Bridging a Path to Social Value

Strategies to Improve End-user Well-being in Housing

P5 PRESENTATION

27 June, 2025

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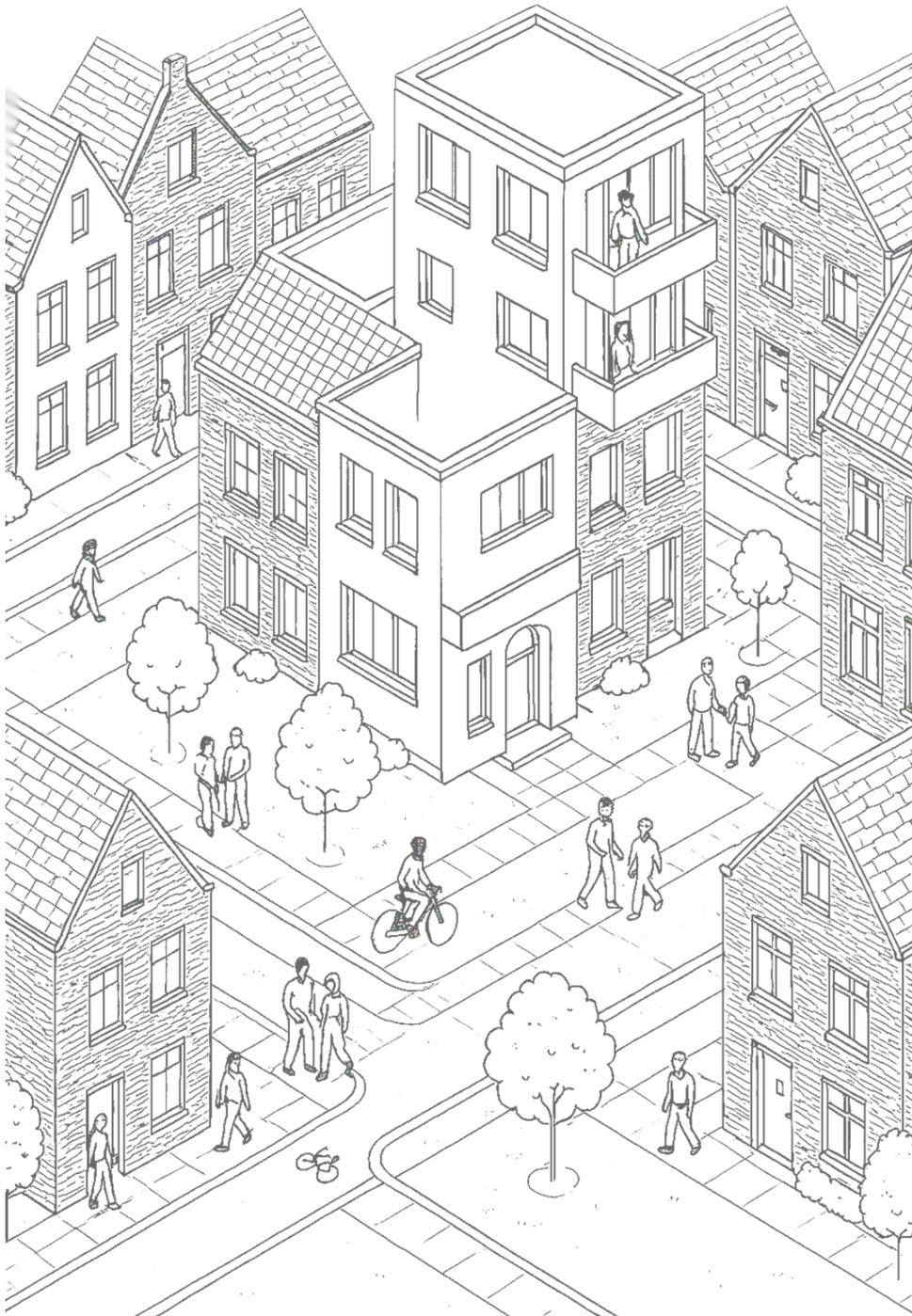
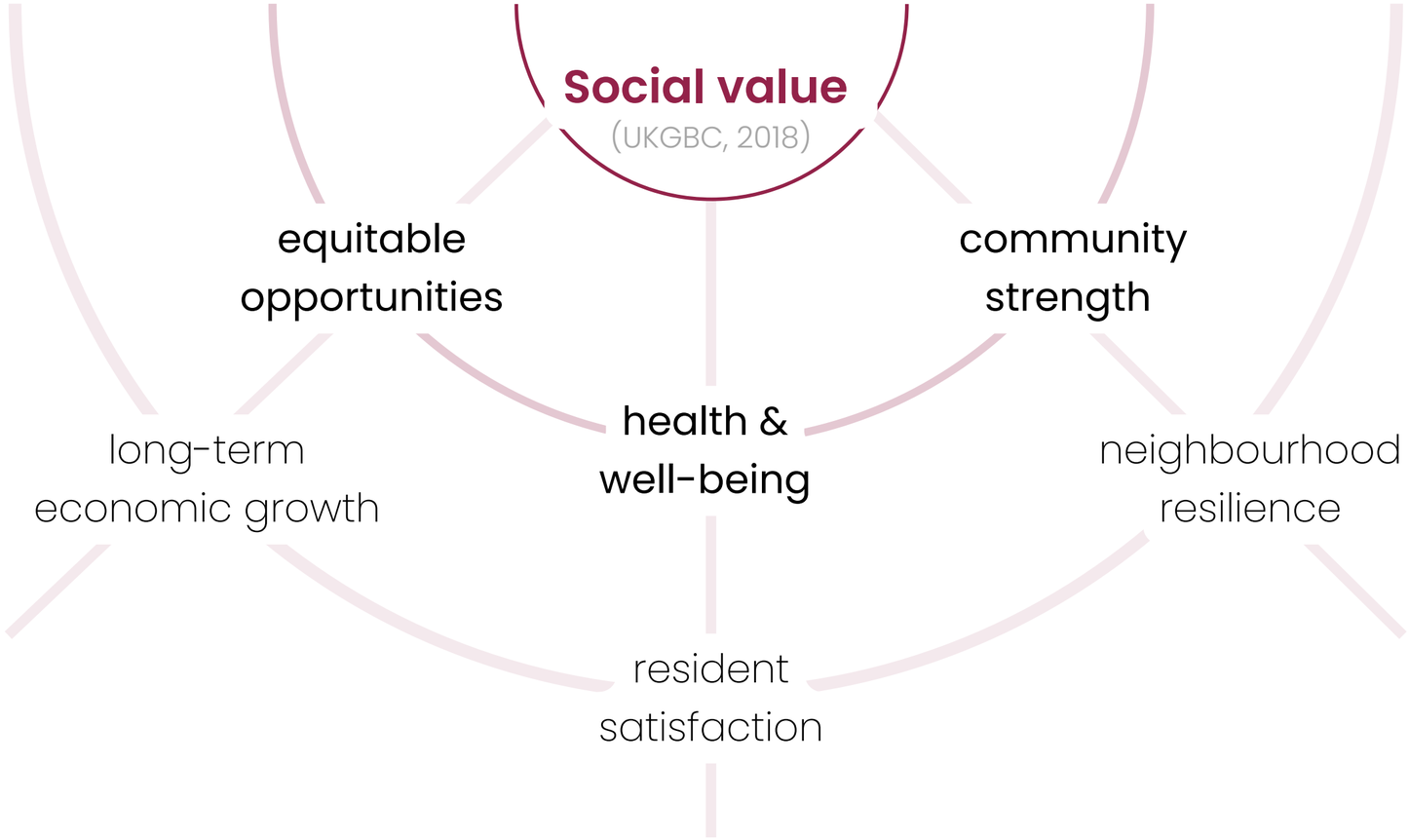
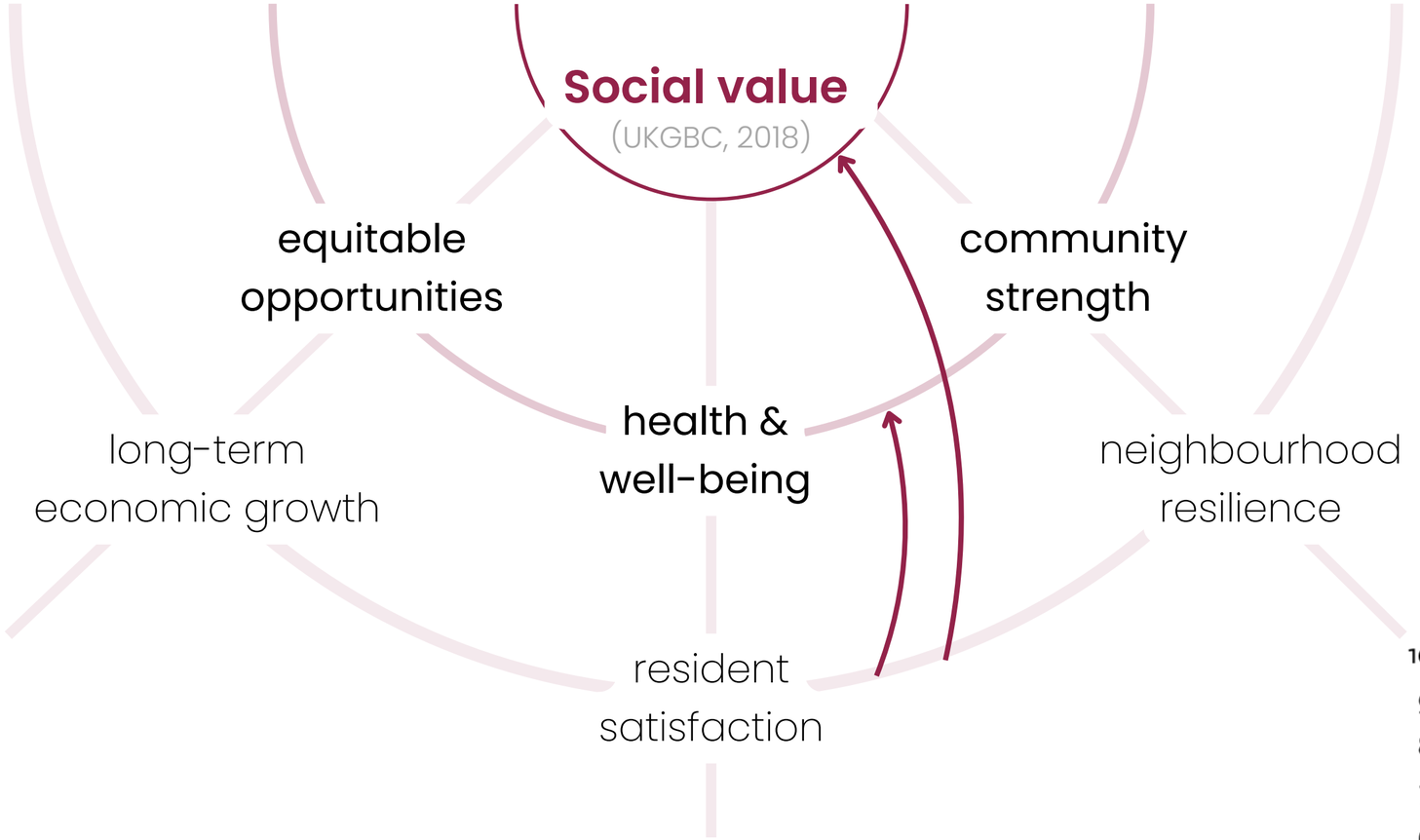
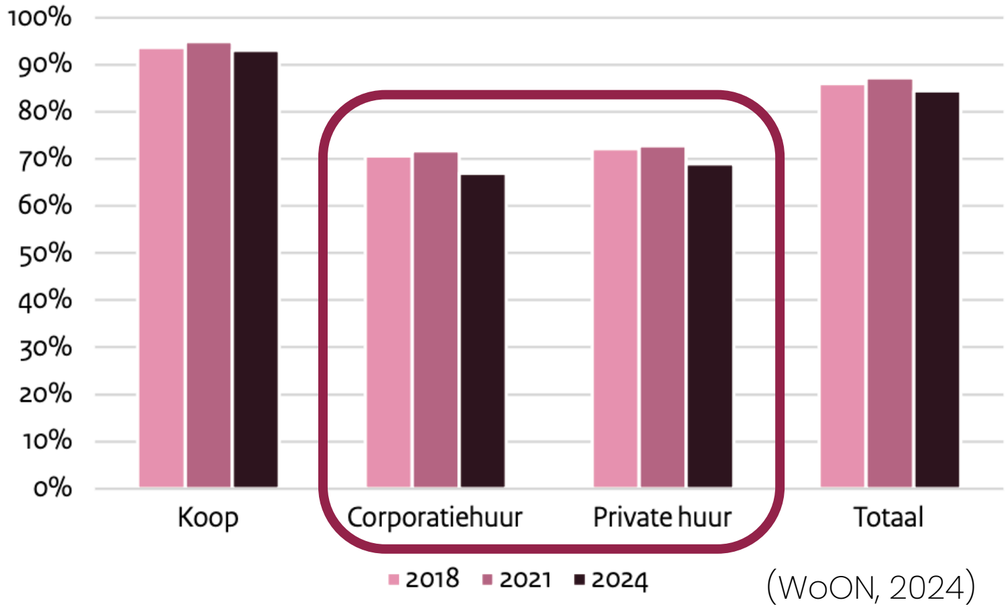



Social value
(UKGBC, 2018)
equitable opportunities
community strength
health & well-being
long-term economic growth
neighbourhood resilience
resident satisfaction



Housing providers could be doing more



(WoON, 2024)

MRQ:

How can end-user considerations, particularly those of tenants, be better integrated into housing providers' strategies to enhance social value creation?

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How can end-user considerations, particularly those of tenants, be better integrated into housing providers' strategies to enhance social value creation?

what is needed

how to achieve it

what else is needed

how to achieve that too

SRQ1:

Which key social value objectives are pertinent to end-users, particularly tenants, in housing projects?

SRQ2:

What social value strategies do housing providers deploy to address tenant needs in housing projects?

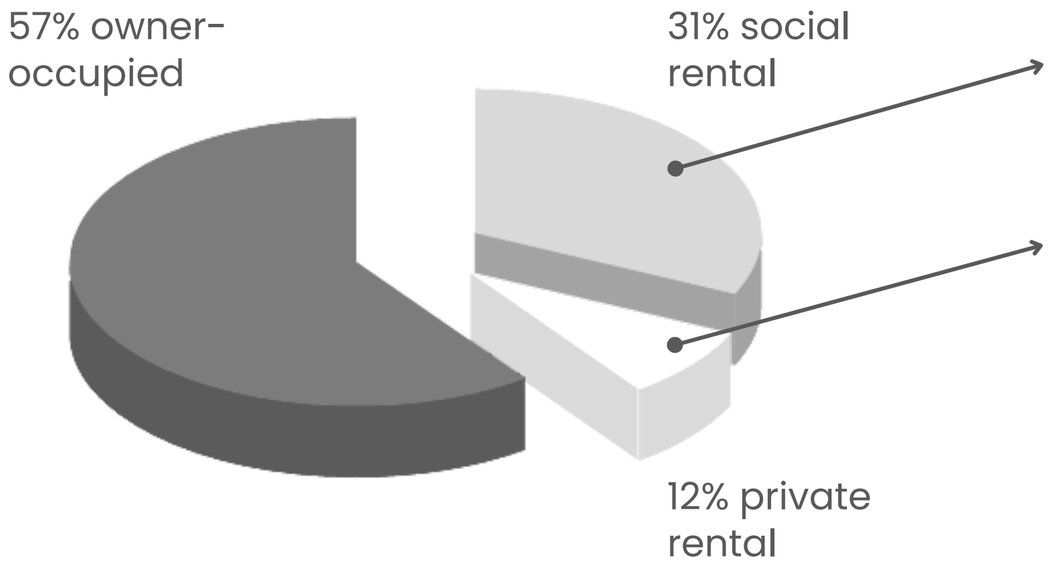
SRQ3:

How are tenant-related social value objectives reflected in housing providers' business practices?

SRQ4:

What strategies can be adopted to bridge the gap between the social value propositions of housing providers and tenant needs?

Theoretical Underpinning



(Capital Value & CBS, 2023)

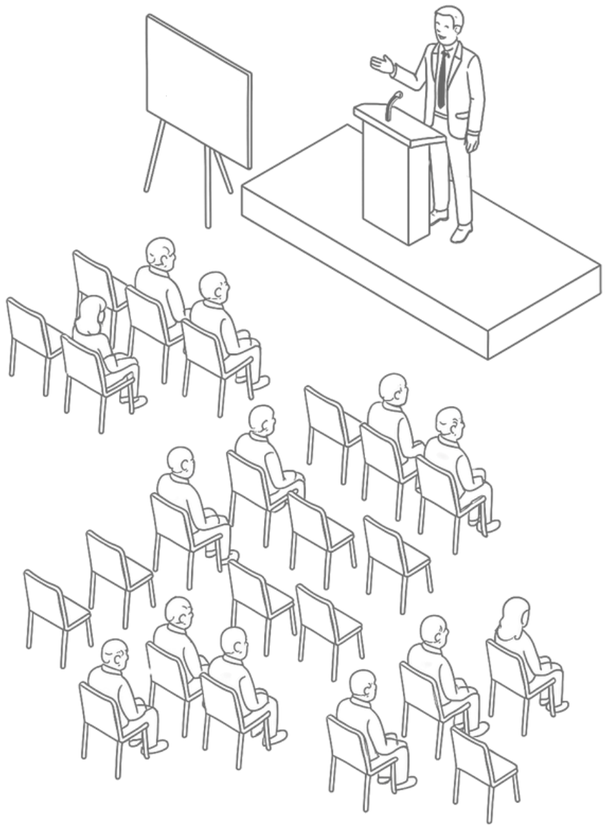
Social Providers

- Capacity is heavily influenced by economic and policy contexts
- "Business-as-usual" mindset

Commercial Providers

- ESG frameworks: guide investments, prioritise environmental metrics & represent bare minimum of social responsibility
- Institutional isomorphism

Influence of regulatory landscape



End-User Input

Performance Agreements

- Ambiguous targets
- High-level policies
- Don’t address operational concerns

Resident Participation

- Resource-intensive
- Low levels of participation
- Limited diversity of input

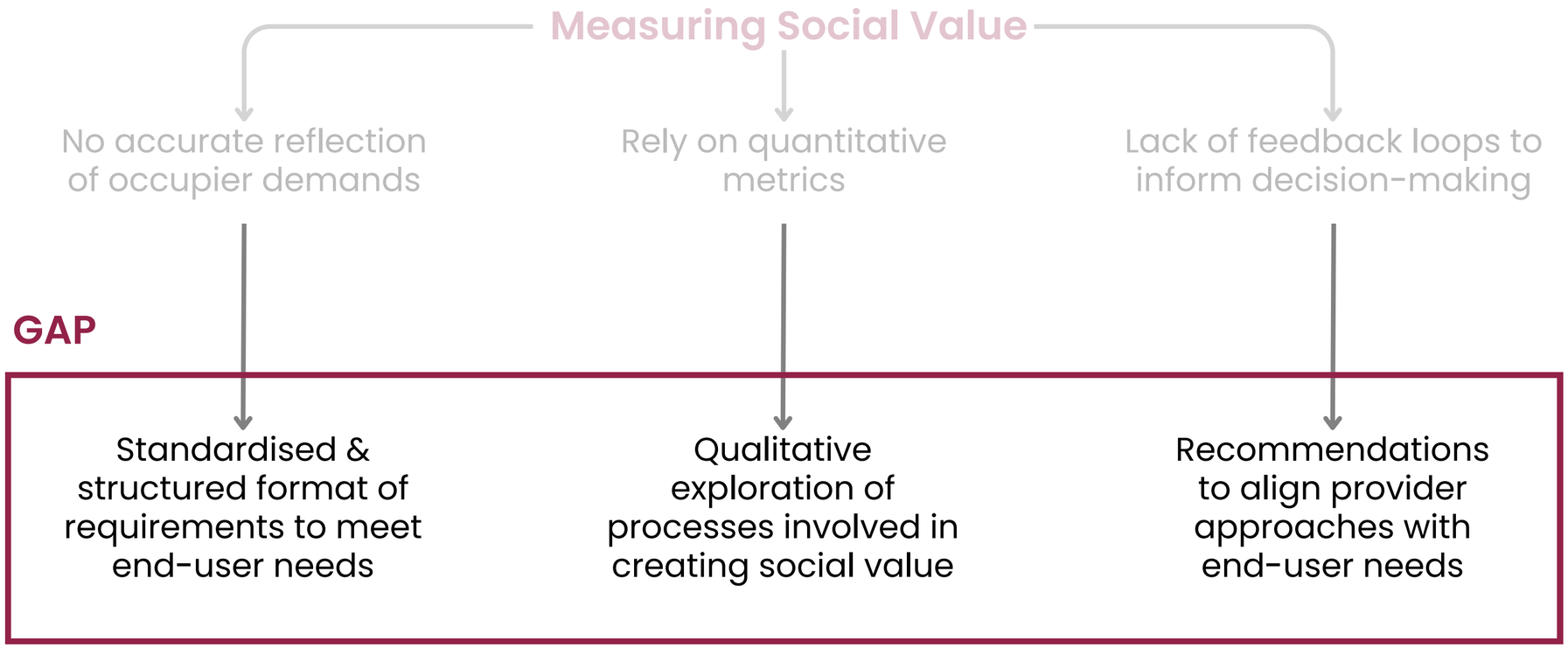
Performance Measurement

- Limited insight into lived experiences
- Limited ability to inform actions

Need to incorporate end-user needs without directly involving end-users

Social Value Measurement

- No accurate reflection of occupier demands
- Rely on quantitative metrics
- Lack of feedback loops to inform decision-making


Measuring Social Value
No accurate reflection of occupier demands
Rely on quantitative metrics
Lack of feedback loops to inform decision-making
GAP
Standardised & structured format of requirements to meet end-user needs
Qualitative exploration of processes involved in creating social value
Recommendations to align provider approaches with end-user needs

"positive outcomes beyond economic returns"

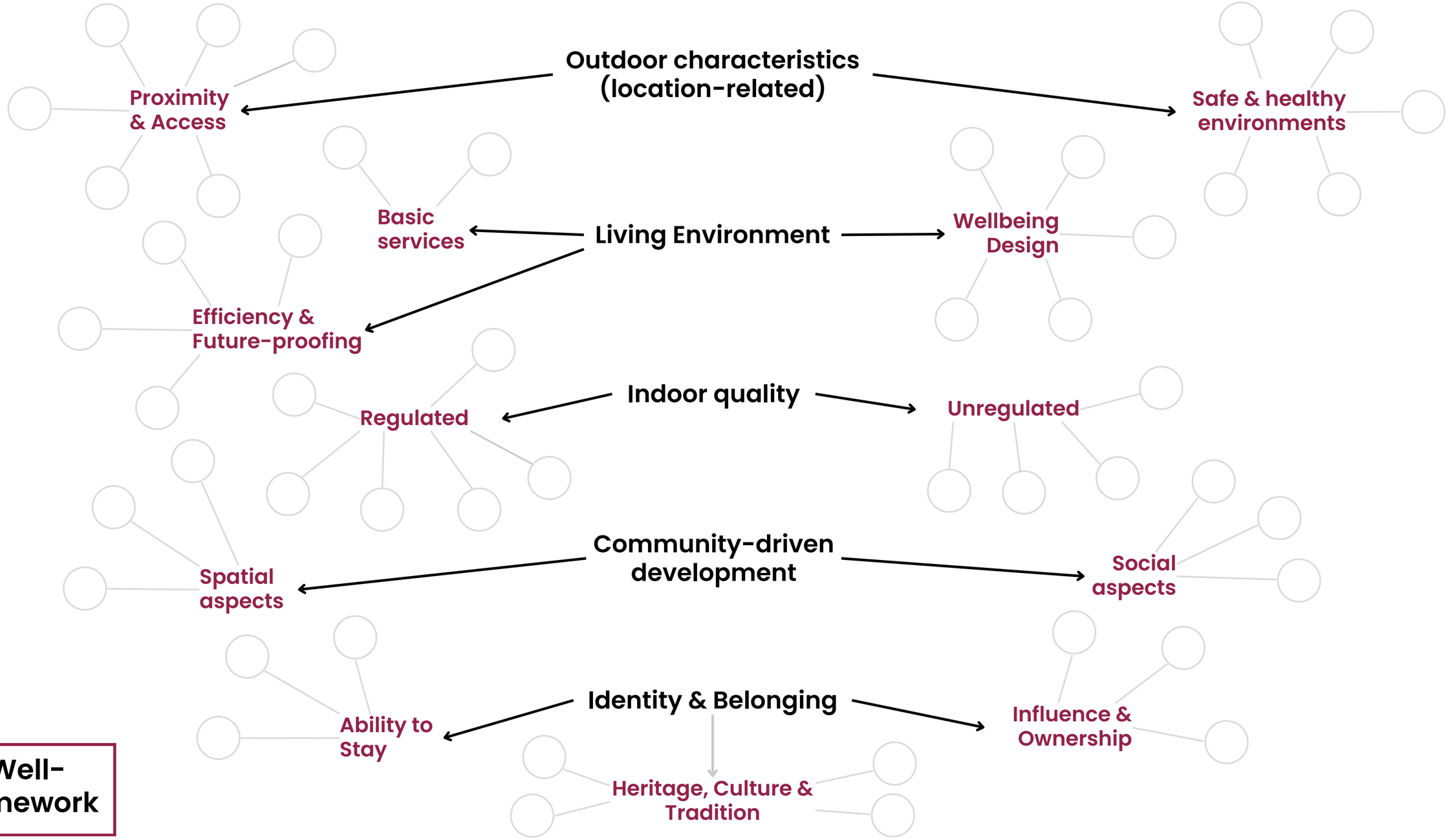
"social, economic, and environmental benefits"

"improving well-being"

"improving quality of life"

"improved resilience of individuals, communities, and society"

"value created through social, economic and environmental well-being, thereby improving the quality of life for people"



End-user Well-being Framework

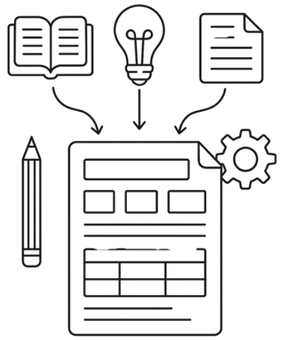
Research Design

Research Methodology

Qualitative Exploraroy Research

Design Science Research

- **Artifact:** End-user well-being Framework
- **Theory:** Strategy Recommendations



Design & Development

Develop End-user well-being Framework

Literature: Academic & industry publications, ESG guides

RQ1

Test Framework for application in Dutch context

Semi-structured interview: urban sociologist

Demonstration & Evaluation

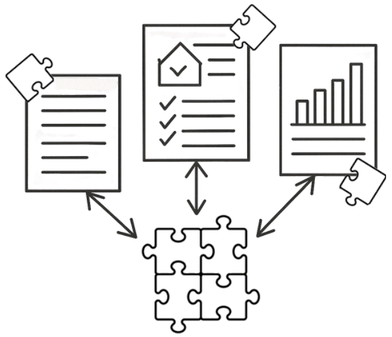
Framework used to understand housing providers' practices

Semi-structured interviews: asset managers, developers, development managers

RQ2 **RQ3**

Confirm the prevalence of certain issues from the findings

Triangulation with National Housing Survey (WoOn) 2021



Synthesis

Recommendations for housing providers & policymakers

RQ4

Artifact + Theory

MRQ

Findings & Analysis

Insights beyond the Framework

Outdoor characteristics (location-related)

- Scale & Context-dependency

Living Environment

Indoor quality

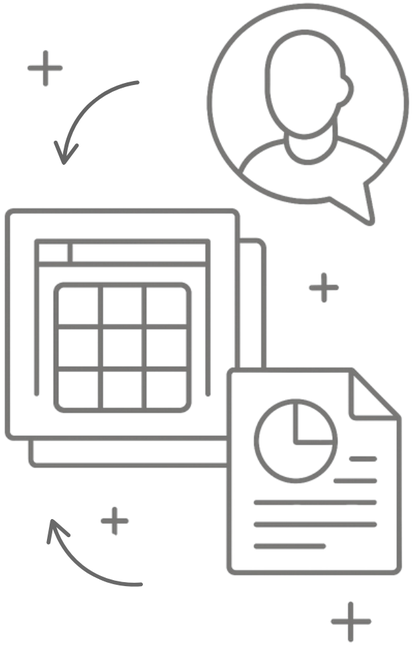
- Technical compliance + sustained maintenance & physical improvements

Community-driven development

- Steering communal feelings
- Overseen aspects of inclusivity and diversity

Identity & Belonging

- Social structures & familiarity > Design Style
- Tenant Participation & Engagement



Interview with urban sociologist + National Housing survey

The Built Environment

		Commercial Providers	Social Providers
Safety		Advanced, high budget features	Rely on partnerships
Design Aesthetics & Built Form		Signal value, market differentiation	Functionality & cost optimisation
Communal Spaces		Value proposition	Serve practical purposes
Access to Essential Infrastructure		Provide essentials themselves	Collaborate with municipalities
Indoor comfort		May go beyond to serve tenants	Minimum standards
Maintenance		Proximity to tenants influences ability to detect and respond to repair concerns	

Tenant Engagement

Social providers

Commercial providers

Feedback Surveys

Formal meetings

Tenant associations

Informal discussions

Co-learning processes

On-site teams

Social Cohesion & Social Mix

Social providers

Commercial providers

Design for Interaction

Common ground

Mixed Living projects

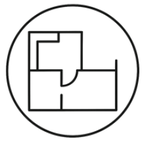
Targeted approach

Community Management

Social providers		Longer tenure, fewer resources, more vulnerable	Focus on affordability Low service charges
Tenant base as a driver		Signalling function Regular contact	Coach residents to sustain activities
Financing as a driver		Deployed in select developments	Tiered staffing model
Commercial providers		Younger, international, mobile, less vulnerable	Add on costs to service charges
Tenant base as a driver		Property managers with social expertise	Part of their brand identity
Financing as a driver		Full time on-site presence	Organise 5-10 events a month

Discussion

Cross-cutting tensions in Housing Provider Practice

Intent		**vs**		**Feasibility**
Standardised Efforts		**vs**		**Contextual Needs**
Design		**vs**		**Management**
Participatory Ideals		**vs**		**Tenant Willingness**

Improve Tenant Capacity

Needs-based approach

Focus on **deficits**

Treats tenants as **passive recipients** of support

Problem-focused models make tenants feel powerless by creating **dependency**

Asset-based approach

Mobilise the **existing capabilities and relationships** within a community

Seeks to empower tenants as **active agents** in shaping their environments

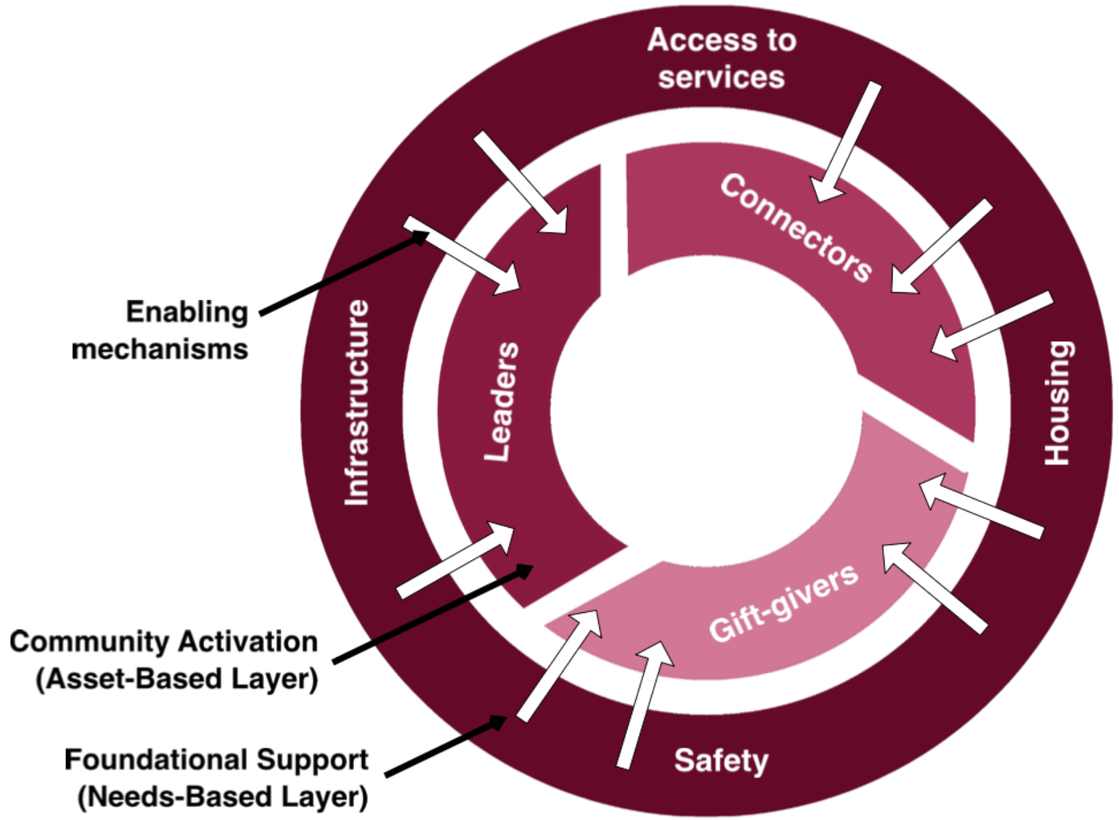
Solution-focused model operates on the premise that **communities already have the assets** to foster social and economic development

Only most confident or socially skilled residents participate

Collapse of initiatives without structured support

Cultural tendencies toward privacy & individualism

Hybrid model of Asset-based Community Development



Community Activators

Leader

Connector

Gift-giver

Community Activation

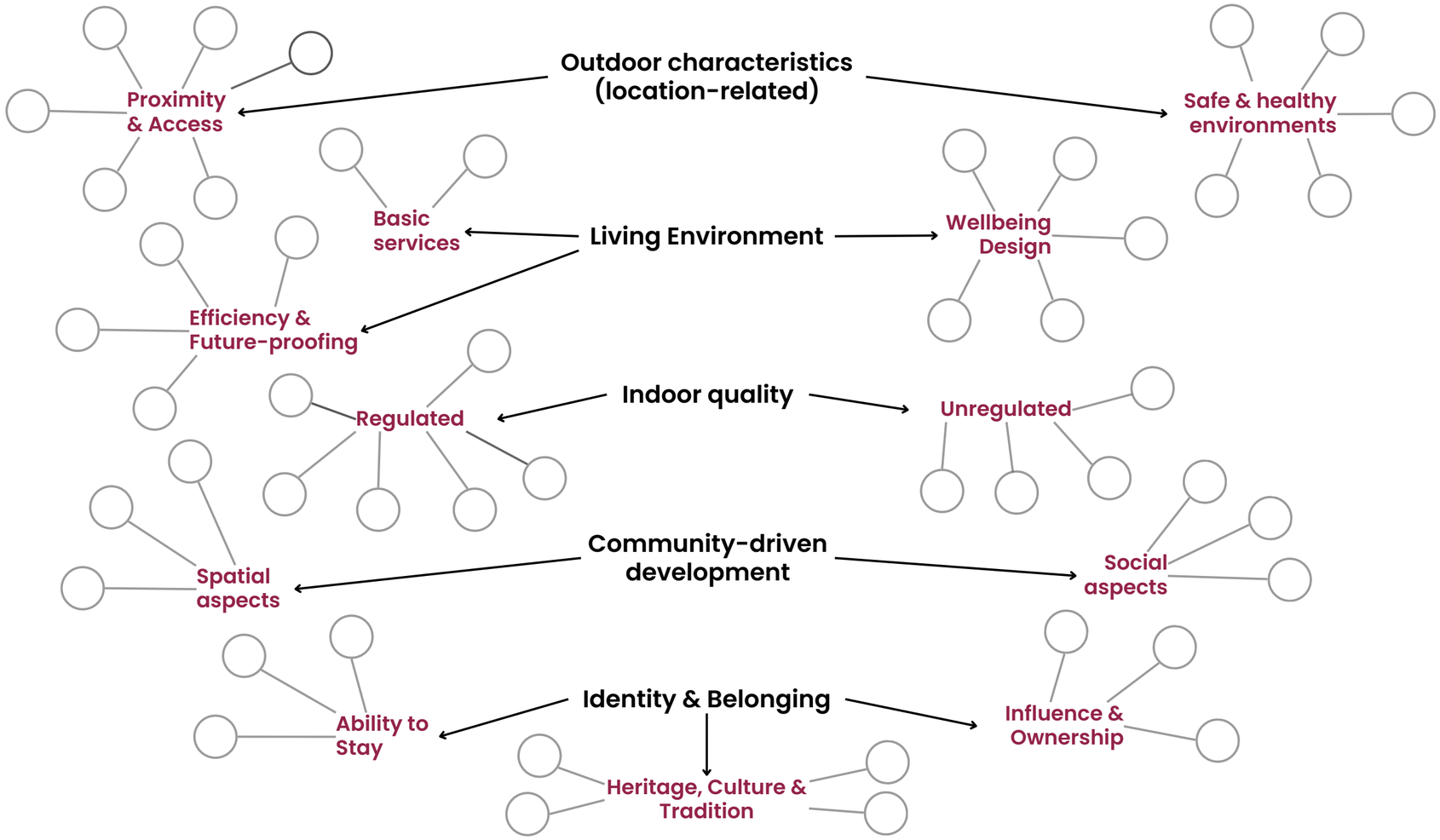
- Informal care
- Social clubs
- Shared responsibilities
- Time banking

Enabling Mechanisms

- Resident coaching
- Co-facilitators
- Seed funding
- Communal spaces

Conclusions

SQ1: Which key social value objectives are pertinent to end-users, particularly tenants, in housing projects?

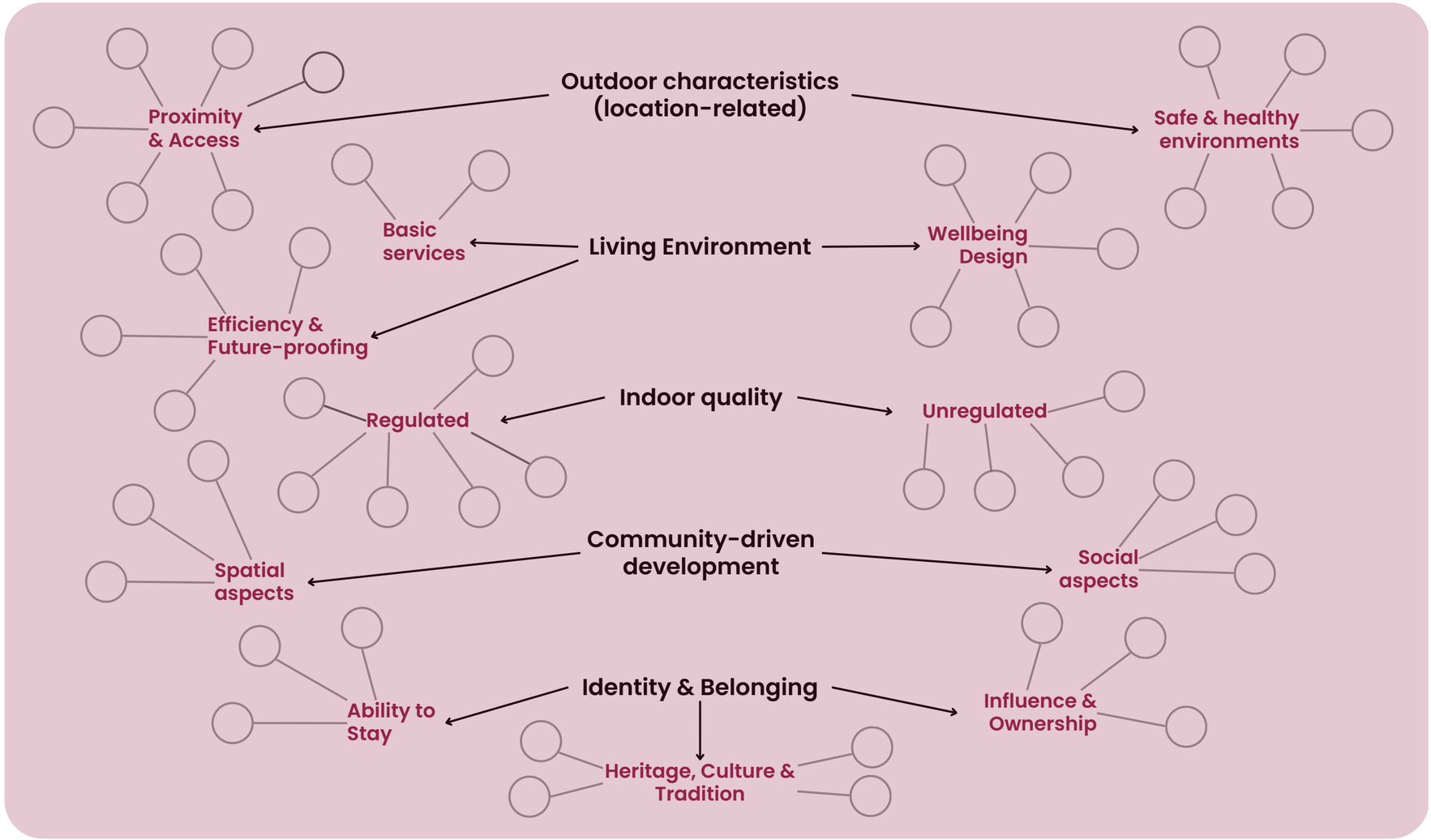


SQ1: Which key social value objectives are pertinent to end-users, particularly tenants, in housing projects?

Characteristics	Objectives	Explanation	Literature & Industry publications				ESG standards			
			H4H&WB	5W2WB	QoLF	HHP	GRESB	WELL	EU SocTax	OECD
Outdoor charcteristics (location-related)	Local access to affordable, healthy food options		•		•			•	•	
	Proximity to essential social infrastructure	Telecommunications			•				•	
		Schools, children's centre, library	•		•				•	•
		Sports centre, gymnasium		•	•			•		
		Recreation & learning centres		•	•			•	•	•
		GP, Hospitals (physical & mental healthcare)	•		•		•		•	•
		Supermarkets	•							
	Proximity to good quality active travel infra. (walking & cycling)	Pedstrian friedly paths, well-connected & safe bike paths, bicycle storage amenities	•		•			•		•
	Proximity to public transport		•		•	•			•	•
	Proximity to parking infrastructure	Car hubs, easier access to inclusive parking facilities								
	Proximity & access to blue & green space	Allowing for interaction, play & relaxation	•	•	•					
		Allowing for physical exercise		•						
		Supporting local biodiversity	•		•		•		•	
		Reduce air pollution, excessive heat & noise								•
		Biophilic design			•		•	•		
	Lively environment with positive distractions		•							
	Perceived safety for all		•		•	•				
	Low criminality		•		•	•				
	Access to good quality jobs				•				•	•
	Slowed down or low vehicular traffic		•		•					•
	Adequate distance from areas of poorer air, noise and light quality				•					
Living environment	Access to good quality basic necessities i.e. electricity, water, waste disposal						•	•	•	•
	'Character', richness in the detailing of design	Human scaled, visually varied	•		•					
	Safe, hygienic & clean common areas, surroundings	Cleaning protocol, safe building materials, safe upkeep materials					•	•		•
	Interior fitness ciruclation	Stair Accessibility & Promotion						•		
		Ergonomic Staircase Design						•		
		Facilitative Aesthetics (art, music, daylight, views, etc)	•					•		
	Balconies, operable windows or other access to outdoor space (air & daylight)		•		•			•		
	Energy efficiency	Natural forms of shading and cooling of buildings	•			•				
		Measures to tackle fuel poverty	•			•				•
		Adjustments to building (roof & wall insulation, window replacements)					•			
		Use of renewable energy					•			•
		Measures for educed electricity consumption					•			
	Water efficiency	On site waste water treatment, reuse of stromwater/grey water, etc.					•		•	•
	Waste management	Composting, recycling, etc.					•		•	
	Climate resilience	Avoiding deterioration of internal and external fabric of homes	•			•				
		Reduced carbon emissions	•			•			•	•
	Opportunities to work from home		•		•					•

Characteristics	Objectives	Explanation	Literature & Industry publications				ESG standards			
			H4H&WB	5W2WB	QoLF	HHP	GRESB	WELL	EU SocTax	OECD
Indoor quality	Fire safe					•	•	•		
	Optimal space/person		•			•				•
	Adequate ventilation				•			•		•
	Humidity control							•		•
	Optimal temperature (thermal comfort)		•		•	•	•			•
	Healthy air quality		•		•	•	•	•		
	Adequate sound insulation (acoustic comfort)		•		•	•	•			
	Adequate daylight		•		•	•	•			
	Adequate access to kitchen, bathroom or toilet facilities				•					•
	Regularly maintained	Maintenance of structural condition, damp, rot, mould								•
Community driven development	Access to connective social infrastructure	Places for volunteering		•						
		Places of worship	•							
		Community centres, collective spaces	•	•	•					
		Green spaces, community gardens	•	•	•			•		
		Cafes, restaurants & pubs	•		•					
	Community management		•							
	Urban density & mixed use (urban regeneraton)		•		•		•			•
	Supportive local community	Attachment, familiarity, feeling at home								
		Ability to age in place	•							
		Feeling of safety	•							
		Autonomy among children	•						•	
	Inclusivity		•		•			•	•	
	Diversity		•		•			•		
	Potential for cultural/ community events	Presence of open, usable, public space	•	•	•					•
Identity & Belonging	Tenant engagement	Meetings, communication (ditially or physically), taking feedback					•			
		Program to improve tenant satisfaction based on feedback					•			
		ESG awareness & training					•	•		
	Community involvement in decision-making, co-design & vision		•		•				•	•
	Design responding to conditions of land and its people (culture, spirit, place)		•		•			•	•	
	Use of materials and services reflecting local landscape & culture		•							
	Familiar social structures									
	Conservation of heritage, tangible and intangible		•		•				•	•
	Ability to adapt homes for accessibility, mobility, changing needs				•					
	Community involvement in managing local assets	Enhancement program for public spaces					•			
		Maintenance (Mold control, pest control)					•	•		
	Access to cultural spaces (museums, libraries)		•		•					
	Affordability		•			•		•	•	•
	Security of tenure		•			•			•	•

SQ1: Which key social value objectives are pertinent to end-users, particularly tenants, in housing projects?



Contextual needs

Tenant groups

Underrepresented groups

Changing needs over time

SQ2: What social value strategies do housing providers deploy to address tenant needs in housing projects?

Characteristics	Objectives	Explanation	Strategies deployed by Housing Providers	
			Social providers	Commercial Providers
Outdoor charcteristics (location-related)	Local access to affordable, healthy food options		• Rely on municipal partnerships to ensure proximity to supermarkets. • Advocate for local service provision when selecting sites.	• Choose locations with existing food access. • Integrate supermarkets or food retail units into developments.
	Proximity to essential social infrastructure	Telecommunications Schools, children's centre, library Sports centre, gymnasium Recreation & learning centres GP, Hospitals (physical & mental healthcare) Supermarkets	• Prioritise sites with existing access to schools, healthcare, libraries, etc; Avoid locations where essential services are lacking or require compensating investments. • Collaborate with municipalities to supplement missing infrastructure.	• Conduct pre-development area analysis for access to key amenities; Select locations with good existing social infrastructure to support liveability. • Integrate missing services (e.g., pharmacies, language centres) into development when viable.
	Proximity to good quality active travel infra. (walking & cycling)	Pedestrian friedly paths, well-connected & safe bike paths, bicycle storage amenities		• Prefer centrally located, walkable areas; Indirect emphasis on pedestrian and cycling access as part of broader location analysis. • Prioritise street design for pedestrians and cyclists, such that cars don't intervene.
	Proximity to public transport		• Prioritise well-connected locations with existing public transport. • Collaborate with municipalities when connectivity needs improvement.	• Conduct pre-development area analysis for access to key infrastructure; Select sites near major transit hubs. • Introduce public transit points in lacking areas; look for other mobility solutions, if approval is not provided.
	Proximity to parking infrastructure	Car hubs, easier access to inclusive parking facilities		
	Proximity & access to blue & green space	Allowing for interaction, play & relaxation Allowing for physical exercise Supporting local biodiversity Reduce air pollution, excessive heat & noise Biophilic design	• Add green roofs above parking structures in dense areas.	• Consult with in-house ecologists and a sustainability department, or external specialists and landscapers. • Create nature zones from scratch in new peri-urban developments. • Plan community gardens on top of parking spaces/basements.
	Lively environment with positive distractions		• Make common spaces inviting. • Design wider hallways that encourage interaction. • Keep the ground floor active with upstairs-downstairs apartments.	• Upstairs-downstairs apartments or amenity spaces at ground level, possibly with facade treatments like semi-private Delftse stoep help balance privacy and social control. • If providing commercial plinths, choose businesses that are only open until 11 o' clock and don't employ noisy delivery services
	Perceived safety for all		• Safety through design: Well-lit areas, camera surveillance at entrances, trimming vegetation to eliminate blind spots. • Neighbourhood walkarounds conducted by area manager. • Activate ground levels in developments through residences to ensure social surveillance. • Create communal spaces like *buurtkamers* in more unsafe areas of developments to have someone present in case of problems arising.	• Safety through design: well-lit areas, camera surveillance, electronic access points, avoiding formation of narrow alleys, wider hallways to reduce intimidation during encounters, one-way hallway layouts to minimise surprise interactions, glass walls for elevator and community spaces to allow visual pre-check of occupancy. • Use external expertise such as that of architect for safety design. • Avoid commercial plinths since they create empty, unattended places at night. • Activate ground levels in developments through residences or amenity spaces for social surveillance • Appoint front desk personnel and security personnel at the entrance
	Low criminality		• Establish eighbourhood watch programs and tenant-led walkarounds to reinforce social safety • Organise programs, offer a safe space and support for youth facing challenges, in collaboration with community manager from municipality.	• Seek and incorporate input from community-led safety groups (e.g., fathers doing neighbourhood watches at nights, women's safety advocates) and police.
	Access to good quality jobs			
	Slowed down or low vehicular traffic		• Conduct mobility research through advisory companies to advice the municipality about suitable parking norms. • Include car-free elements or minimal parking when aligned with location and target group. • Encourage shared mobility.	• Design for minimal or no private parking, especially in transit-rich areas; Negotiate with municipalities to allow reduced parking quotas. • Restrict cars to outer edges of development in urban areas; In outer-city areas, place parking behind homes to balance car-free strategies with convenience. • Keep front of houses car-free to improve street quality. • Promote shared mobility hubs or car-sharing schemes.
	Adequate distance from areas of poorer air, noise and light quality			

Characteristics	Objectives	Explanation	Strategies deployed by Housing Providers	
			Social providers	Commercial Providers
Living environment	Access to good quality basic necessities i.e. electricity, water, waste disposal			
	'Character', richness in the detailing of design	Human scaled, visually varied		• Work with design specialists instead of going with the standard or prefabricated facades and roofs (industrial housing) offered by contractors
	Safe, hygienic & clean common areas, surroundings	Cleaning protocol, safe building materials, safe upkeep materials	• Conduct regular check-ups via caretakers/community managers	
	Interior fitness circulation	Stair Accessibility & Promotion Ergonomic Staircase Design Facilitative Aesthetics (art, music, daylight, views, etc)		
	Balconies, operable windows or other access to outdoor space (air & daylight)			• Provide balconies or access to outdoor space even in tight situations through French standing balconies and/or rooftop lounges.
	Energy efficiency	Natural forms of shading and cooling of buildings Measures to tackle fuel poverty Adjustments to building (roof & wall insulation, window replacements) Use of renewable energy Measures for educed electricity consumption	• Integrate social renovations along with energy renovations. • Provide energy coaching; create an area hub/community to get people involved in the energy transition and to teach them how to be energy efficient.	
	Water efficiency	On site waste water treatment, reuse of stromwater/grey water, etc.		
	Waste management	Composting, recycling, etc.		
	Climate resilience	Avoiding deterioration of internal and external fabric of homes Reduced carbon emissions		
	Opportunities to work from home			• Provide apartments that are spacious enough to allow for working from home. • Create common workspaces within the development.
Indoor quality	Fire safe			• Follow PMC standards. • Standard compliance in sizes, layouts and structural quality across social and mid-rental units, with differences only in finishes and amenities. • Going beyond compliance standards to better tenant experience: addition of AEDs in developments, provision of more electrical sockets than regulated, adapting standardised housing layouts to improve tenant experience.
	Optimal space/person			
	Adequate ventilation			
	Humidity control			
	Optimal temperature (thermal comfort)			
	Healthy air quality			
	Adequate sound insulation (acoustic comfort)			
	Adequate daylight			
	Adequate access to kitchen, bathroom or toilet facilities			
	Regularly maintained	Maintenance of structural condition, damp. rot. mould		
Identity & Belonging	Tenant engagement	Meetings, communication (ditially or physically), taking feedback Program to improve tenant satisfaction based on feedback ESG awareness & training	• Gather tenant input through multiple means: external specialist organisations, informal one-on-one conversations, and collaborative meetings. • Adopting alternate informal engagement strategies to ensure broader representation, such as going door-to-door to speak to tenants who do not participate in formal meetings. • Have community manager present at developments to really keep up with issues since surveys cannot always be relied on. • Develop community apps to receive tenant feedback and maintenance requests.	• Formal participation nights for tenant consultation. • Use data from local neighbourhood research and direct feedback. • Employ external specialised services to receive and analyse tenant feedback. • Seek real-time feedback mechanisms to receive tenant feedback more frequently and mobilise it before it is outdated. • Develop community apps to receive tenant feedback and maintenance requests.
	Community involvement in decision-making, co-design & vision			
	Design responding to conditions of land and its people (culture, spirit, place)			• Not impose new community concepts where strong structures already exist but build on them instead. Adopt tailored approaches based on demographics and cultural factors. • Retain local vendors, artisans, or traditions in social programming to preserve neighbourhood identity and give them a new platform; Reach out to local companies to organise events via community managers.
	Use of materials and services reflecting local landscape & culture			
	Familiar social structures			
	Conservation of heritage, tangible and intangible			
	Ability to adapt homes for accessibility, mobility, changing needs			• Design flexible suitable for singles or couples. • Ensure adequate space for future cohabitation and family expansion.
	Community involvement in managing local assets	Enhancement program for public spaces Maintenance (Mold control, pest control)	• Encourage setting up of tenant associations increase involvement and the sense of responsibility among tenants and create a point of contact between tenants and housing provider. • Set up commissions for residents and provide funds (% of rent price) for tenants to maintain and conduct physical improvements in amenity spaces themselves.	
	Access to cultural spaces (museums, libraries)			
	Affordability		Up to regulations and municipal visions.	
	Security of tenure		• Provide indefinite contracts.	

Characteristics	Objectives	Explanation	Strategies deployed by Housing Providers	
			Social providers	Commercial Providers
Community driven development	Access to connective social infrastructure	Places for volunteering Places of worship Community centres, collective spaces Green spaces, community gardens Cafes, restaurants & pubs	• Propagate development of communal spaces to developers in area development projects. • Build communal spaces even on area level, such as buurtkamers for tenant meetings and for community manager to work out of, and Dag- & Doecentrums for tenants to interact; use volunteer staff and collaborate with municipalities and healthcare providers to make them financially feasible.	• Provide collective spaces (community gardens, lounge areas, study rooms, film rooms, music rooms, cafes) to their tenants where possible, especially in larger developments - at least 1.5 m2 of collective space per dwelling unit, going up to 3 m2. per unit. depending on the product group and asset size • Selectively implement communal spaces if not always feasible, depending on demographics, location, and cultural needs.
	Community management		• Practice asset-based community development to make a bottom-up strategy to improve liveability and social cohesion. • More on-site presence and informal interactions with tenants in more liveability stressed areas to provide focused mobilisation of resources. • Coordinate with municipalities, social organisations, and health services to collectively work towards addressing social concerns and conducting/funding community management. • Activate or coach people to create and/or participate in activities through community managers, so they don't have to do as much themselves. • Look into tenant loneliness & isolation, taking on signalling functions to address wellbeing of tenants, connecting people in need with appropriate support services via contacts with the municipality. • If unfeasible to deploy community managers for all developments: Create neighbourhood teams to handle social concerns across developments in a larger region; Deploy community managers only in high-need, liveability stressed or vulnerable areas	• Hire external managers with social expertise if in-house models are not feasible. • Ensuring full-time on-site presence of community managers to tend to tenant concerns by being a familiar face for them: interact with residents on a day-to-day basis, frequently organise events and interactions based on what tenants might want, initiate rituals & traditions, to work on social cohesion and create relationships with the tenants and build trust. • Look into tenant loneliness & isolation, taking on signalling functions to address wellbeing of tenants, connecting people in need with appropriate support services via contacts with the municipality. • Increase retention of community managers; facilitate smooth and efficient handover between new and old community managers. • Promote sharing of information and tips between community managers across developments to enable best practices. • Keep community managers incentivised through company-wide recognition, appreciation and awards.
	Urban density & mixed use (urban regeneration)			
	Supportive local community	Attachment, familiarity, feeling at home Ability to age in place Feeling of safety Autonomy among children	• Mix older and younger tenant groups in developments to create positive effects such as the younger supporting the older, the seniors providing supervision for children during work hours • Practising asset-based community development to keep tenants active, involved and encourage them to help each other • Facilitate interactions between tenants through communal spaces, broader hallways, benches (designing for meeting). • Mixed living and community management to foster creation of communities in which people don't hesitate to ask for or offer help.	• Advocate for tenants to do community work/philanthropic activities together, incentivising them through gamification if required. • Facilitate interactions between tenants through communal spaces, broader hallways, benches (designing for meeting). • Mixed living and community management to foster creation of communities in which people don't hesitate to ask for or offer help.
	Inclusivity		• Put similar tenant groups into the same development so their needs can be catered to more specifically, but also include people with stronger social capabilities so they can provide support. • Hear the needs not only of current tenants but also of new and potential future tenants while planning developments, to avoid NIMBY effects. • Ensuring rollator accessibility and access via elevators in all developments, wheelchair accessibility in developments with more elderly tenants.	• Unit layouts adjustable for cultural preferences (e.g., larger kitchens for certain communities); Projects in diverse areas designed with flexibility such that residents have more options to decide from. • Diverse cultural/religious celebrations incorporated into social programming. • Ensuring rollator accessibility and access via elevators in all developments, wheelchair accessibility in developments with more elderly tenants.
	Diversity		• Market projects with a certain identity or orientation that attracts people from different income groups/backgrounds that would all share a common interest, making it easier for them to interact and live together. • Separate social and private rental/owner occupied units on the building level for operational and maintenance efficiency, avoid tensions between different resident groups, avoiding the need to coordinate with VVEs, and allow/encourage formation of micro-communities • Represent diverse tenant groups with diversity within community management teams and tenant associations	• Separate social and private rental/owner occupied units on the building level for operational and maintenance efficiency, avoid tensions between different resident groups, avoiding the need to coordinate with VVEs, and allow/encourage formation of micro-communities • Represent diverse tenant groups with diversity within community management teams and tenant associations
	Potential for cultural/ community events	Presence of open, usable, public space	• 2-3 events per year in liveability-stressed areas; tailor programming to demographics	• Social programming and events planned and executed by community managers; 5-20 events a month depending on tenant groups in the development

SQ2: What social value strategies do housing providers deploy to address tenant needs in housing projects?

Expectation: Narrow subset of well-being objectives prioritised

Strategies more-or-less consistent across rental sector

Reality: Broad awareness and active engagement across all dimensions of the end-user well-being framework

Variance across tenant demographics, project scale, local context, type of provider

Social providers
community or welfare programming
institutional support
socially driven & far more subject to regulations

Commercial providers
lifestyle or recreational programming
service-orientation
market driven

SQ3: How are tenant-related social value objectives reflected in housing providers' business practices?

Outdoor characteristics (location-related)

Living Environment

Indoor quality

Most embedded within standard organisational practices

Structured mechanisms and internal policies in place

Tangible, **measurable**, aligned with regulations and performance benchmarks

- Financial feasibility
- Regulatory landscape
- Operational structures
- Contextual needs

Community-driven development

Identity & Belonging

Differing models of **integration**

Aspirational, experimental or "works in progress"

More **difficult to evidence and sustain** across contexts

Delivered **reactively**, rather than systematised across

- Financial feasibility
- Regulatory landscape
- Operational structures
- Contextual needs
- **Intent & Drivers**

SQ4: What strategies can be adopted to bridge the gap between the social value propositions of housing providers and tenant needs?

For Housing Providers

Best Practices

- Tiered community staffing
- Planned community rituals
- Leverage sustainability efforts
- Modernise & diversify feedback methods
- Retain in-house management

Capacity-building

- Expand the role of caretakers
- Strengthen tenant governance
- Asset mapping
  Storytelling
  Identify activators
  Deploy support

Proactive strategies

- Typology-based planning to predict social management needs

SQ4: What strategies can be adopted to bridge the gap between the social value propositions of housing providers and tenant needs?

For Local & National Policy-makers

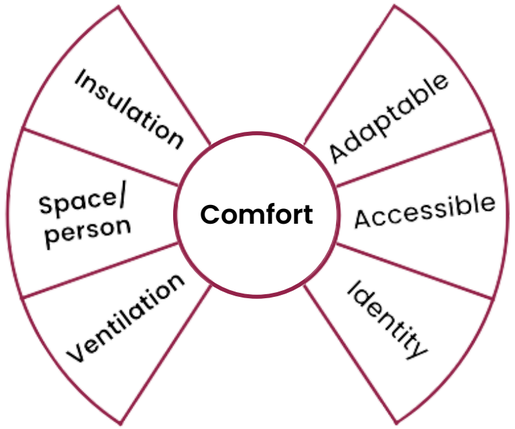
Proactive strategies

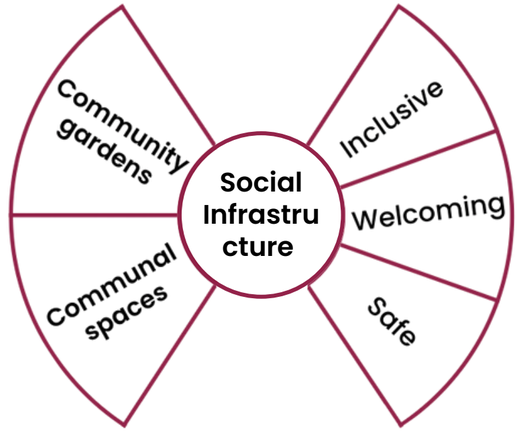
- Embed social KPIs into area visions and tendering
- Early stage structures to support shared responsibility
- Repository of evidence-based social interventions
- Develop social value & impact measurement frameworks

Update WWS points system

MRQ: How can end-user considerations be better integrated into housing providers' strategies to enhance social value creation?

Residents experience material, social, emotional, and symbolic needs in intertwined ways - **tangible & intangible**
- **standard & contextual**





Well-being

Social Value

PROACTIVELY providing = acting

Specific needs
who they are, how they live, work, move, grow, interact and participate in daily life

listening
responding
→
supporting
empowering

Long-term resilience

~~**one-size-fits-all solution**~~

Limitations

- The idea of well-being developed is generalised across various tenant groups and household structures, and changing needs over time were not observed within the scope of this research.
- Focus during data collection was on the supply side, with the demand side (tenants in Dutch housing developments) being represented through secondary data sources.
- Much of the data relies on participants' self-reported practices.
- The number of interviews conducted was relatively small and targeted, which may not fully represent the diversity of perspectives across the broader Dutch housing sector.
- Inputs from private investors (small property companies, individual landlords), comprising of 9% of the ownership of the dutch housing stock, was out of the scope of this research.

Future Research

- Incorporate tenant perspectives through primary data.
- Go more in depth to look into challenges faced by either provider type.
- Measure the actual outcomes of social value initiatives over time.

Bridging a Path to Social Value

Strategies to Improve End-user Well-being in Housing

Thank you!