

APPENDIX A: FORMAT FOR COUNTRY MONOGRAPHS

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1. Social landlords in country X

The first paragraph contains a short description of landlords in country X, following these questions:

- What kind of social landlords exist in country X (local authorities, housing associations etc.)?
- How large is their stock (total number of dwellings, average number of dwellings per landlord, share in total housing stock)?
- What is their function on the housing market (do they only house minimum-income households or do they have a broader target group and active in the area of project development of owner-occupied and high-rent housing, are they highly independent or strongly regulated and supported by the government)?

2. National context for asset management

A short description of the national context, following these sub-paragraphs:

2.1. Regulations

- What are government regulations for the landlords' asset management concerning: general administration (objectives and tasks landlords), rent setting, allocations, sales, maintenance and renewal, and tenant involvement?

2.2. Supervision

- How are the landlords supervised (by whom and on what basis)?

2.3. Financial support

- What financial support exists for the landlords' asset management (exploitation grants, subsidies for renewals, government loans, government guarantees, housing grants)?
- Are there large differences in the financial position of social landlords; are there initiatives to 'match' social tasks and financial means of landlords, e.g. by mergers, money-transfers, or stock-transfers?

2.4. Housing market

- What are quantitative and qualitative shortages on the (social) housing market?

3. Asset management practice

This is the core-section, where a general description is given of social landlords' practice, following these sub-paragraphs:

3.1. Rent setting

- How do landlords determine the (desired) rent level and yearly rent increase for their dwellings?
- Do landlords (have possibilities to) raise the rents in relation to tenants income?

3.2. Allocations

- What system do landlords use to allocate their dwellings (e.g. waiting list, advertise model) and what kind of criteria do they use in their allocations (e.g. income, household size, age, waiting period, etc.)?
- What legal protections do tenants have? Are there possibilities to evict them when their income becomes too high in relation to the rent?

3.3. Sales

- Do landlords sell dwellings and, if so, how do they determine which dwellings to sell and under which conditions are the dwellings sold (e.g. with discounts or sale-back guarantee)?
- What are the motives for sale: market, money or idealism (owner-occupation as a merit good)?

3.4. Maintenance and renewal

- How do landlords determine the maintenance level for their dwellings (e.g. only on the basis of stock condition surveys and technical need, or also related to preferences of the target group for the dwellings)?
- When do landlords decide to carry out more substantial renewals (e.g. when subsidies are available, when considerable social problems exist, when substantial vacancies arise (reactive), when the market position is expected to deteriorate (pro-active))?

3.5. Decision making process: considerations, methods and strategies

- What activities do landlords undertake to support their asset management plan (e.g. mission statement, market analysis, portfolio analysis, SWOT-analysis, strategy formulation, strategy evaluation, monitoring of dwellings' performance)?
- Are these activities part of a systematic process (e.g. sequential steps) or are the activities performed on an 'ad hoc' basis?

- Is the performance of the housing stock evaluated on a regular (periodical) basis or are analysis only performed when problematic estates occur?
- How are stakeholders, and tenants in particular, involved in decision making?
- Structuring the decision making process
- Do landlords use some kind of a rational decision making framework (e.g. by linking outcomes of the performance of dwellings to pre-defined management strategies)?
- What kind of (automated) decision support systems are used to inform asset management?

4. Conclusion

APPENDIX B: LIST OF AUTHORS AND THEIR AFFILIATIONS

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