs** brought into the local economy through the Major Improvement Programme, of which nearly 100 were new jobs, and over 60% of the labour came from Rhondda Cynon Taff.
 - ▶ **More than 150 days of unpaid time** was given by tenants to our procurement process
- The Welsh Assembly Government has held up RCT Homes procurement process as a 'model approach' that other social housing landlords can follow to help regenerate some of Wales's most disadvantaged communities.

WHAT THE JURY LIKED

- ★ A comprehensive approach to "Responsible Procurement"
- ★ A good example of social enterprise model: to achieve best value for the organization, communities and tenants,
- ★ Strong partnership approach with stakeholders and local companies.
- ★ Impressive results and monitoring and evaluation process, which enable to demonstrate the actual impact of the responsible procurement policy.

« ADVANTAGE », AN EXTENSIVE TENANT REWARD AND SUPPORT PACKAGE



First Ark

Location: Merseyside, England, United Kingdom
Legal Status: Limited Company
Number of staff: 451
Number of dwellings: 14,000
Contact: Sharlene McAteer – Sharlene.mcateer@firstark.com
website: www.firstark.com

FIRST ARK'S CSR STRATEGY

First Ark has developed a CSR Priorities document and action plan which the Group adheres to. Various departments within the group are responsible for delivering actions under this and the performance against this document is reported to at Director level. Within the CSR Priorities document First Ark has set several targets around four key themes:

People (staff): for instance: to utilize 3,000 volunteer hours
Partnerships: for instance: CSR is embedded throughout procurement practices through a campaign called Map My Value
Communities: through a charitable arm, a host of activity is delivered to help residents

Environment: to work in partnership, commission or directly deliver service and initiatives that can help staff and residents reduce their impact on the environment and save money.

First Ark participated in several benchmarking exercises including SHIFT (Sustainable Homes Index for tomorrow). It received a silver rating for its operations. Social accounts are produced for all stakeholders and distributed to reflect the group's impact in the communities that it serves. Social accounts are externally audited by a panel.

OBJECTIVE:

To help residents stand on their own two feet and sustain their tenancy

CONTEXT

In 2009, First Ark launched our tenant reward and support package, "Advantage". First Ark recognised from research and tenant profiling that there were common needs from residents who lived in its properties. These were related to a need to maximize income, save money and have access to support or advice to help them sustain their tenancy. If tenants could sustain their tenancy the community would become sustainable and safer and ultimately more cohesive - this meant that residents could then pay their rent and First Ark could grow as a business and continue to offer a diverse range of services to its tenants. With the onset of welfare reform First Ark recognized a need more than ever to diversify its services and continue to provide a mix of activity to residents who have varying needs.

Following feedback, the social housing association continued to evolve its offer and enhance its package, to address the issues it was made aware of. It worked in partnership to develop initiatives that would benefit its residents, around topics like health and wellbeing, financial and digital inclusion and worklessness.



DESCRIPTION OF THE GOOD PRACTICE

Tools used:

- "Value insight" developed with a consortium of housing associations to gather a range of monetary indicators around some of the activity delivered
 - Social accounts, as an evaluation tool
 - Participation in a SHIFT (Sustainable Homes Index for tomorrow) assessment
- The scheme is supported by two Welfare Benefits Advisors working in the Income Team, to ensure that tenants are receiving all of the benefits that they are entitled to and improve their income.

Project position: ongoing (period)

To help residents maximise their income, save money and helping them out of the vicious circle of debt First Ark has implemented several measures.

The "Advantage" reward and support package was extended in 2011 to include services to such as free home energy audits and a discount card to use in local shops. To address the increased needs resulting from the launch of the Welfare reform, the charitable arm of the group was set-up, where the majority of this support activity would operate from.

A strong focus was placed on loan shark awareness. First Ark has delivered loan shark awareness weeks and worked with Knowsley Metropolitan Borough Council (KMBC) and the Illegal Money Lending Team (IMLT) throughout 2012-13 to help residents of Knowsley recognise the problem of loan sharks in the borough and direct people to agencies that can help if they are struggling financially.

Furthermore, because many tenants do not have a bank account, First Ark has teamed up with NatWest to support the most vulnerable customers to set up a basic account. Two Welfare Benefits Advisors have visited every tenant who has been affected by the benefit cap to provide budgeting advice and ensure that the families are receiving all of the benefits they're entitled to.

First Ark also seeks to support local employment. It has taken part in projects which bring the long term unemployed into the business on a work placement, signed a pledge to commit to a 5% apprenticeship intake.

Stakeholder involvement

Stakeholders were engaged throughout the project. More specifically, a tenant Board member helped develop the scheme from 2009.

Annually First Ark consult with several hundred residents to ensure our services are fit for purpose.

Testimonial

"It [loan shark] ruined my life. I look back and know there are moments I've missed. It got to the point that I was scared to open my front door. I was suffering from severe depression and anxiety and spent time in the local psychiatric unit. The Illegal Money Lending Team and The Stop Loan Sharks team have supported me through an emotional time. I was enrolled in counselling to help

with my confidence and self-esteem and I now have savings for the first time in my life through the local credit union. I am now in full time employment, doing a level 2 NVQ [National Vocational Qualifications] and off benefits." **Loan Shark Victim, Anonymous**

Key results and benefits

- ▶ **£637k of inward investment** attracted to deliver a range of activities around energy efficiency and communities' sustainability.
- ▶ **5,000 Knowsley residents** with access to the Knowsley discount card, enabling them to save money and encouraging local shopping, thus supporting their local economy.
- ▶ **Supported the local food bank** to feed more than 7,000 people who were in a crisis.
- ▶ **Spoke to over 300 tenants** about the dangers of loan sharks and promoted alternative responsible lending sources
- ▶ **Delivered 746 home energy audits** and helped Knowsley residents save approx. £34k
- ▶ **In 2013, 28 referrals** received from staff to support customers in setting up a basic bank account
- ▶ **238 referrals received** to the Welfare Benefits Advisors in 2012-13 and £168,493.00 secured in backdated benefit payments.



WHAT THE JURY LIKED

- ★ Innovative and comprehensive approach to address residents' financial and social exclusion
- ★ Ambitious project
- ★ Monitoring and evaluation process to measure and demonstrate benefits

INTEGRATING CSR CRITERIA IN THE PROCUREMENT POLICY



Dansk Almennyttigt Boligselskab (DAB)

Location: Frederiksberg, Denmark
Legal Status: Non-profit housing administration companies
Number of staff: 800
Number of dwellings: 50.770
Contact: Ulla Gregor – ug@dabbolig.dk
website: www.dabbolig.dk
International CSR Standard used: UN Global Compact

DAB'S CSR STRATEGY

The overall aim of the Danish social housing sector is to provide affordable and decent housing to those in need and to give tenants a legal and decisive right to influence their own living conditions. Consequently, CSR has always been woven into the very fabric of what constitutes DAB. Through the years DAB has taken a social responsibility that goes above and beyond our requirement as a non-profit housing company. In 2012, DAB formulated its first CSR strategy and set CSR goals for the coming years. DAB subsequently published its first CSR report in May 2013. DAB's CSR report targets six stakeholder groups: Tenant democracy, the tenants, the employees, society, the environment and the suppliers. Specific strategic areas were chosen for each of the six groups. DAB has formulated goals, developed detailed plans of action and identified indicators to determine whether or not they are on the right track. The report provides detailed examples of how the company has worked on these areas and it illustrates the accounting principles it has applied. The overall aim of DAB's CSR report is to inspire the board members of the local housing associations and housing companies it manages, and to form the basis for new locally rooted CSR activities.

OBJECTIVE:
 To increase CSR-related requirements in procurement both at DAB-level and at local housing companies' level

CONTEXT

DAB does not only manage municipal housing and non-profit housing for local housing companies, but also helps renovate existing buildings and build new ones. Consequently, the purchasing policy covers various types of products, such as appliances, office supplies, machinery etc. but also the labour and materials used in construction and renovating. DAB and the local housing companies it manages have a significant combined buying power. DAB takes particular care about how its purchases are conducted and how the local housing companies and housing association are advised on purchasing. In 2012 DAB implemented a new purchasing policy, but when working on its first CSR report, it soon realized that it didn't focus enough on CSR issues - such as making sure suppliers do not use underpaid labour or that they comply with the UN Global Compact. As a result, one of the primary goals stipulated in its first CSR report was to revise its purchasing policy to include CSR-related issues. The goal was to reach an increase by 25% of the purchasing agreements containing CSR-related requirements by the end of 2014.



DESCRIPTION OF THE GOOD PRACTICE

Tools used:

- Purchasing policy
- Purchasing agreements
- Assessment of suppliers regarding:
 - The compliance with the rules of UN Global Compact
 - The organisation of the production process
 - The choice of sub-suppliers
 - The size of the supplier in comparison with its competitors and sub-suppliers
- Incorporation of social clauses in tenders

Project status: ongoing

The housing associations managed by DAB make a great part of their own purchases and even if DAB handles the payment of these purchases, it has no say on what they buy or from where. Thus, it was important to get an idea of how often the housing associations used a purchasing agreement, and to encourage increased use of them.

DAB therefore first set the following targets, which were assessed in the frame of its 2013 administration audit:

- Increase in the amount of revenue related to the purchasing agreements,
 - Increase in the number of purchasing agreements
 - Increase in the number of housing associations using them.
- The audit has shown that all three targets had been met.

As a second step, DAB is now working on a revised purchasing policy which will incorporate measures to assess suppliers regarding CSR principles, using the UN Global Compact as a basis. DAB's purchasing department now requires compliance with the UN Global Compact, which its suppliers have agreed to willingly. All current purchasing agreements will be examined and renewed with the incorporation of CSR-demands.

In addition, DAB will also include social clauses in agreements, such as terms of working conditions. For instance, if requested, a supplier must provide relevant documentation to prove that salary and working condition for own workers or sub-contractors workers are in accordance with the current regulations. To make sure, suppliers comply with these new requirements, possibility to impose sanctions has been included.

Following the Danish social housing federation's agreement with Dansk Byggeri (Danish Building - a trade organization for Danish construction companies), DAB has decided not to include the employment of trainees or interns as a requirement for its suppliers, but rather as an option for companies willing to show further commitments to CSR.

Stakeholder involvement

The main targeted stakeholders are suppliers. DAB Board members (11 out of 17 are tenants and usually chairmen of local housing companies) were also involved, at the new purchasing policy was discussed and approved at a Board meeting.



Key results and benefits

- ▶ Increase by 20% of purchasing agreements containing CSR between 2012 and the end of 2013;
- ▶ Increased used of purchasing agreements
- ▶ New methods relating to the purchasing process
- ▶ Increased awareness of DAB board members and local housing companies' boards on Responsible procurement
- ▶ Improvement of working condition among suppliers' employees;

WHAT THE JURY LIKED

- ★ Promotion of responsible procurement
- ★ Tenants' involvement through the board members
- ★ Support to employment and decent working conditions
- ★ Awareness-raising on CSR among suppliers.

SUPPORTING LOCAL EMPLOYMENT THROUGH RENOVATION



BO-VEST

Location: Glostrup, Denmark
Legal Status: Non-profit organization
Number of staff: 275
Number of dwellings: 10,000
Contact: Louise Hansen – loh@bo-vest.dk
website: www.bo-vest.dk
International standards / tools used: ILO no 94

BO-VEST'S CSR STRATEGY

BO-VEST has more than 10.000 dwellings in four different municipalities in the region west of Copenhagen. CSR is imbedded in BO-VEST's strategy. Its vision to become the leading social housing administration in its region includes CSR as a strategic focus area, with special attention to environment and sustainability, community development and healthy homes. As a consequence of its strategy, BO-VEST participates in several local urban development and community development projects. And in a broader perspective, it supports the development of new solutions for climate and environment, for example in the areas of energy renovation and climate change adaptation.

The BO-VEST action program for 2013-2014 relates specifically (but not exclusively) to recruitment of trainees, social partnering to achieve greater effect, contribution to sustainable development both locally and globally, prevention of tenants evictions. Hence not just in Albertslund as described above, but in all the municipalities where BO-VEST has dwellings.



CONTEXT

Located just outside Copenhagen, the Danish capital, the city of Albertslund faces a need to physically improve its social housing. At the same time, Albertslund needs to improve economic growth and address a relatively high level of unemployment (8.7 percent compared to national average of 6.2 percent, hence being one of the highest in the country). Tenants in social housing in Denmark in general are characterized by lower income and higher unemployment rate; but this challenge is even greater in Albertslund - and thus in BO-VEST.

This also contributes to a national goal: Denmark received three Country Specific Recommendations, one of which specifically mentioned the need to improve inclusion of people in the labour market, especially by increasing the number of apprenticeships. In its consultation paper for the National Reform Program 2014 BL, the Danish Social Housing Federation, has emphasized the role that the sector can play in this.

DESCRIPTION OF THE GOOD PRACTICE

Tools used:

- Local forum, to bring together all stakeholders involved
- A workshop for subcontractors during the construction project with the aim of setting up new apprenticeships for local young people as smoothly and easily as possible.
- "Video presentations" for young people applying for apprenticeship positions

Project status: ongoing

For BO-VEST, there are obvious gains in combining the need for employment or vocational training with the physical renovation as this will create long-term social infrastructure that will support local growth and community well-being. It is particularly challenging to establish apprenticeships for young people from the neighbourhoods where the renovation projects take place. The advantage of choosing local apprentices is that the young people tend to feel more responsible for a renovation project when they become part of it, and they might even act as ambassadors for the renovation projects to their neighbours. On the companies' side, contractors at BO-VEST's building sites are positive towards creating apprenticeships. But to push them to act in this way, a specific effort was made to establish a closer partnership between relevant partners such as the Albertslund Social Work Center (ABC).

On behalf of BO-VEST, ABC initiated a forum with the intent of bringing together all relevant partners: representatives from contractors, local employment unit in the municipality of Albertslund, EUC Zealand (Practical Training Center), The Federation of Social Housing organizations in Denmark, BL and BO-VEST. The main objective of this forum was to jointly identify solutions. It resulted in a workshop held for more than 20 sub-contractors during the construction project. During the workshop, various presentations from stakeholders emphasized the importance of apprenticeships, advantages of local youth and the various apprenticeships opportunities offered by the local employment unit and EUC Zealand. It gave also subcontractors the opportunity to ask questions and contribute with possible solutions. The workshop was also a platform for creating direct contact between subcontractors on the one hand and the local employment unit and EUC Zealand on the other.

During this workshop, short "video applications" were presented to sub-contractors: young people had been invited to produce a short video to present themselves – an application process which was much easier for them than having to express themselves in writing. All subcontractors were also provided with a folder containing all relevant contact information, practical details and CV's. To encourage contractors to create more training places, ABC staff then followed up bilaterally with sub-contractors, to provide customized solutions. Only through this persevering effort could actual results be achieved.

Stakeholder involvement

- Young people from the neighbourhoods
- Contractors at BO-VEST's building sites
- Albertslund Social Work Center (ABC), functioning as a local unit to BO-VEST
- The local employment unit in the municipality of Albertslund
- EUC Zealand (Practical Training Center)
- The Federation of Social Housing organizations in Denmark (BL)

Key results and benefits

- ▶ 1 full apprenticeship.
- ▶ 1 temporary placement
- ▶ 1 conditional apprenticeship offer (after completion of the basic training program).
- ▶ 2 young people were engaged as 'working men' giving them practical experience for future applications
- ▶ As the results were achieved through a partnership and supporting approach towards contractors, it is likely to establish **lasting changes and ties between all stakeholders**. It also contributes to remove the structural separation between social and physical efforts of BO-VEST in communities.
- ▶ **The success of the project** was highlighted by BL, the Federation of Social Housing organizations in Denmark.

WHAT THE JURY LIKED

- ★ Creative project answering two key local needs: employment and improving housing conditions through renovation.
- ★ Support to young residents' access to employment
- ★ Good awareness-raising on infrastructure's renovation among young people.
- ★ Multi-stakeholder partnership approach, relying on voluntary commitment
- ★ Replicability
- ★ Innovative application method (video), helpful to overcome youth's potential barriers to using traditional applications

INTEGRATING CSR CRITERIA IN THE PROCUREMENT POLICY



Société Dauphinoise pour l'Habitat (SDH)

Location: Echirolles, 38430, France
Legal Status: SA HLM
Number of staff: 222
Number of dwellings: 17,414
Contact: Philippe Fracchiola – p.fracchiolla@sdh.fr
website: www.sdh.fr
International standards / tools used: ISO 26 000 and EURHO-GR

SDH'S CSR STRATEGY

SDH is committed to CSR since 2005 and publishes a CSR report since 2008. Its current corporate plan, "United to 2016", is built upon CSR principles and the 5 dimensions of the EURHO-GR® framework. It includes precise CSR objectives which are translated into concrete actions, regularly monitored by managers. In order to support continuous improvement, SDH's CSR maturity is assessed every year since 2011 by an external auditor, through an evaluation scheme based on the ISO 26000 standard; in December 2013, SDH scored 649 out of 1,000.

▶ OBJECTIVE:

To improve collaboration with suppliers and support continuous progress across the supply chain

CONTEXT

SDH plays a major role in the local economy. Each year SDH's activity generates an income of 139M€ for its stakeholders, mostly local suppliers. SDH thereby contributes to local jobs, particularly in the construction sector, and supports local economic growth; through its projects and activities, SDH also helps foster innovation and sustainable production processes.

Beyond contractual relations, SDH favours partnerships with its stakeholders, based on trust and reliability. It helps find ways to address some issues that SDH would not be able to solve alone (faster interventions, traceability...). These partnerships are essential to maintain high quality standards and ensure that the company indeed fulfils its quality commitments towards its tenants. They also contribute to support all stakeholders' progress and overall improvement of practices.

In the frame of its corporate plan (component 6: developing partnerships with stakeholders), SDH has decided to develop synergies and alliances with the local construction industry federation and with its suppliers. The objectives are two-fold: support local economic development (considering SDH's potential contribution to local firms' income) and provide high quality services to tenants.



DESCRIPTION OF THE GOOD PRACTICE

Tools used:

- Partnership Charter with suppliers which clearly states each stakeholder's responsibilities and enables to formalise the whole operating process.
- Internet collaborative platform: through this platform, tenants have access to all information relating to their requests and SDH staff is better able to follow up suppliers' activities (tracking purchase orders, invoice tracking, enterprises' workload, turnover, quality ratings ...)
- "Good practice framework agreement" with the construction federation in the Isere department: it lists a set of "good practices" intended to improve the working conditions of construction workers, and the quality of their operations. It states a number of rules that apply to the different stages of a construction or renovation project.
- Yearly suppliers' meeting, with the "best supplier" Awards

Project status: ongoing

Three key initiatives have been developed, both with suppliers directly and the local construction federation.

A co-elaborated charter (SDH-suppliers) sets the frame for long-term mutual commitments between SDH and its suppliers. This charter reinforces trust between the different parties, and contributes to better quality services. On SDH side, it includes such commitments as a 30-day payment term, a high level of responsiveness and an easy access to SDH staff; partner suppliers' commitments relate in particular to appointments with tenants, attitudes towards tenants, traceability... It helps improve everyone's actions and better meet tenants' needs. Upon signature of each new contract, the supplier charter and SDH environmental charter are presented to the supplier by the procurement department.

To support this collaboration and make it more effective, a **dedicated Extranet platform** has been set up. It targets suppliers referenced for daily maintenance, such as masonry, plastering, painting, tiling, electrical, plumbing, sanitation, etc. This collaborative platform enables to register and monitor suppliers' works, from the issuance of the order until the payment of the invoice. Suppliers gain in work efficiency and the platform helps harmonize working processes. The follow-up system enables to limit order or invoice misunderstandings and potential conflicts. For building firms, SDH has established a partnership with the local construction federation, with a **"good practice framework agreement"**. It aims to ease business relationships and establish win-win relationships between construction firms and SDH, in order to, together, address the local construction and renovation needs.

In addition, SDH organises a yearly suppliers' meeting to encourage mutual sharing and exchange. It also allows to identify potential issues and mutual expectations. At the end of the 2013 edition, the 3 suppliers which had scored best in the quality assessments were rewarded.

Stakeholder involvement

The main stakeholders involved are SDH suppliers and the local construction sector federation, which co-developed some of the tools.

Tenants are targeted as well, as one aim is to better answer their requests in collaboration with suppliers; they also contribute to suppliers' evaluation, through their feedback on the service provided.

Focus: Evaluation of suppliers

To support continuous improvement and maintain a high quality of services to tenants, suppliers are evaluated upon objective criteria linked to the commitments set out in the partnership charter:

- Deadlines (order's recording; appointments with tenants): 40% of the score.
- Quality (to fulfil commitments): 40% of the score.
- Rapidity of feedback and actions related to the intervention: 20% of the score.



Key results and benefits

- ▶ By the end of 2012: **97,6% of daily maintenance suppliers using the Extranet platform**
- ▶ In 2013: **19,000 purchase orders passed through the platform** (i.e. 6.7 M€, nearly 100%)
- ▶ **Better work quality** on the whole value chain through optimized interaction and shared analysis of suppliers' performance and weaknesses, resulting in higher tenant satisfaction
- ▶ **Reduced order or invoice misunderstandings** and conflicts thanks to the Extranet service
- ▶ **Spread of a "win-win" principle** among the company and suppliers, supported by the charter
- ▶ **Improved traceability of works**
- ▶ Support to **improvement of small-sized suppliers' organization**, by defining clear standard processes

WHAT THE JURY LIKED ★ ★ ★

- ★ Focused on supply chain management with an "equal partnership" approach
- ★ Operational tools which allow replication by other social and affordable housing providers.
- ★ Effective impact on services quality and tenants' satisfaction.

NEIGHBORHOOD PARTNERS: CO-OPERATION BY LINKING



Eigen Haard

Location: Amsterdam, Netherlands
Legal Status: Foundation
Number of staff: 565
Number of dwellings: 55,893
Contact: Imke Weltmeijer – i.weltmeijer@eigenhaard.nl
website: www.eigenhaard.nl

EIGEN HAARD'S CSR STRATEGY

Founded in 1909 Eigen Haard has a long tradition in Dutch social housing. In their mission and business strategy their CSR goals and targets are firmly anchored. The mission of Eigen Haard is to offer affordable housing to people who need it most in the Amsterdam Metropolitan Area. Along with their partners, they work on vital neighbourhoods in a healthy regional housing market. In fulfilling their social responsibilities they are both very engaged and maintain also a matter-of-fact attitude.

▶ OBJECTIVE:

To ensure long-term, respectful, sustainable and mutual commitment with local organisations so as to enhance services and actions to the benefit of neighborhoods and their residents.

CONTEXT

Effort is required in vulnerable and less self-reliant neighbourhoods to keep the liveability on a committed level. A lot of organizations are active in the neighborhoods, sometimes with overlapping goals. By joining forces we achieve more impact. These organizations have extensive knowledge and expertise in the area and have a large network in the district, they also reach people who are hard to reach for the more formal organizations. Finding connections with active community groups, organizations and other partners is not only more customer focused and effective, but also more efficient and saves costs for the landlord. Key partners in neighbourhoods are volunteer organizations and neighbourhood enterprises: either the community organizations controlled and organized by residents and/or volunteers who live and/or work in the neighbourhood. In order to properly work together with these organizations we have developed the product of the “neighbourhood partner”.



DESCRIPTION OF THE GOOD PRACTICE

Tools used:

The key tool is the partnership agreement itself: a simple format to be drawn up by EH and the partner. It spells out both common goals and intentions for the collaboration and practical, clear and transparent arrangements with residents and community organizations so that both parties know where they stand, what they are entitled to and what their responsibilities are. The simplicity of the format helps to focus on the desired results of the collaboration and to avoid bureaucratic pitfalls.

The “product” neighbourhood partners contains an agreement between Eigen Haard and the active community organization. The essence of this agreement is to establish an equal partnership with community organizations and specifies what the one is doing for the other and vice versa. For example Eigen Haard provides resources or workspace and the contract partner delivers services in exchange. Eigen Haard also offers the employees insurance for liability and accidents while they are working for them. The purpose of the partnership is in line with the activities of the neighbourhood partner. These are activities in areas as:

- **The liveability of the neighbourhood**
 “Stichting Ara Cora”: Ara Cora means “give the ball” in Moroccan. It is a voluntary initiative to augment the personal and social development of young people in problem neighbourhoods in Nieuw West, by means of sports, helping them to catch up –again- with society. They also support the parents in raising their children, take responsibility and integrate more themselves.
- **Residents support on the road to self-reliance:** “BOOT” (Neighbourhood store for Education, Research & Talent development of the University of Applied Sciences of Amsterdam): advises the residents of Amsterdam Oost on general social – financial and legal issues. Boot also supports other neighbourhood partners with their professional and operational development.
- **Support vulnerable residents:** “Stichting Present” (works in all Amsterdam neighbourhoods) has a wide network of volunteers to help vulnerable residents whom are lacking in network, resources and finances. Service offered include; refurbishing derelict gardens and houses, help with moving house, taking people out for the day and cleaning and tidying. The encounter and contact between the helper and the helped person is an essential part of the work of Present.

Some challenges had to be overcome. Many community initiatives are led by dedicated volunteers, who are not professionals and do not always share the same requirements and way of working as Eigen Haard’s staff. Clear definition of expectations and a good, two-way communication are therefore essential. Designing the agreements is a learning process, to make them more concrete and targeted, while at the same time letting the partners take their own responsibility. Neighbourhood partnerships are evaluated annually. Evaluation is aimed at both the results in the area of common goals and the actual arrangements as well as the partnership’s process.

Stakeholder involvement

This initiative is in itself about building strong partnerships with local organisations. Our neighbourhood partners are our local stakeholders. The neighbourhood partnership agreement is a contract between two parties: each neighbourhood partner agreement is customized and is drawn up in consultation with the intended neighbourhood partner.



Key results and benefits

- ▶ **Increased specific knowledge** of the neighbourhood and its residents which can be used in Eigen Haard’s policies, projects and activities. This ‘local knowledge’ is essential to the success or failure of projects or activities in the area of liveability.
- ▶ **Each partner takes responsibility** for their activities, finding each other on common grounds
 Improved image of Eigen Haard in the districts: it is seen as a committed partner rather than an institution.
- ▶ **Strengthening of the (social) ownership** of the residents with their own neighbourhood where they live and / or work. Responsible people who feel (social) ownership of the quality of life in their neighbourhood are then more durable, stronger and more actively involved.
- ▶ **Cleaner, safer and more comfortable** neighbourhoods.
- ▶ **Increased effectiveness in projects** carried out, based on a better assessment of needs and opportunities, through partners’ knowledge, which avoids investing in activities that are not needed.

WHAT THE JURY LIKED ★ ★ ★

- ★ Systematic approach to partnerships with local associations and organisations, to not only reinforce partnerships but also increase efficiency (thus combining social and economic objectives);
- ★ Development of tools
- ★ Changes in the organisation’s practices and relations to its partners;
- ★ Promotion of a greater transparency on mutual commitments;
- ★ “Continuous improvement” approach;
- ★ Identification challenges and difficulties to be overcome.

NEIGHBORHOOD PARTNERS: CO-OPERATION BY LINKING



Société Dauphinoise pour l'Habitat (SDH)

Location: Echirolles, 38430, France
Legal Status: SA HLM
Number of staff: 222
Number of dwellings: 17,414
Contact: Philippe Fracchiola – p.fracchiolla@sdh.fr
website: www.sdh.fr
International standards / tools used: ISO 26 000 and EURHO-GR

SDH'S CSR STRATEGY

SDH is committed to CSR since 2005 and publishes a CSR report since 2008. Its current corporate plan, «United to 2016», is built upon CSR principles and the 5 dimensions of the EURHO-GR® framework. It includes precise CSR objectives which are translated into concrete actions, regularly monitored by managers. In order to support continuous improvement, SDH's CSR maturity is assessed every year since 2011 by an external auditor, through an evaluation scheme based on the ISO 26000 standard; in December 2013, SDH scored 649 out of 1,000.

DESCRIPTION OF THE GOOD PRACTICE

Tools used:

- Dedicated national standard (Habitat Senior Services®), developed by housing providers and experts, which includes a number of requirements and instructions
- Survey: to identify elderly tenants' needs and expectations
- Meetings: to inform tenants and discuss about the implementation process
- Training for employees: to better address elderly tenants' specific needs
- Specific satisfaction surveys (carried out after the adaptation works)
- Traceability tools to monitor the adapted housing stock
- "Good neighbour Charter"



Key results and benefits

- ▶ 20 intergenerational estates
- ▶ 218 "HSS®" flats (compliant with the label's criteria);
- ▶ 550 flats adapted in the last 20 years
- ▶ 1st Social Housing providers to receive the "HSS + " label
- ▶ Enhanced tenants' autonomy and well-being, in a suitable, accessible and affordable flat
- ▶ Increased ability to live together, thanks to generational diversity in the estate
- ▶ Savings for local authorities due to delayed or avoided stays in nursing homes

Top managers' strategic thinking on the housing offer and their cooperation with other social housing providers through the DELPHIS network led to the development of a national framework: Habitat (Housing) Senior Services® Label (HSS®).

Based on the results of an extensive tenants' survey, this standard aims to increase non-dependent elderly tenants' access to both adequate housing, adapted to their needs (technical dimension) and services (social dimension). It was designed as a tool to help housing providers define a strategic ageing policy, and implement it on a large scale. It includes a series of requirements and technical specifications, around 3 commitments:

- Adapting the dwelling's surroundings and shared areas
- Ensuring a suitable, comfortable and secure dwelling
- Providing access to local services (social activities, individual care, ...) through partnerships with municipality services and associations.

SDH's objective is to adapt 100 dwellings a year as per the label's criteria. HSS® flats are located in "intergenerational estates", which combine flats for seniors and usual family flats. This mix encourages both social link and solidarity between tenants, supported by a "Good neighbour Charter" signed by all tenants, who thereby commit to mutual support in daily life.

Stakeholder involvement

- Tenants: "senior" tenants were consulted to express their needs and expectations, when developing the "senior housing" label.
 - Tenants requesting adaptations are met individually to assess their situation and needs.
 - Local authorities and third sector organisations to deliver services to tenants, through tripartite agreements are signed between SDH, local authorities and tenants;
 - An association dedicated to the improvement of housing and living conditions (PACT Isère) to provide financial support for the adaptation works;
 - Local universities and think tanks: regular exchanges enable to share lessons learnt and help monitor and improve this project
- In addition, all tenants of buildings including "senior" dwellings are asked to sign a "Good neighbour Charter", committing to give mutual support in daily life.

WHAT THE JURY LIKED

- ★ Key society issue (ageing)
- ★ Concrete solution to residents' aspirations (ageing at home);
- ★ Partnerships with several stakeholders;
- ★ Large-scale impact, benefiting to a great number of tenants;
- ★ Operational implementation which relies on innovative tools;
- ★ Benefits not only for residents, but also for local authorities (avoided costs), thus combining social and economic dimensions;

▶ OBJECTIVE: ???

CONTEXT

The share of people aged 60 and over will keep increasing in France up to 2035, to reach 31% of the global population. In 2035, people aged 75 and over will likely represent 13.6% of the population (8.5% in 2007).

Ageing represents a major societal issue, in particular in terms of adapting the living environments (flat, district, town), considering that 90% of seniors prefer, when possible, adapting their dwelling, rather than entering a retirement house.

SDH manages mainly family flats. 20% of its tenants are 65 and over. "Senior housing" has therefore become a strategic project for SDH.



SOLIDARITY YOUTH FLATS PROGRAM

Bilbao Viviendas O.A.L.
Etxebizitzak T. E. A.

Bilbao Social Housing

Location: Bilbao, Spain
Legal Status: Public Administration
Number of staff: 50
Number of dwellings: 3,994
Contact: Victoria Isabel Garcés – direccion@vmm.bilbao.net
website: www.bilbao.net/viviendasBilbao
International standards / tools used: Transparency International

BILBAO SOCIAL HOUSING'S CSR STRATEGY

Bilbao Social Housing is a hands-on municipal instrument for implementing Bilbao City Council's subsidized housing policy. Bilbao City Council has been very active in addressing the great sustainability challenges facing the city in the last decades, through a comprehensive transition strategy, combining the social, environmental and economic dimensions. Bilbao City Council ranks first in Transparency International Index of Spanish municipalities in terms of transparency. Transparency International (TI) – a NGO universally devoted to combating corruption, brings civil society, private sector and governments on a global-wide coalition - draws index transparency of local councils (ITA). This index is a tool to measure the level of transparency to citizens and society of Spanish municipalities, through an integrated set of 80 indicators.

▶ OBJECTIVE:

To develop access to housing for youth, while supporting social cohesion initiatives carried out by local associations and third sector organizations.

CONTEXT

Bilbao is the capital of Bizkaia, in the Basque Country (Spain). The territory as a whole has undergone radical transformation in recent years to face the challenges of the 21st century. Over the last 30 years, Bilbao has evolved from a city with serious environmental problems and structurally run-down industrial system to being one of the most attractive cities in Europe to live in, visit and invest.

Subsidized dwellings that make up Bilbao Social Housing are designed for those groups facing the greatest difficulty in finding a home on the open market, due to their social or economic circumstances. Among them, young represent a particular target for Bilbao Social Housing.

As a result of the changing global socio-cultural and economic conditions, the transition to adulthood is indeed becoming increasingly complex, particularly in urban contexts, while leaving the parents' home is becoming the main symbol of this transition. In these conditions, it is increasingly important to design new housing policies aiming to ensure the right of young people to become homeowners or tenants at an affordable cost. In parallel, young people often have time and energy to invest in their neighbourhoods, resources that are much needed to help local organisations address issues such as ageing or social exclusion.



DESCRIPTION OF THE GOOD PRACTICE

Tools used:

- Specific rental agreements, which include requirements for tenants to dedicate some time to local projects or neighbourhood activities
- partnership agreements between the city and local associations/third sector organisations
- On-going and annual assessment and monitoring tools.

Bilbao Social Housing Solidarity Youth Flats program is a practical, innovative and sustainable way to increase access to affordable housing for graduate students and young people, who in turn are willing and ready to contribute to community life in the neighbourhoods where they live. With this program they can access to shared housing rental dwellings, at a nominal price of 50€.

The City, as the owner of the social housing stock, commits to make a certain number of subsidized dwellings available for students or young workers; the latter, in exchange, agree to invest some time in small-scale projects and activities carried out by local associations, based on their knowledge, skills and the local needs. These projects project include, for example actions with organizations that are dedicated to supporting people in social exclusion, as well as collaboration with groups of immigrants, youth, women, children and disabled. These associations are: Bizitegi, Susterra, Caritas, Tendel, Create Africa Bakuva and Aldauri Foundation. They collaborate in addition with public entities and care specialists institutions to support seniors with chronic illnesses who reside in their homes (Osakidetza), as well as support to extracurricular activities in schools (schools and colleges), and promotion of culture in the city (Historical Bilbao).

This program focuses on underprivileged neighbourhoods, in particular in the suburban areas, where the needs for social cohesion projects and improved social mix are the greatest.

The program, started in 2010, is now part of the City's Strategic Plan.

Stakeholder involvement

The whole project is based on a partnership between the city, young tenants and neighbourhood associations and third sector organisations, in collaboration with the University of the Basque Country:

- the city represented by Bilbao Social Housing, as general coordinator and provider of housing to young tenants
- the young tenants as active contributors to local associations' work with residents, in exchange for housing
- the neighbourhood associations and third sector organisations as providers of involvement opportunities for young tenants and coordinators of local actions and projects
- the University as the link between the City (housing provider) and students in need for accommodation.

Together with local residents, they are all key players in the implementation and success of the program. Their contributions and feedback have also enabled to steadily improve the program year after year.

Key results and benefits

- ▶ **Improved access to housing for youth**, in particular students, during the academic year: for the last 4 years: 14 shared dwellings in 2013, for 41 students in several disadvantaged neighborhoods city.
- ▶ **Increased resources for local associations** and third sector organisations' projects, in the frame of neighbourhoods' regeneration schemes: 4 hours per week (20 per month) spent by each youth solidarity / during the academic year.
- ▶ **Improved living and environmental conditions** and greater social interaction in underprivileged areas
- ▶ **Promotion of social cohesion and a "civic culture"**, through the integration and participation of university students in the community life
- ▶ **Development of skills for youth**
- ▶ **Enhanced citizens' trust and confidence in public institutions**, through young citizens' direct involvement and tangible results in improving districts' quality of life.



WHAT THE JURY LIKED ★ ★ ★

- ★ Innovative way to address key societal issues and needs: improving access to housing for youth, and supporting social cohesion and community involvement in neighborhoods in need.
- ★ Contribution to the neighborhoods' revitalization.
- ★ Fostering dialogue, partnerships and awareness-raising of youth on community issues;
- ★ Sustainability and replicable project over time.
- ★ Noteworthy project in the Spanish context, and considering the relatively small size of the organisation.

“L'AMANDIER”, A DEDICATED SOCIAL MEDIATION ASSOCIATION

Logo ?

Patrimoine SA Languedocienne

Location: Toulouse, France
Legal Status: Private company (Société Anonyme d'HLM)
Number of staff: 125
Number of dwellings: 9,300
Contact: Fella Allal – fella.allal@sa-patrimoine.com
website: www.sa-patrimoine.com
International standard used: ISO 26 000

PATRIMOINE SA'S CSR STRATEGY

Through the integration of CSR principles in its activities, Patrimoine SA strives to:

- take into account the needs of its clients in a global and sustainable way;
- build and rehabilitate its stock with innovating and more environment-friendly technologies;
- engage its personnel by committing to a voluntary and sustainable policy, fostering continuous improvement;
- reinforce social ties between tenants and improve their living environment by offering new services.
- In 2015, Patrimoine SA plans to carry out an external CSR evaluation based on the ISO 26000 standard.

OBJECTIVE:

To improve neighbour disputes' prevention and settlement as well as tenants' quality of life, through a professional and independent structure, thereby contributing to increased tenants' well-being.

CONTEXT

In the last decades, European societies have seen a general trend towards more individualistic behaviours, combined with weaker social ties; a movement that has been amplified by the current economic crisis, while the State is in many cases progressively withdrawing from social cohesion and local safety policies. In response to the rising level of anti-social behaviours and neighbour disputes, landlord's arbitration is increasingly sought by tenants. It is indeed the landlord's responsibility to ensure tenants' "peaceful enjoyment of the rented property". In 2003, PATRIMOINE SA was the first social landlord of the region to develop social mediation to prevent disruptive situations, disputes or litigations. However, such mediation requires specific skills and, above all, a neutral position. Being contractually bound to both parties involved, landlords can be in a difficult position when requested to solve neighbour conflicts. Many cases tend to lead to costly legal proceedings and prosecution, which can result in evictions. Against this background, PATRIMOINE SA decided to create a dedicated, independent structure.

DESCRIPTION OF THE GOOD PRACTICE

Tools used:

- Creation of a dedicated structure, working under a non-profit association
- Specific IT tool for complaints' management and centralization of all necessary information
- Reporting files in order to follow the cases' processing
- Monitoring and evaluation tools
- Quarterly and annual reports.

In order to adjust to the needs and the evolution of the profession of social mediator (in terms of both legislative changes and greater professionalization), and based on needs expressed by both staff and tenant representatives, PATRIMOINE SA decided to set up a professional, structured and neutral social mediation association: L'AMANDIER.

It relies on:

- 7 independent mediators: justice conciliator, legal expert, psychologist, psychiatrist, solicitor, family mediators trained for social mediation
- An honorary magistrate to preside the association
- A coordinator to manage the mediators' interventions as well as the reports made to the sponsor.
- Volunteers to provide for continuous brainwork on the mediation activity

The service provided is free of charge for the tenants. When a neighbour dispute is reported to the landlord, the tenant is systematically informed of the existence of this independent structure. Once mediation is agreed upon by the tenants, the coordinator gets personally in touch with them to set a meeting. Both parties are met separately, then together in order to establish dialogue. The process is thus entirely handled by the association, without any involvement of the landlord, thus guaranteeing impartiality and confidentiality, reinforcing tenants' trust. Through its work, the association also helps identify and notify relevant structures of any particular needs or issues that may be faced by some tenants.

Stakeholder involvement

Before the association's creation, key stakeholders were consulted to better identify and understand their expectations. As such, interviews were carried out with:

- Employees (reception desk and field staff from local services, internal and third-parties' mediators)
- Tenant representatives.

The association itself now involves people from various backgrounds, and volunteers still provide continuous feedback and suggestions on the mediation activity. When relevant, it liaises with other concerned bodies and organisations (justice, police, psychiatric structures, associations, landlord's local service...) to initiate actions or share information.

Key results and benefits

- ▶ **61 cases in 8 months**
- ▶ Average time to address each case: **around 4 months**
- ▶ Average cost: **around €65 per case**
- ▶ **Of the closed cases:** 15% failed, 20% resulted in renewed dialogue and appeasement of the situation, 32% did not lead to resume dialogue but complaints have stopped; 28% were resolved through transfers or voluntary moving
- ▶ It is estimated that, **in 20% of the dealt cases, the mediation process avoided potential evictions** and subsequent costs and social impacts for residents.

Although difficult to measure precisely, this approach also contributes to foster dialogue and appease interactions between tenants. Lastly, it enabled to discharge the landlord's local services from dispute matters which often required overinvestment, and for which the personnel is neither trained nor competent; it thereby contributes to reduce the level of stress among staff.



WHAT THE JURY LIKED

- ★ Innovative approach to mediation and conflict resolution;
- ★ Answers to key residents' needs and clear impact on their quality of life and on the prevention of evictions;
- ★ Proper analysis of stakeholders' needs and expectations, and of constraints relating to traditional mediation services;
- ★ Emphasis on the service's neutrality and independence which demonstrates respect and consideration for stakeholders;
- ★ Strong monitoring and evaluation process;

THE DEVELOPMENT OF AN EXTRA CARE HOUSING: COWAN COURT



Logo ?

Midlothian

Location: Dalkeith, Midlothian, Scotland, United Kingdom
Legal Status: Local Council
Number of staff: Total Council Staff: 3430 / Housing Staff FTE: 158
Number of dwellings: 6,903
Contact: Anthony Olowoyeye
 –anthony.olowoyeye@midlothian.gov.uk
website: www.midlothian.gov.uk

MIDLOTHIAN'S CSR STRATEGY

Midlothian Council endorses the principles of corporate governance, namely openness and inclusivity, integrity and accountability. The Housing (Scotland) 2001 requires Scottish local authorities to develop a Local Housing Strategy which must assess housing provision and the provision of related services in the authority's area, including in particular:

- the nature and condition of the housing stock
- the needs of persons in the area for housing accommodation
- the demand for, and availability of, housing accommodation,
- the needs of persons in the area for, and the availability of, housing accommodation designed or adapted for persons with special needs

▶ OBJECTIVE:

To enable adults and older people with physical and mental health care needs to live at home independently, while providing a focal point for community services and activities.

CONTEXT

Midlothian is one of the Councils in South East Scotland, an area with one of the highest level of affordable housing demands in Scotland. In Midlothian, the number of people aged over 75 has been projected to increase by 89% i.e. from 5,500 to 10,400 between 2006 and 2031. As a consequence, there has been an increasing demand for housing that meets the needs of an ageing population. In order to address the increased demand for housing suitable for older people as a result of this demographic change, the Council embarked on the development of Cowan Court, an Extra Care Housing.



DESCRIPTION OF THE GOOD PRACTICE

Tools used:

The Indicator of Relative Need (IoRN) tool will be used for continuous monitoring and evaluation. The IoRN is a Government instrument used by health and social care professionals to summarise a person's independence / dependence.

Cowan Court is a specially designed housing development of 32 self-contained flats (28 one-bedroom and 4 two-bedroom flats) enabling adults and older people with varying physical and mental health care needs, including dementia, to live at home independently for as long as possible, with the expectation of meeting end of life care needs.

Unlike other Extra Care housing elsewhere, it is also a focal point for the wider community. A communal hub building is located within the Extra Care Housing facilities. It includes the residents' lounge, a guest suite to accommodate visitors, laundry facilities, a restaurant and cafe, telecare facilities, Wi-Fi access and large, private communal gardens. Other facilities, such as meeting rooms, hairdressing saloon and a cafe, are available for use by the general public. Already, meeting spaces are being used for purposes as diverse as residents meetings, yoga classes and kickboxing.

Some of the interesting design features include:

- Dementia Friendly interior and exterior design, including clear signage throughout, and memorable images and colours to help residents recognise where they are in the building.
- Sufficient lighting system to support those with deteriorating eyesight (a common issue for people as they age).
- Colour coded corridors to help people associate the colour with the location of their home. And wide corridors which provide excellent access for wheelchairs and mobility scooters.
- Smart telehealth technology to assist with care (to suit individual needs).
- Garden designed for dementia and sensory impairment. Also, outside gym exercise equipment designed for elderly people.

Particular attention was paid to the project's energy performance: the high level of energy efficiency measures installation means reduced CO₂ emissions and reduced energy bills for residents.

Stakeholder involvement

Cowan Court was delivered by the Council in partnership with the clients, voluntary and private sector as well as a social enterprise. → Inputs from **Council Staff and the University of Stirling's Dementia Services Development Centre** were also crucial to the design of the project. → Council Officers fostered elements of coproduction and capacity building with the **community** during the design phase. → Consultations were undertaken with **applicants** interested in Extra Care housing.

Lastly, in order to increase the awareness of the Extra Care and Housing with Care model, leaflets were produced and the council organized Open Days events during the design and build stages. This provided applicants, their families and the community with the opportunities to meet and ask questions about the project.

Key results and benefits

The long term outcome will be the creation of more sustainable communities by:

- ▶ **Ensuring tenants** are central to the care planning process.
- ▶ **Working in partnership with tenants**, their families and other professionals in the provision of care.
- ▶ **Flexibly meeting** the changing care and support needs of tenants.
- ▶ **Providing a hub to involve and engage the local community** and tenants in activities, social interaction and health promotion.
- ▶ **Providing a dementia friendly home.**

Furthermore, jobs were provided for local people during the designing and construction stages through a community benefit clause in the contract between the Council and the builder. This enabled 6 young people to take part in work placements and secured 7 local apprentices.



WHAT THE JURY LIKED

- ★ Integrated approach to both health and housing issues
- ★ Promotion of social cohesion and inclusion of economic and environmental considerations;
- ★ Stakeholder dialogue and coproduction principles;
- ★ Clear description of the building's features and project's operational process
- ★ Evaluation of the qualitative impact (on residents and families) thanks to the satisfaction surveys

AN AMBITIOUS AND LARGE SCALE THERMAL RETROFITTING PROGRAM



Société Dauphinoise pour l'Habitat (SDH)

Location: Echirolles, 38430, France
Legal Status: SA HLM
Number of staff: 222
Number of dwellings: 17,414
Contact: Philippe Fracchiola – p.fracchiolla@sdh.fr
website: www.sdh.fr

SDH'S CSR STRATEGY

SDH is committed to CSR since 2005 and publishes a CSR report since 2008. Its current corporate plan, «United to 2016», is built upon CSR principles and the 5 dimensions of the EURHO-GR® framework. It includes precise CSR objectives which are translated into concrete actions, regularly monitored by managers. In order to support continuous improvement, SDH's CSR maturity is assessed every year since 2011 by an external auditor, through an evaluation scheme based on the ISO 26000 standard; in December 2013, SDH scored 649 out of 1,000.

DESCRIPTION OF THE GOOD PRACTICE

Tools used:

Besides the particular techniques used for the renovation itself, a number of information and awareness-raising tools were produced for tenants:

- A dedicated quarterly newsletter on the whole urban renewal project;
- A “Flash info” newsletter to provide quick, regular updates on the project;
- A project brochure.

Specific surveys were also designed to assess residents' satisfaction after the renovation works.

Project status: completed (from 2008 to 2012)

SDH led a thermal renovation for all of its 642 existing flats in the district. This project answers SDH Environmental Charter's commitment to build sustainable social housing. This thermal renewal program aimed at addressing altogether economic, social and environmental challenges, through various measures:

- Flats have been linked to the collective urban heating network, which offers tenants more comfort, with greater cost equity and control.
- Other works have been carried out to increase the energy efficiency of buildings (new windows and screen doors, double glazing, mechanical ventilation, roof waterproofing).

As for the buildings which were demolished, SDH's dedicated “relocation officer” ensured in cooperation with the municipality staff the smooth relocation of families to better suited dwellings. In addition to this renovation program, SDH has built in «Village 2» its first two new low-energy buildings, including 65 social rental dwellings.

In parallel, both SDH and Echirolles city have conducted awareness-raising sessions for tenants, in order to help them efficiently use their new equipment to control their flat's energy performance.

Stakeholder involvement

This project was carried out in partnership with the town council, tenants and their representatives. Inhabitants have actively participated to their district changes, through:

- A protocol on the definition and implementation of renewal works with the local tenants' association supported by the regional branch of a national tenant union
- On-site meetings with tenants before and after the works, for each renewed building
- Regular meetings with the local tenant association
- Monthly technical coordination meetings with the municipality staff and the various project stakeholders
- Participation to the “Social and Urban Management” visits organized regularly by the city to identify adjustment needs.

Key results and benefits

- ▶ **47 million euros invested**
- ▶ **642 flats renovated**, 211 flats demolished, 94 flats built
- ▶ **174 households relocated**
- ▶ **64% decrease in energy consumption** for higher housing blocks (392 flats): from 221 kWh/m²/year to 79 kWh/m²/year
- ▶ **65% decrease in energy consumption** for other buildings (250 flats): from 215 kWh/m²/year to 75 kWh/m²/year
- ▶ **88.1% of residents satisfied** with the renovation, 84.6% satisfied with the district heating system
- ▶ **87% of tenants** consider that works **have improved their comfort**
- ▶ **Lower satisfaction rates** (76.9% and 73.4%) concerning the building site management and its cleanliness. SDH builds on this information to improve future works.

Other benefits:

Energy bills' decrease for tenants, without rent increase.
 Decrease of non-payment risk.
 Awareness on environmental-friendly practices, promoting sustainable behavioural change.
 General improvement of people's well-being and dwellings' attractiveness.



WHAT THE JURY LIKED

- ★ Strong focus on information, participation and involvement of several stakeholders
- ★ Large-scale project with impressive impact, both in terms of energy performance and tenants' satisfaction;
- ★ Global approach, which combines environmental and social dimensions (in particular in terms of rents);
- ★ Development of specific tools and methods, which could be replicated afterwards.



CONTEXT

Echirolles is the second biggest town in the Isère department after the city of Grenoble. With a housing stock of 3 000 flats located there, SDH is the first social housing company in this town. SDH has built a strong partnership with the town council to improve the level and quality of service delivered to residents. In 2008, this collaboration led to a large-scale renewal program in «Village 2», one of the 3 big social housing neighborhoods in Echirolles. Densely built (853 flats, 2 500 inhabitants), «Village 2» is listed among the French «Under-privileged Urban Areas», which require particular attention and investment.

The project aims at reducing the density in the district, to create links between «Village 2» and its surroundings and to improve its residents' quality of life. One feature of the project is to offer various kinds of housing in order to increase social diversity. Social rental housing, social homeownership and “free market homeownership” are thus now available.

Building new housing in a district mechanically leads to the depreciation of the older buildings, in particular from an energy performance perspective. To avoid a “two-tier” housing stock within a same neighborhood –with brand new, energy efficient dwellings contrasting with an older, energy-consuming stock-, SDH engaged in ambitious thermal refurbishment works on 642 dwellings in order to reach a “BBC (“Low-energy building”) renovation level”, i.e. 96kWh/m²/year. This program fits into SDH's wider environmental commitment, outlined in its Environmental charter.

ADDRESSING ENERGY AND WATER CONSUMPTION THROUGH A GLOBAL MULTI-ANNUAL STRATEGY PROGRAM



Liverpool Mutual Homes (LMH)

Location: Liverpool, England, UK
Legal Status: Registered Provider
Number of staff: 368
Number of dwellings: 15,000
Contact: Jean Clarke – jean.clarke@liverpoolmh.co.uk
website: www.liverpoolmutualhomes.org
International standards / tools used: ISO 14001, OHSAS 18001 and ISO 9001

LMH'S CSR STRATEGY

As one of the UK's leading social housing providers LMH embraces the sustainability agenda in its broadest sense. Its aim is to create thriving and healthy communities where people can live safely for generations to come. They collaborate closely with tenants and stakeholders and integrate social, environmental, ethical and human rights into their day-to-day operation. LMH's GIFT group (Green Initiatives For Tomorrow) sets the Environmental targets and co-ordinates and measures their implementation. Annual targets are named, timed and monitored through the Covalent management system and form a work plan for the Sustainability Officer and employees. GIFT focuses on fuel poverty, sustainable homes, job creation, energy efficiency, waste, emissions, water use, transport and procurement. LMH's CSR commitment and objectives are outlined in its Sustainability strategy. Its performance is evaluated using ISO 14001 and SHIFT (Sustainable Homes Index For Tomorrow), the UK's leading independent sustainability benchmarking and best practice network.

▶ OBJECTIVE:

To reduce energy and water consumption in the housing stock

CONTEXT

LMH's Environmental Policy Statement sets a number of commitments, among which: "to adopt the highest environmental standards in all areas of operation, meeting and exceeding all relevant legislative requirements" and "to aim to include environmental and ethical considerations in investment decisions where appropriate". More specifically, its Sustainability strategy includes the following objective: "To provide high quality and well managed housing stock including highly energy efficient and sustainable homes through investment in our existing stock and building new homes that achieve high energy standards." In 2008, LMH took over the management of 15,000 homes in Liverpool. The majority of the housing stock was far below the UK Government's 2010 Decent Homes standard. To address this challenge, LMH launched an extensive £400m 5-year investment programme, which has transformed many of the homes to a standard far exceeds Decent Home criteria. Over £250m of this investment was spent on sustainable measures which fulfil both specific environmental best practice criteria (measured against internationally recognised standards) and also embrace the wider goals and the spirit of the European Commission's CSR strategy. LMH has recently been appointed as Liverpool City Council's official housing delivery partner that will see it, with partners, build 1,500 new eco-standard homes and retrofit 1,000 more back into use over the next five years, making a major impression tackling fuel poverty among tenants and meeting housing need.

DESCRIPTION OF THE GOOD PRACTICE

Tools used:

- Awareness-raising leaflets on energy savings
- SHIFT (Sustainable Homes Index For Tomorrow) measurement tools

Project status: ongoing

The ambitious multiannual strategy – quite outstanding in the UK context- included loft insulation and cavity wall insulation for 10,000 homes as well as investment in equipment, including: high-quality double-glazed windows; A-rated gas central heating systems; 'A' rated condensing boilers; 'low water-consumption' taps. Part of this was made possible by negotiating the largest CESP deal (Community Energy Saving Programme) in UK social housing with EDF Energy.

Other targeted projects have also been carried out:

- A solar heating initiative in six sheltered schemes and 10 associated bungalows;
- Transformation of a Family Centre into the UK's first eco-friendly homeless centre
- Complete retrofitting of 1,500 derelict properties.

In addition, LMH supports behaviour change and helps address fuel poverty through awareness-raising leaflets and a dedicated fuel debt advice service, where an officer visits a customer's home to help advice on energy debt, energy switching, energy efficiency and water efficiency.

A new form of awareness-raising will be tested, -the "Energy Fantasy league"- based on a competition approach: 21 tenants in newly refurbished properties will be split into teams and each month the household and team that saved the most energy will win prizes. The annual winners receive an AAA-rated kitchen appliance of their choice.

Stakeholder involvement

LMH tenants have been involved in the selection of suppliers and in the specification of a variety of fittings including boilers, radiators, kitchen units and bathroom fixtures. Tenants went on factory tours and visited tenants in other cities to judge product quality. Partnerships with energy suppliers enabled to finance some investment or awareness-raising activities.

Key results and benefits

- ▶ **7,291 single glazed windows replaced** with high quality double-glazed windows
- ▶ **13,082 A-rated gas central heating systems installed**
- ▶ **10,045 boilers replaced** with 'A' rated condensing boilers
- ▶ **10,000 homes provided with 250mm loft insulation** and cavity wall insulation
- ▶ **13,269 kitchens fitted** with 'low water-consumption' taps
- ▶ **394 empty (void) transformed** into properties into desirable, energy-efficient homes
- ▶ **Expected overall annual fuel savings** resulting from the solar heating initiative: around £10,300 per year, for the expected life of the system (25 years).
- ▶ **70% fuel bill reduction** and carbon emissions cut by 1943.7 tonnes per home per year as a result of the retrofitting of 1,500 homes, which created 300 sustainable jobs



WHAT THE JURY LIKED ★★

- ★ Clear multi-annual investment strategy
- ★ Strong and active tenants' involvement, including in selecting suppliers and defining specifications;
- ★ Great effort in monitoring and evaluating impact.



PROMOTING ENVIRONMENTALLY FRIENDLY BUILDING SITES PROGRAM



FSM'S CSR STRATEGY

Foyers de seine et Marne (FSM)

Location: Melun, France
Legal Status: SA HLM
Number of staff: 140
Number of dwellings: 8,000
Contact: Mallorie Minart – mallorie.minart@fsm.eu
website: www.fsm.eu
International standards / tools used: ISO 9001, ISO 14001
 EURHO-GR® and UN Global Compact

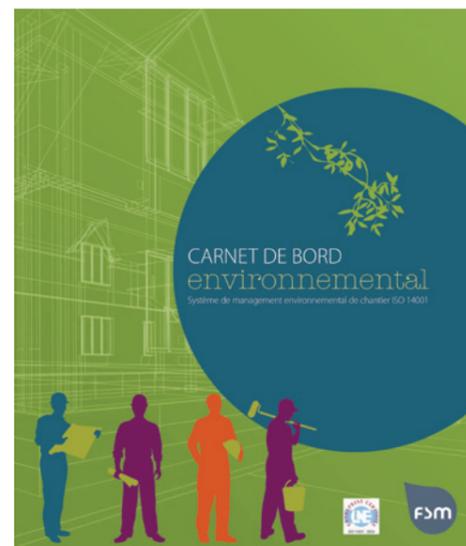
FSM adopted a CSR strategy in 2007 with the appointment of the new CEO and published its first CSR report in 2008, based on the EURHO-GR® framework. CSR objectives are defined by the general management and are assessed and improved each year through the CSR annual review. The company's CSR annual report is used to communicate about the company's impact on its environment and report about its achievements. CSR audits, as well as environmental and quality audits are regularly performed by external companies in order to assess FSM's social commitments.

OBJECTIVE:

To reduce risks and environmental impact of construction sites, through awareness-raising of construction firms and their workers

CONTEXT

FSM produces an average of 300 new dwellings per year. Many building sites are managed at the same time and a lot of parameters are to be taken into account such as time constraints, budget constraints, weather conditions, security and so on. Environment protection was not part of these parameters until 2008, neither for FSM, nor for its partners, the construction firms. With the development of the company's CSR strategy, it appeared clearly that some actions had to be taken in order to reduce the high environmental impact of construction sites. The goal was to systematically introduce issues such as water and electricity consumption, waste management and dangerous products in the building sites' everyday life.



DESCRIPTION OF THE GOOD PRACTICE

Tools used:

- A "green kit" was developed by FSM. It includes a folder containing:
 - Environmental management check lists. These check lists are used by FSM's employees to check the environmental conditions in each building site
 - Accidental pollution procedure. This procedure is posted in each building site. It consists of didactic drawings describing what to do in case of accident.
 - A file for collecting waste monitoring forms. A very practical tool to collect all the data about waste production. At the end of the building site, FSM is able to determine how much waste has been produced and which percentage has been recovered
 - A form for water consumption tracking and a form for electricity consumption tracking. This helps to prevent waste of natural resources
 - The "Green building site manual"*: a practical handbook to be spread among the workers, which provides clear and simple information on "environmental-friendly" practices on a construction site
 - Some didactical "security-awareness posters" to be displayed on the building site, consisting of drawings understandable also for non French speaking workers
 - An anti-pollution kit ready to use in case of oil or other dangerous products' spilling.
 - An environmental agreement has also been developed, to be co-signed by FSM and the contractor.

* available on FSM website.

Project status: development of tools completed; awareness-raising ongoing ("routine practice")

FSM first started introducing environmental targets in a couple of pilot sites. It soon appeared clearly that these were just impossible to reach for small and medium sized construction companies. In order to still get results, without excluding SMEs from its contractors, FSM had to shift to a more collaborative approach, to deploy a real strategy and produce different tools to help its partners meet its expectations. First of all, it was decided to introduce some specifications about "green building sites" and waste management in FSM call for tenders' procedure. Then, the "green building site procedure" was introduced in the contractual documents with each partner. In addition, an environmental agreement is now mutually signed by FSM and each company before the beginning of the construction phase and an environmental meeting officially launches each building phase. The above-mentioned "green construction site kit" is used on each building site.

Stakeholder involvement

This action relies on a partnership approach with sub-contractors. It focuses on awareness-raising and dialogue between FSM and its suppliers throughout the construction projects. An environmental agreement is signed by FSM and each company.

Key results and benefits

- ▶ Meeting environmental targets becomes easier on all building sites.
- ▶ Most of FSM's partners took inspiration from this kit and deployed the same tool in their company.
- ▶ An environmental footprint measure is calculated at the end of each building phase through the evidence collected in the toolkit.

ACCIDENT SUR UN CHANTIER PROPRE : QUOI FAIRE ?

POLLUTION DE L'AIR

1 > Protéger 2 > Stopper 3 > Enregistrer

Mettre des masques et des lunettes de protection

Arroser les poussières

Dans le carnet de bord environnement, décrire ce qui a provoqué la pollution et les gestes faits pour la stopper

ACCIDENT SUR UN CHANTIER PROPRE : QUOI FAIRE ?

POLLUTION DE L'EAU ET DES SOLS

1 > Protéger 2 > Prévenir 3 > Traiter 4 > Enregistrer

Boucher l'entrée des réseaux afin d'éviter l'écoulement dans l'eau

Appeler le Responsable Environnement Chantier

Utiliser le kit de dépollution

Mettre les gants de protection

Absorber les produits dangereux

Jetter les gants et les absorbants dans un sac plastique

Délimiter la zone de pollution avec des clôtures et une signalisation

Dans le carnet de bord environnement, décrire ce qui a provoqué la pollution et les gestes faits pour la stopper

WHAT THE JURY LIKED

- ★ Environmental impact of the "construction/renovation" phase and awareness-raising of construction firms and workers;
- ★ Concrete, operational and easily replicable project;
- ★ Monitoring tools and processes;
- ★ Supporting to suppliers (in particular smaller ones), rather than simply imposing constraints thanks to the partnerships and mutual commitments.

CO-GREEN: INNOVATION IN CO-MAKERSHIP



Eigen Haard

Location: Amsterdam, Netherlands
Legal Status: Foundation
Number of staff: 565
Number of dwellings: 55,893
Contact: Imke Weltmeijer – i.weltmeijer@eigenhaard.nl
website: www.eigenhaard.nl

EIGEN HAARD'S CSR STRATEGY

Founded in 1909 Eigen Haard has a long tradition in Dutch social housing. In their mission and business strategy their CSR goals and targets are firmly anchored. The mission of Eigen Haard is to offer affordable housing to people who need it most in the Amsterdam Metropolitan Area. Along with their partners, they work on vital neighbourhoods in a healthy regional housing market. In fulfilling their social responsibilities they are both very engaged and maintain also a matter-of-fact attitude.

OBJECTIVE:

To reach high environmental performance levels in demolition and construction without additional costs, through effective cooperation between stakeholders

CONTEXT

High additional costs are one of the main barriers to ecological performance; these costs also affect the social sustainability of such projects. Through the CO-Green concept, Eigen Haard wanted to prove that higher ambition could be reached at same costs as usual, by new forms of cooperation with their partners and enhancing inhabitants' ecological awareness. It was first experimented in a redevelopment project in Amsterdam. Eigen Haard and chain partners, developer ERA Contour, architects KOW and demolition contractor Oranje looked at the entire work process from demolition to design, to redevelopment and living and innovated their collaboration in order to generate sustainable benefits (ecological, economic and social).

In a very challenging context – poor quality post-war building blocks with an energy-inefficiency of buildings (leading to high energy costs for our tenants); lack of diversity in the types of housing (too little opportunities for big families, too little possibilities for households who climb the so-called socio-economic ladder), accumulation of socio-economic problems – Eigen Haard decided to create a cross-cutting program focused on the footprint's reduction of the Social housing activities but closely-related and designed to address, at the same time, social issues.



DESCRIPTION OF THE GOOD PRACTICE

Tools used:

The central tool is the partnership agreement itself, and its associated elements to enable co-makership. The partners formulated common goals and developed one sustainable business case.

→ To share risks and profits of the entire process a special model was created: the Dynamic Distribution Model.

→ Further elements within the collaboration are: clearly defined performance management (measurable), openness and transparency in accounting between chain partners.

→ In addition, community participation and awareness-raising tools were used to enhance the project's impacts.

→ To underline the transparency of the process and facilitate learning and improving this type of cooperation two websites have been developed about the concept of CO-Green: www.co-green.nl and www.volgcogreen.nl. At these websites the concept, its goals and performance indicators are explained. Employees of the cooperating partners blog about their work: experiences, cooperation, difficulties and successes.

Project status: ongoing



CO-Green is a concept for sustainable demolition, development and living. Key element of the concept is an innovative way of cooperation (co-makership) and supply chain management.

Their innovative way of cooperation is based on two elements of commitment: Joint responsibility to realize defined final goals. Different parties are not only committed to their own part of the job, but to the final goal as well.

Fair way of sharing risks and eventual profits amongst partners. As such, a new model for cooperation has been developed to keep different parties accountable not only to their own part of the job, but to the final goal as well. They worked together on one sustainable business case. The co-makers have developed a Dynamic Distribution Model to be able to share risks and profits. Further elements within the collaboration have been implemented: clearly defined performance management (measurable), openness and transparency in accounting between chain partners, collaboration based on strengths. More information is available here: http://prezi.com/2uxt7395afil/?utm_campaign=share&utm_medium=copy&rc=exoshare

Tenants and the local municipality also take part to the process. Besides the regular ways of participation we used "GREEN" as a unifying theme. Local municipality has agreed to invest in 'carbon neutral' public space (e.g. energy efficient street lights). Returning

and new residents to the complex are involved in the development of their home, complex, and neighborhood (examples: an easy to approach caretaker, children's project to educate adults about ways to keep the neighborhood clean & tidy...)

To educate tenants on the use of energy efficient installations and healthy living a youtube film has also been made: <http://www.youtube.com/watch?v=MvQeQLCsPyc>. Information is presented about: ventilation, re-use of energy out of 'grey'water, energy saving tips in order to save money, use of heated floor.

Stakeholder involvement

The CO-Green concept focuses on a new way of collaboration between the landlord –Eigen Haard-, the developer and the architect, based on the idea of "co-makership" and therefore joint responsibility.

Tenants and the local municipality have also been involved during the process.

Key results and benefits

Efficient cooperation leads to financial gains that consequently are used to take sustainable goals a step further. In terms of environmental impacts and results:

- ▶ **Re-use, or re-cycle 90%** of the recyclable building materials that come from demolition
- ▶ **Reduction of all energy required** for heating, cooling, tap-water and electric installations
- ▶ **Net CO₂ emission of new houses is zero** on yearly basis
- ▶ Water saving, retainment and re-use
- Other results include:
 - ▶ **470 new units** (social and commercial rent, for sale, and business units)
 - ▶ **Lower energy costs** for residents
 - ▶ **Extra supply of affordable apartments** for big families
 - ▶ **Semi-public space** to meet
 - ▶ **Energy-efficient** household appliances
 - ▶ **Repeatable concept for Sustainable** demolition, development and living
 - ▶ **Opportunities created** for employment / learning / trainees

WHAT THE JURY LIKED

- ★ Interesting and original, both for the "partnership" dimension and "life cycle" approach;
- ★ Involvement of tenants and the municipality, beyond the operational partnership;
- ★ Significant impacts, in terms of recycling and CO₂ emissions;
- ★ Development of processes and tools which could be further replicated.

ENERGY SAVING AND WARM HOMES STRATEGY



Enhancing Life Chances

Circle Housing

Location: London, England, United Kingdom

Legal Status: Registered Provider

Number of staff: 2,600

Number of dwellings: 66,000

Contact: Ben Patey – pressoffice@circle.org.uk

website: www.circlegroup.org.uk

CIRCLE HOUSING'S CSR STRATEGY

Circle Housing is one of the UK's largest providers of social housing with over 66,000 homes. Its wider mission is to enhance people's life-chances, helping them to overcome challenges and seize opportunities to improve their quality of life. Delivering 'social value' – factors such as community cohesion and purpose that can be measured in non-financial terms – is central to achieving the aim of being a responsible and sustainable business. For that reason, Circle housing is one of the UK's first housing groups to develop its own model for measuring Social Return on Investment (SROI). The SROI model suggests that for every £1 of social investment they make, their communities derive benefits worth £14. Its aim is to be a responsible and sustainable business by improving their economic performance, reducing their environmental impact and delivering as much social value as possible over the short, medium and long term.

DESCRIPTION OF THE GOOD PRACTICE

Tools used:

- Training to resident volunteers
- "Top tips pack" for customers which includes post-card for each room in the house clearly showing customers how to save energy
- E-learning modules which help staff recognise when a customer may be struggling to pay its energy bills

Project status: ongoing

To address this double challenge of energy saving and fuel poverty, Circle Housing has defined a global "Energy Saving and Warm Homes" strategy, based on the following commitments:

- Provide homes that are energy efficient
- Support customers to live in comfort and affordably heat their homes
- Enable customers to save energy and save money where possible
- Enhance life chances through improved health, opportunities and finances.

In addition to technical measures aimed at improving dwellings' energy efficiency (air source heat pumps, insulation), a great focus is placed on residents, through a set of complementary actions:

Resident Energy Champions: 50 Resident Energy Champions have been recruited and trained. They share tips and ideas with other customers to help them reduce their energy consumption and save money on their energy bills. Resident Energy Champions share five simple "top tips" that could save customers up to £250 per year on their energy bills.

The materials used by the Energy Champions were developed together with a group of residents. All Resident Energy Champions have been provided accredited training to give them the skills to take on this role.

"My Home Energy Switch": A partnership with the National Housing Federation was established to provide "My Home Energy Switch": Circle Housing customers and staff can receive free, impartial advice about switching to a cheaper energy supplier.

Understanding residents' behaviour for an optimal use of the Passivhaus technology: In parallel, Circle Housing is currently the UK's largest Passivhaus scheme in the social housing sector, consisting of 51 units. Once the residents move in, a monitoring will be implemented to understand the experiences and satisfaction of living in a Passivhaus home so as to draw lessons from this first project and understand the Passivhaus technology can be used to develop future energy efficient homes.

Stakeholder involvement

- Active involvement of residents in awareness-raising, which relies on a peer-to-peer approach
- Partnership with the National Housing Federation on "My Home Energy Switch"



Key results and benefits

- ▶ Since April 2013, Resident Energy Champions **have shared energy saving advice with nearly 2,000 households**; each has the potential to save around £250 per year by following five simple energy saving tips.
- ▶ Collectively, this **could save around 2,000 carbon tonnes**.
- ▶ Initial anecdotal evaluation has shown that the **Energy Champions have personally benefitted** through developing greater confidence and self-esteem
- ▶ In 2013/14, customers using Circle Housing's My Home Energy Switch made an **average saving of £130** per switch.
- ▶ Collectively, the service **has saved customers and colleagues nearly £45,000**
- ▶ In addition, the 50 air source heat pumps installed will **save customers approximately £400 each year** on their heating bill.

WHAT THE JURY LIKED

- ★ Holistic approach to address environmental and fuel poverty issues, combining a technical/investment aspect with a strong "awareness-raising"/social support dimension;
- ★ Tenants' involvement in awareness-raising is an interesting and original way of spreading information among residents, while also contributing to tenants' capacity building and empowerment
- ★ Great effort in monitoring and evaluating impact, including in financial terms for tenants.

OBJECTIVE:

To help residents reduce their energy consumption and associated bill without impairing their well-being at home

CONTEXT

73% of families across the UK turned off their heating at some point last winter to cut their energy bills. One in four (23%) admitted to cutting their heating frequently and more than a third believe that turning the heating off had negatively affected their health or quality of life.

In addition, Circle Housing research carried out in December 2013 found that as many as 2.5 million adults across the UK planned to take out a loan over the Christmas period just to pay their winter energy bills.

This is an issue that spans the spectrum of households across the UK, but those in social housing tenants are particularly affected, as they are more likely to be on a lower income with only 44% of social housing tenants in employment compared to 69% of people who rent privately.

Living in a cold home and finding it difficult to afford the heating bills has a range of impacts for our customers, including lowering their quality of life, affecting their health and wellbeing and the amount of disposal income available for things like food.

SUPPORT TENANT DEMOCRACY (IN THE LOCAL HOUSING COMPANIES AND HOUSING ASSOCIATIONS)



EUROPEAN RESPONSIBLE
HOUSING AWARDS 2014
Good governance and fair
relations to stakeholders

Dansk Almennyttigt Boligselskab (DAB) 🇩🇰

Location: Frederiksberg, Denmark

Legal Status: Non-profit housing administration companies

Number of staff: 800

Number of dwellings: 50.770

Contact: Ulla Gregor – ug@dabpolig.dk

website: www.dabpolig.dk

International CSR Standard used: UN Global Compact

DAB' CSR STRATEGY

The overall aim of the Danish social housing sector is to provide affordable and decent housing to those in need and to give tenants a legal and decisive right to influence their own living conditions. Consequently, CSR has always been woven into the very fabric of what constitutes DAB. Through the years DAB has taken a social responsibility that goes above and beyond our requirement as a non-profit housing company. In 2012, DAB formulated its first CSR strategy and set CSR goals for the coming years. DAB subsequently published its first CSR report in May 2013. DAB's CSR report targets six stakeholder groups: Tenant democracy, the tenants, the employees, society, the environment and the suppliers. Specific strategic areas were chosen for each of the six groups. DAB has formulated goals, developed detailed plans of action and identified indicators to determine whether or not they are on the right track. The report provides detailed examples of how the company has worked on these areas and it illustrates the accounting principles it has applied. The overall aim of DAB's CSR report is to inspire the board members of the local housing associations and housing companies it manages, and to form the basis for new locally rooted CSR activities.

DESCRIPTION OF THE GOOD PRACTICE

Tools used:

- A dedicated web portal for tenant board members
- Courses for the board members and newly elected members ("kick-start-courses"), covering issues such as the responsibilities of the board members, the finances of a housing association, legal issues, etc
- A yearly meeting of the board of representatives
- A free weekend seminar for all chairmen and vice chairmen of the housing companies
- A country tour to host meetings for the tenant democrats in local settings.
- Other courses to the board members of the housing associations and the housing companies

Project status: ongoing

A portal to help empower the boards: a new internet based portal was set up for the board members. It enables easier and faster communication with tenant representatives, and enables them to store all documents pertaining to their particular housing association or housing company. Board members, who are not comfortable with computers can still opt for traditional mail delivery.

Courses: DAB has provided courses for the newly elected for a number of years. These "kick-start-courses" cover issues such as the responsibilities of the board members, the finances of a housing association, legal issues etc. A course on the rules and regulations of the Danish non-profit housing sector was recently added. Courses are hosted by DAB's CEO, Vice President, CFO, head of secretariat, head of letting and head of development. The participants can attend a "brush-up course" 6 months later, and after a couple of years. Other courses on more specific topics are also offered to all tenant democrats (renovation, handling of tenants moving in or out, etc.)

Regular meetings: all tenant democrats are invited to DAB's yearly meeting of the board of representatives. Once a year, DAB hosts a free weekend seminar for all chairmen and vice chairmen of the housing companies where they are brought up to date on the latest in DAB and in the sector and get a chance to network with each other. Every year, DAB's CEO, Vice President, CFO and Chief of Secretariat along with staff members from DAB's headquarter tour the country to meet and discuss with tenant democrats on site.

Operational support: DAB has taken a step to help guide and assist in the preparation and conducting the yearly tenant meeting (at which the board is elected): preparation of the agenda, proposed discussion topics, participation to the meeting... This will soon be complemented by a new course on how to conduct a meeting.

Involvement in projects: Lastly, DAB involves tenant democrats into various projects. For instance, several tenant democrats participated in developing the new internet based portal, some took part to the production of a new guide for renovation and building.

Stakeholder involvement

The key stakeholders targeted are the "tenant democrats": tenant board members of DAB's local housing structures.



Key results and benefits

- ▶ **by the end of 2013, 87,9% of the housing associations** had active tenant boards (87,3% in 2012)
- ▶ **94 % of tenant democrats** think that DAB meets their expectations of decent and efficient housing management
- ▶ **86 % of tenant democrats** indicate that they are pleased with their cooperation with DAB
- ▶ **79 % of tenant democrats** feel adequately informed.
- ▶ **The internet portal was introduced in 2012** and by the end of 2013 all housing companies and housing associations that wished to have access to it were using the system
- ▶ **More than 350 tenant democrats** took part to the yearly meeting in 2013



WHAT THE JURY LIKED ★★

- ★ A good example of institutionalized and active involvement of tenants
- ★ Strong effort in capacity building;
- ★ Development of specific tools (ex: internet portal);
- ★ Supported by a monitoring process (monitoring of participation, surveys...

▶ OBJECTIVE:

To support local "tenant democracy", through tenants' empowerment, capacity building and regular dialogue

CONTEXT

"Tenant democracy" is a cornerstone in DAB. "Tenant democracy" is a specificity of the Danish non-profit housing system. As per this scheme, tenant representatives make up the majority of the members of the local housing companies and associations' boards, and are therefore directly involved in the management of one or more housing estates.

Long before legislation imposed the implementation of tenant democracy in the Danish non-profit housing, DAB had already introduced the concept. The tenant democrats is considered as one of the most valued stakeholder groups and DAB works continuously to empower the boards of the local housing companies and housing associations that constitute DAB. DAB's goal and value statement claims that: "Our cooperation with the board members should be characterized by due diligence, initiative and loyalty".

A resourceful, committed board of tenants is the key to a well-functioning housing association. However, some housing associations still do not have an active tenant board. It is therefore DAB's aim to further increase the number of local housing associations with an elected board, and to support tenant representatives in their mission.

STAKEHOLDER INTERVIEWS & SURVEY



Bauverein AG

Location: Frederiksberg, Denmark
Legal Status: Non-profit housing administration companies
Number of staff: 800
Number of dwellings: 50.770
Contact: Ulla Gregor – ug@dabbolig.dk
website: www.dabbolig.dk
International CSR Standard used: UN Global Compact

BAUVEREIN AG'S CSR STRATEGY

Corporate Social Responsibility has been considered as a major topic for many years – promoted by the management board and incorporated by all business units. In 2012, medium-term targets – such as increasing the percentage of barrier-free dwellings – were developed for all performance indicators in the CSR report. One of bauverein AG's major targets is to support the city of Darmstadt in the provision of urgently needed affordable and subsidised housing. Moreover, the company engages in improving the residential surroundings and promotes diverse projects and initiatives in the fields of environment protection, art and integration. The company is working on further optimizing its customer service and practices a sustainable and employee-oriented personnel policy. bauverein AG has published CSR reports since 2009, and is now considering an external audit of its report. At the beginning of 2014, a CSR working group was established that meets regularly in order to improve exchange between business areas, to further intensify the consideration of sustainability in the different departments and to raise awareness of the importance of sustainable operations.

▶ OBJECTIVE:

To identify and prioritize stakeholders' expectations to help adjust and improve the company's CSR strategy as well as the communication towards stakeholders

CONTEXT

Sustainable management is based on an effective and efficient allocation of available resources. This requires knowing local demands and meeting these demands by selecting the most appropriate actions. Collecting and documenting stakeholder expectations in a systematic and transparent way enables the company to allocate resources to the most relevant topics. In 2007, bauverein AG held a broad stakeholder conference, where participating stakeholders discussed the most relevant activities of the company. Results were directly integrated in the company's first CSR report. In the continuation of this first initiative, bauverein decided to consult its stakeholders on a regular basis, to confront their expectations with the company goals and activities and further adjust activities to local demands so as to optimize the sustainable added value for the municipality and its stakeholders.



DESCRIPTION OF THE GOOD PRACTICE

Tools used:

- Interview guidelines, including:
 - Open questions on expectations, requests and interaction
 - A catalogue (based on the company's CSR report) with topics and activities to be evaluated by the interviewees, using a scale from "very important" to "unimportant".
- Web-based survey questionnaire, based on the set of topics identified through stakeholder interviews
- A method of valuation allowing a quantitative analysis of the stakeholders' answers...

In addition, a proceeding for the weighting of different stakeholders was elaborated for the quantitative analysis.

Project status: ongoing

As a first step, stakeholders were identified by brainstorming and analysing various documents. The resulting list of stakeholders was checked and complemented by the company managers. Then, stakeholders were extensively involved within two phases:

- **Phase I:** Stakeholder interviews with 35 stakeholders were conducted from December 2010 to April 2011. Interviewees included owners, management, works council, tenant's advisory board, local tenant's association, subcontractors and service-providers, city administrators, members of the city council, authorities, and diverse NGOs. Interviewees were asked to score topics and activities according to their importance to them. By combining stakeholder statements with the quantitative evaluation of topics, the most essential fields of activities could be identified, and the relative importance of activities for the stakeholders was documented, providing valuable indications for the company's strategic orientations.
- **Phase II:** Around 1400 stakeholders from all stakeholder groups were invited in September 2013 to take part in a web-survey on their expectations and their satisfaction with the company performance. More than 250 stakeholders answered the survey. The goal of the second survey was to achieve a more 'representative' assessment by considering more stakeholders, and to better quantify and clarify needs for adjustments compared to actual performance.

Survey results emphasized the requirement to keep the three dimensions of sustainability in balance. Energy-efficient renovation should be considered in a socially and financially acceptable way. Financial pay-out was stated as being of minor importance. The results showed the importance of increased engagement in providing social housing. Furthermore, findings demonstrated that the desired form of interaction and information varies between stakeholder groups. Thus, a communication plan was elaborated to better consider the needs of the stakeholder groups. The results of the stakeholder interviews were published in a project report sent to all participants and available for download.

Stakeholders and journalists were invited to a stakeholder forum where interview results and subsequent actions were presented.

Stakeholder involvement

Stakeholder dialogue lies at the very core of this project, which precisely aims at better identifying and understanding stakeholders' expectations. It targets all key stakeholders. The projects and tools were developed in partnership with the Technical University of Darmstadt.

Key results and benefits

- ▶ Results of the survey supported the on-going negotiations with the municipality on **an investment program on social housing**;
- ▶ Cooperation with an association for nature conservation arose from the interviews. First measures include the **installation of nesting boxes on the company's estates and considering biodiversity** when choosing plants for green spaces.
- ▶ **Stakeholders gave positive feedback** about their consultation and the content of the surveys. This type of involvement showed them that their opinion is appreciated.
- ▶ **Such consultation also contributes to greater transparency, accountability and visibility** of the company's actions. Several stakeholders mentioned it informed them on the various company activities.

The CSR report was checked concerning the content of the presented topics, and several performance indicators and diagrams were added for the topics evaluated as most important by the stakeholders.



WHAT THE JURY LIKED ★ ★ ★

- ★ Real effort to take into consideration the stakeholders' interests, expectations and feedback;
- ★ Structured process, based on the development of specific tools, which can be repeated at any time;
- ★ Clear commitment to transparency & accountability.

ENCOURAGING INSTITUTIONALIZED TENANT PARTICIPATION



Stadt Wien - Wiener Wohnen

Location: Wien, Austria

Legal Status: An organization of the city of Vienna

Number of staff: 4,000 employees including caretakers (about 700 employees work in the administration)

Number of dwellings: 219,882

Contact: christian.schantl.cs1@wien.gv.at

website: www.wienerwohnen.at/

International CSR standards / tools used: ISO 9001:2009

ISO 14001:2009, OHSAS 18001:2007

WIENER WOHNEN'S CSR STRATEGY

Since Wiener Wohnen has always been a social housing management, it was not difficult to implement CSR in the organization. The executives of Wiener Wohnen developed the mission statement for CSR (CSR policy), which is strongly manifested in the organization. It includes eight areas of action:

Communication & Orientation; Affordable Housing & Fairness; Neighbourhood & Empowerment; Participation; Security; Regularity & Cleanliness; Education, Culture & Health; Diversity.

To present its impact to its stakeholders, a scientific study entitled "Public Value Study" was completed in the first half of 2014. This study will be an essential foundation for the development and improvement of CSR in the organization.

▶ OBJECTIVE:

To collect tenants' needs, wishes and suggestions on housing estates management and neighbourhoods.

CONTEXT

An above-average amount of people living in council flats owned by Wiener Wohnen are educationally deprived, permanently unemployed and sick people, drug addicted residents and ex-convicts. Furthermore the council estates have an incredible cultural diversity: people from 170 nations live there. Therefore, a lot of cultural expertise and social skills are required in order to prevent conflicts and to ensure tolerance among the residents.

In the social management department, three social and cultural scientists are working closely together in cooperation with other organizations like the police department, social clubs, youth clubs and several municipal departments, for instance the Youth and Family Welfare Office, the Office of Integration and Diversity, the Sports Office, the Fire Services and Disaster Relief. This network enables discussions and interdisciplinary projects and initiatives in order to strengthen the relationships and the communication between residents.

In addition to the Social Department, Wiener Wohnen has developed and encourages various forms of interaction with and participation of tenants. This not only enables to better take into account their needs and wishes, but also contributes to increased dialogue among them, leading to greater tolerance and reduced conflicts.

DESCRIPTION OF THE GOOD PRACTICE

Tools used:

→ **"Welcome Neighbour!":** The tenant's representatives in the 10th district welcome new tenants by showing them the tenement and by providing them with crucial information.

→ **Clean your house:** The institution wohnpartner and the tenant's representatives in the 10th district organise a 'clean-up-day' every month. The tenants work together disposing trash and bulky waste. Their aim is to improve the cleanness of their houses sustainably.

→ **German for a good neighbourhood:** Tenant's representatives of the 10th district organise role-playing for other tenants who have deficits in speaking German. In these plays they re-enact every day situations like ordering some food in a restaurant or talking with the doctor.

→ **"Learning-supporters":** Tenant's representatives attend a pedagogical course at the adult education centre in order to get the abilities to teach children at home with learning difficulties.

→ **Summer Festival/ Neighbourhood Day 2014:** Mrs. Abdalla, a tenant's representative organised a summer festival in cooperation with wohnpartner for all tenants of the tenement Wendstattg.4, which takes place every year.

Project status: ongoing

Tenant networks within Wiener Wohnen neighbourhoods take various forms.

They range from strongly bottom-up oriented processes to top-down organised practices; from structures closely linked to political parties to by party politics to organisations that explicitly seek independence; from locally managed to Vienna-wide structures with high memberships.

Tenant institutionalized dialogue with Wiener Wohnen and tenant involvement in the company's decision-making process rely on two main bodies: the tenants' assembly and tenants' advisory board.

The tenants' assembly elects representatives (elected for a period of three years) and so called 'persons of trust' who are contacted by the residents with different wishes and needs. The tenants' advisory council represents the residents' wishes to the public. Tenants' representatives are offered a comprehensive training course with different modules by Wiener Wohnen with the aim to provide support and further training to the residents. Wiener Wohnen encourages also tenants to participate a survey about property management. Furthermore, Wiener Wohnen promotes volunteer activities in the tenements.

Forum-10 is a scheme which combines both a bottom-up approach as well as a top-down process. On the one hand, tenants' representatives lead the initiative and organize themselves. On the other hand, the organizations 'Gebietsbetreuung' (region care) as well as wohnpartner (a specialized structure with social workers and mediators, which helps prevent and solve neighbour conflicts) take care of the moderation of the process, within the

network, but also towards tenants' representatives and other organizations like Wiener Wohnen. In this way acceptance of the network structure has been achieved internally and externally. The Forum-10 is a non-political association network of all tenant's representatives in the 10th district in Vienna. The members try to improve the living quality in their council dwellings by cooperating with other institutions like Wiener Wohnen, wohnpartner, municipality, police, cultural and social associations. They support cultural, social and sport initiatives e.g. housing festivals, sport meetings, exhibitions, lectures etc. in the housing areas in order to establish an open-minded atmosphere, communicative spaces and to strengthen good neighbourhoods.

Stakeholder involvement

The main stakeholders targeted and involved through this process are tenants and their representatives.



Key results and benefits

- ▶ **Number of participants:** 40 to 50
- ▶ **Meetings:** monthly meetings since June 2009
- ▶ **Number of initiatives:** 97

WHAT THE JURY LIKED ★ ★ ★

- ★ Interdisciplinary projects and diverse initiatives to strengthen the relationships and the communication between residents
- ★ Strong involvement of tenants
- ★ Partnership with other organizations

“CORIANDOLINE”, A NEIGHBOURHOOD PROJECT BASED ON CHILDREN’S INSPIRATION



ANDRIA s.c.r.l.
Cooperativa di abitanti

ANDRIA COOPERATIVA’S CSR STRATEGY

Andria Cooperativa’s CSR reflects in its shift, in 1990, from a “pure house builder” to a resident-focused cooperative, aiming at empowering residents and supporting their active involvement in the community and improvement of their quality of life. To do this the Cooperative set up an original organizational structure which, via an intensive listening activity (members’ office), implements innovative projects (projects office), follows the work on-site and therefore guarantees its members a chance to customize their dwellings (works direction office). Each family is followed through the buying and financing process of the dwelling (administrative and finance office). With this “organised participation” method, the Cooperative can provide assurance with respect to decisional procedures, strategic objectives, quantity and quality of results, starting from the needs of the dwellers.

Andria cooperativa di abitanti

Location: Frederiksberg, Denmark
Legal Status: Non-profit housing administration companies
Number of staff: 800
Number of dwellings: 50.770
Contact: Ulla Gregor – ug@dabbolig.dk
website: www.dabbolig.dk
International CSR Standard used: UN Global Compact

▶ OBJECTIVE:

To create a new neighbourhood, based on children’s dreams and ideas, using a thorough participatory approach

CONTEXT

Over the years, Andria Cooperativa has helped many families to buy their first home, and has gained much valuable experience. The cooperative for home-building was transformed in 1990 into a Cooperativa di abitanti, a cooperative for dwellers; the significant change was that it desired to become more than just a house-builder, to establish itself as a point of reference for the dwellers who wanted to play a significant and active part in improving their own quality of life in the territory. So the centre of attention shifted from the houses to the dwellers - the people with their needs and wishes, their own dreams. To make this change, some aspects needed to come to the fore: listening, participation, sharing.



DESCRIPTION OF THE GOOD PRACTICE

Tools used:

- Interview guidelines, including:
 - Open questions on expectations, requests and interaction
 - A catalogue (based on the company’s CSR report) with topics and activities to be evaluated by the interviewees, using a scale from “very important” to “unimportant”.
- Web-based survey questionnaire, based on the set of topics identified through stakeholder interviews
- A method of valuation allowing a quantitative analysis of the stakeholders’ answers...

In addition, a proceeding for the weighting of different stakeholders was elaborated for the quantitative analysis.

Project status: completed (1995 to 2008)

“CORIANDOLINE”, a small neighbourhood project took its inspiration from a research carried out, with teachers, child psychologists and architects, among 700 children attending infant schools in the area of Correggio and Rio Saliceto, to collect their living needs. Based on the information received, an exhibition of real models was held, involving children and the community, according to a participatory and communicative town planning concept. The expectations expressed by the children were further processed, to identify the strong points and define appropriate methods to make these ideas concrete.

In 1999, the “Manifesto of Children’s living needs” was developed, including a book (with the research’s results), a video (of the conversations with children) and an exhibition (with the materials produced by the children). This led, the following year, to the start of the actual construction project. A rough project outline was mapped out, which was then progressively corrected and improved throughout implementation. The proposed Neighbourhood Urban Plan was presented and the architectural project developed, using a small-scale model to analyse perspectives and architectural details. In the presentation of the project, much effort was made to keep up the inter-disciplinary spirit that had developed during all the previous stages.

In 2004, after a long period of participation and intense customising efforts, the actual works started and the families built the homes they had wanted. The building work was done with special attention and care on the part of the construction company and the technical experts. Everybody involved had a special desire to make this project work and got carried away by the infectious enthusiasm of the whole team. Finally, the major works ended in 2006 and families started moving in. The new neighbourhood was inaugurated in 2008.

Stakeholder involvement

The main striking feature of this project is the deep involvement of children, from the very first stages. Besides children, many other stakeholders –researchers, teachers, architects, child psychologists, etc. -participated to the project, built on a multi-disciplinary approach.

Testimonial

“George Bernard Shaw wrote: “... You see things; and you say, ‘Why?’ But I dream things that never were; and I say, ‘Why not?’” I believe that this phrase captures best the spirit and substance of the work of Cooperativa Andria. By this I don’t mean that the friends of Andria are dreamers, as maybe G.B. Shaw was. How could they be dreamers? They are designers, organisers and producers of houses and neighbourhoods which meet the needs and living desires of the people who live in their territory. They are not utopian writers or poets, though their instruments and design proposals do have poetry in them, having something of the “not yet” about them. I would call them architects and creators of small “concrete utopias”. **City Planner Raymond Lorenzo**



Key results and benefits

- ▶ **10 flats** have been constructed
- ▶ **10 families** live currently in the “Coriandoline” area
- ▶ **A little centre of documentation and social cohesion** aggregation located in the “Coriandoline”
- ▶ **Needs expressed by children and families** have been taken into account, to result in attractive and autonomous dwellings and greater ownership of the neighbourhood by its residents
- ▶ **Development of families’ knowledge** on architecture and urban planning
- ▶ **Materials, book and videos** to document the process and record children’s ideas

WHAT THE JURY LIKED

- ★ Highly creative initiative
- ★ Interesting way to involve the “next generation” and educate them on “active participation”;
- ★ Long-term commitment, which led to concrete and tangible outputs (dwellings);
- ★ Cooperative model, relying on participatory and residents’ involvement principles.

RESIDENT VOICE



Shepherds Bush Housing Association (SBHA)

Location: London, England, United Kingdom
Legal Status: Industrial and Provident Society
Number of staff: 129
Number of dwellings: 5,000
Contact: Joanna Charlton – joanna.charlton@sbhg.co.uk
website: www.sbhg.co.uk

SBHA'S CSR STRATEGY

CSR underpins all SBHA activities and has done so since its inception. Since its very creation, SBHA has integrated residents' views, concerns and priorities into its business operations. SBHA works with them to tackle and resolve complex issues which build financial and social inclusion with a portfolio of "added extra" services. The trust built in west London also allows SBHA to offer these services to the wider community, meaning they make a much wider community impact. SBHA approach to CSR is factored in all its strategies, within the general framework provided by SBHA business plan (2013-2016). 'Delighting our residents' is one of the five corporate priorities. An annual report is produced for tenants, which includes a section on "resident involvement and empowerment".

OBJECTIVE:
 To further improve resident involvement, both at operational and strategic levels

CONTEXT

Since its creation in 1968, Shepherds Bush Housing Association has involved residents in its work. At the outset they wanted to tackle the social exclusion suffered by most of their residents. SBHA led the way as one of the earliest pioneers of resident involvement. In 1989 they set up the Independent Tenants' Committee (ITC). The ITC received financial support from SBHA, but acted independently with founding members studying for professional qualifications to support their voluntary commitment. The ITC became SBHA's main recognised body for tenant consultation. Up to five members sat on SBHA board and the ITC was consulted on all housing policies, virtually unheard of in the UK housing system.

From this, SBHA wanted to achieve a more trusted, accountable working relationship, true to its goal to be a resident focused housing association. This led to a series of initiatives to involve tenants, including "Resident Voice".



DESCRIPTION OF THE GOOD PRACTICE

Tools used:

- In addition to "Resident Voice", a number of tools and practices have been established to foster tenants' feedback and involvement in decision-making:
- **Board membership:** residents sit on all committees which inform board decisions. There are also directly elected residents on the board itself as well as Resident Voice representatives.
 - **Shareholding:** any resident can become a shareholder for £1.
 - **Forums:** to collect input at a service level in areas including repairs improvement, planned works and learning and improving service from complaints or comments made.
 - **Resident associations/forums:** to discuss local projects and issues, mostly focused around estates
 - **"Meet the chief executive":** three times a year, meetings are held with residents and the chief executive, who attends with an open agenda.
 - **"Big Conversation":** each year, every member of staff goes out in the SBHA motor home to meet at least four residents in their homes and listens to their views to shape SBHA services.
 - **"Intouch":** a member of staff, who reports directly to the Chief Executive, encourages residents to become involved, arranging support and training.
 - **Tenant monitors:** A team of residents who are the first point of contact on our estates

Project status: ongoing

SBHA constantly looks at how they can improve resident involvement. In 2010, an external review was commissioned, which residents were fully involved in. It recommended that the Independent Tenants' Committee evolve into a new residents' body to review, influence and direct the work at a strategic level, whilst maintaining an active role in the testing and monitoring of services. This led to Resident Voice, an elected panel of 12 residents, two of whom sit on the board. Posts are held for three years. Resident Voice's mission is to contribute to the development of the core strategy, as well as monitoring and improving day to day activities. Resident Voice (RV) meets twice a quarter. One meeting reviews and discusses current policies and procedures. The second plans the RV work programme. RV also:

- monitors work on estates and empty homes;
- plans events and forums to meet with other residents;
- produces an RV newsletter for all residents;
- keeps informed of national events and issues that affect resident involvement to feedback to other residents; and
- offers training and support to residents who wish to get involved and develop skills and knowledge to ensure they can fully participate.

In addition to the creation of Resident Voice, SBHA also decided, following the 2010 review, to hold elections to directly elect residents to the board. As a result, SBHA continues to allocate one third of its board places to residents, but all residents have a say in who these are. These measures are also complemented by a set of other tenant involvement tools and practices (see "tools").

Stakeholder involvement

The main striking feature of this project is the deep involvement of children, from the very first stages. Besides children, many other stakeholders –researchers, teachers, architects, child psychologists, etc. -participated to the project, built on a multi-disciplinary approach.

Testimonials

Michael McGowan (Chair of Resident Voice): "We monitor services and scrutinise performance and meet with senior members to report our findings. It's important for residents to be involved in decisions that affect our homes."

Leroy Taylor (Vice Chair of Resident Voice): "I've been a tenant for 25 years and wanted to be part of a group striving for better resident involvement. It was important for me to grab the opportunity to help shape services with residents' input."

Samir Ramadan (Resident Voice member): "I have been involved in various forums and wanted to use my experience to work with SBHA to ensure that everyone receives a high quality of service, especially the elderly and people with disabilities. Resident Voice plays an important role in ensuring SBHA is accountable and true to its purpose."

Key results and benefits

- ▶ **Increase in residents' satisfaction** by 10% over the last 3 years.
- ▶ **A score of 96%** in the last external assessment for participation and empowerment
- ▶ **Four of 12 board members are residents** and two of the chairs have been residents
- ▶ **Some 85%** of SBHA's shareholding members are residents
- ▶ **More than 2000 residents** actively involved in SBHA activities (175 events) each year
- ▶ **£116,500 (£36 per rented home) invested each year** on resident involvement (worker salary, budgets controlled by tenants) and £157,000 invested on staff time at involvement activities.

SBHA is the founder of PlaceShapers, a national network of over 100 housing associations which aims at promoting and championing the role of community and resident focused housing associations.

WHAT THE JURY LIKED

- ★ Strong voluntary institutionalized and active involvement of tenants
- ★ Development of specific tools and a variety of actions all aimed at involving tenants;
- ★ Supported by an established monitoring and evaluation process;
- ★ High commitment to the dissemination of this type of practices

INVOLVING EMPLOYEES TO STRENGTHEN HEALTH AND SAFETY AT WORK



HABITAT 62/59 PICARDIE'S CSR STRATEGY

Corporate Social Responsibility (CSR) principles are completely integrated into the business strategy and translated into concrete practices through the quality and environmental management system.

The Habitat 62/59 Picardie's CSR strategy is based on four aspects:

- **Financial:** Responsible management to ensure economic sustainability
- **Quality:** High quality housing and services contributing to residents' well-being
- **Internal Process:** A management system to produce the best results
- **Social Responsibility:** Awareness and commitment to social and environmental concerns.

These four dimensions are translated into 12 individual commitments and 83 targets which concern all levels of the organization and contribute to good governance and relations with stakeholders. Habitat 62/59 Picardie has published CSR reports with the EURHO-GR® framework since 2008.

Habitat 62/59 Picardie

Location: Coquelles, France
Legal Status: SA HLM
Number of staff: 193
Number of dwellings: 18,902
Contact: Julie D'Hondt – jdhondt@habitat6259.fr
website: www.habitat6259.fr
International CSR standards / tools used: EURHO-GR, ISO 9001 and ISO 14001

DESCRIPTION OF THE GOOD PRACTICE

Tools used:

The main tool is the video itself.



Project status: ongoing (since 2010)

In December 2010, the Committee for Health and Safety and Working Conditions (CHSCT), a consultant ergonomist, an occupational physician and the HR Manager came together to design this new training tool. Their aim was to create in-house training videos involving employees of the company in real work situations, in true-to-life working conditions. The objective was to rely on the expertise and personal inputs of employees. The film shows them in familiar work activities, using freeze frames to identify positive and negative actions. It also includes further employee testimonials. In March and April 2011, buildings with complex and potentially risky situations and environments were identified (examples: no elevator, a complex design of paths or walkways etc). The HR Manager and the ergonomist consultant carried out an on-site inventory to identify the situations to present. In May, they developed possible scenario, validated by the CHSCT and the CEO.

From August to November 2011, the internal communication service did the on-site filming, with volunteer caretakers as the key actors (a total of about 7 days of shooting). Editing and final input from the Internal communication department took place from November to January 2012. The final has been validated at the end of January 2012, and a presentation was made in March and April 2012 to the CHSCT and staff who acted in the film.

The film, entitled "Occupational Hazards" lasts for approximately 1 hour. It features the CEO, the President and the Secretary of the CHSCT, the consultant ergonomist, the Head of Human Resources and 12 caretakers. The film covers all work-related tasks entrusted to the caretakers. It is used as part of the staff's "occupational risks prevention and cleaning techniques" training provided by an in-house Staff Trainer.

The training video is updated according to changing situations, new material and/or work practices. Habitat 62/59 Picardie plans to build on this project to develop a similar tool for electrical accreditation training.

Stakeholder involvement

The project involved all key stakeholders from its very beginning:

- Caretakers
- The HR manager
- The company's Committee for Health, Safety and Working Conditions (CHSCT)
- A consultant ergonomist
- An occupational physician

Testimonials

"Originality of the presentation", "The usefulness of highlighting various existing materials and cleaning tips", "Video included applications of various equipment", "Prevention of accidents included well detailed explanations, correct gestures and well developed ideas", "Support video very well done, with good and bad actions illustrated", "The film used staff from their own workforce which gave a sense of connection."



Key results and benefits

From April 2012 to May 2013: 9 training sessions have been held, for the entire workforce. According to the survey conducted to assess the program, 90% of employees are satisfied. Such a trainee was also provided to victims of work related accidents.

This training obviously contributes to the employment of older employees (whose average age is over 50) with adjusted working conditions. In addition, this program had positive impacts in terms of employee recognition and self-esteem.

This initiative is part of a more comprehensive approach to risk prevention for caretakers, including investment in ergonomic equipment and improvement of the working environment.

WHAT THE JURY LIKED

- ★ Highly educational, pragmatic and innovative risk prevention approach
- ★ Strong staff involvement, contributing to employee recognition among less qualified workers.
- ★ Very clear process, which facilitates replication by other companies.

OBJECTIVE:

To improve caretakers' occupational risk prevention through the co-production with employees of a health and safety training video

CONTEXT

As a responsible employer, Habitat 62/59 Picardie is committed to a safe and healthy working environment. The company conducts an occupational risks assessment on a regular basis in order to identify hazards and promote preventive actions.

Building caretakers are particularly exposed to risks and occupational diseases. They carry out strenuous physical work such as lifting, moving large and heavy waste containers, cleaning windows and floors.

Since 2005, safety training has been provided to all staff involved in this kind of work. This training covers such aspects as correct lifting techniques and postures to be adopted in order to minimize and control risk.

But experience has shown that it is not always possible to comply with these procedures. The training does not match with the actual working environment and are not applicable everywhere.

In order to improve risk prevention, the company decided to revise the training and adapt it to actual situations encountered by caretakers within their working environment. Producing a video involving caretakers themselves appeared as an innovative and interesting way to increase the training's relevance and effectiveness.

A COMPREHENSIVE EMPLOYEE DEVELOPMENT POLICY



Dansk Almennyttigt Boligselskab (DAB)

Location: Frederiksberg, Denmark
Legal Status: Non-profit housing administration companies
Number of staff: 800
Number of dwellings: 50.770
Contact: Ulla Gregor – ug@dabbolig.dk
website: www.dabbolig.dk
International CSR Standard used: UN Global Compact

OVERALL CSR STRATEGY

The overall aim of the Danish social housing sector is to provide affordable and decent housing to those in need and to give tenants a legal and decisive right to influence their own living conditions. Consequently, CSR has always been woven into the very fabric of what constitutes DAB. Through the years DAB has taken a social responsibility that goes above and beyond our requirement as a non-profit housing company. In 2012, DAB formulated its first CSR strategy and set CSR goals for the coming years. DAB subsequently published its first CSR report in May 2013. DAB's CSR report targets six stakeholder groups: Tenant democracy, the tenants, the employees, society, the environment and the suppliers. Specific strategic areas were chosen for each of the six groups. DAB has formulated goals, developed detailed plans of action and identified indicators to determine whether or not they are on the right track. The report provides detailed examples of how the company has worked on these areas and it illustrates the accounting principles it has applied. The overall aim of DAB's CSR report is to inspire the board members of the local housing associations and housing companies it manages, and to form the basis for new locally rooted CSR activities.

OBJECTIVE:
 To support employees' professional development through a variety of training programmes

CONTEXT

As per DAB's goals, the workplace should be characterized by a highly professional and responsible environment where dedication and humour thrive. DAB considers employees as the most valuable resources – and when they leave work at the end of the day, it is DAB's goal to make sure they wish to return to work the following day. Employee turnover provides some indication on employees' satisfaction. DAB's target, as stipulated in their CSR report, is to reduce employee turnover to five percent by the end of 2014. In 2011, employee turnover was 13,06 percent and already in 2012 the number was reduced to 7,2 percent. DAB will continue its efforts to maintain a low employee turnover and high employees' satisfaction. This is done through a comprehensive approach which places employees' development and well-being at the very core of the human resources management strategy. In addition to a strong focus on work-life balance and promotion of diversity, DAB has therefore developed an extensive employees and skills development policy, both for its current staff and for youth, so as to increase their employment opportunities. Improving staff's competences does not only contribute to their personal satisfaction, but is also essential to ensure that the company addresses as efficiently as possible current and upcoming challenges and needs. Lastly, DAB values the possibility of contributing to educating young people and helping them find employment – either at DAB or at another organization. Trainees are employed during 2 years, according to a "rotating scheme" in DAB's headquarter in order to get acquainted with all areas of the company. At the end of their two year program, they are ensured a minimum of three-month work at DAB, but many of them end up staying for longer periods of time.

DESCRIPTION OF THE GOOD PRACTICE

Tools used:

The main tools used are the training modules, which were specifically designed for DAB's and its local housing associations' employees.



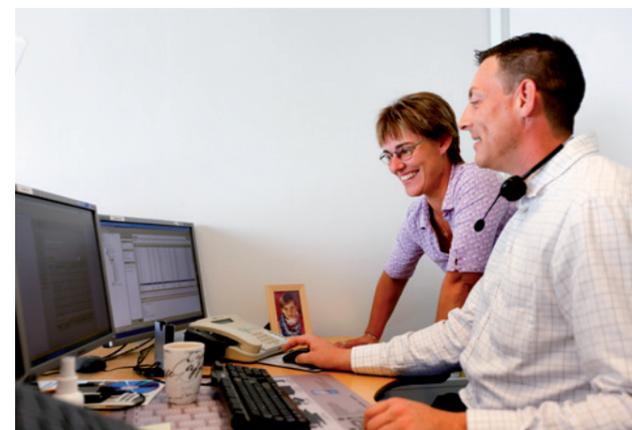
Business organization, general management, communication, economics, legal issues, purchasing, inventory control, industrial engineering and sale and marketing.

Stakeholder involvement

Partnerships were established with specialized consultants and a technical college to develop the training curricula.

Employees at DAB are encouraged to develop their skills on an ongoing basis and to obtain new competences to meet the increasing demands of the tenants, the members of the tenant boards and other stakeholders, DAB cooperates with. At the yearly employee-development-interview, continued education or training programs are discussed. Each year DAB spends 1,5 million kroner on educating the employees in the administration. In addition to this amount comes the work-hours spent, which DAB also covers. This employee development policy comprises a great diversity of programmes and actions, targeting different categories of staff. For "high-potential" employees working in DAB's administration, a specific curriculum was designed with an external management consultant, including such topics as management, communication and personal development.

"Mini-courses", of no more than 2 hours, are delivered in-house, by a DAB employee, on different topics. They can be attended by all staff, and enable them to obtain knowledge on a variety of subjects in a very short time. This type of courses have grown increasingly popular with the employee. In addition, DAB organizes and/or conducts an array of courses for the employees working for its local housing associations.



Key results and benefits

- ▶ 1,5 million kroner spent on educating DAB's own employees.
- ▶ 9 "high-potential" employees have benefited from the specific development program in 2012
- ▶ 43 mini-courses held in 2013
- ▶ 54 facility care managers have completed DAB's management program by the end of 2015
- ▶ 5 trainees are currently employed at DAB's headquarters

WHAT THE JURY LIKED

- ★ Comprehensive approach to promote inclusive and decent job opportunities.
- ★ Employee development policy for all categories of staff, with training modules tailored to their needs
- ★ Wider and ambitious overall HR strategy with an actual impact on the employees' wellbeing

IMPROVING THE EMPLOYEES' QUALITY OF LIFE THANKS THROUGH TELEWORKING



SOGEMAC

Location: Paris, France
Legal Status: SA HLM
Number of staff: 120
Number of dwellings: 5,200
Contact: Baptiste Camus – b.camus@sogemac.com
website: www.sogemac.com
International CSR standards / tools used: EURHO-GR

SOGEMAC'S CSR STRATEGY

In 2008, SOGEMAC Habitat was among the first 4 French Social Housing companies to publish a CSR report based on EURHO-GR®. A Head of Sustainability was recruited in 2013, so as to enhance the company's CSR policy and fully integrate it to its activities. Strategic goals and quantified targets are defined along the 5 Eurho-GR® themes: Promoting local social balance and development, protecting the environment, contributing to a sustainable economy, developing human resources and increasing well-being at work, and continuously improving governance and stakeholder relations. Performance against the set objectives is reported annually.

DESCRIPTION OF THE GOOD PRACTICE

Tools used:

- Specific equipment had to be provided (laptops, cell-phones, suitable Internet connection)
- A model agreement and a specific reporting template were designed, to provide a contractual framework between the employee, his/her manager and the company, and ensure some monitoring of the work carried out at home.
- These tools will be progressively improved, based on lessons learnt, staff's and managers' feedback.

Project status: ongoing

The first task was to define who was eligible to work from home, what were the rules and how to formalize the project. Teleworking is based on two key conditions regarding management: confidence and management by objectives. The top management had no worry about the fact that employees will work as much without being physically present, but the middle management had to be convinced, as they somehow feared to lose part of their authority. This persuasion work was done step by step, and it was decided to launch a one-year experimentation before teleworking could be permanently established, which was done in 2014, following the successful experimentation. Management by objectives was also new for both managers and employees. Teleworkers are required to list the tasks performed at home (and difficulties they could have in their implementation) and report them to their manager. It helped both of them settle monthly objectives and follow them with success. Basic IT equipment (laptop) and a secured access to the internal company network have been provided and a training session was held to explain how to use them. All employees except the ones working at the reception desk could apply to experiment this new work organization, for a one-year testing period. Lessons learnt from this one-year trial period will enable to reinforce the telework scheme and improve the tools, and to extend it to more employees.

Stakeholder involvement

Employees and their representatives have been associated from the very beginning, to help define relevant rules and modalities. An agreement is signed between the company and each employee who decides to telework.

Testimonials

"We were given a laptop (and a backpack for the train!) and a telephone so we could start. It was a bit difficult at first: I had to anticipate and arrange what I had to take home (initially, I took all my files!) and schedule the tasks to do. Step by step, I found an organization that works well. The IT department has also gradually adjusted to our needs, allowing us to upload e-documents rather than to print them. I am very satisfied with this new organization. On Wednesday,

instead of getting up at 5:30, I get up 8:00 which allows me to have a nice evening, during which we can really chat with my friend. I work more efficiently at home, because, even if I remain reachable, I am less disturbed. I leave the office on the day before with a specific task and the objective to complete it, no matter how long it should take, knowing that I saved three hours of transportation. Even my manager says I'm more efficient at home! If I were offered to telework 2 days a week, I would accept it with enthusiasm."

Key results and benefits

The first year (2013), **11 among 40 headquarters workers accepted to work** from home one day per week.

According to a survey administered 10 months after the launch of the experimentation:

- ▶ **100% of employees who telework are satisfied** with the experience, recommend it to their colleagues and wish to continue;
- ▶ **Over 90% of employees who do not telework think it's a good thing** for the company and one third of them consider teleworking in the future.
- ▶ The managers consider that **teleworking does not pose a problem** of organization of activity. They are all satisfied with teleworking and unananimously wish to encourage other employees to start teleworking.

Since January 2014, **21 employees**, representing around 40% of the company headquarters employees, **work from home one day per week**.

Other benefits:

- ▶ Modernized working processes, better suited to the young generations working methods.
- ▶ Reduced environmental footprint of the company's activities
- ▶ Increased employees' well-being

OBJECTIVE:

To improve workers' well-being and work-life balance and to modernize working processes

CONTEXT

In France, and more specifically in the Parisian Region, workers live each year further from their working place, in particular because of the constant increase of prices of the housing market. In the Parisian Region, the average time needed to commute is over 1h10 a day. In 2013, because of the important growth of its housing stock, SOGEMAC Habitat had to move its headquarters from Versailles to Paris. As a consequence, the daily transportation time increased for most of its employees; around 10% of them spend more than 3 hours per day commuting and 50% spend more than 2 hours. Teleworking therefore appeared as a solution to improve employees' quality of life, one of the major commitments of SOGEMAC Habitat's CSR strategy, human resources being the top priority of this strategy.



Besides, our sector faces strong financial constraints, which implies that salaries are not always competitive. Teleworking is an interesting way to make the social housing sector more appealing to workers, in particular the more qualified ones.

WHAT THE JURY LIKED ★ ★ ★

- ★ Teleworking is still quite new in the sector and this initiative promotes it in an effective way
- ★ Improvement of employees' well-being and work-life balance, two key society concerns
- ★ Continuous improvement process
- ★ New working processes

PROMOTING STAFF VOLUNTEERING



We're better together

RCT-Homes

Location: Pontypridd, Wales, United Kingdom
Legal Status: Industrial and Provident Society with Charitable Rules
Number of staff: 477
Number of dwellings: 10,200
Contact: Lisa Balfe – lisab@rcthomes.co.uk
website: www.rcthomes.co.uk
International CSR Standard: Business In the Community Model (BITC)

RCT-HOMES CSR STRATEGY

As a Community Mutual Social Housing Organisation, RCT Homes approach to Corporate Social Responsibility is four fold:

1. Developing the **Workforce**
 2. Supporting our **Community**
 3. Reducing the impact on **Environment**
 4. Getting its customers and suppliers in its **Marketplace** to commit to corporate social responsibility.
- These targets are focused on the Business in the Community (BITC) model and linked to the vision and values of the organization. These values are: Excellent, Empowering, Proud, Bold, Trustworthy, Enjoyable. A key aspect of Enjoyable is the delivery of CSR in partnership with customers and stakeholders.

OBJECTIVE:

To promote staff volunteering to support economic regeneration and development of communities while contributing to employee's development and recognition.

CONTEXT

RCT Homes was created in December 2007 following the transfer of Rhondda Cynon Taf County Borough Council entire housing stock. Meadow Prospect was established in the same year, as a charitable subsidiary to support community capacity building projects, social enterprise development and community energy supply projects. This would be the vehicle for many of RCT Homes projects that were to become successful through staff volunteering and in-kind donations from community and supply chain partners.

In addition to the vehicle that would support staff volunteering projects, RCT Homes soon developed a staff volunteering policy aimed at encouraging and promoting volunteering throughout the organisation. The organisation made a strategic commitment to bring staff and tenants together to work to deliver thriving communities. RCT Homes "Our Workplace" target is to promote an inspiring, supportive and dynamic workplace where employees will develop and thrive. The staff volunteering programme contributes greatly to the success of this particular target.



DESCRIPTION OF THE GOOD PRACTICE

Tools used:

- A number of tools were developed to promote and support volunteering, including:
- a volunteering policy
 - a dedicated site on the Company's intranet – Volunteering@rcthomes – which allows volunteers to share views, experiences and to promote their activities. Volunteers are also able to log their volunteer hours and activities – helping them and others to see the contribution that they have made.
 - reporting processes
 - a volunteer friendly request form

Project status: ongoing

Staff are supported to "live the values and participate in their communities". RCT Homes has adopted a set of guiding principles and a volunteering policy that is focussed on RCT Homes helping its staff to help others by embedding volunteering opportunities into its day to day business and aspirations.

For example, for the last two years they have replaced existing meetings for key organisation leaders with volunteering days. Ensuring that even if staff don't have the time to experience volunteering outside work, they have the time to do so during work hours, and as leaders, share these experiences with their teams. Beyond its participation to national campaigns, like the Give and Gain day (UK largest day of action for employee volunteers), RCT-Homes carries out 3 main volunteer activities: Action Camp, Ziggies and the Tenant Advocacy project. These programs involve working with and supporting vulnerable people and children.

RCTHomes has developed a process for encouraging and supporting stakeholders, staff and tenant member volunteering, including:

- Explaining the responsibilities of all parties and provide training
- Promoting the RCT Homes Volunteering Policy and Programme to external groups and organisations
- Raising awareness of the volunteering opportunities available
- Detailing of process
- Outlining the benefits
- Providing information on how to report volunteer leave
- Introducing a volunteer friendly request form

RCT Homes has also developed a paid position within Meadow Prospect, to franchise the Ziggies Programme to the education sector and other community organisations.

Stakeholder involvement

Besides employees, other stakeholders, such as tenants and partners, are also encouraged to take part to the volunteering activities.

Key results and benefits

Besides benefitting communities and projects (for example, places that were underused and disrespected are now being utilised and looked after as a result of Give and Gain days). Impacts and benefits for staff are also assessed. To do so, RCT Homes ask staff to rate their skills prior to undertaking a volunteering task with their line managers. Their response is recorded, providing a baseline measure; following the volunteering, the impacts are fed back and analysed providing corroborating evidence of the percentage of skills gained reported on a process of "before" and "after" assessment, confirming skills gained were considerably increased.

This approach provides strong evidence that the programme has had a positive impact on staff learning, retention, skill levels and career development:

- ▶ **77 RCT Homes staff volunteered at Give and Gain Day 2013** and 98% of participants felt rewarded by the benefits of the experience.
- ▶ Similarly, staff who volunteered for the tenant advocacy project and who are not in day to day contact with customers, found that this volunteering project **helped to develop improved customer insight** across the business.

Staff also participate in many fundraising activities as a collective and as individuals to include national campaigns for Comic Relief, Sports Relief and Health charities.

Following the volunteering, the reasons for volunteer participation are evaluated and this feedback is used to inform the volunteering programme.



WHAT THE JURY LIKED

- ★ Real impact on both staff and communities.
- ★ An interesting and well-developed strategy to involve staff in Communities
- ★ Development of tools which could help replicate this initiative elsewhere in Europe

EDUCATION AND DEVELOPMENT PROGRAM FOR THE BENEFIT OF TENANTS, VOLUNTEERS AND STAFF



Boligkontoret Danmark (BDK)

Location: Havneholmen, Denmark
Legal Status: Cooperative non-profit housing administration organization
Number of staff: 170
Number of dwellings: 30,000
Contact: Katja Lindblad – KLIN@bdk.dk
website: www.bdk.dk
International CSR standard: UN Global Compact

BOLIGKONTORET DANMARK'S CSR STRATEGY

In 2012 Boligkontoret Danmark decided on a CSR-agenda, "Cooperative social responsibility". The political aims of the agenda are based on the ten principles of the UN Global Compact, and focus on four main areas that fit in with our values and business strategy:

- **Society:** Renting of flats to socially vulnerable citizens
- **Buying and building:** socially responsible agreements with contractors in renovation cases that generate training places and apprenticeships for young tenants in cooperative housing departments.
- **Staff conditions:** By means of a comprehensive education and development program they seek to strengthen the professional and personal competencies of staff members.
- **Environment and energy:** They strive to optimize energy consumption at work and to achieve a more environmentally correct and energy efficient housing stock, as well as supporting environment friendly behaviours.

▶ OBJECTIVE:

To ensure that staff and tenant board members are provided with the skills and competences they need to fulfil their tasks, while contributing to their personal and career development

CONTEXT

Through its Business Strategy 2015 and Objective program 2015 (and Objective program 2020) Boligkontoret Danmark (BDK) commits to strive to become the best and most attractive place to work in the sector. To that end, it launched in 2010 a large-scale and intensive education and development program for the benefit of the organization's different types of staff members.

By offering to their employees a richer working life in the form of personal development and career opportunities, stronger individual and organizational competences and room for a good balance between working life and personal life, employees will be motivated to yield an attentive and result-oriented service to members, boards, tenants and society as a whole.

A high level of ambition demands highly qualified staff members. Constant development of the qualifications of all staff members of Boligkontoret Danmark will result in better housing, better organization and will equip staff to face future challenges.



DESCRIPTION OF THE GOOD PRACTICE

Project status: ongoing

Tools used:

The key tools supporting the staff development policy are the various training programmes, including:

→ **Talent development program:** A 2-years competence development program for selected staff members across professions, focusing especially on communicative tools, management tools plus social and professional networking. Methods of learning alternate between seminars, courses, smaller learning groups and individual coaching.

→ **Management training:** management training course for 20 management staff in Boligkontoret Danmark in cooperation with highly qualified management consultants from DTU (Denmark's Technical University). This education consists of two diploma courses, each at 5 ECTS points.

→ **Chief consultant training:** training program for all consultants to improve understanding of budget and accounts, housing law, meeting chairing and conflict management.

→ **Maintenance management training:** training program for all local maintenance managers focusing on project management, personal leadership and communication, law in cooperative housing and conflict management

→ **Housing advisor training:** training course for all housing advisors (people in charge of the renting process) focusing on good customer service, communication, housing law and the creation of positive stories about the local housing society.

→ **P23 – from knowledge to change:** Training course preparing project managers and organizations in cooperative housing to manage big and complicated development and building projects more effectively. This project is across the social housing sector and therefore involves project leaders from the whole social housing sector in Denmark. It is the first programme ever made of its kind

→ **Professional courses and ad hoc training:** Besides the extensive courses Boligkontoret Danmark ensures that all staff and tenants democrats are provided with the competencies they need to fulfill their mission. Boligkontoret Danmark has made it obligatory for all new employees to go through an introductory course that will help them understand the social housing sector and the aims it seeks to achieve.

→ **Whole-Brain approach:** In 2011 Boligkontoret Danmark published the book, *Colorful teamwork*, to develop tenants' democracy and achieve better cooperation within local boards. The book is based on Hermann-internationals "Whole brain technology" and states as its basic principle that new and constructive dynamics of cooperation can be achieved through understanding of each other's differences. Three staff members have obtained a "Whole Brain-Model" certification.

The education and development programs of Boligkontoret Danmark consist of a series of different education programs (see "tool used") for its staff groups and comprehensive development programs. A common feature of all training programs is the establishment of network groups and individual coaching among participants across the organization, in order to enhance of knowledge and networking among staff members. All training courses are completed with evaluation and diplomas, giving the participants a possibility to offer feedback, which is used to improve courses' relevance and effectiveness.

Key results and benefits

- ▶ The talent development program has been conducted with **great success in both 2008-10 with 20 participants and 2010-2012 with 17 participants.** Almost half of the participants have achieved promotion and new areas of responsibility following the talent development program.
- ▶ All staff members and leaders in BDK are getting their **"Whole brain profile"** – through an individual feedback – which leads to a situation where everybody in BDK is ready to cooperate better with each other and with the tenants and board members.
- ▶ **Leadership programme for all managers in BDK.** No company in the social housing sector in Denmark has ever taken all their leaders (managers) in an ECTS point based education at the same time.
- ▶ **All consultants have attended** the "Chief consultant" programme
- ▶ **All local maintenance managers have attended** the maintenance management program
- ▶ **Better personal service** in the housing areas thanks to competencies of local maintenance managers; more spectacular outdoor surroundings and cheaper daily management, to the advantage of the tenants.
- ▶ **Positive evaluations** from participants to the course

WHAT THE JURY LIKED ★ ★ ★

- ★ Comprehensive and multi-faceted program
- ★ Tenant representatives are also targeted as local board members
- ★ Different groups of employees are targeted, regardless their level of the hierarchy.

ERHIN PARTNERS:



Established in 1988, CECODHAS Housing Europe is the European Federation of Public, Cooperative & Social Housing - a network of 45 national and regional federations which together gather about 41 400 public, voluntary and cooperative housing providers in 19 countries. Altogether they manage over 27 million homes, about 12% of existing dwellings in the EU. The CECODHAS HOUSING EUROPE secretariat, based in Brussels since 2000, is responsible for the coordination of the day-to-day running of the organisation. It is structured in three main departments; Policy Formulation and Lobbying, Communication and Research.

Website: 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.

Website: www.delphis-asso.org



IUT is a Non-Governmental Organisation, founded in 1926 in Zürich, Switzerland, with the purpose of safeguarding the interests of tenants. IUT is a non-party political organisation, working along democratic lines. IUT gathers 64 member associations in 43 countries. The activities of IUT include: information through its website (www.iut.nu) and quarterly magazine «The Global Tenant»; Seminars; Partnership with UN agencies, such as UN Economic Commission for Europe, ECE, and UN Center for Human Settlements - Habitat, Nairobi, Kenya ; Partnership with the ENHR - European Network for Housing Research and APNHR - Asia-Pacific Network for Housing Research ; Partnership in the EU network «European Housing Forum (EHF)», Brussels.

Website: www.iut.nu