

Estate Regeneration and Social Value

**Report to Home Group
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Background

Home Group is committed to assessing the social value to low income communities of regeneration and upgrading. This research was commissioned by Home Group and closely links to their recently developed “Customer Promise”. That approach is aimed at further empowering their customers who drive the process. The research was commissioned to explore how Home Group could apply the approach to their Regeneration programme.

Aims of this research

The aims of this research are:

- to set out the different options for improving conditions on estates;
- to identify measures to assess the social value of estates in their current condition:
- to develop methods for assessing regeneration options;
- to work out a framework for assessing the condition of areas of social housing and the potential social impact of regeneration under different scenarios;
- to contribute to staff training in using the framework for assessing conditions and providing evidence showing the social value of different options for renewal and upgrading.

About LSE Housing and Communities

LSE Housing, Neighbourhoods, and Communities group has previously carried out a research study of the Home Group regeneration of their Rayners Lane estate in LB Harrow, North London. A brief summary of those findings is included as Annex 1.

LSE Housing and Communities is a research unit within the Centre for Analysis of Social Exclusion (CASE) at the London School of Economics led by Professor Anne Power. CASE is a multi-disciplinary research centre which focuses on the exploration of different dimensions

of social disadvantage, particularly from longitudinal and neighbourhood perspectives, examining the impact of public policy. We aim to understand the social dynamics of disadvantaged neighbourhoods; promote models of housing and neighbourhood management; develop ways to support community and resident self-help action, especially in social housing areas; and shape government policy.

Headlines – Estate Regeneration and Social Value

- Home Group has a set of exacting standards for maintaining its social housing units, whether through upgrading or rebuilding following demolition.
- Home Group has developed a successful regeneration model where almost the entire community is retained and rehoused on site, where estate-based management is in place, community facilities and open spaces are built into the design, and where a “neighbourhood planning” approach is the guiding principle.
- The headline findings of this report are:
 - A holistic or “patchwork”¹¹ approach to estate upgrading brings together physical, financial, management, social and environmental investments to make neighbourhoods work.
 - Place-making is fundamental to success and involves good design and layout, cared for and useable environments, shared and social spaces.
 - A sense of well-being and community, linked to health, skills, jobs, neighbour relations, social contact, underpin the social value of investment in upgrading.
 - Protecting and enhancing the supply of social housing in areas where Home Group is landlord protects, improves community conditions, and helps create stability. It reduces the need for demolition where possible and can support the case for upgrading.
 - Home Group has renewed its commitment to front line colleagues and hands on housing management. This fits closely with this report’s findings on the need for a clear local focus, with local staff teams and close involvement with residents. This approach serves to enhance the social value of investment, as shown through the research of LSE Housing and Communities.
 - The basic framework presented in Section 1 of this report closely matches experience from social landlords all over Europe, from Councils and Housing Associations in this country, and from Home Group’s own experience and evidence.

¹¹ See Annex 2

Summary

Context

Extreme high demand and acute housing need contrast sharply with areas of low demand and low house prices, with many housing associations experiencing difficulty in letting property in parts of the North and Midlands (see NHF Great Places Commission). The pressure in some areas to increase the supply of affordable homes while improving social conditions in social housing areas contrasts sharply with the problems of low demand and how to fund regeneration in areas where too low demand adds to the costs of regeneration. There are also growing pressures of street homelessness, “rough sleeping”, and insecure expensive private renting, the latter increasingly used as temporary accommodation for homeless families.

Assessing Area Conditions

We developed a basic framework for assessing conditions in areas of social housing and a clear set of indicators for staff to use to assess the current state and potential of the neighbourhoods for which their organisation is responsible. This framework is designed to help Home Group assess their stock, the financial and management challenges of their estates and the investment needs of existing homes.

Our proposals cover two complementary approaches to measuring the social value of regeneration and renewal:

- A basic framework to assess the conditions, problems and possible remedies for estate decline and need for renewal.
- A detailed ‘social return on investment’ framework, including improving the external environment and layout of neighbourhoods.

In order to do this, LSE Housing's methods take account of rapidly evolving conditions such as:

- changes in housing market conditions;
- the challenge in London of tenant ballots which will have potentially far-reaching effects on how landlords consult with and involve tenants in decisions about the future of their homes;
- a more favourable government approach to social housing;
- increased investment in existing homes following the Grenfell fire tragedy;
- greater environmental awareness and the urgency of action;
- the costs of substantive regeneration without significant subsidy.
- customer aspirations around choice and the importance of listening to tenants.
- place-making as a core principle.

Reform of building regulations

The Hackitt review of building regulations² (2018) raised concerns over poor standards of building work; weak enforcement; lack of a single point of control; breaches in safety; inadequate information to residents; lack of supervision; and weak landlord-tenant relations. The report underlines the many defects in the existing system for assessing and remedying problems in the built environment. The review and many other reforms will call into question many potential plans for estate demolition and replacement.

² <https://www.gov.uk/government/publications/independent-review-of-building-regulations-and-fire-safety-final-report>

Europe-wide evidence

Long-run research into difficult to manage and maintain run down estates across Europe³ shows how conditions can be assessed, how they can be tackled and how to measure progress. This long-run research informs the basic framework and set of indicators that we have adapted to fit the varied conditions in Home Group's very diverse stock. These vary between regions and between types of estates, with many variants on a core model.

Important lessons

Two lessons emerged from widespread evidence across Europe about common problems in social housing areas.

- First, the concentration of publicly subsidised housing in single tenure **block-built estates can create alienating and hard-to-manage environments.**
- Second, the concentration in a single area of low-income tenants can lead to a **high demand for additional services** which cannot respond adequately due to the added social pressures and cuts.

Basic Framework

The basic framework we developed for analysing problems and solutions emerged from this long-run research⁴. It comprises five main elements:

- **physical;**
- **financial;**

³This includes Power A.(1999) *Estates on the Edge* Palgrave, London; Rogers, R. & Power A (2000) *Cities for a small country* Faber and Faber London; Power A. et al (2010) Power A and Houghton J. (2007) *Jigsaw Cities* Policy Press, Bristol; *Phoenix Cities* Policy Press, Bristol; Power (2016) *Cities for a Small Continent* Policy Press, Bristol; and others

⁴See Power, A. (1999) *Estates on the Edge* Palgrave, London, particularly Parts 4 and 5 on the framework.

- **management;**
- **social;**
- **environmental.**

Stages of renewal process

To gain clear insights that will help Home Group consider all options objectively, we have identified five key stages:

- First, we need to document basic facts about an estate or area
- Second, we need to analyse conditions under the five headings
- Third, we must record any investments and any changes that have been made to the estate or area under the five headings
- Fourth, we have to work out what impact they have had
- Fifth, we then draw up options and proposals for major upgrading.

All five stages need to use the five main elements of the framework.

Retaining social housing

The framework favours retaining existing estates wherever possible for three main reasons:

1. Cost, based on evidence of the long-term costs of demolishing estates and replacing existing social housing.
2. The value residents attach to the community where they live and to a sense of stability.
3. The local environment and the wider **environmental impact** of demolition versus upgrading homes. Estate upgrading is feasible and the preferred option in many cases.

(See Section 3).

Upgrading allows the introduction of higher standards of energy efficiency, including thermal insulation, as required by the latest report of the UK Government Climate Change Committee⁵⁶. This matches Home Group's commitment to the environmental upgrading and energy saving of neighbourhoods where it is the main landlord, alongside social and physical upgrading.

Place-making

Marketing homes in the estates to a broader cross section of the community; converting some properties to community uses; infilling and densifying unused spaces; making open spaces attractive and accessible, are all tried and tested methods for making difficult-to-manage estates more appealing and more socially mixed. Local lettings policies, tenure mix, and environmental care are also key. The issues are interwoven and must be tackled together.

If estates are to work well and foster a lasting sense of community, ways must be found to "humanise" the local environment: creating a greater mix of uses and incomes and tenures; strengthening community capacity and resilience; making places attractive and well cared for. All successful programmes of estate rescue that we have documented address community issues and local environmental issues together. We call this "place-making".

The framework, set out in Chart 1 on page [insert] guides staff in developing a reliable, cost effective and socially valuable approach to regeneration.

⁵ UK Committee on Climate Change (2019) *UK Housing: fit for the future?* Committee on Climate Change, London <https://www.theccc.org.uk/wp-content/uploads/2019/02/UK-housing-Fit-for-the-future-CCC-2019.pdf>

⁶ Benton, E., Belotti, A., Lane, L., Power, A. (2019). *Retrofit to the Rescue: Environmental upgrading of multi-storey estates*, LSE Housing and Communities Case Report 120

Social Value

The second part of the report sets out the main options and recommendations around a framework for social value. This is set within the context of Home Group's Mission Statement, Vision, and set of Strategic Goals to be achieved by 2021. Key elements of this include "Building homes, independence, and aspirations", including through:

- Tailoring the terms on which the tenancy is offered to best support economic independence and sense of investment and responsibility towards their home and community.
- Providing access to additional products and services which support independence or aspiration – for example routes to employment and training, access to support and partnership providers, and providing additional targeted welfare and employment advice where we are best placed to do so.

A more detailed description of building independence and aspirations can be set out by looking at some of the types of outcomes for residents in Home Group estates and neighbourhoods which have "social value" for the residents themselves, for their local community, and for society more generally. These can often involve:

- **Great Housing:** To provide excellent environmentally sustainable landlord services, including for vulnerable local groups and residents with special needs
- **Voice and control:** To give voice and maximum control to customers and local residents
- **Jobs and the local economy:** To maximise the impact of regeneration on residents' employment and skills opportunities, and on supporting local businesses
- **Social and Community development:** To support the development of strong and supportive social and community bonds within and between different resident groups

- **Crime and community safety:** To design and manage a safe neighbourhood which deters and decreases anti-social and criminal behaviour, including amongst young people
- **Health and wellbeing:** To support and encourage good health and mental health activities
- **Financial inclusion:** To work with customers and residents to reduce poverty and indebtedness

The framework for social value set out in this report addresses:

- How to work with residents and local stakeholders to identify the most likely areas where a programme of regeneration can maximise the positive outcomes in some of these areas above
- How a social value strategy can be devised through consultation, perhaps in the form of a community or neighbourhood plan, so that those positive outcomes can be achieved as an integral part of the regeneration programme more widely
- How to measure both the baselines of resident's quality of life before the regeneration, and then subsequently measure the actual outcomes in terms of improvements for residents and the local community
- How to put a monetary value on the improvements and thereby provide the monetised "social return on investment"

The framework also sets out the main stages in the process of devising this type of community or neighbourhood social value plan. These move from the initial "Options Appraisal" process which is set out in Sections One and Two of the report, on to the later stages of developing the community plan and specific targeted social outcomes and measures. The stages are set out below, starting with the initial identification of a neighbourhood or estate which may require regeneration. The framework is designed to

be applied in different ways and to target different outcomes, depending on the issues and opportunities in specific area. It also is designed to be used by front line colleagues to use without it being an onerous addition task as far as possible.

Stage 1: is where an estate comes to the attention of Home Group as potentially in need of major repair or renewal due to indicators such as high levels of hard to fill voids, high turnover, high costs of repair and maintenance, high levels of complaints, high levels of reported crime and ASB, and similar indicators. This leads to consideration for major renovation or regeneration, and work is done to prepare a report on the full range of physical, financial, management, social, and environmental issues, and possible options for improvement.

Stage 2: is where the options appraisal report is considered by Home Group management, and initial decisions are made on how regeneration should proceed.

Stage 3: is where the initial decision on regeneration is further explored locally, through initial consultation with residents and wider stakeholders. This includes gathering some additional information about residents' current housing needs and preferences, and may involve formal balloting of residents around a draft Master Plan for the estate regeneration.

Stage 4 is where specific work on the social value aspects of the regeneration can be undertaken in more detail. The previous stages will have gathered information on initial views of local stakeholders such as local businesses, third sector organisations, the local authority, community groups, and others. It will also have gathered information on the as well as their wider aspirations in relation to housing, work, community and social life.

At this stage work can begin on developing a Social Value Plan or Community Plan, linked to Home Group's new *Customer Promise*. Once a draft plan is agreed through wide

consultation, a more detailed survey of residents can be undertaken to test out the proposals in more detail.

Stage 5 involves the final agreement on the detail of the community plan, Home Group's commitments to resident as part of the plan, specific objectives which are being targeted as longer term outcomes (like better health or more people in work).

Stage 6 is where the formal assessment of Social Value and of the Social Return on Investment begins. Information is collected around the Community Plan objectives from both resident themselves and from external sources of data and information. A baseline will be established early on (so, for example, how many people do feel unsafe walking out at night).

Stages 7 and 8 are where a repeat survey and data collection exercise is undertaken, perhaps initially after one or two years, then again after four or five years. At this point the extent of improvement (or deterioration) established. At the point of the re-survey, improvements can be given cash values using a methodology published by the Housing Association Charitable Trust, or using other methods.

Section One: Introduction and Regeneration Options

The original aims of this research were:

- to examine proposals to renew Home Group properties in three different regions of the country;
- to set out the different options for improving conditions on the estates;
- to identify measures to assess the social value of the estates in their current condition:
 - to work out a framework for assessing the potential social impact of regeneration under different scenarios;
 - to work out how to assess regeneration options;
 - to contribute to staff training to prepare them to implement this approach to measuring the added social value of regeneration.

The three proposed areas to test out a framework of regeneration were West Cumbria, Tyneside, and North London.

1. Over the course of site visits and discussions with Home Group staff, we developed a basic framework for assessing conditions in areas of social housing and a clear set of indicators for staff to use to assess the condition and potential of the neighbourhoods for which their organisation was responsible. The framework includes measures of community resilience among residents living in the estates. This framework is designed to help Home Group assess the conditions of the stock, the financial and management challenges of the estates and the investment needs of existing homes.

2. The pressure in some areas to increase the supply of affordable homes while improving social conditions in social housing areas is an important underlying motive for this work. A complementary motive is the urgency of deciding how to address the problems of low demand and how to fund regeneration in areas where too low demand adds to the costs of regeneration. Extreme high demand and acute housing need particularly in the Greater London area, contrast sharply with the areas of low house prices and difficulty in letting property in parts of the North.
3. Home Group is committed to assessing the social value to low income communities of regeneration and upgrading. LSE Housing's detailed, qualitative evaluation of the Rayners Lane estate in Harrow North London⁷ has documented one example of this approach to regeneration of the neighbourhood (see Appendix 1 for a summary of this work)

We have developed two complementary approaches to measuring the social value of interventions:

- A method for assessing the conditions, problems and possible solutions to estate decline and need for renewal, informed by national and Europe- wide studies of problematic, publicly subsidised and declining estates of low-cost rented homes.
- A detailed social return on investment framework, drawing on current work by Home Group on the investment needs of their large and dispersed stock, including improving the external environment and layout. LSE Housing and Communities evaluation of the Rayners Lane estate in Harrow and earlier

⁷ Provan, B., Belotti, A., Power, A. *Moving on without moving out: the impacts of regeneration on the Rayners Lane Estate* CASE Report 100, LSE London

work in other research studies used the HACT method of calculating the social return on investment of measures implemented by social housing landlords.

4. Home Group is now developing a regeneration strategy that takes account of rapidly evolving conditions:

- changes in housing market conditions and the new challenges to regeneration posed in London by tenant ballots;
- a more favourable government approach to social housing, with some increase in resources;
- increased investment in existing stock following the Grenfell fire tragedy and the Hackitt review of building regulation;
- The importance of place making as a core part of Home Group's design principles;
- greater environmental awareness and concern; and
- a recognition of the costs to Home Group and customers of substantive regeneration without significant subsidy.
- Customer aspirations around choice and home ownership for themselves and their families

5. There are many challenges that form the backdrop to the need for regeneration, including:

- government policy;
- GLA policy;
- Scottish Government policy;

- major differences in local housing markets including rent levels, house prices, and land availability amongst others;
- sharp contrasts in demand for estates, even in the same region;
- the different environmental impacts of different options;
- quality and age of homes; and
- stability of communities.
- Local authority and LEP/CA/City Region drivers – changing employment and labour market conditions

We draw on evidence from Anne Power's long-run research into difficult to manage and maintain run down estates across the UK and seven European countries⁸ to set out how conditions can be assessed and addressed and how to measure progress.

This work provides us with a basic framework and set of indicators that can be adapted to very varied conditions (see Charts 1 and 2).

6. The main body of our report (Part 2) reflects the joint work between Bert Provan of LSE Housing, and Home Group's own options appraisal team, on how to measure existing social conditions and then calculate the social impact of regeneration action. Where possible a cash value is attached to outcomes, allowing Home Group to demonstrate the social return on investment in estate/neighbourhood regeneration and upgrading.

⁸This includes Power A.(1999) *Estates on the Edge* Palgrave, London; Power A & Rogers, R. (2000) *Cities for a small country* Faber and Faber London; Power A. et al (2010) Power A and Houghton J. (2007) *Jigsaw Cities* Policy Press, Bristol; *Phoenix Cities* Policy Press, Bristol; Power (2016) *Cities for a Small Continent* Policy Press, Bristol; and others

The framework for assessing the need for estate renewal and regeneration set out by Anne Power in Part 1 complements the work of Home Group in developing more detailed options and up to date approaches and understanding of the impact of remedial actions. The approaches vary greatly between regions and between types of estates (Large/small; pre-war/modern; inner/outer city; landlords; history etc.). So there may be many variants on a core model.

7. This research project is inevitably affected by government policy changes, reflected in the government's Estate Regeneration National Strategy⁹; Social Housing Green Paper¹⁰, its radical approach and its potential to make social housing work better. Things have also moved on societally, including an increased general emphasis on customer experience and the role of technology in empowering many customers and enabling them to hold their landlord to account. Another important factor is the impact of the Grenfell fire disaster on the management and upgrading of multi-storey blocks. There has been a significant increase in investment in repair, safety measures in the existing stock and evidence of a return to front line housing management. The Hackitt review of building regulations¹¹ has also raised issues concerning the poor standards of building work including weak enforcement; lack of a single point of control over works; breaches in safety; inadequate information; and lack of supervision. That review demonstrated that there are many defects in the existing system for assessing and remedying problems in the built environment.

⁹ <https://www.gov.uk/guidance/estate-regeneration-national-strategy>

¹⁰ <https://www.gov.uk/government/consultations/a-new-deal-for-social-housing>

¹¹ <https://www.gov.uk/government/publications/independent-review-of-building-regulations-and-fire-safety-final-report>

Many changes to existing policy and practice are in train. In a London context, the GLA's introduction of tenant ballots will have potentially far-reaching effects on how landlords consult with and involve tenants in decision making. It will call into question many potential plans for estate demolition and replacement. Tenants will become far more aware of the different options for regeneration, and landlords will provide additional information to enable them to understand their role in the regeneration process, and question the options and approaches being taken. This may result in tenants deciding the landlord isn't going far enough in terms of improving the quality of stock and neighbourhood, and in situations where tenants themselves want to initiate change, including shaping provision and tenure mix where possible.

Further important changes influencing regeneration decisions include the government's decision to lift the borrowing cap on councils allowing them to build council housing, coupled with government's increasing reliance on Housing Associations and some private developers to build more affordable homes, with increases in public funding now being proposed. There are also growing pressures of street homelessness/rough sleeping and insecure expensive private renting, the latter increasingly used as temporary accommodation for homeless families. The shifting policy debate provides an important backdrop to the changes Home Group is considering in its regeneration strategy, and prioritises strong partnerships with local authorities in different parts of the country.

Learning from the experience of unpopular estates across Europe

Publicly subsidised housing estates were built on a mass scale across Europe following the Second World War. This section draws on Anne Power's long-running research and policy engagement in the problems of these estates. The UK was a leading builder of "mass" public housing from the 1950s to the early 1980s. After the conclusion of war in 1945, chronic shortages due to wartime damage and a hiatus in building, post-war belief in state-led large-scale solutions, led to the rapid growth in factory based construction methods. Little thought was given to long-term management and maintenance. Communities were unsettled by the new style of mainly block building and high-rise construction. It took only 10 years, (by the late 1960s) for serious problems to arise in some areas of most western European countries including Britain.

Right across Europe, social landlords and public authorities began to take action to tackle the problems of "mass housing" municipal estates. These initiatives became more widespread as the problems grew and by the late 1980s and early 1990s European countries were learning from each other how to tackle problems of difficult to manage estates. The UK was prominent in this Europe-wide exchange *because the problems here were greater than anywhere in Western Europe. Council house building was on a "run-away" scale, and council landlords had far more interest in building, the numbers game, than managing the slow, long-term and fairly invisible process of making things work.*

Two lessons emerged early on from widespread evidence. First, the concentration of publicly subsidised housing in single tenure **block-built estates created alienating and hard to manage environments**. Second, the concentration in a single area of low-income tenants

can lead to other social problems and **high demand for additional services**. Neither of these problems are easy to solve and they are costly to the social landlords which own the estates.

Based on evidence from around 100 of these difficult estates of different size, age, style, location, a basic framework for analysing problems and solutions was identified¹². The framework comprises five main elements: physical; financial; management; social; environmental. In order to assess conditions and problems under these headings and decide how to tackle them, it is important to document basic facts about an estate or area, followed by a summary of conditions under the five headings. It is then important to record any investments or other changes that have already been made under the five headings and what impact they had. The next step is to draw up options and proposals for major upgrading, again using the five main elements of the framework.

The bias at this stage should be in favour of retaining the existing estate for three reasons which emerged out of the work described above: 1) cost; 2) community; and 3) environment.

1. Solid evidence of the long-term **costs** of demolishing estates:
 - a. The per unit cost of demolition including infrastructure loss was calculated to be £50-£65k by the Government in 2005– an estimated £12 million for an estate of 200 homes. ¹³
 - b. The cost of rehousing all sitting residents is effectively the cost of a social housing unit, plus allocations process, plus any displacement fee per tenant.

¹² See Power, A. (1999) *Estates on the Edge* Palgrave, London, particularly Parts 4 and 5 on the framework.

¹³ From briefing with Minister and senior officials at the then Office of the Deputy Prime Minister in 2005. See also Benton, E., Belotti, A., Lane, L., and Power, A. (2019) *Retrofit to the Rescue – Environmental upgrading of multi-storey estates* CASE Paper 120, LSE and Rockwool, London

- c. The cost of the time lag in between beginning to rehouse residents and have new units ready for occupation and the impact of blight add significantly to costs. It is impossible to meet these costs without subsidy. Cross subsidy from other business activities helps but it does not cover replacement costs one on one¹⁴.
2. **Community relations** and stability are severely disrupted by demolition and undermined by uncertainty over future housing options and facilities. Serious and continuous engagement of tenants in developing and delivering a strategy for the community is critical to addressing this. Where demolition is a known option, this can disrupt neighbour relations in many different ways e.g. rehousing options, decay, and in other ways. The loss of social and family support networks are often the major unmeasured costs if the rehousing strategy causes too much dispersal. Intense consultation and support are necessary but they too carry a cost. Hard and complex as upgrading is with residents in-situ, evidence shows that residents often favour this option although decant may be necessary depending on the extent of the works. Also critical to regeneration is the environment beyond the housing units themselves, including the layout and nature of outside space within the neighbourhood, such as how its design facilitates social engagement, economic activity, physical/mental wellbeing and a sense of safety.
3. The **environmental impact** of demolition versus upgrading is well documented¹⁵.

¹⁴ See, for example, Network Homes 2019 *Why aren't housing associations building more social rented homes?* This is based on analysis of their own stock only

¹⁵ See for example Power, A. (2010) *Housing and sustainability: demolition or refurbishment?* Proceedings of the Institution of Civil Engineers Urban Design and Planning 163 December 2010 Issue DP4 Pages 205–216 <https://www.icevirtuallibrary.com/doi/10.1680/udap.2010.163.4.205> ; and Power, A. and Zulaf, M. (2011) *Cutting Carbon Costs: Learning from Germany's Energy Saving Program* Brookings Institute,

- a. Loss of embodied carbon
- b. Significant blight over a wider areas
- c. Impact on schools, shops, and other community anchors
- d. Particulate pollution from demolition
- e. Major increase in lorry traffic
- f. Displacement and its environmental impact
- g. Loss of infrastructure

It can take around 40 years to “pay back” the carbon losses of demolition through energy saving in efficient new homes¹⁶. The embodied energy in new homes and infrastructure is ten times that of upgrading.

If estate upgrading is feasible and the preferred option for all these reasons, then ways must be found to “humanise” the local environment, create a greater mix of uses and strengthen community capacity and resilience. All successful projects of estate rescue that we have documented address community and local environments together. Marketing homes in the estates to a broader cross section of the wider community, converting some properties to community uses, and infilling and densifying unused spaces are all tried and tested methods of making difficult to manage estates more viable. The two issues are interwoven and must be tackled together. Local lettings policies and tenure mix are key.

An essential element of this is ensuring that upgrading can be used trial for building in higher standards of energy efficiency including thermal insulation as required by the latest

Washington DC. https://www.brookings.edu/wp-content/uploads/2016/06/0902_energy_power_zulauf.pdf

¹⁶ Evidence around this issue is explored more in Power, A. (2008) *Does demolition of refurbishment of old and inefficient homes help to increase our environmental, social and economic viability?* Energy Policy 36 (2008) 4487-4501

report of the UK Government Climate Change Committee¹⁷. Section two below sets out a case study of a Home Group regeneration project in Hebburn, South Tyneside, where Home Group is introducing high thermal insulation standards within the planned upgrading in that project¹⁸. This would help Home Group on a path to pioneering the environmental upgrading of an area alongside social upgrading

Conclusion

With this brief summary of issues identified across estates in many countries¹⁹, the focus generally has been on saving and renewing social housing estates. Inevitably Options Appraisals of specific local schemes will involve hard choices in the light of the needs and wishes of the residents. This also takes into account to need to improve standards and overall supply, the financial appraisal by Home Group, the state of the local housing and jobs market, the objectives of the relevant Local or Regional authority, and the overarching need to address climate change and the environmental issues - which are becoming increasingly important. As a last resort, demolition will be considered, where no other realistic option is available following detailed surveys and in-depth consultation with residents. The additional costs of this option require additional resources either from within the landlord's resources or by subsidy or cross subsidy.

The framework set out in Chart 1 below is based on evidence provided by Home Group as well as evidence from the European studies cited above. It sets out what information is

¹⁷ UK Committee on Climate Change (2019) *UK Housing: fit for the future?* Committee on Climate Change, London <https://www.theccc.org.uk/wp-content/uploads/2019/02/UK-housing-Fit-for-the-future-CCC-2019.pdf>

¹⁸ Home Group is currently finalising spec to replace damp / cold timber floor with insulated solid floor, plus Internal / external wall insulation and upgraded loft insulation, as well as new combi boilers. This will see current low SAP levels increase dramatically

¹⁹ A further discussion of some important literature around the costs of demolition compared to costs of refurbishment is at Annex 5

needed to develop a reliable, cost effective and socially valuable approach to regeneration.

In addition Chart 2 below gives an outline list of indicators for use in collecting information on estates in need of upgrading.

Chart 1: Basic Framework for assessing estates in need of reinvestment

1. Basic Facts
 - a. Size of estate
 - b. Age
 - c. Type of construction
 - d. Location
 - e. Tenure/ landlord
 - f. Mortgageability
 - g. Index of Multiple Deprivation
2. Base line Conditions to be documented under five headings:
 - Physical – state of repair; structural issues; energy use; local facilities; transport links
 - Financial – rent levels; debt; subsidies; resources to invest; any special budgets e.g. major repairs, community support
 - Management – turnover; empty property; lettings demand; rent arrears; local office/local staff; resident liaison; tenancy conditions; enforcement.
 - Social – any involvement with residents; anti-social behaviour; crime; vulnerable households; benefit dependence; % working, skills and education; disability/health problems, % children/age distribution.
 - Environment – gardens, common areas, play spaces, trees, grass areas, supervision.
3. Any investments to date under five headings:
 - Physical
 - Financial
 - Management
 - Social
 - Environmental
4. Impact of investments put in place – under 5 headings. Analysis of what more needs to be done.
5. Proposals/options for major upgrading or regeneration – with a bias in favour of retaining the estate if possible, using 5 headings to carry out assessment:
 - Physical
 - Financial
 - Management
 - Social
 - Environmental
6. Options – all of which include added facilities, local team, resident involvement:
 - Upgrading
 - Upgrading with “scalpel” demolition – see “Boom or Abandonment”
 - Partial demolition and new building
 - Total incremental demolition and replacement
7. Detailed plan of action with costings and local staffing implications
8. Expected and actual outcomes

Chart 2: Suggested indicators

These Suggested Indicators are for documenting evidence on estates in need of upgrading

I. ESTATE DESCRIPTION

i. Size of estate

- a. Under 100
- b. 100-250
- c. 250-1000
- d. 1000-2000+

ii. Date of construction

- a. Pre 1914
- b. 1919-29
- c. 1930-39
- d. 1945-51
- e. 1952-69
- f. 1970-79
- g. 1980-97
- h. 1998-2010
- i. 2010 and after

iii. Type of construction

- a. Terraced
- b. Cottage estate
- c. Balcony block
- d. Modern concrete
 - i. deck access
 - ii. modern brick houses (post 1980)
 - iii. modern blocks of flats (post 1980)
- e. mix of types – details of stock design and layout

iv. Location

- a. Outer
- b. Inner
- c. Peripheral

v. Tenure/landlord

- a. Council
 - i. Mainstream
 - ii. ALMO
 - iii. TMO
- b. RP
- c. % RTB

vi. Demographic composition

- a. Age bands of population
- b. Household type
 - i. Single
 - ii. 2 person

- iii. Couple with children
- iv. Lone parent with children
- v. Elderly
- c. Ethnic composition

II. BASIC CONDITIONS

- a. Physical
 - i. Repair/decent homes
 - ii. Communal areas
 - iii. Corridors, entrances
 - iv. Lifts
 - v. Garages
 - vi. Surrounding private/public space
- b. Management/finance turnover
 - i. Empty property
 - ii. Debt
 - iii. Rent arrears
 - iv. Local office/local staff
- c. Social
 - i. Anti-social behaviour/crime
 - ii. Vulnerable households
 - iii. Benefit dependence, % working, % disabled/health problems
 - iv. % children/age distribution
 - v. Community facilities
 - vi. Participation and community activity
- d. Environment
 - i. Gardens
 - ii. Common areas
 - iii. Play spaces
 - iv. Trees
 - v. Grass areas

III. ANY IMPROVEMENTS TO DATE

- a. Decent Homes investment
 - i. Physical e.g.
 - ii. Financial e.g.
 - 1) Costs incurred
 - 2) Impact
 - 3) Any plans for further improvements.
 - 4) Resident priorities (if investigated)
 - 5) Performances of arrears, voids, repairs, etc.
 - 6) Costs sunk in these measures
 - 7) Impacts
 - iii. Management e.g.
 - 1) Caretaker
 - 2) Handyperson
 - 3) Local project coordinator / neighbourhood manager
 - 4) Environmental management

- iv. Social e.g.
 - 1) Clubs
 - 2) Centres
 - 3) Play facilities
 - 4) Community forum / association
 - 5) Support services
 - 6) Consultation
 - 7) Representation
- v. Environmental e.g.
 - 1) Fencing
 - 2) Trees
 - 3) Play spaces
 - 4) Community gardens, allotments
 - 5) Communal areas, shared spaces
 - 6) Overall place making

IV. IMPACT – brief feedback on each measure adopted under iii.

V. OPTIONS – can be detailed if required, but include

- Upgrading – with added facilities, local team, resident consultation
- Upgrading with “scalpel” demolition
- Partial demolition and new building
- Total incremental demolition and replacement

VI. PROPOSALS Detailed implementation plan with full costings including any demolition costs and infrastructure loss as well as environmental impact and community impact

VII. OUTCOMES – measured against basic conditions

Section Two: Home Group's direct experience of Regeneration

Introduction

Home Group has almost 55,000 homes spread over most of parts of England and with a significant presence in Scotland. Its biggest concentration of homes is in the North, where many social housing areas face low demand. It also owns estates in London and other parts of the South where demand is high. Generally its stock is in small estates averaging around 36 units, however they do also manage larger estates of circa 200-300 homes, sometimes single tenure consisting of 100% affordable homes but also on some estates with significant levels of right to buy, making social rented housing more mixed. It also has large supported housing sector dating from its merger with Stonham Housing Association in the 1990s.

Most of the housing is more than 40 years old and in need of upgrading and renewal, however some estates such as Hebburn are approaching 85 years old. The regeneration challenges for most of its estates are very different from the challenges of large, concrete 1960s estates, reflected in the Europe-wide problems of the mass housing era. However, the main difference is in the intensity of problems and potential cost of solutions, rather than in the framework for what needs to be done.

Many of the needs faced by residents and staff working in Home Group's area of social renting are similar albeit on a different scale and of different intensity. The framework outlined at the end of the last sector applies. It identifies what needs to be done, drawing up an intervention plan for implementation action, under the five key headings; physical, financial, management, social and environmental.

Home Group is aiming to identify regeneration needs across its neighbourhoods, considering the physical, financial, management, social and environmental challenges and requirements of their large stock and how they can be implemented cost-effectively.

Home Group approach to options appraisal

Home Group has developed its own approach to regeneration and upgrading shaped by its concentration of properties in the North, its work in Scotland, London and several other parts of the country. Its large supported housing stock it is transitioning to a 'New Models of Care' offer including more clinical and therapeutic activities, and a long track record in special regeneration and community initiatives.

This section outlines Home Group's experience and current practices in relation to regeneration, which is based on a holistic and detailed options appraisal method to document the specific problems of geographically, physically, and socially discreet areas.

Regeneration options are set within a local context, and include:

1. softer management initiatives or "social regeneration"
2. indirect regeneration by encouraging / focusing intervention on an adjacent infill sites
3. environmental projects on the estate
4. acceleration of planned maintenance
5. refurbishment of an estate with tenants in situ
6. rolling programmes of temporary decants for wholesale major overhauling / refurbishment of properties due to inherent building defects or poor offer to tenants or uneconomic to bring up to standard
7. more physical interventions such as surgical demolition / remodelling
8. in some cases, whole scale demolition and new build

Options appraisal focuses on 1-5 above wherever possible. Examples of this include estates in South Tyneside and Hartlepool, where social regeneration, environmental projects and adjacent infill development have or will help improve these estates.

In a small percentage of their cases (in relation to the size of the overall portfolio) the options appraisal may conclude there is a need for more radical intervention due to structural problems and inherent building defects, including some demolition. Often this will depend on the costs of structural problems with the original estate – for example some problematic estates may have £80k of structural problems per unit, or have an estate layout that fails to meet the needs of the community in respect of economic, physical and social activity, or safety. In these rare situations Home Group will discuss the structural and/or layout problems with the tenants. With careful phasing if the existing structures and space allow, tenants can move from their current home to a new home in one move. This means the site does not sit empty. This reflects the Home Group commitment to keep the community together, in order to address the risks of community instability and disruption. As part of their commitment to retaining the community even in case of demolition, Home Group's approach sets out that the starting point for any demolition proposal must always be as a minimum 1:1 re-provision of affordable homes. Home Group report that *"This has delighted our customers and improved community relations. Customers in our regeneration sites become very excited about the prospect of living in a new home."*

During the research, Home Group emphasised their ambition to exceed the expectations set out in the recent Green Paper on social housing²⁰ for example through updating their

²⁰ <https://www.gov.uk/government/consultations/a-new-deal-for-social-housing>

Customer Promise following dialogue with many customers (exceeding what is set out in the NHF Offer for Tenants²¹).

Case Study – Hebburn, South Tyneside

Home Group has its roots in the Hebburn area, tracing its origins to the ‘North Eastern Housing Association’ founded 1935. The Jarrow Crusade 5 – 31 October 1936, was an organised protest against the unemployment and poverty suffered in this area. These homes in Hebburn were built shortly after.

Home Group has 211 1940’s general needs units in Hebburn, concentrated in six areas. This comprises 26 flats and 185 houses let as general needs housing, as well as 96 (31%) Right to Buy units. These units have been in Home Group’s possession since they were built in 1937/1938. The Home Group Sustainability Model shows that this estate is performing satisfactorily (other than high costs), with no major concerns (in comparison to other areas nationally) due to the high demand.

The major concern, however, centres around high cost of inherent building defects including external walls (poor quality bricks, spalling brickwork, wall ties, lintels, repointing, drainage, air bricks), failing internal timber floors & DPC, high ground water due to the clay content of soil in the area, roof structure/restraint/roof spread issues, and subsidence. These properties also suffer from structural problems and damp as a result of the high water table. For all these reasons, repair and maintenance costs are extremely high.

²¹ National Housing Federation *Together with Tenants*. <https://www.housing.org.uk/topics/together-with-tenants/>

The five key elements for appraising any estate (Physical, Financial, Management, Social and Environmental) were reviewed during the detailed option appraisal of the Hebburn area of South Tyneside. This is a popular and high demand areas, and the decision was made to undertake a comprehensive regeneration programme involving major structural repairs to 211 properties, and a programme of phased decanting of residents whilst the properties are improved. Regeneration investment was considered to offer the potential to enhance wider community, kerb appeal & sustainability of area, whilst delivering efficiencies through the building improvement works. This proposal represents one of Home Group's largest ever regeneration investment programmes.

In 2019 Phase 1 refurb work (10 flats in Leslie Ave) will commence, which will act as a forerunner to the much larger regen procurement dealing with the remaining 200+ units around which Home Group will start consultation in 2019.

Work continues with local community groups to gain in-depth knowledge, prepare a short background report on Hebburn which Home Group can then turn into 'Pen portraits' of key issues in Hebburn. This will identify 'what matters' including the production of a mini film to help explain the issues to the Council and local stakeholders. Linked to these key issues, Home Group will seek potential match funding for social and environmental initiatives, capital for the project (for example seeking grants for loft top ups, sustainability funds, & fuel poverty initiatives). They will also partner with local charitable groups to work up proposals around four themes & how they could support the regeneration proposals for Hebburn. These themes are:

- a. Community Development: working with residents to do more - including attracting match funding (eg leveraging in lottery funds, regeneration grants, improving health & environmental projects).
- b. 'Better Places': eg public realm and landscaping
- c. Aspirations & Prospects – eg working with NEETs (Not in Employment, Education or Training). Providing links and job brokerage into apprenticeships and skills training via college, and assisting contractors meet targets of employing local labour and supporting local into work initiatives
- d. Enriching lives through working with schools to tackle the cycle of unemployment and build good role models. This also includes working in partnership potentially as brokers with Food Banks and tackling 'holiday hunger' when not at school, and other possible initiatives.

Additional work will also be undertaken with local groups to signpost tenants to get information and assistance on other issues such as debt, furniture, or assistance with problems of drugs and alcohol. Public events and consultation events alongside local partners will also be held at appropriate points in this process. There will also be close working with essential stakeholders such as local elected members.

Internally, the Regeneration Team works with Finance colleagues to realign budgets, after which customer consultation will commence, alongside detailed surveys and procurement of a contractor to deliver a comprehensive Hebburn regeneration programme.

The Home Group Regeneration Team continue to liaise with the wider South Tyneside Council regarding additional land, wider public realm improvements and alignment of

Council funding. This will enable the development of a positive picture to councillors of creative collaboration to lever in investment to transform public realm, social housing and community cohesion in the area.

Section Three: The Framework for Social Value

Home Group have set out a clear Mission Statement, Vision, and set of Strategic Goals to be achieved by 2021, available at [\[URL\]](#). Key elements of this include “Building homes, independence, and aspirations”. The framework set out below reflects these aims, and more specifically addresses Home Group’s aims to address customers’ independence and aspirations through:

- Tailoring the terms on which the tenancy is offered to best support economic independence and sense of investment and responsibility towards their home and community. This includes sustaining tenancies through signposting and targeting support to those at risk of falling into arrears where relevant
- Providing access to directly or as a broker additional products and services which support independence or aspiration – for example routes to employment and training, access to support and partnership providers, and providing additional targeted welfare and employment advice where we are best placed to do so and are able to offer our current and future customers best value for money

Stages in the development of a Regeneration Project

The timeline of regeneration and renewal projects can be set out along the lines of the diagram below.

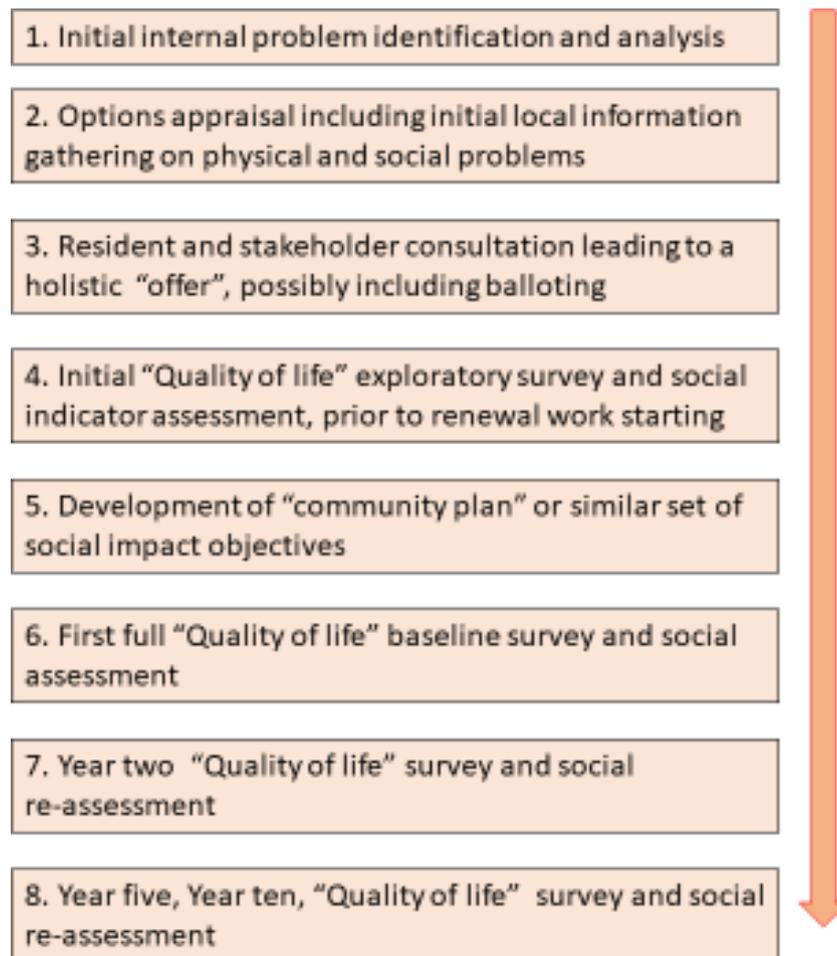


Figure 1: Stages of Physical and Social Regeneration planning

Option and design stages

This section deals with the first three sections above, which are mainly focused on options appraisal and consultation around the physical regeneration, which is also dealt with in Part One above.

- Stage One** is where an estate comes to the attention of Home Group as potentially in need of major repair or renewal due to indicators such as high levels of hard to fill voids, high turnover, high costs of repair and maintenance, high levels of complaints, high levels of reported crime and ASB, and similar indicators. This leads to consideration for major renovation or regeneration. Home Group have a longstanding and detailed options appraisal process for undertaking this work, which involves the five elements of appraisal for estates and neighbourhoods – physical,

financial, management, social, and environmental). Full reports are produced for Home Group management scrutiny.

- **Stage Two** is the formal options appraisal process within Home Group, and initial decisions on how regeneration should proceed.

LSE advice on these first two stages in the process are set out in Section One of this report, above. Gathering information here will include basic information about stock condition, repairs and rebuilding options, funding, and high level information on social problems used in the Home Group Options Appraisal system at present.

Consideration is given to the options for remodelling, renovation, demolition, new build, tenure mix, and other options.

- **Stage Three** is started once Home Group have carried out their initial options appraisal and an internal decision has been made on what to do, or main options. This is further explored locally, through initial consultation with residents and wider stakeholders. These consultations must follow the “Gunning Principles” which originated in the 1985 Gunning v LB of Brent case. These comprise four rules:
 - that consultation must be at a time when proposals are still at a formative stage;
 - that the proposer must give sufficient reasons for any proposal to permit of intelligent consideration and response;
 - that adequate time is given for consideration and response; and
 - that the product of consultation is conscientiously taken into account when finalising the decision.
- As part of this, extensive information gathering will be held with Home Group customers concerning their housing needs and preferences, including whether they would want to stay or move as part of any regeneration process. An example of the type of information being gathered is at Annex 3. It also includes discussion with a wider range of local stakeholders including the local authority, police, third sector organisations, local employers and similar groups. Home Group already have extensive experience of this consultation and information gathering. The possible more specific “social value”

elements being to emerge at this point, as residents mention problems and issues of importance to them and to their quality of life in the neighbourhood.

- In due course, and following further consideration of that consultation, a ballot may be held on formal proposals. In London where major estate regeneration schemes involving any demolition of social homes must have the backing of existing residents before they can receive City Hall funding (https://www.london.gov.uk/sites/default/files/15_section_8_resident_ballots_clean_feb_2019-2.pdf) . Home Group are also keen to extend the ballot process to larger estates outside London potentially involving demolition.
- Additional guidance on these issues is within the Estate Regeneration National Strategy guidance, particularly Part 1 of the Good Practice Guide (available at https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/575580/Estate_Regeneration_National_Strategy_-_Good_Practice_Guide_Part_1.pdf).
- The consequence of this consultation and consideration will become a formal Master Plan and related specific and detailed planning applications. The relevant Local Authority will then decide whether the proposals meet their local (including London wide) planning and housing strategy requirements. As set out above, these first three stages form part of the discussion in Section One of this report.

Section Four: Social Value Planning and Assessment Stages

Developing the Community Plan

By **Stage Four** specific work on the social value aspects of the regeneration can be undertaken in more detail. The first three stages will have established

- The most pressing stock condition issues to be addressed, and an overall plan for capital investment in regeneration
- The most pressing housing management and resident engagement issues, including complaints about repairs, local services, the local environment and image, crime related problems, and desired improvements to improve quality of life in the area.
- Initial views of local stakeholders such as local businesses, third sector organisations, the local authority, community groups, and others
- The overall demographics of Home Group's customers including household size, housing needs, preferences for long term housing, any specific special needs, and any aspirations for the regenerated estate if they wish to remain. These specific needs and aspirations may include
 - Overcrowding, under occupation, or homes ill-suited to their needs
 - any physical improvements and adaptations which may be required to meet disabilities or other related needs
 - issues related to the experience of racism, harassment, or sexual violence in the neighbourhood
 - issues around health or debt, jobs and skills, or financial inclusion
 - engagement with Home Group – the extent to which they wish to be involved in the management of the neighbourhood and their housing
 - their home ownership aspirations
 - their more specific views about opportunities for increasing independence through training, volunteering, apprenticeships, and employment, particularly during the building works phase
 - specific reasons why they wish to move

For those people **who wish to move permanently**, it would be useful if the reasons for this could be recorded. The retention of any such information would need to be in compliance with GDPR principles. Within those principles, the information collection can be seen as essential and proportionate to address concerns that some residents may be moved out to make way for mixed tenure developments but end up in worse housing and social conditions as a result. More specifically customers should be invited to take part, and give their informed consent to this information being collected. A sample record is at annex 4.

For those choosing to remain, as well as anticipated new residents who will move into the development, work can now begin on scoping the wider social and neighbourhood objectives. In summary, **in the Home Group mission of “building homes” has been dealt with as above; and attention can now be turned at this stage to “building independence and aspirations” in the context of the building works planned.**

This may well involve the development of a **Social Value Plan** or **Community Plan**, **linked to the new Customer Promise**. We have examined a range of models for community plan structures, including those used by Home Group in Rayners Lane, those used by other housing associations, and other bodies such as the Green Building Council. The suggested main areas which Home Group might choose to focus on are set out below:

- **Great Housing:** To provide excellent environmentally sustainable landlord services, including for vulnerable local groups and residents with special needs
- **Voice and control:** To give voice and maximum control to customers and local residents
- **Jobs and the local economy:** To maximise the impact of regeneration on residents' employment and skills opportunities, and on supporting local businesses

- **Social and Community development:** To support the development of strong and supportive social and community bonds within and between different resident groups
- **Crime and community safety:** To design and manage a safe neighbourhood which deters and decreases anti-social and criminal behaviour, including amongst young people
- **Health and wellbeing:** To support and encourage good health and mental health activities
- **Financial inclusion:** To work with customers and residents to reduce poverty and indebtedness

At this stage, **no additional social value survey work with residents is being undertaken.**

Rather the topics above are being explored during consultation meetings and with wider stakeholders. Section 5 provides some more specific ideas about what kind of options Home Group might want to explore with residents and stakeholders at this initial stage. There are no “questions” as part of a “survey” proposed at this stage, but rather some fairly specific ideas which might be explored as part of the initial development of a Community Plan. They could be used to inform meetings which were convened to discuss what such a plan might look like, and what types of high level aims and targets might be chosen within the plan.

Section 5 sets this out in more detail. In addition, the approach is illustrated below in relation to two area from the list above – Voice and Control, and Crime and Community Safety.

Focus for the community plan

Voice and control

Areas of possible focus	Examples of targets of commitments
Specific commitments to influence over regeneration planning issues	<ul style="list-style-type: none"> * Choice in relation to temporary and permanent moves * Choice in relation to new home design especially where special needs are involved e.g. disability * Choice in relation to wider estate regeneration of e.g. open spaces, community facilities, parking, play areas
Additional long term steady state commitments to give resident influence on continuing estate level improvements of eg green spaces, community areas and facilities	This may include planning for major repairs, or wider neighbourhood public space
Shared ownership or other local home ownership initiative	Access to personal advisor on Home Group or other ownership initiatives
Residents associations	<ul style="list-style-type: none"> * Support in kind (eg use of rooms, copiers, distribution, provide tea) * Commitment to periodic attendance by senior Home Group officer (6 monthly?) as well as local staff
Support for existing or proposed community groups or special needs and interest groups	Straightforward process to provide small grants to support these groups
Estate or neighbourhood participatory budget	Devolved budget or specific control over aspects of e.g. greens budget, parking
Clear links to non Home Group residents and local traders, third sector organisations, and interested parties	Attendance at local traders forum, or invitations to Home Group events

Crime and Community Safety

Areas of possible focus	Examples of targets of commitments
Overall levels of crime and antisocial behaviour, including drug related crime and assaults	<ul style="list-style-type: none"> * analysis of local crime reports * extent of ASB complaints and ASBs issued
Extent to which residents feel safe being in the neighbourhood during the day, and after dark	Regular surveying around these issues, to achieve improvements
Level of youth crime and ASB, including drugs and knife crime	Regular reviews of problems, particularly in relation to good housing management, and work with partners
Extent of police community engagement, and resident trust in the police	<ul style="list-style-type: none"> * numbers of community police * regular surveys of residents views * community forum including police

Only some of these potential areas of focus will be relevant to specific neighbourhoods. Home Group will get a feel from what the most important local neighbourhood, social, economic and demographic issues are during the initial consultation outlined above. Similarly some will involve local brokerage and influence, such as around the local policing service and numbers.

During the initial discussion and consultation around the Community plan, Home Group will need to consider what it might be able to actually do to address some of the issues raised. This will be in the context of its dual role as direct provider of housing and related services which stands in contrast to areas of focus where it can have an advocacy and enabling role but no direct control. In particular:

- What exactly are the areas which the survey and other stakeholder discussions have identified as customer priorities for action, and how long standing or deep rooted are they?
- What would be the possible added social value of addressing any of these priorities or other needs?
- What can Home Group do to address these priorities, either directly or through engagement with partners? For example, Home Group can directly promote and support community groups with premises and office support, or can offer apprenticeships, as well as support their aspirations to start up or expand small businesses.
- Are there existing statutory or voluntary partners or third parties who are already engaged in promoting addressing these issues, and with whom Home Group can work?
- How important is each of the priorities to either Home Group's customers and other local residents, or to the organisation itself in terms of its social mission and local reputation - including how politically important the change is to the local authority?
- For any likely candidates, is there a reasonably cost effective way of setting and measuring the realised additional social value in a longitudinal and robust way?

Resident survey to develop the detail of the Community Plan

Once some progress has been made in developing the shape and main areas of focus in the Community Plan, some targets and priorities will need to be set. It is important not to do this too early, as Home Group needs to be clear which areas it believes it can make a genuine contribution to improving the quality of life, and where it can rely on partners to assist. Raising expectations in areas where no real improvements can be made, or which are not local priorities, should be avoided. At some point, however, detail needs to be put on the outline plan.

Here, a resident survey (on line and/or in person, as noted in a later section) will be useful here. This will provide more specific detail on customer needs, aspirations, and independence. More particularly it will be likely to provide a more in depth, comprehensive, and inclusive picture of the neighbourhood, and reach residents who may not participate in more public and general consultation exercises. It can also provide some more qualitative information about the extent of problems in the area.

We suggest (based also on Home Group past practice) that this survey is structured around the seven potential areas, as above. Some of the detail will depend on exactly what Home Group want to target and measure in the light of discussions. There are two examples below (for Jobs and the Local Economy, and Financial Inclusion) and the full framework is at Section 5.

First, there is the question of what the resident need and aspire to:

Resident Survey to inform the detail of the Draft Community Plan

Jobs and the Local Economy

Area of Focus	Possible Survey Question
Skills training, apprenticeships, and guaranteed placements with regeneration contractors undertaking the regeneration project	[check employment status for household] The regeneration work will create local jobs. Do you or does a member of your family wish to be part of any of the employment, training, or apprenticeship schemes that are being planned?
Job clubs, skills training, and opportunities for employment and apprenticeships offered to Home Group customers or residents of the local "neighbourhood" in question	* Thinking a bit more long term, would be interested in linking to any training, employment, or volunteering schemes which Home Group may provide? * Would you be interested in opportunities to gain more qualifications of job skills? Which?
Commitment to developing local supply chains to fulfil Home Group procurement needs. This can include environmental sustainability requirements	[This information from Home Group records and local stakeholders/ businesses]

Financial Inclusion

Area of Focus	Possible Survey questions
Extend rent arrears work to include wider benefits and financial advice, directly or through partner agencies	* Is your home value for money? * Is it easy to keep track of how much rent you need to pay, and your balance? * Does Home Group help you to keep track of your rent, and help if you have any problems paying it?
Recognise the problems of customer over-indebtedness by available information on national and local partners who can assist, and referral links to them	How well would you say you yourself are managing financially these days? 1. Living comfortably* 2. Doing alright* 3. Just about getting by 4. Finding it quite difficult 5. Finding it very difficult * Do you have an internet connection in your home? * Have you any problems with claiming and receiving your DWP benefits?
Support local food banks and other poverty reduction initiatives	[if finding it difficult to manage] Do you ever use a food bank, or have you in the past?

Second, there is the question of what specific targets might be identified within the Community plan. Using the same examples as above, this could include:

Targets which might be part of the Draft Community Plan

Jobs and the Local Economy

Area of Focus	Possible Targets
Skills training, apprenticeships, and guaranteed placements with regeneration contractors undertaking the regeneration project	<ul style="list-style-type: none"> * X% of regeneration workers will be local people, including X% Home Group customers. * At least X skills training apprenticeships for under 25s as part of the above, with a focus on promoting participation among underrepresented groups.
Job clubs, skills training, and opportunities for employment and apprenticeships offered to Home Group customers or residents of the local "neighbourhood" in question	<ul style="list-style-type: none"> * Joint work with local partners on these objectives, including guaranteed interviews programmes for some local jobs, and sponsored training. * Work experience and training places in Home Group workplaces locally, or sponsored in Home Group's contractor businesses
Commitment to developing local supply chains to fulfil Home Group procurement needs. This can include environmental sustainability requirements	<ul style="list-style-type: none"> * X% of repairs materials to be from recycled sources * Repairs and maintenance contractors to source X% of materials from suppliers within Ykm of the site * All office supplies including food to be sourced within Ykm of the site

Financial Inclusion

Area of Focus	Possible targets
Extend rent arrears work to include wider benefits and financial advice, directly or through partner agencies	<ul style="list-style-type: none"> * reduced arrears
Recognise the problems of customer over-indebtedness by available information on national and local partners who can assist, and referral links to them	<ul style="list-style-type: none"> * rates of identification of extreme poverty * numbers of referrals to partners * evidence of lower burdensome debt
Support local food banks and other poverty reduction initiatives	<ul style="list-style-type: none"> * commitment in kind or of finance * publicity to potential users and donors

Agreeing a final Community Plan

- **Stage Five** involves developing and finalising any Community Plan or whatever more informal set of SROI objectives Home Group decides on. In fact this needs to be jointly decided in partnership with residents and other local stakeholders, not least as the plan should be jointly owned with residents as it is intended to reflect their aspirations, and be devised to maximise providing “access to additional products and services which support independence or aspiration”, which will often involve partnership with local stakeholders.

Note also that it is likely that the Community Plan will have specific objectives which are wider than the specifics covered by a quality of life/Social Value survey. This might be things like “providing a re-vamped community hall with café and sports facilities” where there is sufficient scale and the potential for self-sustainability, or “working with partners to improve debt management services in the area” or similar objectives with wider community benefit. **Note that the social impact and positive value provided by Home Group can extend much wider than the specific evaluation of the “social value” to its own customers.** Home Group is likely to be working alongside statutory and third sector partners all of whom are seeking improvements in the specific area of Home Group regeneration as well as in the wider surrounding area. Home Group will need to focus its “quality of life” and more specific “social value” focus to its own customers, or within the boundaries of a mixed tenure community formed as part of the regeneration. Nevertheless, its positive social impact can extend much wider, and this needs to be reflected in the overall evaluation of the impact of the regeneration project.

Building a baseline of evidence and monitoring data

- **Stage Six** is where a formal baseline survey is undertaken, based on the finalised SROI or Community plan.

Note that at this point there may need to be a pause in surveying and consultation, and in particular carrying out the baseline survey. The extensive and complex elements of consultation on the masterplan, the design plan, the options for moving or for decanting, the Community Plan, and probably other elements of the development may mean that residents could do without any further intrusive questioning or surveying. Indeed it may take a fairly long period of time between reading agreement on the social

value targets and the Community Plan before the neighbourhood begins to take its new shape in terms of people actually moving and being confident about what their new housing and neighbourhood will be like. In addition, issues during the construction work may throw up temporary but significant issues for residents – delays, noise, changed timescales, revisions to plans. Consequently picking the right time to do a **baseline survey** will need to be informed by what the redevelopment plans are, and how well they are progressing. It cannot be left too late, so the baseline becomes a reflection of benefits already delivered, but it cannot be done too soon if responses will be mainly in response to uncertainty about the most important issues about their future housing situation and security.

The worksheet at Section 5 provides specific questions which might be part of a baseline survey, and which will be repeated in later surveys in later years (see stages seven and eight below). These questions again are grouped into seven areas, and link to the possible areas of focus set out above.

This spreadsheet for the baseline survey has a number of specific columns which indicate **the types of information required and the questions to use to capture social value information**. The questions are specific to the HACT model of SROI evaluation. If Home Group chooses a different SROI monetisation and evaluation model instead of HACT, then these questions would need to be changed.

There are several columns in this table so for simplicity only one example will be used here, that of **Social and Community Development**.

The first columns set out some of the possible areas of focus and targets:

Social and Community Development

Area of focus	Examples of targets or commitments
Regular community engagement opportunities for the local community, proactively engaging hard-to-reach groups, including community facilities and grants	<ul style="list-style-type: none"> * Attendance at community events, including group and age breakdowns * Regular initiatives to gauge the demand for community clubs and facilities
Mechanisms for local residents and stakeholders to discuss the ongoing success of the development, such as resident/community governance structures or forums	<ul style="list-style-type: none"> * Development of a community plan which reviews progress and identifies improvements * Community Forum or similar
Design features which bring a distinctive character to the development and create local pride	Active planning and work on developing a "local identity" to combat stigma and build pride in the local are
Positive steps to encourage social interaction between residents from different tenures, as well as old and new residents	<ul style="list-style-type: none"> * data on schools attended by children from different tenures * data on use of local clubs and facilities by tenure and length of residence * extent of initiatives to actively bring different groups together

For each of these areas of focus the table then provides specific examples of social value indicators and possible questions to gauge whether the benefit is being delivered. Taking **community engagement** for example, and looking at attendance at community events, the

HACT framework recommends measures like regular attendance at group meet ups, or for “able to obtain advice locally” recommends asking “If I need advice about something I could go to someone in my neighbourhood”.

Social and Community Development

Social Value Indicator	HACT recommended value bearing questions and sources of information
Member of social group	Record of regular attendance at a group meet up
Hobbies	Regular rehearsed/performed dance, singing, painting/drawing/sculpting, photography, crafts, book club or similar, at least once a week for at least two months
Able to obtain advice locally	If I needed advice about something I could go to someone in my neighbourhood' 1. Strongly agree* 2. Agree* 3. Neither agree/disagree 4. Disagree 5. Strongly disagree

The social value indicators drawn from a full list prepared by HACT based on their extensive research on social value²², and sets out in clear terms exactly what is being measured. Other examples include such outcomes as “getting a secure job” or “stopping smoking”.

The HACT recommended value bearing questions and sources of information. As shown above these can either be evidenced from specific records (“regularbook club or similar at least once a week for at least two months”) or part of an interview process which has a

²² See <https://www.hact.org.uk/publications-and-tools>

longitudinal component. For example, the final questions on obtaining advice locally has asterisks against answers one and two. These indicate that where for an individual, or sample population, the previous answer in the previous survey was 3,4, or 5 (which means they did not get advice from their neighbour) but the answer in a current survey is 1 or 2, then this can be scored and monetised as an increase in social value. Trusting neighbours to give advice is a clear indicator of community trust and neighbourliness, which has evidenced social value, and the listed question is one which HACT have evidenced as a reliable means of quantifying, and then monetising, this increased social value.

For completeness and additional detail, the “Average Amount” column in the worksheet in Section 5 provides a full list of current HACT social value bank indicator values. This is an “average” as the amounts shown are more fully set out in the social HACT value calculator sheets, where they vary by additional factors including the age and location (region) of the surveyed group. The empirical justification of these precise amounts is detailed in the wider HACT literature noted above. The full HACT value calculator also has important complementary tables which outline the overlaps and potential areas for double counting of different questions covering similar areas of social value changes, and avoiding these. Home Group can register with HACT on line and get access to the full library of background documentation and social value banks and calculators ²³

At this stage Home Group will also want to have additional local information about residents’ views about the neighbourhood, the regeneration project, Home Group services, and wider issues. This is needed in order to keep checking for resident attitudes to living on the estate, emerging problems and issues, more general satisfaction, and the wider impact of Home Group and other local initiatives. This column suggests specific additional questions. Home Group will also have its own sources of evidence, or access to external sources of information and evidence it wishes to monitor – such levels of complaint about specific issues, crime figures or numbers of apprentices employed by the contractor undertaking the renovation work, or management issues such as evident drug dealing, youth crime, repair problems, or traffic (for example).

²³<https://www.hact.org.uk/measuring-social-impact-community-investment-guide-using-wellbeing-valuation-approach>

Some possible questions here are also listed in Section Five, and examples are below, for **Social and Community Development** and for **Health**:

Social and Community Development

Home Group interview questions	Home Group or external sources of information
Do you go to any local clubs or social groups? Which? [probe for details]	Home Group analysis of community participation and hard to reach groups, as well as any grants and outcomes
<ul style="list-style-type: none"> * How often do you talk to your neighbours? * Do you mix with people in other parts of the neighbourhood? [name parts, and probe why or why not] * [if have children] Where do your children go to school? 	
<ul style="list-style-type: none"> * What are the best and worst things about this neighbourhood? * How does this this list compare to a year ago? * Have you been involved in any groups or discussion about improving the neighbourhood? * Would you like to be involved in discussions about how to improve the neighbourhood? 	<ul style="list-style-type: none"> * Records of attendance at wider community forum meetings. * Local and central assessment of the incidence and effectiveness of resident engagement, and the production and delivery of any overall community plan
Neighbourhood stigma and image	Home Group could conduct or sponsor a bespoke exercise on identity and stigma locally
Mixed communities: Do you mix with residents on other parts of the estate (particularly from different groups or tenures)?	Additional local evidence of mixing between residents living in different tenures, new and old residents, and different groups, or more systematic research on the extent of mixing

Health

Home Group Interview Questions	Home Group or external sources of Information
* Are you involved in any discussions about the use of open and green spaces in the neighbourhood?	Records of attendance at meetings about open and green spaces
* Do you go to the local Farmers' market? * Where do you mainly shop for your fresh food?	Home Group records of sponsoring such markets and allotments
<ul style="list-style-type: none"> • How is your health generally? Any problems you might need home adaptations to help with 	Local Health authority and CCG data. Local housing officer information
* Do you take part in any regular sports activities? Are any of them done in the neighbourhood? * Are there any sports or social clubs and activities that you would like to see provided in the neighbourhood?	Detailed records from any Home Group sponsored clubs will be essential to use

- **Stages seven and eight:** These are the repeat surveys and data collection exercises. These consist of repeat questions to understand the extent of change in the quality of life and specific outcomes for residents on the estate.

Worked example of using this Framework

The first three stages, up to the conclusion of options appraisal and initial consultation and balloting, have been dealt with in part one of this report, above.

Starting with stage four, initial work can be done using the information on residents gathered in stage three. Let us assume here that this information shows that there is a problem of low educational qualifications and other skills, problems with anti-social behaviour on the part of young people, partly due to the closure of local youth centres and sports clubs, and that debt is a major cause of stress and anxiety on the estate. There will also be considerable amounts of good information from both the consultation meetings which have been held, and the visits to residents which have already taken place to establish basic details about residents, their general situation, needs, and aspirations in relation to the main estate regeneration options.

At stage four, the collective knowledge of the organisation should be drawn on to draw up the initial Social Value or Community plan. This includes talking in depth to any staff who have been involved in meeting residents, either as part of the Regeneration team, or as part of the housing management and maintenance teams who have been working with residents in this area over the past period prior to the regeneration starting. Drawing on their insights into the problems and issues in the area will be invaluable.

This can be added to the internal Home Group information, and stakeholders views, outlined above. This will help inform the choice of questions for the Stage 4 Exploratory survey, although at this stage the survey should include open questions to allow residents to raise additional matters which may not have been prominent at other meetings or contacts. Questions will be drawn from the Stage 4 list and in this case might include:

The regeneration work will create local jobs. Do you or does a member of your family wish to be part of any of the employment, training, or apprenticeship schemes that are being planned?

Would you be interested in opportunities to gain more qualifications and/or job skills? Which?

Should there be more done to support young people in the neighbourhood? What?

How well would you say you yourself are managing financially these days?

- 1. Living comfortably**
- 2. Doing alright**
- 3. Just about getting by*
- 4. Finding it quite difficult*
- 5. Finding it very difficult*

At stage five the community plan is finalised. This leads to the preparation of the baseline survey. Taking the examples used above, and drawing from the Stage 6 spreadsheet list, the questions at this stage might be:

Have you recently moved from unemployment into work? Was it full time/ part time/ self-employment?

Is anyone in the household on an apprentice scheme? Is this linked to the regeneration work or a Home Group scheme?

Has anyone in the household enrolled in a government training scheme or other job training course?

How much of a problem are teenagers hanging around on the streets?

- 1. Very big problem*
- 2. Fairly big problem*
- 3. Not a very big problem**
- 4. Not a problem at all**

If you are in debt, how much of a burden is that debt?

- 1. Heavy burden*
- 2. Somewhat of burden**
- 3. Not a problem**

This will establish a baseline for the estate, which can be used as a comparison for the later stage seven and eight surveys.

Stages seven and eight are where repeat surveys of residents are done to assess the extent that the Community Plan has been successful and additional Social Value has been generated.

Section five below provides the full tables for each of these stages.

Section Five: The Full Social Value Tables

High Level SROI Aims

Community Plan Exploratory Survey

Baseline and subsequent surveys

HACT Social Value Bank details

These documents are in the Excel sheets which accompany this report

Section Six: Implementing the Social Value Framework

Continuous monitoring

In order to reduce the burden of surveying and bespoke activity in running questionnaires or other specific periodic information gathering, careful consideration should be given to how to continuously collect social value and wider demographic information at the start of the process. This is best done at the point that the targets for social value are being considered and defined. Targets should be defined to reflect what can be monitored in as efficient and accurate a way as possible. Some social value indicators require specific customer surveys, dealt with next.

As far as possible systems should be set up to enable continuous monitoring of social outcomes. This address many of the key indicators. Regular police reports can be obtained by agreement with the local police or through their reporting systems. Sport and social club participation can be continuously monitored by keeping simple records of attendance at these events, perhaps by agreement with the local community centre or sports club – and simple exercises like doing a monthly optional question at the entry desk on the postcode of the customer attending activities. Similarly client records can be used to monitor (anonymised) records of arrears levels, eviction actions, complaints, repairs times, and other basic Home Group functions.

Conducting Surveys

The people surveyed should reflect the overall demographic and social profile of the area in which the regeneration takes place.

It is good to have a small number of people available who are trained to undertake resident surveys, who can bring consistency to how the survey is undertaken, and who can help with the analysis of the results. This might be local or regional Home Group staff, or specially recruited third parties. LSE would be happy to provide some general advice on surveying, and by agreement provide some training.

The option of on-line surveying can also be considered. This has risks in that the forms may not be fully completed, or some client groups may be unwilling or unable to complete them.

There can also be issues about the repeat identification of respondents where they do not provide enough information to identify them. Although many useful surveys of views and opinions can be done on line by Home Group, we would strongly recommend home visits for these quality of life/social value surveys.

Tracking or sampling

The HACT methodology can claim the most robust outcomes where individuals are tracked longitudinally, from one Social Value survey to another – and through using the same questions to measure change in repeat surveys. The alternative is to use structured sampling, which is also outlined below.

To use individual tracking raises both practical issues and issues of GDPR compliance and data security, and if this is done Home Group should take its own advice on this. Our recommendation on how to do it is that initially the forms should be marked with the Home Group customer number, rather than the name and address - a record of homes visited and forms completed can be kept separately from the individual forms containing the specific individual information collected. Once a form has been completed, a separate unique random number can be generated, and assigned to the record. The key linking this new number to the original Home Group customer number should be kept securely in a different place. This new random number can then be assigned in the records of the survey which is held locally or elsewhere in Home Group, and no links to any individual can be made (unless the security of the linking key is compromised). Any original paper or electronic forms and records should be destroyed once the form has been entered into the electronic recording system and this new number generated. In this way the records can be retained in an anonymised form.

On re-surveying in later years, once the new information has been entered using the customer number, the linking key can be applied to match previous customers to those appearing in the repeat group. In fact the identity of the customer or household will not be known by anyone – just that there is a repeat record which has been matched. The records are therefore entirely anonymised. The specific changes which have occurred can then be measured accurately. For new customers, a new random number can be generated, and as before the original customer number deleted from all records.

Alternatively, sampling can be undertaken. HACT guidance on this states:

For most activities the simplest approach will be to monitor the results of all participants or other beneficiaries using one of the methods listed above. For some large programmes, however, it may be acceptable to use sampling. A full description of how and under what circumstances it is appropriate to use a sampling approach is beyond the scope of this paper, and you should only do it if you have the statistical skills to select appropriate samples (such as knowing the right size sample to use and techniques to avoid getting a biased sample). If you do sample, you should explain your method in any report so it is clear what you have done.

(HACT 2014. *Measuring the social value of community investment*).

And also:

As it may not be feasible or appropriate to survey every member of the group that you're interested in researching, taking a sample can be the next best thing if carried out correctly. As this is a tricky process, HACT can complete this for you and recommend that you at least allow us to walk you through your first time. However, if you do decide to conduct your own sampling, it is imperative that the group you select to survey are an accurate representation of all of the members of your wider focal group, otherwise the conclusions you make based on the survey responses of your sample would not be applicable to your wider focal group.

(HACT Practice Notes <https://valueinsight.zendesk.com/hc/en-us> .

See also <https://www.hact.org.uk/social-value-publications> HACT guidance documents)

One important issue here is to remember that there are often significant numbers of new residents who move into the area. It is important to include comparisons of the new arrivals and the original residents in both the sampling and the reporting of impact.

Recording results and reporting

A useful guide to consolidating information from quality of life surveys, external sources of information, and information to meet HACT specifications can be found in the report to Home Group on Rayners Lane in 2016²⁴. This sets out the presentation of general overview data:

Over two thirds of Rayners Lane is social housing, in strong contrast to the comparator areas (Table 3).

Table 3: Tenure

	Rayners Lane	LB Harrow	London	England
Owned	20%	65%	48%	63%
Social Rented	68%	11%	24%	18%
Private Rented	9%	22%	25%	17%
Living Rent Free	2%	1%	1%	1%

Source: Census 2011

Quality of life survey questionnaire data of different types like this around ideas for wider improvements to the neighbourhood:

Figure 14: Wider improvement ideas

General improvements	Number mentioning
Address parking and car problems	8
More shops	8
More green spaces	7
Cleanliness and bins	5
More kids play space	4
Better security	4

or questions around health and internet access (financial inclusion) like this:

²⁴<http://eprints.lse.ac.uk/67851/1/casereport100.pdf>

Figure 23: General health, now and 12 months ago

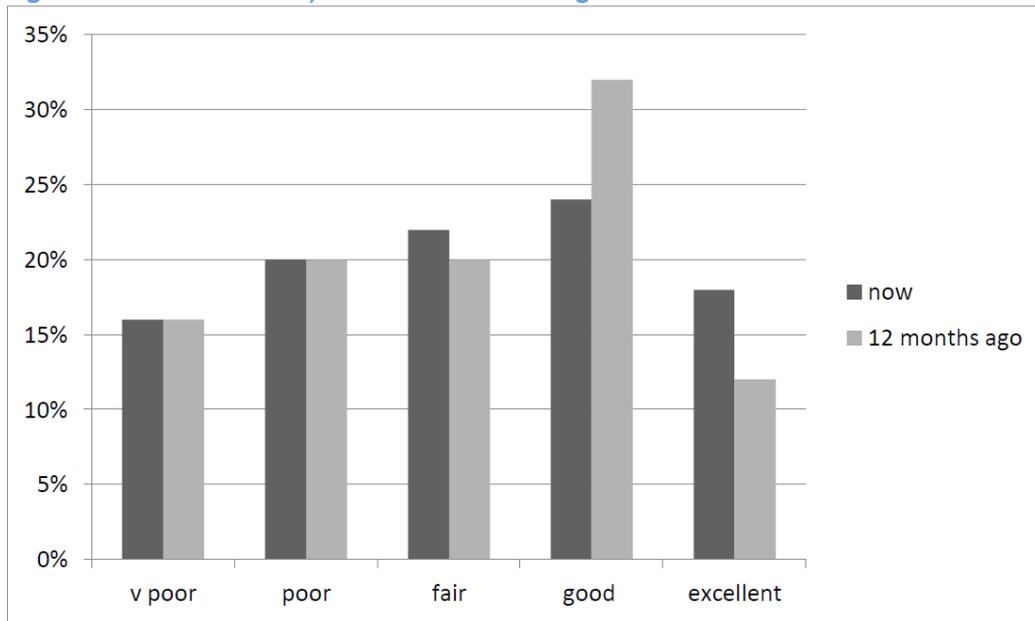
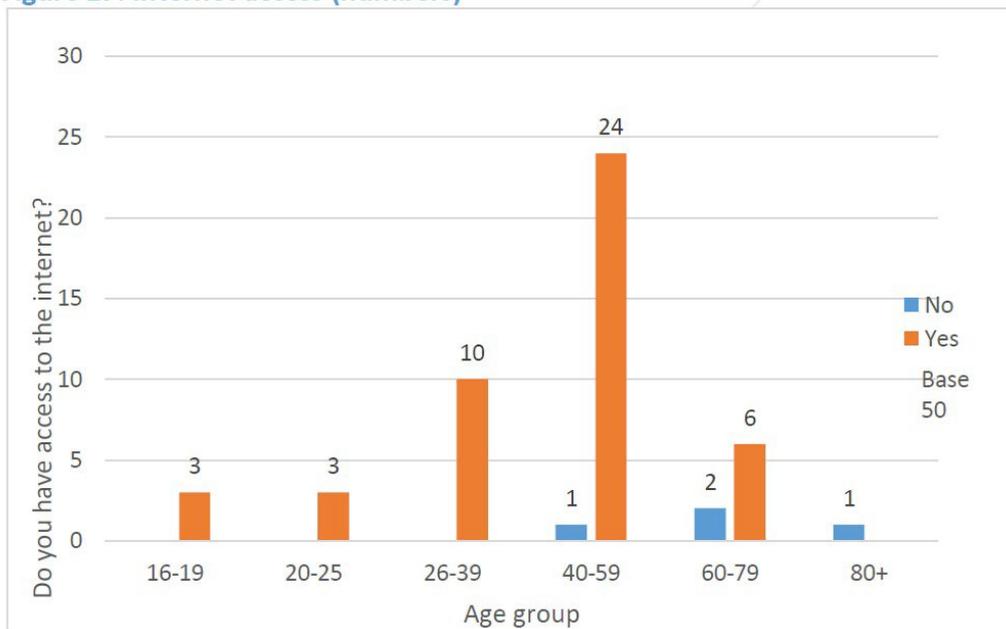


Figure 27: Internet access (numbers)



and the use of quotes from residents interviewed, like the this:

There is no community anymore, the people who live here now are so diverse...and there is no big communal space as it used to be. It would be nice to have festivals and things...before we had a big square of green area, everybody was out there playing and chatting...

This kind of work to prepare reports will be familiar to Home Group from their own reporting internally and externally. What may be less clear is the HACT material. The

Rayners Lane report also sets out how to work with the HACT social value data (although there is clear guidance in the HACT literature cited above). This shows how to move from continuous monitoring data on, for example, sports participation such as this:

Figure 68: Home records of activities

Group/Activity	Month (select from list)	Actual number of people registered	Total sessions per month	Total number of attendees	Female	Male	Under 13	13 - 19	20 - 35	36 - 45	46 - 65
Beacon Badminton	April 2012	12	4	14		14			3	9	2
	May 2012	12	5	23	4	19			5	13	5
	June 2012	10	2	7	2	5			2	3	2
	July 2012	10	5	27	3	24			7	15	5
	August 2012	10	4	22	3	19			2	16	4
	September 2012	10	4	34	5	29			4	26	4
	October 2012	12	5	48	8	40			6	37	5
	November 2012	15	4	38	8	30			4	28	6
	December 2012	15	3	31	4	27			5	23	3
	January 2013	16	4	46	7	39			8	34	4
	February 2013	16	4	49	8	41			7	39	3
	March 2013	14	4	31	6	25			3	25	3
TOTALS		152	48	370	58	312			56	268	46

To summary input tables such as this:

Figure 69: Home activity participation summary

2012-13	HACT Activity classification	HACT input figures - beneficiaries			
Group/Activity	Social Value attribution category	Age unknown	<25	25-49	>50
Community Yoga	Yoga or pilates	0	1	7	21
Beacon Badminton	Frequent moderate exercise	0	0	2	13
Excite	General training for job	0	0	2	1
Beacons Thursday Youth Club	Go to youth clubs	0	51	0	0
North London Itec	Employment training	0	0	26	11
Taekwondo	Frequent moderate exercise	0	22	3	0
Ignite - Multisports	Go to youth clubs	0	33	2	0
Ignite - Expression	Go to youth clubs	0	33	2	0
Kickz	Frequent moderate exercise	0	19	0	0
Sakhi Mandal	Member of social group	0	0	3	19

which then lead to HACT calculation tables such as this:

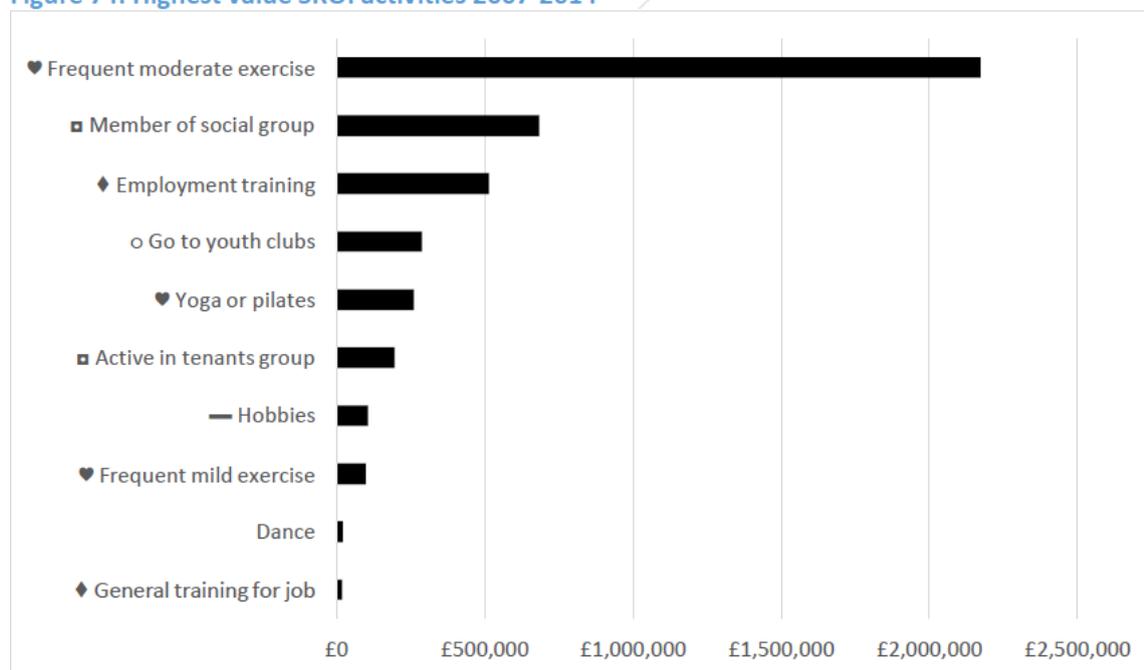
Figure 70: HACT SROI calculation table

What's the activity?	Associated outcome / value	Average person value	No. of participants (+ ages)			Total minus deadweight
			Under 25	25-49	50+	
Community Yoga	♥ Yoga or pilates	£ 2,256	1	7	21	£ 43,570
Beacon Badminton	♥ Frequent moderate exercise	£ 4,179	0	2	13	£ 74,466
Excite	♦ General training for job	£ 1,567	0	2	1	£ 7,172
Beacons Thursday Youth Club	○ Go to youth clubs	£ 2,300	51	0	0	£ 57,158
North London Itec	♦ Employment training	£ 807	0	26	11	£ 33,068
Taekwondo	♥ Frequent moderate exercise	£ 4,179	22	3	0	£ 87,299
Ignite - Multisports	○ Go to youth clubs	£ 2,300	33	2	0	£ 37,321

and finally summary tables like this:

Figure 74 shows the analysis of HACT values for activities by activity type.

Figure 74: Highest value SROI activities 2007-2014



LSE housing and Communities is happy to provide further guidance and advice on consolidating and presenting results in these ways.

Staff training and awareness

The Framework set out above can be used in a range of different neighborhoods, regeneration areas, estates, and regions. Home Group works in a wide range of such areas, and the questions relevant to each regeneration scheme will be dependent on the history, problems, and issues in those specific areas. Questions, the way the stages of the process work, and the range of local partnerships will vary considerably from place to place.

One key resource can be to draw on the local knowledge of people on the ground in these areas. This may be local Home Group staff, including housing officers and repair staff. It may be local agencies who provide help and assistance to residents. It may be local professionals like GPs, church leaders, DWP local office managers, social workers, police teams. It may also be local volunteers and representatives including tenants associations, local elected members, and leaders of groups like nurseries, football training groups, running clubs, or elderly people's lunch clubs. Home Group is well used to working with these groups, at all points in the development and management process. We support this kind of work, and support identifying and using these groups and individuals as means to better understand the strengths and opportunities in the local area, which can build the independence of residents to realise their aims of independence and a better quality of life.

Conclusion

This report has set out an approach to evaluating options for the regeneration of Home Group properties across the country. It has drawn on wide evidence from LSE Housing and Communities, from wide experience which Home Group already has of regeneration schemes, and on wider current approaches to determining Social Return on Investment which are used more widely within the Housing Association regeneration context. It has set out detailed tables of possible evidence to use at the start in assessing the opportunities for undertaking work to the properties being targeted for regeneration, and moves on to develop the options for addressing the more specifically social and community benefits which could be delivered. The attached tables set out the detailed areas for focusing social value work, along with possible survey questions and tools to quantify and monetise the potential social value being gained. This is set out in a way which is intended to extend the range of tools and approaches which Home Group can use in its work.

Annex 1 Headline findings of the report on Rayners Lane

Extract from Provan, B., Belotti, A., Power, A. (2016) *Moving on without moving out: the impacts of regeneration on the Rayners Lane Estate* LSE, London

Home housing wanted LSE Housing and Communities to address the following questions relating to the social return on investment through our survey of tenants and stakeholders, and our wider research. LSE Housing and Communities interviewed 50 households between March and May 2015 and have analysed 137 interviews from the Home's own Quality of Life Survey. We also interviewed 14 stakeholders and visited all the social facilities on the estate.

1. What is the value of the Home model of regeneration used on this estate?

We have direct experience, not only of Rayner's Lane regeneration, but also the regeneration of the Market Estate in Islington carried out by Southern Housing which follows a very similar model. Our research would support the idea that this model is both successful and beneficial to the community, local authority, Home Housing and wider area. The key elements of the model are:

- a) The social landlord is directly responsible for the process including all management of estate to be demolished, re-housing of residents (in collaboration with the council), all community liaison, all building processes (for sale or social renting). This creates a clear line of authority between the original local authority landlord, the social landlord, the builder/developer on site and the community.
- b) By working closely with the community throughout from the original proposals, to the delivery of the new homes, Home brings immense benefits. It is reassuring to the tenants, informs the landlords, rehousing happens more smoothly, processes are faster, and people are settled more quickly. It also forges a positive relationship between the residents and the onsite management team.
- c) Developing careful on-site management to oversee all aspects of the process and to ensure the outcomes are delivered as agreed is essential to the process working well. This also applied to the retrofit approach to regeneration.

These three elements make the Home model of regeneration worth having. The reason why it is unlikely that this model will be copied in the current climate is that there are significant cost subsidies from the local authority and government agencies. In this model there is a stronger social benefit orientation and lower profit orientation. This is very different from the standard regeneration model.

2. Do alternative models of regeneration work as well such as handing over an estate to a developer and bringing in a social landlord as a subsidiary partner for a small proportion of the overall stock?

In the typical regeneration model, where a private developer without direct housing responsibility is in the lead, usually with housing associations with less significant partners, all the existing stock is raised to the ground and rebuilt. The local authority landlord retains the responsibility for the management, repair and rehousing of tenants for a long period of time (up to 30 years for the larger estates in London) and the role of the developer is kept distinctly separate not only from the original council landlord but also the social landlord who will inherit social housing in the new development. The developer model often displaces a larger body of tenants than expected, takes far longer to deliver (30 years or more) and causes maximum community disruption. It is then hard to rebuild a viable community. It also damages community relations, has negative effects on

schools, shops and other services, and blights large amounts of needed houses. The housing losses using the developer model outweigh the gains, and the costs are extremely high.

3. What is the beneficial impact of the regeneration?

We looked at impact in terms of current conditions, current resident satisfaction and management control. The estate is unquestionably better of itself, for the residents and for other parties and agencies involved than it was before. Therefore, it could be argued that the regeneration as it stands has brought a net beneficial impact.

4. Did the total investment over the whole regeneration period 2003-2015 show a positive return? Does the benefit justify the full long term cost?

Our work shows that the estate as rebuilt is popular, the regeneration project in that sense is an overall success. However the full cost of the scheme can only be met by subsidy. The alternative “developer” model carries many social costs and a major loss of affordable housing. The Home models works with significant government support which is currently not available.

5. Are there less costly alternatives for regenerating estates that would produce a positive social return?

It seems unlikely that £30 million represents the full economic costs and wider indirect costs of regeneration. Many factors about the estate before regeneration are not well documented and Home was not the landlord in that period. There is very little institutional memory. It is also proven that even difficult estates can be retrofitted to a very high standard successfully with good on-site management. It seems likely that in-situ upgrading, along the lines of the upgrading of Edward Woods estate in Hammersmith or Wilmcote House in Portsmouth, could work well and bring a similar estate up to a high standard for less money, less community disruption and less wider costs. Given the success of Rayner’s Lane, it makes sense to take at face value that the estate is far better than the previous estate.

Our conclusions are four-fold:

- 1) The Home method of regeneration for the Rayner’s Lane estate has produced very significant benefits.
- 2) In different ways, four facilities need to be managed differently to maximise the value of what are considerable community assets.
- 3) There are ways of regenerating an estate under the “social model” used by Home, i.e. using a social landlord as the primary organiser. This should be adopted in many more local authorities.
- 4) We have shown clearly that the benefits to Home, to the residents and to the wider community of the current Rayner’s Lane estate and the investment Home is making are significant and highly valued by residents.

Overall using the HACT Social Return on Investment methodology, the average annual social impact return was estimated at £640,113 against an average annual revenue cost of £49,668. (ie ratio of 12:1)

Annex 2: The Patchwork Approach to estate upgrading

Patchwork means a highly variegated pattern made up of small pieces of various shapes and sizes, stitched together by hand or by hand operated equipment to produce a colourful strong, attractive whole. A “patchwork approach” means developing and adopting many different grounded activities within a defined geographic area and combining them so that overall they are stronger and more useful than the sum of their parts. A patchwork approach is an extension of the meaning of “holistic” based on *Estates on the Edge* (Power 1997, 0390) “Estate rescue is possible if enough elements of support and changes are put in place; if these elements are locally applied; and if residents have a major role”

Annex 3: Information gathered by Home Group prior to ballot or planning submission

Building homes,
independence
and aspirations



2nd Floor, Bravington House,
2 Bravington's Walk,
Kings Cross
London
N1 9AF
www.homegroup.org.uk

«Name»
«Address »
«Add2»
«Add3»
«Post_Code»

(Date)

Dear (Customer Name)

RE: (name of estate) housing verification form

As you may be aware, Home Group is in the early stages of looking at regeneration plans for (name of estate).

Thank you to all customers who attended the first information session on (date) to meet with Home Group staff and consider the current issues at (name of estate). We are keen to hear what customers would like to see on the estate and from the new homes to be provided.

As we are in the early stages of the consultation and engagement process, we will be holding a number of information sessions over the coming months where you will have the opportunity to be involved.

In the meantime, to better understand our customers' housing needs, enclosed is a housing verification form, which we would like to you to complete so we have up to date information about you and your household, including any pre-existing medical conditions or mobility issues to make sure your new home meets your current household need.

Please note, this information is really important to help us understand household need so that we can identify the types and numbers of new homes to be provided. We would appreciate that you complete the form and post in the pre-paid envelope to us by (XXX date XXX- should be 3 weeks from date of issue).

If you have any questions about the form or require help in filling this out, please do not hesitate to email me at (email address) or call me on (contact number) where I will be happy to assist you.

Yours sincerely,

(Regeneration Officer / consultant name)

Housing verification form



For office use only - date received:

Housing verification: _____

OT assessment required: yes / no

(date)

This form is to be filled out by the main tenant for Home Group to identify housing verification for [X estate] customers. All information will be cross-referenced with your tenancy details.

1. Household details				
Name of main tenant: _____		Date of birth: ____ / ____ / ____		
Email address: _____		Phone number: _____		
Address: _____				
<i>Please enter details of ALL household members below</i>				
First name	Surname	Date of birth	Relationship to main tenant	Gender

2. Your current housing (please tick all that apply)	
How many bedrooms do you currently have in your property?	
One <input type="checkbox"/>	Two <input type="checkbox"/>
Four <input type="checkbox"/>	Three <input type="checkbox"/>
Do you currently live in a <input type="checkbox"/> flat <input type="checkbox"/> maisonette <input type="checkbox"/> house <input type="checkbox"/>	
What level do you currently live on (e.g. ground, first floor)? _____	
Do you have a separate kitchen? <input type="checkbox"/> Yes <input type="checkbox"/> No	
Do you have a garden or balcony? _____	
Do you have a car/van? <input type="checkbox"/> Yes <input type="checkbox"/> No	

Annex 4: Records of people moving out to other areas

Field	Description
Reference number	This should be used within the records so that they are anonymised
Household type	Use Home Group standard classifications here
Why was a move requested?	Try to capture the main reasons - for example current accommodation to big/small, special needs like disability, ill health, to be near family/ friends/ support, to escape problems on the estate
How many offers were made?	To reflect the extent of choice offered
Where did they move to?	General description, not address. So use Postcode first section, (e.g. "SE5"), accommodation type, size, tenure, any special features of the accommodation moved to (such as adaptations), plus the IMD rank of the LSOA in which the accommodation is located
Did this improve their housing and social situation?	Check against reasons given for a move.
Any drawbacks?	Provided by customer as an update.

The reason to use this form of this type is to address the commonly expressed concern that regeneration is a form of gentrification whereby some poorer and more vulnerable residents are in some way pushed off the estate to make way for better off residents. This concern often arises in London based regeneration, and in relation to “mixed tenure” developments, where major new developments of affordable, private rented, or owner occupied housing is provided, and often fewer units of social rented housing remain (the Heygate estate is an example from LB Southwark, where concerns have been raised about “gentrification”). The claim is often further made by critics or local housing activists and others that the housing and social conditions to which those displaced residents move are worse, and hence their life chances and wellbeing are diminished, not enhanced.

A well managed set of moves out of the area have the potential to increase the wellbeing and housing situation of former residents, but this needs to be documented. Similarly mixing of tenures may have positive social and economic impacts on the neighbourhood. Documentation is therefore helpful in understanding the impact overall of regeneration on past, current, and future tenants. It is important to be able to reflect any positive improvements arising from moves out of the neighbourhood, particularly if these can be linked to the needs and wishes of residents. These may include the need or wish:

- to have a home with the right number of rooms to meet the household need (bigger or smaller)
- to move nearer to specific support or desired services or people (such as to be nearer family or friends,
- to meet a disability or health need, or to be nearer a hospital for regular treatment
- to be nearer work
- to be nearer sports or leisure facilities of particular use or interest to a family member
- to get away from the area due to harassment or other problems
- just to get a change, go to a new place, move on

The framework of records above is designed to capture this information in a fairly general form, but one which can be analysed in a report.

Reference number: Home Group will need to know who has moved, and be able to track them as individuals. This should start by asking for “informed consent” to do this. General summary records can be kept of how many people move and why, but this exercise is more in depth. It requires Home Group to be able to ask participating resident how things are after they have moved, and be able to link this to the specific reasons they moved and the specific needs and issues they had in their previous home.

Annex 5: Demolition or Refurbishment? Short literature review

Anne Power's publications on the costs and benefits of these options include:

- *Does demolition or refurbishment of old and inefficient homes help to increase our environmental, social, and economic viability?* Energy Policy 36 (2008)
- *Housing and sustainability: demolition or refurbishment?* Proceedings of the Institution of Civil Engineers, Urban Design and Planning 163, Issue DP4, (December 2010)
- *Cutting Carbon Costs: Learning from Germany's Energy Saving Program.* Power, A. and Zulauf, M. (2011) Brookings Institute, Washington DC

Each of these studies involves a review of wider evidence which is drawn on to make the argument that the benefits of refurbishment are high, and higher than had previously been recognised. The 2008 article cites evidence from the Environmental Change Institute at the University of Oxford, from the Sustainable Development Commission, and from the German Federal Housing, Urban and Transport Ministry, the Empty Homes Agency, English Heritage, the Building Research Establishment, the Prince's Foundation and a range of other studies. It also discusses social and political problems of demolition, which had been previously underplayed. Its conclusion is that "the overall balance of evidence suggests that refurbishment most often makes sense on the basis of time, cost, community impact, prevention of sprawl, reuse of existing infrastructure and protection of existing communities. It can also lead to reduced energy use in buildings in both the short and long term". The 2010 article builds on and expands the themes and evidence from the 2008 article, citing a wide range of independent studies to draw similar conclusions. Additional evidence around the German experience is provided by the Power and Zulauf 2011 report.

Later research work by Power on specific refurbishment programmes from a long run study of upgrading the Edward Woods estate, a large 1960s style concrete tower block estate in LB Hammersmith and Fulham in West London, has provides similar evidence published as *High Rise Hope - the social implications of energy efficiency retrofit in large multi-storey tower blocks* Bates, K., Lane, L. and Power, A. (2012) (CASEreport 75) and *High Rise Hope Revisited – the social implications of upgrading large estates* Lane, L. Power, A. and Provan, B (2014) (CASEreport 85). This research documents the energy efficiency benefits of cladding and upgrading a large high rise estate in London. Similarly *Retrofit to the Rescue – Environmental upgrading of multi-storey estates* Benton, E., Belotti, A., Lane, L., and Power, A. (2019) (CASE Paper 120) examines the refurbishment of Wilmcote House, a high rise estate in Portsmouth, and includes a detailed financial analysis by Portsmouth City Council of the options around demolition and refurbishment. This shows that the costs of retrofitting to "passive Haus" standards (£115,000 per unit) are lower than the costs of

demolition and rebuilding. James Traynor (Traynor, J. (2018) *Alleviating energy poverty through a deep renovation of Wilmcote House in Somerstown* provides detailed technical evidence of how this can be done (in Trayner et al (2018) *Upscaling urban regeneration* Rockwool/BPIE, Copenhagen)

Within the context of London local government, a London Assembly Housing Committee 2015 report *Knock it Down or Do it Up? The challenge of estate regeneration* GLA, London cites evidence that refurb is cheaper (17-20). It also notes that the cost of demolition compared to refurbishment are hard to establish clearly, it shows that “*embodied carbon from demolition, removal of waste materials and reconstruction are routinely ignored, at least in part because they are difficult to measure and relate to long-term targets*”. Following on from this, the Mayor’s Good Practice Guide to Estate Regeneration *Better Homes for Local People* (Mayor of London (2018) GLA, London) notes that:

However, when considering the option of demolishing and rebuilding homes, councils, housing associations and their partners should always consider alternative options to demolition first. They should balance the potential benefits of demolishing and rebuilding homes against the wider social and environmental impacts of this option (p8).

Wider studies such as *UK housing: Fit for the future?* (2019), a report from the UK Committee on Climate Change, examine closely the benefits and best approaches to delivering energy efficiency through refurbishment and new build.

Two UCL literature reviews of the evidence around demolition or refurbishment also are relevant here.

Demolition or Refurbishment of social housing? A review of the evidence Crawford, K., Johnson, C., Davies, F., Joo, S., Bell, S. (2014) UCL Engineering, London notes that there is a large amount of emerging literature from different fields – engineers, energy modellers, planners, and public health specialists. They note that “*there is a growing body of research suggesting that extending the lifecycle of buildings by refurbishment is preferable to demolition in terms of improved environmental, social and economic impacts*” (p60) although “*decisions to demolish or refurbish buildings are rarely clear cut, and will invariably involve trade-offs between different objectives and values*” (p5). It notes that refurbishment of buildings can significantly contribute to job creation, be good for SMEs, and that “*involvement of the community in the decision making process, regardless of the outcome, is essential in order to reduce impacts on well being particularly mental health. This should include actively engaging residents to that they feel a sense of ownership and participation and keeping them fully informed of the process*” (p62).

A recent UCL study provides detailed analysis of methods to calculate the Life Cycle Carbon Footprint (LCCF) of a building, comparing new and refurbished buildings (*The life cycle carbon footprint of refurbished and new buildings - a systematic review of case studies* Schwartz, Y. Raslan, R. Mumovic, D.(2018) (Renewable and Sustainable Energy Reviews Volume 81, Part 1, January 2018)). The report indicates that there are problems with different methodological approaches to measurement of the LCCF, and suggests how to improve and standardise these. One main conclusion was that while some new building performed better than refurbished ones, a comparison between the LCCF of refurbished and new buildings showed that most refurbishments had a lower LCCF than most new buildings.

Annex 6: Social Return on Investment Framework

Annex Contents

- [1. High Level Social Return on Investment Aims](#)
- [2. Community Plan Exploratory](#)
- [3. Baseline and Later](#)
- [4. Value Details](#)

Objective	Area of focus	Examples of targets or commitments	Notes	
Great Housing <i>To provide excellent environmentally sustainable landlord services, including to vulnerable groups</i>	Housing officer services	<ul style="list-style-type: none"> * To resolve questions within 48 hours * To have a named housing officer for each household 	1. Although these are basic housing management issues, they affect resident quality of life so can be included here 2. Vulnerable groups include those with disabilities, health and mental health issues, and excluded groups 3. Resident voice and control is dealt with separately. 5. Home will collect and publish performance information (against targets) at an appropriate geographical level 6. Some of these areas have specific HACT questions and values 7. Sustainability and energy efficiency are included as specific and very important objectives	
	Repairs service	Repairs target levels		
	Rent and arrears support services	<ul style="list-style-type: none"> * Access to realtime information on accounts online * Named advisor 		
	Local refuse and environmental/green services	<ul style="list-style-type: none"> * Rubbish removal targets * Published green maintenance schedules 		
	Adapted and supported housing	* % of met special needs of disabled and vulnerable tenants through housing adaptations or additional support		
	Sustainability and energy efficiency	<ul style="list-style-type: none"> * Targets for reducing energy use and improving insulation * Recycling aims for rubbish disposal 		
Voice and control <i>To give voice and maximum control to customers and local residents</i>	Specific commitments to influence over regeneration planning issues	<ul style="list-style-type: none"> * Choice in relation to temporary and permanent moves * Choice in relation to new home design especially where special needs are involved e.g. disability * Choice in relation to wider estate regeneration of e.g. open spaces, community facilities, parking, play areas 	This is already part of regeneration planning, and needs to be formalised	
	Additional long term steady state commitments to give resident influence on continuing estate level improvements of e.g. green spaces, community areas and facilities	This may include planning for major repairs, or wider neighbourhood public space	This will figure in the longer term plan and set of commitments for the area	
	Shared ownership or other local home ownership initiative	Access to personal advisor on Home or other ownership initiatives	Ownership is part of Home core objectives and can be viewed as part of ownership and voice	
	Residents associations	<ul style="list-style-type: none"> * Support in kind (eg use of rooms, copiers, distribution, provide tea) * Commitment to periodic attendance by senior Home officer (6 monthly?) as well as local staff 	Issues can arise about non-representative participants in residents associations, which can need active interventions to address	
	Support for existing or proposed community groups or special needs and interest groups	Straightforward process to provide small grants to support these groups	This can be one way to identify under-represented and marginalised groups in the neighbourhood	
	Estate or neighbourhood participatory budget	Devolved budget or specific control over aspects of e.g. greens budget, parking	Needs careful management and support to work well	
	Clear links to non Home residents and local traders, third sector organisations, and interested parties	Attendance at local traders forum, or invitations to Home events	This feeds into the jobs and economic growth objectives	

Objective	Area of focus	Examples of targets or commitments	Notes
Jobs and the local economy <i>To maximise the impact of regeneration on residents' employment and skills opportunities, and on supporting local businesses</i>	Skills training, apprenticeships, and guaranteed placements with regeneration contractors undertaking the regeneration project	<ul style="list-style-type: none"> * 10% of regeneration workers will be local people, including 5% Home customers. * At least 20 skills training apprenticeships for under 25s as part of the above, with gender, ethnicity, and disability quotas 	This is in the regeneration period. The exact nature of the commitments will depend on the initial quality of life survey results
	Job clubs, skills training, and opportunities for employment and apprenticeships offered to Home customers or residents of the local "neighbourhood" in question	<ul style="list-style-type: none"> * Joint work with local partners on these objectives, including guaranteed interviews programmes for some local jobs, and sponsored training. * Work experience and training places in Home workplaces locally, or sponsored in Home's contractor businesses 	These are in the steady state post regeneration period
	Commitment to developing local supply chains to fulfill Home procurement needs. This can include environmental sustainability requirements	<ul style="list-style-type: none"> * X% of repairs materials to be from recycled sources * Repairs and maintenance contractors to source X% of materials from suppliers within Ykm of the site * All office supplies including food to be sourced within Ykm of the site 	This option can be complex to develop given the more regional nature of Home's repair and maintenance contracts, but can still be examined and in particular the sustainability point applied irrespective of geography
Social and Community development <i>To support the development of strong and supportive social and community bonds within and between different resident groups</i>	Regular community engagement opportunities for the local community, proactively engaging hard-to-reach groups, including community facilities and grants	<ul style="list-style-type: none"> * Attendance at community events, including group and age breakdowns * Regular initiatives to gauge the demand for community clubs and facilities 	This can take time to develop. There is also a need to ensure that what is provided fits with the needs and wishes of residents.
	Mechanisms for local residents and stakeholders to discuss the ongoing success of the development, such as resident/community governance structures or forums	<ul style="list-style-type: none"> * Development of a community plan which reviews progress and identifies improvements * Community Forum or similar 	This can be linked to the development and review of a community plan. There may already be local authority structures (Community Forums or Local Plan groups) that can be used or partnered with.
	Design features which bring a distinctive character to the development and create local pride	Active planning and work on developing a "local identity" to combat stigma and build pride in the local area	Addressing the problems of stigmatisation of social rent customers can be an issue both within the neighbourhood (between the different parts of a "mixed community") and between the community and wider area
	Positive steps to encourage social interaction between residents from different tenures, as well as old and new residents	<ul style="list-style-type: none"> * data on schools attended by children from different tenures * data on use of local clubs and facilities by tenure and length of residence * extent of initiatives to actively bring different groups together 	Owners and renters may go to different schools, leisure facilities, and shops; they may use different modes of transport; and generally may never mix - including physically if the neighbourhood has natural lines of division between different tenures. Active steps to encourage contact and mixing may help
Crime and community safety <i>To design and manage a safe neighbourhood which deters and decreases anti social and criminal behaviour, including amongst young people</i>	Overall levels of crime and antisocial behaviour, including drug related crime and assaults	<ul style="list-style-type: none"> * analysis of local crime reports * extent of ASB complaints and ASBs issued 	Mainly police stats used here
	Extent to which residents feel safe being in the neighbourhood during the day, and after dark	Regular surveying around these issues, to achieve improvements	A key indicator of resident satisfaction with the neighbourhood
	Level of youth crime and ASB, including drugs and knife crime	Regular reviews of problems, particularly in relation to good housing management, and work with partners	Youth crime, and supportive youth work, can be major issues locally

Objective	Area of focus	Examples of targets or commitments	Notes
	Extent of police community engagement, and resident trust in the police	<ul style="list-style-type: none"> * numbers of community police * regular surveys of residents views * community forum including police 	Levels of police community engagement have become important issues recently, and require work to resolve
Health and well being <i>To support and encourage good health and mental health activities</i>	Planning and maintaining open and green spaces so they are safe and inviting places for the local community to use for recreation and exercise	<ul style="list-style-type: none"> * extent of use or abuse of open and green spaces * support by e.g. providing exercise structures like bars or similar 	Links to the opportunities for community engagement in planning the provision and management of green spaces, and participatory budgeting
	Encourage farmers markets, allotments, and other healthy eating opportunities	Provision of space to use/rent for markets or allotments	Allotments need land which may be in Home's gift; farmers markets need appropriate external traders.
	Directly, or with partners, providing opportunities and encouragement for residents to adopt healthy lifestyles (exercise, smoking reduction, support to combat loneliness and mental health problems)	<ul style="list-style-type: none"> * support partners to provide information through mail drops, email contacts for customers (with consent), add info to Home App (if available) * systematic reporting through CRM of identified acute loneliness or mental health issues, with partner followup 	There is a possible range of actions here, of which the provision of community spaces or small grants by Home may be most within their control
	Youth work - working with partners to provide opportunities to local young people to have supportive and enjoyable activities locally	<ul style="list-style-type: none"> * Support for youth work partners * local reduction of youth crime * increase in youth engagement in local activities 	This is often one of the most important issues to tackle in local areas
	Provide parking and transport options which encourage walking, cycling, electric vehicles, and as far as possible maximise public transport links, and improve air quality	<ul style="list-style-type: none"> * Provision of cycle parking, electric charging and clear walking routes * engagement with local transport authority through community forum 	Home can be proactive in the estate design, maintenance, and improvement here
Financial inclusion <i>To work with customers and residents to reduce poverty and indebtedness</i>	Extend rent arrears work to include wider benefits and financial advice, directly or through partner agencies	* reduced arrears	This element is part of mainstream housing management, but can be made more comprehensive
	Recognise the problems of customer over-indebtedness by available information on national and local partners who can assist, and referral links to them	<ul style="list-style-type: none"> * rates of identification of extreme poverty * numbers of referrals to partners * evidence of lower burdensome debt 	Home is not in a position to provide debt relief advice, but can actively signpost local or other partners
	Support local food banks and other poverty reduction initiatives	<ul style="list-style-type: none"> * commitment in kind or of finance * publicity to potential users and donors 	A current but potentially continuing issue to address

Objective	Area of focus	Possible targets	Survey questions
Background questions: <i>To provide basic information about the household.</i>	Household composition		[Bring completed form with details already collected, or complete missing bits on age, ethnicity, genders, disability, employment status, length of time in property, and current intentions to stay or go]
	Reasons for wishing to stay or go		If going: * Why have you chosen to leave the property and neighbourhood? * Where do you want to go to? (location, tenure, social links) * What are the best and worst things about your current home? * What are the best and worst things about this neighbourhood?
			If staying: * What are the best and worst things about your current home?
Great Housing <i>To provide excellent environmentally sustainable landlord services, including to vulnerable groups</i>	Housing officer services	* To resolve questions within 48 hours * To have a named housing officer for each household	What do you think of your current home? [very poor/poor/neither good nor poor/good/very good]. Why?
	Repairs service	Repairs target levels	What do you think of Home as a landlord? [very poor/poor/neither good nor poor/good/very good]. Why?
	Rent and arrears support services	* Access to realtime information on accounts online * Named advisor	If not raised above: What do you think of Home's repair service? [range]
	Local refuse and environmental/green services	* Rubbish removal targets * Published green maintenance schedules	* Are Home helpful or not helpful with other housing issues like rent arrears, neighbour nuisance, keeping the area clean and well looked after, dealing or dealing with security and
			How much of a problem is rubbish or litter lying around? 1. Very big problem 2. Fairly big problem 3. Not a very big problem* 4. Not a problem at all*
	Adaptated and supported housing	* % of met special needs of disabled and vulnerable tenants through housing adaptations or additional support	* Special needs: Do you, or does a member of your household, have special needs like a disability? How well does Home help you to make your home suitable to help with this need? * Support: do you have any specific support needs? Is Home or another agency meeting those needs?

Objective	Area of focus	Possible targets	Survey questions
Voice and control <i>To give voice and maximum control to customers and local residents</i>	Specific commitments to influence over regeneration planning issues	<ul style="list-style-type: none"> * Choice in relation to temporary and permanent moves * Choice in relation to new home design especially where special needs are involved e.g. disability * Choice in relation to wider estate regeneration of e.g. open spaces, community facilities, parking, play areas 	Are you a member of any residents association or similar group? [expand, and probe - if not why not? If so, what do you do?]
	Additional long term steady state commitments to give resident influence on continuing estate level improvements of eg green spaces, community areas and facilities	This may include planning for major repairs, or wider neighbourhood public space	<ul style="list-style-type: none"> * Would you like to be more involved with developing the plans for the regeneration? [Probe] * Would you like to be involved in decisions about how the estate is run - for example where the parking spaces are, the playgrounds, the priorities for keeping the buildings looking smart? If so what would you like to be involved in?
	Shared ownership or other local home ownership initiative	Access to personal advisor on Home or other ownership initiatives	Would you like to be a home owner, or to buy through shared ownership?
	Residents associations	<ul style="list-style-type: none"> * Support in kind (eg use of rooms, copiers, distribution, provide tea) * Commitment to periodic attendance by senior Home officer (6 monthly?) as well as local staff 	
	Support for existing or proposed community groups or special needs and interest groups	Straightforward process to provide small grants to support these groups	
	Estate or neighbourhood participatory budget	Devolved budget or specific control over aspects of e.g. greens budget, parking	
	Clear links to non Home residents and local traders, third sector organisations, and interested parties	Attendance at local traders forum, or invitations to Home events	
Jobs and the local economy <i>To maximise the impact of regeneration on residents' employment and skills opportunities, and on supporting local businesses</i>	Skills training, apprenticeships, and guaranteed placements with regeneration contractors undertaking the regeneration project	<ul style="list-style-type: none"> * 10% of regeneration workers will be local people, including 5% Home customers. * At least 20 skills training apprenticeships for under 25s as part of the above, with gender, ethnicity, and disability quotas 	[check employment status for household] The regeneration work will create local jobs. Do you or does a member of your family wish to be part of any of the employment, training, or apprenticeship schemes that are being planned?
	Job clubs, skills training, and opportunities for employment and apprenticeships offered to Home customers or residents of the local "neighbourhood" in question	<ul style="list-style-type: none"> * Joint work with local partners on these objectives, including guaranteed interviews programmes for some local jobs, and sponsored training. * Work experience and training places in Home workplaces locally, or sponsored in Home's contractor businesses 	<ul style="list-style-type: none"> * Thinking a bit more long term, would be interested in linking to any training, employment, or volunteering schemes which Home may provide? * Would you be interested in opportunities to gain more qualifications of job skills? Which?

Objective	Area of focus	Possible targets	Survey questions
	Commitment to developing local supply chains to fulfill Home procurement needs. This can include environmental sustainability requirements	<ul style="list-style-type: none"> * X% of repairs materials to be from recycled sources * Repairs and maintenance contractors to source X% of materials from suppliers within Ykm of the site * All office supplies including food to be sourced within Ykm of the site 	[this evidence from Home records and local stakeholders]
Social and Community development <i>To support the development of strong and supportive social and community bonds within and between different resident groups</i>	Regular community engagement opportunities for the local community, proactively engaging hard-to-reach groups, including community facilities and grants	<ul style="list-style-type: none"> * Attendance at community events, including group and age breakdowns * Regular initiatives to gauge the demand for community clubs and facilities 	
	Mechanisms for local residents and stakeholders to discuss the ongoing success of the development, such as resident/community governance structures or forums	<ul style="list-style-type: none"> * Development of a community plan which reviews progress and identifies improvements * Community Forum or similar 	Do you go to any local clubs or social groups? Which?
	Design features which bring a distinctive character to the development and create local pride	Active planning and work on developing a "local identity" to combat stigma and build pride in the local area	Do you think there is a need for more local clubs and social groups, or more sports activities in the neighbourhood? What?
	Positive steps to encourage social interaction between residents from different tenures, as well as old and new residents	<ul style="list-style-type: none"> * data on schools attended by children from different tenures * data on use of local clubs and facilities by tenure and length of residence * extent of initiatives to actively bring different groups together 	
Crime and community safety <i>To design and manage a safe neighbourhood which deters and decreases anti social and criminal behaviour, including amongst young people</i>	Overall levels of crime and antisocial behaviour, including drug related crime and assaults	<ul style="list-style-type: none"> * analysis of local crime reports * extent of ASB complaints and ASBs issued 	How worried are you about being a victim of crime? 1. Very worried 2. Fairly worried 3. Not very worried 4. Not at all worried*
			How much of a problem is vandalism, graffiti and other deliberate damage to property or vehicles? 1. Very big problem 2. Fairly big problem 3. Not a very big problem* 4. Not a problem at all*
			How would you rate the level of anti-social behaviour in the local area? 1. High 2. Low*
	Extent to which residents feel safe being in the neighbourhood during the day, and after dark	Regular surveying around these issues, to achieve improvements	Do you feel safe walking around the neighbourhood: a. during the day b. in the dark

Objective	Area of focus	Possible targets	Survey questions
	Level of youth crime and ASB, including drugs and knife crime	Regular reviews of problems, particularly in relation to good housing management, and work with partners	Should there be more done to support young people in the neighbourhood? What?
	Extent of police community engagement, and resident trust in the police	* numbers of community police * regular surveys of residents views * community forum including police	How well do the police do their job in this area? Are there things they could do better?
Health and well being <i>To support and encourage good health and mental health activities</i>	Planning and maintaining open and green spaces so they are safe and inviting places for the local community to use for recreation and exercise	* extent of use or abuse of open and green spaces * support by e.g. providing exercise structures like bars or similar	Compared to people of your own age, in the last 12 months would you say that your health has been: 1. Excellent* 2. Good* 3. Fair 4. Poor 5. Very poor
			Do you take part in any regular sports activities? Are any of them done in the neighbourhood? [details]
	Encourage farmers markets, allotments, and other healthy eating opportunities	Provision of space to use/rent for markets or allotments	* Do you think there are more things that could be done to improve the quality of the green spaces and general environment in the neighbourhood? What? * What about global warming - is there more that could be done in this neighbourhood by Home or by the residents to reduce energy use? * Do you think it is important to try to reduce energy use?
	Directly, or with partners, providing opportunities and encouragement for residents to adopt healthy lifestyles (exercise, smoking reduction, support to combat loneliness and mental health problems)	* support partners to provide information through mail drops, email contacts for customers (with consent), add info to Home App (if available) * systematic reporting through CRM of identified acute loneliness or mental health issues, with partner followup	What are the main improvements to the neighbourhood that you would like to see? Here are some possibilities: - better public transport links - better shops - better GP and health care provision - better schools - more effective policing - more local jobs - more parks and open space - tackling discrimination and disadvantage - [others]
	Youth work - working with partners to provide opportunities to local young people to have supportive and enjoyable activities locally	* Support for youth work partners * local reduction of youth crime * increase in youth engagement in local activities	
	Provide parking and transport options which encourage walking, cycling, electric vehicles, and as far as possible maximise public transport links, and improve air quality	* Provision of cycle parking, electric charging and clear walking routes * engagement with local transport authority through community forum	What do you think about the parking, traffic management, and facilities for bikes, wheelchairs, and electric cars in the neighbourhood?

Objective	Area of focus	Possible targets	Survey questions
<p>Financial inclusion <i>To work with customers and residents to reduce poverty and indebtedness</i></p>	<p>Extend rent arrears work to include wider benefits and financial advice, directly or through partner agencies</p>	<p>* reduced arrears</p>	<p>* Is your home value for money? * Is it easy to keep track of how much rent you need to pay, and your balance? * Does Home help you to keep track of your rent, and help if you have any problems paying it?</p>
	<p>Recognise the problems of customer over-indebtedness by available information on national and local partners who can assist, and referral links to them</p>	<p>* rates of identification of extreme poverty * numbers of referrals to partners * evidence of lower burdensome debt</p>	<p>How well would you say you yourself are managing financially these days? 1. Living comfortably* 2. Doing alright* 3. Just about getting by 4. Finding it quite difficult 5. Finding it very difficult</p> <p>* Do you have an internet connection in your home? * Have you any problems with claiming and receiving your DWP benefits?</p>
	<p>Support local food banks and other poverty reduction initiatives</p>	<p>* commitment in kind or of finance * publicity to potential users and doners</p>	<p>[if finding it difficult to manage] Do you ever use a food bank, or have you in the past?</p>

Objective	Area of focus	Examples of targets or commitments	Social value indicator	HACT recommended value bearing questions and sources of information	Additional Home Survey questions	Additional Home or external sources of evidence
Great Housing To provide excellent environmentally sustainable landlord services, including to vulnerable groups	Housing officer services	* To resolve questions within 48hours * To have a named housing officer for each household			* Do you know how to report problems like neighbour nuisance to Home? * How responsive are Home to your reports (poor, fair, neither good nor bad, good, very good). Why?	Home records of complaints
	Repairs service	Repairs target levels	Rectification of serious internal condensation/ mould growth, penetrating (higher level) damp, ceiling fault, floor fault, wall fault, door faults (interior doors)	Survey confirmation that the relevant defect was present in the property before the works, and that it was subsequently rectified.	* Are you satisfied with the repairs reporting arrangements? * How satisfied are you with the repairs service? (very poor, poor, neither good nor poor, good, very good). Why?	Home records of repairs
	Rent and arrears support services	* Access to realtime information on accounts online * Named advisor			* How easily can you find out whether your rent account is up to date or in arrears? * How satisfied are you with how Home deal with rent arrears and your rent account? * Do you have someone who you can ring and who knows about your rent payments and any problems you have with arrears? * Have you had recent problems with paying rent due to benefits like Universal Credit?	Performance against the targeted standards
			No litter problems	How much of a problem is rubbish or litter lying around? 1. Very big problem 2. Fairly big problem 3. Not a very big problem* 4. Not a problem at all*		Home knowledge of local issues
	Local refuse, litter, external cleanliness and conditions, and environmental/green services	* Rubbish removal targets * Published green maintenance schedules	Resolution of problems with litter, rubbish or dumping, graffiti, vandalism, scruffy gardens/ landscaping, scruffy/ neglected buildings (NB: Definition excludes dwellings), dog or other excrement, condition of dwellings (external), condition of roads, pavements and street furniture	The local area around the dwelling should be surveyed to consider the extent to which the relevant problem is present, recorded on a simple subjective scale from 1 (no problem) to 5 (major problem). Values can be applied where an area is improved from being assessed as scoring 3, 4 or 5 to being scored 1 or 2.		Home records of works carried out
	Satisfaction with the area	* Satisfaction level * addressing specific problems raised	(note two questions relating to this area of focus are below, in the section on Social and Community development)		* What do you think are the best and worst things about living in this neighbourhood? * Which of these has got better since last year, and which has got worse? * How well do you think Home deals with these issues? * [if in a new home in neighbourhood] Is your new home much better/better/the same/worse/much worse than the old home? Why? * Is the neighbourhood much better/better/the same/worse/much worse than before? Why?	
	Adapted and supported housing	* Extent to which needs met. * Satisfaction with how needs met * For supported housing, no longer homeless		Movement from rough sleeping to temporary or secure housing		

Objective	Area of focus	Examples of targets or commitments	Social value indicator	HACT recommended value bearing questions and sources of information	Additional Home Survey questions	Additional Home or external sources of evidence
	Sustainability and energy efficiency	* Targets for reducing energy use and improving insulation * Recycling aims for rubbish disposal		* Records demonstrating that the energy performance of the property improved by one EPC band, when derived from SAP 2009 energy efficiency assessments, before and after the works, for example from G to F or C to B.		Home records on recycling performance
Voice and control To give voice and maximum control to customers and local residents	Specific commitments to influence over regeneration planning issues	* Choice in relation to temporary and permanent moves * Choice in relation to new home design especially where special needs are involved e.g. disability * Choice in relation to wider estate regeneration of e.g. open spaces, community facilities, parking, play areas			This is during the regeneration planning and delivery period. See the notes on the previous stage where these issues are fully covered	Home records of outcomes as the regeneration continues and comes to an end - to what extent was expressed choice met? ALSO need to track where people who moved off the estate moved to (better/same/worse housing conditions and neighbourhoods?)
	Additional long term steady state commitments to give resident influence on continuing estate level improvements of eg green spaces, community areas and facilities	This may include planning for major repairs, or wider neighbourhood public space			* Do you feel that you have been fully consulted and engaged with how the estate regeneration was planned? * Have Home listened to what was said during the consultation?	
	Shared ownership or other local home ownership initiative	Access to personal advisor on Home or other ownership initiatives			Would you like to be a home owner, or to buy through shared ownership?	Record of shared ownership enquiries and takeup, and views of those in the tenure (separate exercises)
	Residents associations	* Support in kind (eg use of rooms, copiers, distribution, provide tea) * Commitment to periodic attendance by senior Home officer (6 monthly?) as well as local staff	Active in tenants group	Relevant survey question/record of attendance		Home local information
	Support for existing or proposed community groups or special needs and interest groups	Provision of small grants to support these groups			* Are you part of a groups who have receive a Home small grant? * how useful was it in supporting the group?	Any grants paid, and outcomes recorded against objectives of those grants
	Estate or neighbourhood participatory budget	Devolved budget or specific control over aspects of e.g. greens budget, parking			* Are you part of a participatory budgeting group? * if so, how useful is it in improving the neighbourhood? * If not, have you heard of it, and if so what?	Home records of participatory budgets in place
	Clear links between Home and local traders, third sector organisations, and interested parties	Attendance at local traders forum, or invitations to Home events; range of partnerships with local voluntary groups and agencies				Home internal records of links to these groups
Jobs and the local economy To maximise the impact of regeneration on residents' employment and skills opportunities, and on supporting local businesses	Skills training, apprenticeships, and guaranteed placements with regeneration contractors undertaking the regeneration project	* 10% of regeneration workers will be local people, including 5% Home customers. * At least 20 skills training apprenticeships for under 25s as part of the above, with gender, ethnicity, and disability quotas	Apprenticeship	Record of individuals enrolling on apprenticeship	* Is anyone in the household on an apprentice scheme? * Is this linked to the regeneration work or a Home scheme?	Records of workers placed with regeneration contractors
	Job clubs, skills training, and opportunities for employment and apprenticeships offered to Home customers or residents of the local "neighbourhood" in question	* Joint work with local partners on these objectives, including guaranteed interviews programmes for some local jobs, and sponsored training. * Work experience and training places in Home workplaces locally, or sponsored in Home's contractor businesses	Secure job	If you have recently moved from unemployment to full-time employment, how satisfied are you with your job security? 1. Not satisfied at all 2. Mostly dissatisfied 3. Somewhat dissatisfied 4. Not satisfied or dissatisfied 5. Somewhat satisfied* 6. Mostly satisfied* 7. Completely satisfied*		Records of cost, attendance objections and outcomes from any such partnerships or internal Home placements

Objective	Area of focus	Examples of targets or commitments	Social value indicator	HACT recommended value bearing questions and sources of information	Additional Home Survey questions	Additional Home or external sources of evidence
			Employed parent for children (11-15)	If you have recently moved from unemployment to employment, how many children do you have aged between 11-15? 1. None 2. 1* 3. 2* 4. 3+*		
			<i>NOTE: additional questions which rely on external sources of information are also relevant. These are listed at the bottom of this column - and not included here as although they can be asked by Home (see in that column) they should also be matched to external records</i>	<i>Records of employment - see below</i>	* Have you recently moved into a job? * Are you on any job training schemes, or going to a job club? * Do you do any regular volunteering? [PROBE all]	See box below on employment additional information
	Commitment to developing local supply chains to fulfill Home procurement needs. This can include environmental sustainability requirements	* X% of repairs materials to be from recycled sources * Repairs and maintenance contractors to source X% of materials from suppliers within Ykm of the site * All office supplies including food to be sourced within Ykm of the site			Regular survey of suppliers to explore this option for more local supply chains	Home records of delivery chain suppliers
	Employment training, job clubs, volunteering opportunities, and attendance at local organisations,	Provision of facilities and support to agencies offering volunteering and training opportunities	Regular volunteering	Volunteers at least once per month for at least two months		
Regular attendance at voluntary or local organisation			Attends local and voluntary groups at least once per month for at least two months			
General training for job			General work-related training to help find new job, to increase skills for job or to improve skills for job			
Employment training			Employment training at employment or job centre			
Social and Community development To support the development of strong and supportive social and community bonds within and between different resident groups	Regular community engagement opportunities for the local community, proactively engaging hard-to-reach groups, including community facilities and grants	* Attendance at community events, including group and age breakdowns * Regular initiatives to gauge the demand for community clubs and facilities	Member of social group	Record of regular attendance at a group meet up	* Do you go to any local clubs or social groups? Which? [probe for details] * What local clubs or social groups would you like to see in the neighbourhood?	Home analysis of community participation and hard to reach groups, as well as any grants and outcomes
Hobbies			Regular rehearsed/performed dance, singing, painting/drawing/sculpting, photography, crafts, book club or similar, at least once a week for at least two months			
Able to obtain advice locally			If I needed advice about something I could go to someone in my neighbourhood' 1. Strongly agree* 2. Agree* 3. Neither agree/disagree 4. Disagree 5. Strongly disagree	* How often do you talk to your neighbours? * Do you mix with people in other parts of the neighbourhood? [name parts, and probe why or why not] * [if have children] Where do you r children go to school?		
	Mechanisms for local residents and stakeholders to discuss the ongoing success of the development, such as resident/community governance structures or forums	* Development of a community plan which reviews progress and identifies improvements * Community Forum or similar			* What are the best and worst things about this neighbourhood? * How does this list compare to a year ago? * Have you been involved in any groups or discussion about improving the neighbourhood? * Would you like to be involved in discussions about how to improve the neighbourhood?	Records of attendance at residents and community forum meetings. Local and central assessment of the incidence and effectiveness of resident engagement, and the production and delivery of any overall community plan

Objective	Area of focus	Examples of targets or commitments	Social value indicator	HACT recommended value bearing questions and sources of information	Additional Home Survey questions	Additional Home or external sources of evidence
	Design features which bring a distinctive character to the development and create local pride	Active planning and work on developing a "local identity" to combat stigma and build pride in the local are	Good neighbourhood	Overall do you think your neighbourhood is a good or a bad place to live? 1. Good* 2. Bad 3. Mixed		Home could conduct or sponsor a bespoke exercise on identity and stigma locally
			Feel belonging to neighbourhood	I feel like I belong to this neighbourhood 1. Strongly agree* 2. Agree* 3. Neither agree/disagree 4. Disagree 5. Strongly disagree		
	Positive steps to encourage social interaction between residents from different tenures, as well as old and new residents	* data on schools attended by children from different tenures * data on use of local clubs and facilities by tenure and length of residence * extent of initiatives to actively bring different groups together	Talks to neighbours regularly	I regularly stop and talk with people in my neighbourhood 1. Strongly agree* 2. Agree* 3. Neither agree/disagree 4. Disagree 5. Strongly disagree	Do you mix with residents on other parts of the estate (particularly from different groups or tenures)?	Local evidence of mixing between residents living in different tenures, new and old residents, and different groups, or more systematic research on the extent of mixing
Crime and community safety To design and manage a safe neighbourhood which deters and decreases anti social and criminal behaviour, including amongst young people	Overall levels of crime and antisocial behaviour, including drug related crime and assaults	* analysis of local crime reports * extent of ASB complaints and ASBs issued	Not worried about crime	How worried are you about being a victim of crime? 1. Very worried 2. Fairly worried 3. Not very worried 4. Not at all worried*		Local police records
			No problem with vandalism/graffiti	How much of a problem is vandalism, graffiti and other deliberate damage to property or vehicles? 1. Very big problem 2. Fairly big problem 3. Not a very big problem* 4. Not a problem at all*		Home local records on graffiti and vandalism in the estate and affecting Home property
			No problem with anti-social behaviour	How would you rate the level of anti-social behaviour in the local area? 1. High 2. Low*		
	Extent to which residents feel safe being in the neighbourhood during the day, and after dark	Regular surveying around these issues, to achieve improvements			Do you feel safe walking around the neighbourhood: a. during the day b. in the dark	Home's own staff perceptions and experience of crime in the neighbourhood
	Level of youth crime and ASB, including drugs and knife crime	Regular reviews of problems, particularly in relation to good housing management, and work with partners	Question for youth in household: never been arrested	Have you ever been arrested by the police for any reason? 1. Yes 2. No* 3. Prefer not to answer		Local police youth crime records and general information from police
			No problem with teenagers hanging around	How much of a problem are teenagers hanging around on the streets? 1. Very big problem 2. Fairly big problem 3. Not a very big problem* 4. Not a problem at all*	Should there be more done to support young people in the neighbourhood?	
			Married parents (youth)	Are your parents currently married? 1. Yes* 2. No 3. Prefer not to answer		
	Extent of police community engagement, and resident trust in the police	* numbers of community police * regular surveys of residents views * community forum including police	Police do good job	How good a job are the police in this area doing? 1. Excellent* 2. Good* 3. Fair 4. Poor	* What might the police do better to make the neighbourhood safe? * Are there problems of drug use or drug dealing in the neighbourhood?	Extent that local Home teams have good contacts with the police in the neighbourhood

Objective	Area of focus	Examples of targets or commitments	Social value indicator	HACT recommended value bearing questions and sources of information	Additional Home Survey questions	Additional Home or external sources of evidence		
Health and well being To support and encourage good health and mental health activities	Planning and maintaining open and green spaces so they are safe and inviting places for the local community to use for recreation and exercise	* extent of use or abuse of open and green spaces * support by e.g. providing park exercise furniture or similar			* Are you involved in any discussions about the use of open and green spaces in the neighbourhood?	Records of attendance at meetings about open and green spaces		
	Encourage farmers markets, allotments, and other healthy eating activities and opportunities	Provision of space to use/rent for markets or allotments	Gardening	Regular participation (at least once a week) for at least two months	* Do you go to the local Farmers' market? * Where do you mainly shop for your fresh food?	Home records of sponsoring such markets and allotments		
	Good overall health: directly, or with partners, providing opportunities and encouragement for residents to adopt healthy lifestyles (exercise, smoking reduction, support to combat loneliness and mental health problems)	* provision of community spaces for healthy activities * support partners to provide information through mail drops, email contacts for customers (with consent), add info to Home App (if available) * systematic reporting through CRM of identified acute loneliness or mental health issues, with partner followup	Good overall health	Compared to people of your own age, in the last 12 months would you say that your health has been: 1. Excellent* 2. Good* 3. Fair 4. Poor 5. Very poor	* How is your health generally? Any problems you might need home adaptations to help with?	Local Health authority and CCG data. Local housing officer information		
			Attendance at various clubs - see HACT list	Records of participant numbers	* Do you take part in any regular sports activities? Are any of them done in the neighbourhood? * Are there any sports or social clubs and activities that you would like to see provided in the neighbourhood?	Detailed records from any Home sponsored clubs will be essential to use		
			Relief from drug/alcohol problems	Would you say you had a problem with drugs or alcohol? 1. Yes 2. No* 3. Prefer not to answer				
			Smoking cessation	Do you smoke cigarettes? 1. Yes 2. No* 3. Prefer not to answer				
			Feel in control of life	I feel that what happens to me is out of my control! 1. Often 2. Sometimes 3. Not Often* 4. Never*	* Do you use any local advice agencies when you have a problem? * Which ones?			
			Can rely on family	How much can you rely on your family if you have a serious problem? 1. A lot* 2. Somewhat 3. A little 4. Not at all	* Who do you turn to for advice locally?			
			High confidence (adult)	Have you recently been losing confidence in yourself? 1. Not at all* 2. No more than usual 3. Rather more than usual 4. Much more than usual				
			Relief from depression/anxiety (adult)	Do you suffer from depression or anxiety? 1. Yes 2. No* 3. Prefer not to answer				
					Go to youth clubs	How often do you go to youth clubs, scouts, girl guides or other organised activities? 1. Most days* 2. More than once a week* 3. Less than once a week* 4. Hardly ever 5. Never		

Objective	Area of focus	Examples of targets or commitments	Social value indicator	HACT recommended value bearing questions and sources of information	Additional Home Survey questions	Additional Home or external sources of evidence
	Youth work - working with partners to provide opportunities to local young people to have supportive and enjoyable activities locally	<ul style="list-style-type: none"> * Support for youth work partners * local reduction of youth crime * increase in youth engagement in local activities 	Relief from depression/anxiety (youth)	Have you had any nights in the last week when you lost sleep worrying or any days in the last week when you felt unhappy? 1. Yes 2. No* 3. Prefer not to answer		
			Improvements in confidence (youth)	I never feel useless 1. Strongly agree* 2. Agree* 3. Disagree 4. Strongly disagree		
	Provide parking and transport options which encourage walking, cycling, electric vehicles, and as far as possible maximise public transport links, and improve air quality	<ul style="list-style-type: none"> * Provision of cycle parking, electric charging and clear walking routes * engagement with local transport authority through community forum 			<ul style="list-style-type: none"> * How do you travel when you leave the estate to go to work or visits friends or family? * What do you think about the quality of public transport links to your home? 	<ul style="list-style-type: none"> * Records of Home or resident group attendance at meetings with the transport authority * numbers of cycle park and electric charging units
Financial inclusion To work with customers and residents to reduce poverty and indebtedness	Extend rent arrears work to include wider benefits and financial advice, directly or through partner agencies	* reduced arrears	Able to pay for housing	In the last 12 months have you had any difficulties paying for your accommodation? 1. Yes 2. No*	[if on benefits] * Do you have any problems with claiming or receiving your benefits? * Do you receive any advice or assistance with these issues from anyone?	Home arrears records
			Financial comfort	How well would you say you yourself are managing financially these days? 1. Living comfortably* 2. Doing alright* 3. Just about getting by 4. Finding it quite difficult 5. Finding it very difficult		Home records of eviction and court orders
			Able to save regularly	Do you save on a regular basis or just from time to time when you can? 1. Don't know 2. Yes, on a regular basis* 3. From time to time* 4. Other 5. No or N/A		Home referrals to benefit advice partners
	Recognise the problems of customer over-indebtedness by available information on national and local partners who can assist, and referral links to them	<ul style="list-style-type: none"> * reates of identification of extreme poverty * numbers of referrals to partners * evidence of lower burdensome debt 	Relief from being heavily burdened with debt	If you are in debt, how much of a burden is that debt? 1. Heavy burden 2. Somewhat of burden* 3. Not a problem*	* Would you like advice on debt management? [provide local agency contact]	Number of referrals to debt advice partners
			Debt-free	Do you currently owe any money or have debts to pay? (do not include mortgages or credit cards etc being paid off this month) 1. Yes 2. No*		
			Afford to keep house well-decorated	Do you have enough money to keep your home in a decent state of decoration? 1. Yes* 2. No		
			Access to internet	Do you have regular access to the internet? 1. Yes* 2. No		
			Able to insure home contents	Are the contents of your home insured against theft? 1. Yes* 2. No		
	Support local food banks and other poverty reduction initiatives	<ul style="list-style-type: none"> * commitment in kind or of finance * publicity to potential users and donors 			Have you recently used a food bank?	Home records of support and publicity for food banks

More detailed Employment records to capture		
Full-time employment	Moving from unemployment to full-time employment	Record of individuals moving from unemployment into FT employment

Objective	Area of focus	Examples of targets or commitments	Social value indicator	HACT recommended value bearing questions and sources of information	Additional Home Survey questions	Additional Home or external sources of evidence
			Self-employment	Moving from unemployment to self-employment	Record of individuals moving from unemployment into self-employment	
			Part-time employment	Moving from unemployment to a part-time job	Record of individuals moving from unemployment into PT employment	
			Government training scheme	https://www.gov.uk/career-skills-and-training	Record of individuals enrolling on gov't training courses	
			Vocational training	City and Guilds Pt I, PII, any GNVQs, HNC, HND, BEC Higher cert, ONC, OND, BEC Gen cert, youth training certificate	Record of individuals enrolling on specific training	
ALSO local NOMIS records of employment will be essential for an overview						

Outcome	Average Value	Description of outcome	Evidence needed
Employment			
Full-time employment	£14,433	Moving from unemployment to full-time employment	Record of individuals moving from unemployment into FT employment
Self-employment	£11,588	Moving from unemployment to self-employment	Record of individuals moving from unemployment into self-employment
Part-time employment	£1,229	Moving from unemployment to a part-time job	Record of individuals moving from unemployment into PT employment
Government training scheme	£9,447	https://www.gov.uk/career-skills-and-training	Record of individuals enrolling on gov't training courses
Secure job	£12,034	If you have recently moved from unemployment to full-time employment, how satisfied are you with your job security? 1. Not satisfied at all 2. Mostly dissatisfied 3. Somewhat dissatisfied 4. Not satisfied or dissatisfied 5. Somewhat satisfied* 6. Mostly satisfied* 7. Completely satisfied*	Relevant survey question
Apprenticeship	£2,353	The value of currently being enrolled on an apprenticeship is the vocational training value (EMP1407) + part-time employment value (EMP1403)	Record of individuals enrolling on apprenticeship
Vocational training	£1,124	City and Guilds Pt I, PII, any GNVQs, HNC, HND, BEC Higher cert, ONC, OND, BEC Gen cert, youth training certificate	Record of individuals enrolling on specific training
Regular volunteering	£3,249	Volunteers at least once per month for at least two months	Record of individuals who regularly volunteer/Employment survey
Regular attendance at voluntary or local organisation	£1,773	Attends local and voluntary groups at least once per month for at least two months	Record of individuals regularly attending group/Employment survey
General training for job	£1,567	General work-related training to help find new job, to increase skills for job or to improve skills for job	Record of individuals attending training
Employment training	£807	Employment training at employment or job centre	Record of individuals attending training
Employed parent for children (11-15)	£1,700	If you have recently moved from unemployment to employment, how many children do you have aged between 11-15? 1. None 2. 1* 3. 2* 4. 3+* Please enter the number of children into the Value Calculator box as participants rather than the parents.	Relevant survey question or Record of those moving into employment who have children between 11-15
Local environment			
No problem with teenagers hanging around	£5,760	How much of a problem are teenagers hanging around on the streets? 1. Very big problem 2. Fairly big problem 3. Not a very big problem* 4. Not a problem at all*	Relevant survey question
No problem with vandalism/graffiti	£4,072	How much of a problem is vandalism, graffiti and other deliberate damage to property or vehicles? 1. Very big problem 2. Fairly big problem 3. Not a very big problem* 4. Not a problem at all*	Relevant survey question
Not worried about crime	£12,274	How worried are you about being a victim of crime? 1. Very worried 2. Fairly worried 3. Not very worried 4. Not at all worried*	Relevant survey question

Outcome	Average Value	Description of outcome	Evidence needed
No problem with anti-social behaviour	£6,403	How would you rate the level of anti-social behaviour in the local area? 1. High 2. Low*	Relevant survey question
Police do good job	£5,340	How good a job are the police in this area doing? 1. Excellent* 2. Good* 3. Fair 4. Poor	Relevant survey question
No litter problems	£3,555	How much of a problem is rubbish or litter lying around? 1. Very big problem 2. Fairly big problem 3. Not a very big problem* 4. Not a problem at all*	Relevant survey question
Able to obtain advice locally	£2,457	If I needed advice about something I could go to someone in my neighbourhood' 1. Strongly agree* 2. Agree* 3. Neither agree/disagree 4. Disagree 5. Strongly disagree	Relevant survey question
Good neighbourhood	£1,747	Overall do you think your neighbourhood is a good or a bad place to live? 1. Good* 2. Bad 3. Mixed	Relevant survey question
Feel belonging to neighbourhood	£3,753	I feel like I belong to this neighbourhood 1. Strongly agree* 2. Agree* 3. Neither agree/disagree 4. Disagree 5. Strongly disagree	Relevant survey question
Talks to neighbours regularly	£4,511	I regularly stop and talk with people in my neighbourhood 1. Strongly agree* 2. Agree* 3. Neither agree/disagree 4. Disagree 5. Strongly disagree	Relevant survey question
Health			
High confidence (adult)	£13,080	Have you recently been losing confidence in yourself? 1. Not at all* 2. No more than usual 3. Rather more than usual 4. Much more than usual	Relevant survey question
Relief from depression/anxiety (adult)	£36,766	Do you suffer from depression or anxiety? 1. Yes 2. No* 3. Prefer not to answer	Relevant survey question

Outcome	Average Value	Description of outcome	Evidence needed
Good overall health	£20,141	Compared to people of your own age, in the last 12 months would you say that your health has been: 1. Excellent* 2. Good* 3. Fair 4. Poor 5. Very poor	Relevant survey question
Relief from drug/alcohol problems	£26,124	Would you say you had a problem with drugs or alcohol? 1. Yes 2. No* 3. Prefer not to answer	Relevant survey question
Smoking cessation	£4,010	Do you smoke cigarettes? 1. Yes 2. No* 3. Prefer not to answer	Relevant survey question/record of number of people who stopped smoking
Feel in control of life	£15,894	I feel that what happens to me is out of my control! 1. Often 2. Sometimes 3. Not Often* 4. Never*	Relevant survey question
Can rely on family	£6,784	How much can you rely on your family if you have a serious problem? 1. A lot* 2. Somewhat 3. A little 4. Not at all	Relevant survey question
Financial inclusion			
Debt-free	£1,593	Do you currently owe any money or have debts to pay? (do not include mortgages or credit cards etc being paid off this month) 1. Yes 2. No*	Relevant survey question
Afford to keep house well-decorated	£5,326	Do you have enough money to keep your home in a decent state of decoration? 1. Yes* 2. No	Relevant survey question
Able to save regularly	£2,155	Do you save on a regular basis or just from time to time when you can? 1. Don't know 2. Yes, on a regular basis* 3. From time to time* 4. Other 5. No or N/A	Relevant survey question
Relief from being heavily burdened with debt	£10,836	If you are in debt, how much of a burden is that debt? 1. Heavy burden 2. Somewhat of burden* 3. Not a problem*	Relevant survey question
Able to pay for housing	£7,347	In the last 12 months have you had any difficulties paying for your accommodation? 1. Yes 2. No*	Relevant survey question

Outcome	Average Value	Description of outcome	Evidence needed
Financial comfort	£8,917	How well would you say you yourself are managing financially these days? 1. Living comfortably* 2. Doing alright* 3. Just about getting by 4. Finding it quite difficult 5. Finding it very difficult	Relevant survey question
Access to internet	£2,413	Do you have regular access to the internet? 1. Yes* 2. No	Relevant survey question/record of individuals accessing services
Able to insure home contents	£3,652	Are the contents of your home insured against theft? 1. Yes* 2. No	Relevant survey question/record of how many homes HA provides insurance for (if applicable)
Youth			
Go to youth clubs	£2,300	How often do you go to youth clubs, scouts, girl guides or other organised activities? 1. Most days* 2. More than once a week* 3. Less than once a week* 4. Hardly ever 5. Never	Relevant survey question/record of attendance at youth club
Relief from depression/anxiety (youth)	£11,819	Have you had any nights in the last week when you lost sleep worrying or any days in the last week when you felt unhappy? 1. Yes 2. No* 3. Prefer not to answer	Relevant survey question
Improvements in confidence (youth)	£9,283	I never feel useless 1. Strongly agree* 2. Agree* 3. Disagree 4. Strongly disagree	Relevant survey question
Married parents (youth)	£2,035	Are your parents currently married? 1. Yes* 2. No 3. Prefer not to answer	Relevant survey question/records on participant home life
Never arrested	£3,684	Have you ever been arrested by the police for any reason? 1. Yes 2. No* 3. Prefer not to answer	Relevant survey question
Social groups			
Member of social group	£1,850		Record of regular attendance at a group meet up
Active in tenants group	£8,116		Record of attendance within formal group e.g. Tenants and Residents Assocs
Physical activity			
Football	£3,101	Regular participation (at least once a week) for at least two months	Record of participant numbers
Keep fit	£1,670	Regular participation (at least once a week) for at least two months	Record of participant numbers
Walking	£5,281	Regular participation (at least once a week) for at least two months	Record of participant numbers
Yoga or pilates	£2,256	Regular participation (at least once a week) for at least two months	Record of participant numbers
Dance	£3,052	Regular participation (at least once a week) for at least two months	Record of participant numbers
Frequent moderate exercise	£4,179	Participation in exercise that raises your heart rate and results in breaking into a sweat at least once a week for at least two months	Record of participant numbers
Frequent mild exercise	£3,537	Participation in exercise that does not noticeably change your breathing or make you sweat at least once a week for at least two months	Record of participant numbers

Outcome	Average Value	Description of outcome	Evidence needed
Other			
Gardening	£1,411	Regular participation (at least once a week) for at least two months	Record of participant numbers
Hobbies	£1,515	Regular rehearsed/performed dance, singing, painting/drawing/sculpting, photography, crafts, book club or similar, at least once a week for at least two months	Record of participant numbers