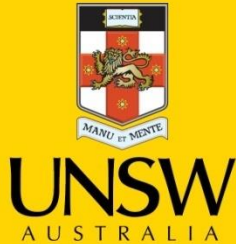


TENANCY MANAGEMENT IN SOCIAL HOUSING

Organisation: City Futures Research Centre, UNSW
Name: Professor Hal Pawson
Position: Associate Director – City Futures
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Author: Prof Hal Pawson & Dr Vivenne Milligan
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Developing better measures of social housing 'cost of provision' and tenant outcomes

Never Stand Still

Built Environment

City Futures Research Centre

Prof Hal Pawson & Dr Vivienne Milligan, City Futures Research Centre, UNSW

Presentation overview

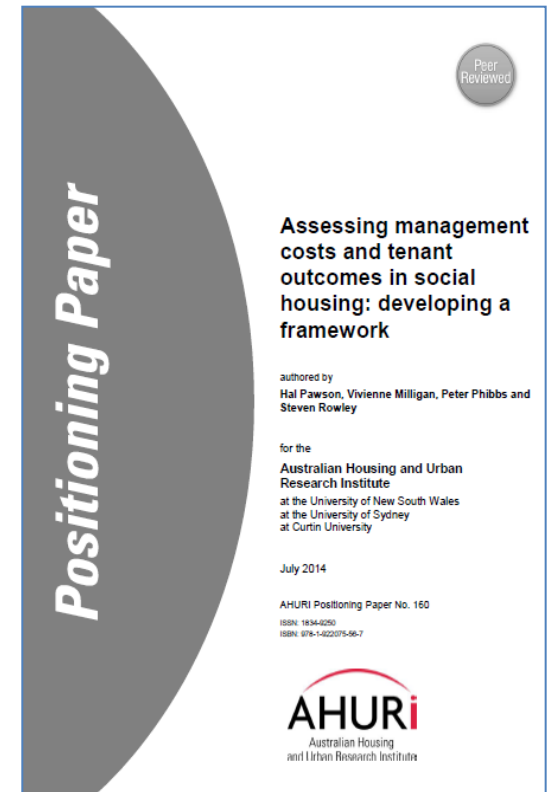
1. Background – project origins and remit
2. Overview of work to date
3. Proposed framework for enhanced metrics on:
 - a) social housing ‘cost of provision’
 - b) tenant outcomes
4. Next steps
5. Expected outputs

Background

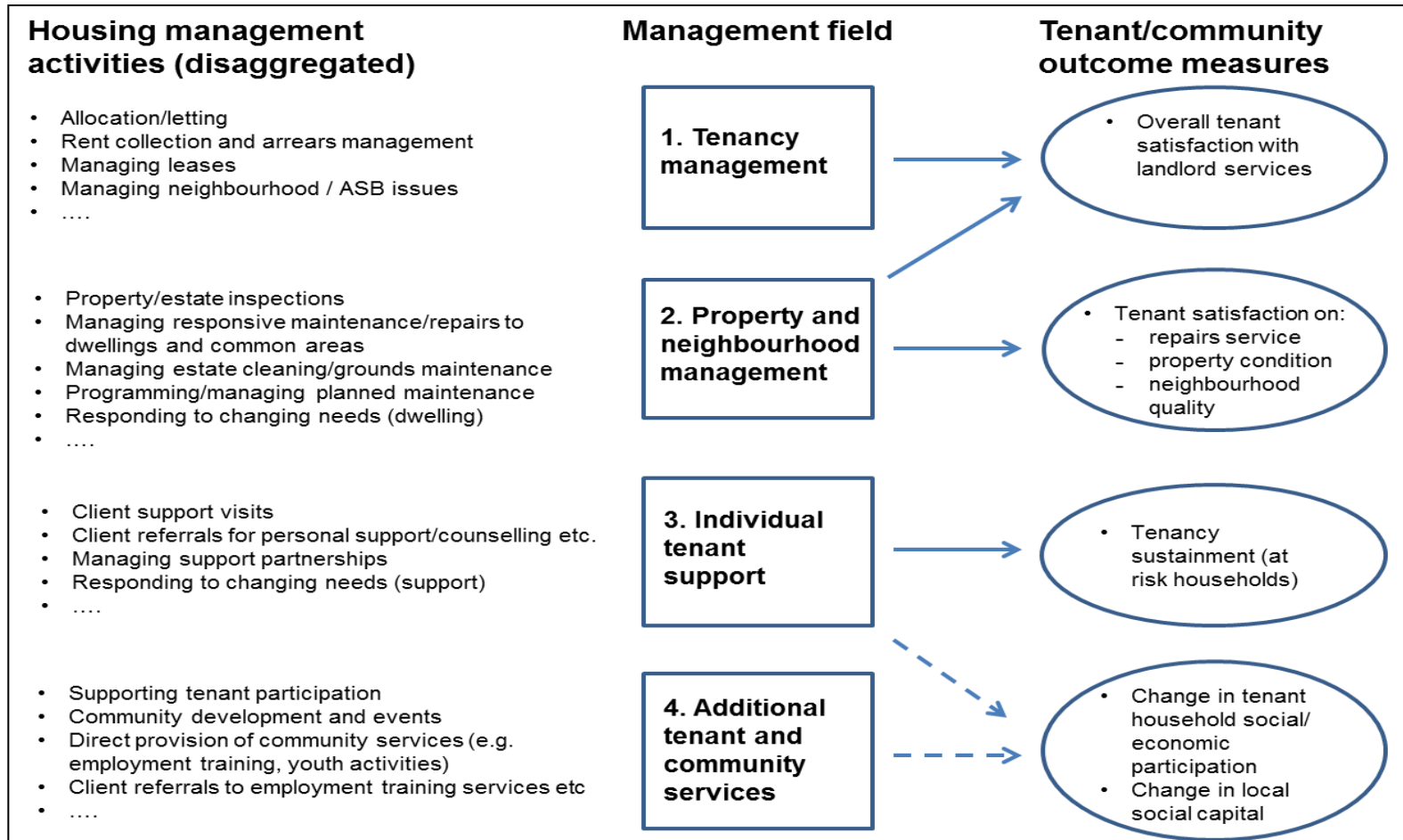
- Research commissioned by AHURI Ltd (Housing CEOs request) to develop better metrics for comparing social housing provider types/entities on:
 - Unit costs of housing management service
 - Tenant outcomes related to 'housing management' service
- Ideally accommodate state govt providers and larger community housing providers (CHPs)
- Substantial interest from affordable housing industry
- Possible outcome – new performance metrics for annual collection and publication by Australian Institute Health and Welfare
- Research team also includes Sydney Uni, Curtin Uni, Elton Consulting

Interim report (published July 2014)

- Fieldwork
 - Extensive stakeholder consultation on utility of existing measures
 - Review of international approaches
 - Critique of existing Australian measures
- Existing measures reviewed:
 - Cost of provision: Net recurrent cost per dwelling – annually published by Productivity Commission
 - Tenant satisfaction ratings from National Social Housing Survey (NSHS)
 - Tenancy sustainment measure incorporated in NAHA homelessness performance measures
- Substantial scope for improvement – especially on cost of provision



Proposed conceptual framework & metrics



Source: Pawson, H., Milligan, V., Phibbs, P. & Rowley, S. (2014); Assessing Management Costs and Tenant Outcomes in Social Housing: Developing a Framework; Positioning Paper no 160; Melbourne: AHURI 1

Commentary on proposed conceptual framework

- Housing management activities classed into 4 categories
- Much more revealing than a simple 'total' figure
- Important to distinguish between:
 - 'Core landlord activities' (management fields 1 & 2), and
 - 'Social landlord added value activities' (management fields 3 & 4)
- Disaggregating activities in this way should:
 - Help to illuminate different priorities
 - Enable fair comparison between social landlords and 'for profit' providers

Next steps – Project phase 2 (2014/15)



- Develop expenditure 'rules manual' to:
 - define 'landlord activities' for the current purpose
 - guide identification of relevant housing management expenditure
 - guide classification of relevant expenditure into 'management fields'
- In-depth work with limited no of providers to:
 - road-test proposed management expenditure metrics
 - road-test proposed tenant outcomes metrics
 - refine expenditure 'rules manual'
- Aspiration to involve State Govt housing providers and small no of larger CHPs in NSW and WA
- Participation under negotiation. Well-received by CHPs in NSW so far



Proposed 'tenant outcomes' metrics

- Enhanced outcome metrics a mixture of survey-based and administrative data-based measures
- Enhance NSHS measures of tenant 'social inclusion' and 'economic connectedness' focused on recently-housed tenants
- Extend monitoring of tenancy sustainment to CHPs and focus more narrowly on 'at risk' tenants
- Develop 'economic re-connection' measure:
 - focusing on working age and work capable tenants housed during a period
 - % of such households containing persons in employment/training at time of being housed, and again 12 months later

Expected project outputs

- A set of figures for each participating provider consistent with the proposed metrics on:
 - Housing management expenditure
 - Tenant outcomes
- Will provide some insight into variation between providers and provider types on:
 - Total management expenditure
 - Breakdown of management expenditure according to 'management fields'
 - Relationship between management expenditure and tenant outcomes
 - Contextual factors influencing cost differentials - e.g. landlord scale, geography, portfolio and client profiles
- Proposals for enhanced metrics for sector-wide application across Australia