European Social Network

Leading Social Services

THE SUSTAINABLE DEVELOPMENT AGENDA: THE ROLE OF SOCIAL SERVICES

The future is local - and social!
SDG 11: Cities' social services' role in local inclusion and sustainability strategies

Policy Briefing

11 SUSTAINABLE CITIES AND COMMUNITIES

About this policy briefing

This policy briefing is the result of the European Social Network's (ESN) working group meeting on the Sustainable Development Goals (SDGs). The aim of ESN's working group on the SDGs is to explore the role of social services in the implementation of the Sustainable Development Agenda at the national, regional and local levels. The 2020 meeting brought together representatives from cities' social services across Europe to discuss the role of cities' social services in the implementation of SDG 11 - *Make cities and human settlements inclusive, safe, resilient and sustainable.*

This policy briefing presents the crucial role of cities' social services in the development and implementation of inclusion and sustainability strategies, the challenges they face, and specific recommendations to advance the implementation of SDG11.

The information for this policy briefing was collected through desk research, questionnaires for ESN members of the SDGs working group and presentations given during an ESN webinar on the topic, which took place on 2-3 April 2020.

Acknowledgements

About the European Social Network (ESN)

The European Social Network (ESN) is the independent network for local public social services in Europe. It brings together the organisations that plan, deliver, finance, manage, research, and regulate local public social services, including health, social welfare, employment, education and housing. We support the development of effective social policy and social care practice through the exchange of knowledge and expertise.

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Introduction

As part of the European Social Network (ESN)'s 2018-2021 work programme, in 2018 ESN launched a working group on the 2030 Agenda for Sustainable Development. The aim of this working group is to highlight the role of social services in the implementation of the Sustainable Development Goals (SDGs) and find synergies with other social policy initiatives at European level. Each year, the Group addresses a specific goal relevant for social inclusion of population groups with whom social services work on a daily basis. In 2018, the Group explored the role of social services in the implementation of SDG1 (End poverty in all its forms everywhere), while in 2019 the Group met to discuss SDG3 (Ensure healthy lives and promote well-being for all at all ages).[1] These meetings have led to the production of two policy briefings, (Policy Briefing 2018, Policy Briefing 2019) which explore the role of local public social services in the implementation of the SDGs, showcase best practices from the local level and present challenges and recommendations in the implementation of the SDGs.

In 2020, the working group focused on SDG11- Make cities and human settlements inclusive, safe, resilient and sustainable. Specifically, the working group decided to focus on two sub-topics related to SDG11: **city social planning** and **housing and homelessness**. During the meeting, working group members discussed the crucial role cities' social services play in the development of strategies advancing inclusion and sustainability in their communities, providing several best practice examples from across Europe. Working group members furthermore highlighted common challenges they face when developing and implementing city strategies and formulated recommendations regarding their role in contributing to the achievement of SDG11, focussing on inclusion, integration and sustainability.

In the introduction to this policy briefing, the background of ESN's working group on the Sustainable Development Goals is presented, its objectives and previous activities as well as the focus of the third working group meeting. The first chapter introduces the role of cities' social services in the implementation of SDG11 and the relevant global and European policy frameworks. The second chapter highlights the role of cities' social services in the development of social planning and strategies countering housing and homelessness. Each chapter includes best practices as well as challenges and opportunities identified by working group members in relation to these two topics. The conclusions of the policy briefing summarise the main outcomes and recommendations of ESN's working group on the development of local inclusion and sustainability strategies advancing SDG11 and the Sustainable Development Agenda.

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1. European Social Network (2018). Policy Briefing- Implementing the Sustainable Development Agenda: the Role of Social Services- SDG1. (16/04/2020).
European Social Network (2019). The Sustainable Development Agenda- The Role of Social Services- SDG3 Improving health and well-being. (16/04/2020).

Implementing the Sustainable Development Agenda:
The Role of Social Services

The global agenda of the Sustainable Development Goals provides social services with an opportunity to emphasise their role related to people's empowerment, upholding human rights, social justice, promoting social inclusion, and social development and investment. The global agenda enhances this possibility as the SDGs have a series of similarities in relevance and application with social services' practice. However, we have also identified a number of challenges as social services authorities and agencies are not always part of cross-cutting initiatives adopted to implement the sustainable agenda at national and local levels.

1. The role of cities' social services in the implementation of SDG11

Cities across Europe and beyond, are facing several challenges. Apart from economic and environmental challenges, cities are facing social challenges, such as rising levels of unemployment and poverty, an ageing population that is becoming increasingly lonely, migration and housing affordability. The current health emergency due to the Covid-19 pandemic could exacerbate these and other social challenges in the years to come, with predicted rising levels of unemployment and poverty that may lead to further exclusion of vulnerable groups. Urban governance has gained a central role in the creation of inclusive and sustainable communities, which is the ultimate goal of the United Nations' Sustainable Development Agenda, whose implementation will be needed more than ever in the rebuilding of economies and communities struck by the pandemic.

The importance of cities in contributing to inclusive and sustainable communities is recognised in several global and European policy initiatives. The United Nations' 2030 Agenda for Sustainable Development was adopted by all United Nations' Member States in 2015.[2] It includes 17 Sustainable Development Goals. SDG11 is specifically targeted at the creation of inclusive and sustainable cities and communities, since at least 65% of the SDGs can only be achieved at the local level, particularly in urban areas.[3] Two sub-targets of SDG11 are particularly relevant in relation to social challenges faced by cities across Europe: SDG 11.1. calls to ensure access for all to adequate, safe and affordable housing and basic services. SDG 11.3. demands UN Member States to enhance inclusive and sustainable urbanisation and capacity for participatory, integrated and sustainable human settlement planning and management.[4]

Cities' social services play a central role in the implementation of these specific sub-targets, as social services work with populations of concern and ultimately plan, finance, manage and deliver services for people living in cities, especially the most vulnerable. In fact, 75% of the Group members that answered our questionnaire, highlighted that their work relates or strongly relates to the implementation of SDG11.

The importance of cities as drivers of sustainable development is furthermore stressed in the United Nations' New Urban Agenda/HABITAT III, which was adopted at the UN Conference on Housing and Sustainable Development in 2016.[5] Here, cities are deemed crucial actors in the implementation of the SDGs and their involvement in global policy-making is given value through the creation of the Global Taskforce of Local and Regional Governments, a coordination mechanism bringing together the major networks of local governments.[6]

The European Union (EU) committed to global goals regarding urban governance through the EU Urban Agenda, launched with the Pact of Amsterdam of 2016. The EU Urban Agenda represents a new multi-level working method promoting cooperation between EU Member States, cities, the European Commission and other stakeholders to identify and successfully tackle social challenges in cities. The priority themes and cross-cutting issues of the EU Urban Agenda include: housing; effective urban governance, including citizens participation and new models of governance; sound and strategic urban planning; and the provision of adequate public services of general interest.[7] Initiatives at EU level on these topics have seen little social services involvement, although these play a fundamental role in tackling social and urban challenges like homelessness, promoting the autonomy of older people and people with disabilities, and supporting children and young people.

In the achievement of the goals set in global and European policy frameworks, cities' social services play a central role as we found out based on the examples presented at our working group. One of the major social challenges facing cities is housing. In the provision of social housing, quality is of fundamental importance, not only for the wellbeing of social housing residents but also for the broader community, the local economy, and social inclusion in the neighbourhood, the district and, ultimately, the city. Social investment is therefore necessary in the whole area around the social housing complex to create an adequate social infrastructure and an inclusive community. In this regard, cities' social services practice has demonstrated that city social planning and an integrated approach with the inclusion of all stakeholders and most importantly, people using services, is of fundamental importance. This type of practice contributes to the city's social inclusion and its sustainability, advancing the goals set in SDG11.

Cities' social services can contribute in several ways to the implementation of SDG11. In the development of city social planning strategies, ESN's SDGs working group members indicated that cities' social services can contribute to identifying social needs and provide knowledge on the daily lives and challenges of the populations with whom they work, including data for evidence-based policy making, monitoring, and evaluation of city social planning. Importantly, they can reach out to vulnerable groups to create a collaborative, participatory and democratic model of city social planning that includes all stakeholders. This process can ensure that cities' social plans are more inclusive and sustainable, hence advancing SDG11.

2. United Nations (2015). Resolution adopted by the General Assembly on 25 September 2015: Transforming our world: the 2030 Agenda for Sustainable Development. (06/04/2020).

3. European Commission (2019). The future of cities- Opportunities, challenges and the Way Forward. (08/04/2020).

4. United Nations (n.d.). Sustainable Development Goal 11- Make cities and human settlements inclusive, safe, resilient and sustainable. (08/04/2020).

5. United Nations (n.d.). HABITAT III Conference- The New Urban Agenda. (08/04/2020).

6. HABITAT III (n.d.). Global Taskforce of Local and Regional Governments (08/04/2020).

7. European Commission (2016). Urban Agenda for the EU- Pact of Amsterdam. (08/04/2020).

In relation to the development and implementation of city strategies aiming to counter housing and homelessness, cities' social services can report negative social effects stemming from rapid urbanisation and decreased affordability of housing and privatisation of social housing. They can furthermore contribute to identifying needs of people experiencing homelessness or in need of social housing and can support the creation of co-produced measures and care plans by reaching out to this specific population group.

62% of ESN's SDGs working group members feel involved or heavily involved in the implementation of SDG11 and 75% feel that their work relates or strongly relates to the implementation of SDG11. This insight shows the need to ensure that cities' social services are involved in the formulation and implementation of cities' social strategies and European and international frameworks that advance both SDG11 and the Sustainable Development Agenda.

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Co-design of local public social services with social and private sector actors is crucial in the development and delivery of integrated multiple value services advancing inclusion and sustainability in cities and communities - Serdar Türkeli, Researcher, United Nations University- Maastricht Economic and Social Research Institute on Innovation and Technology, The Netherlands

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Cities' social services are key in the implementation of the SDGs as they strive to make our communities more inclusive and sustainable - Alfonso Lara Montero, Chief Executive, European Social Network

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Fig. 1 Cities' social services perception on how their work relates to the implementation of SDG11
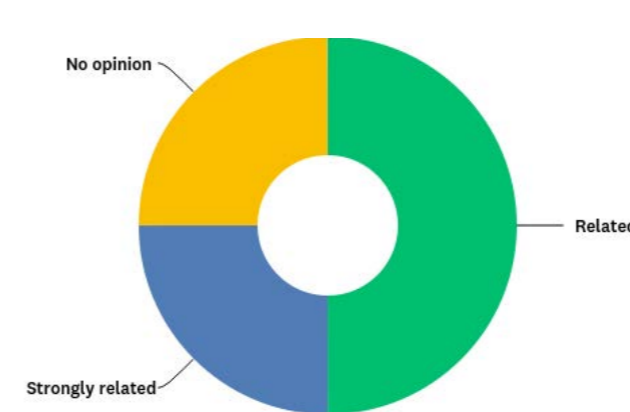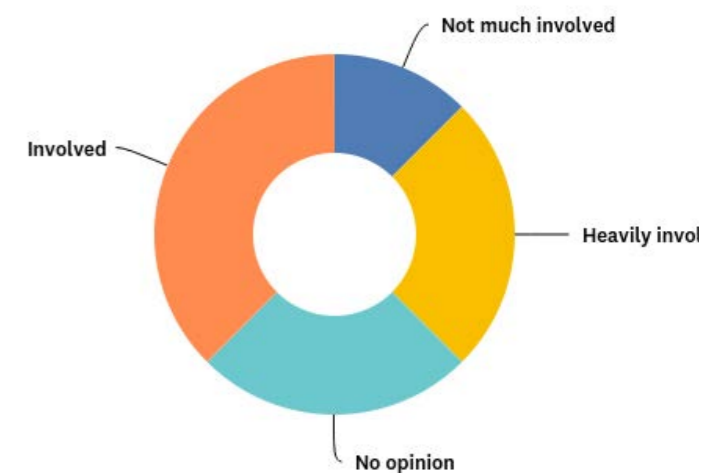
Fig. 2 Cities' social services perception on their involvement in the implementation of SDG11

2. Cities' social services' role in the development and implementation of local inclusion and sustainability strategies

2.1. City social planning

Across Europe, there are different approaches to social planning.[8] These are influenced by different welfare traditions, legal and policy frameworks and have an impact on the duties local authorities are responsible for. While the European and national level pursue a rather policy-oriented perspective on social planning, the local level focuses more on the strategic planning of programmes and services. Local authorities may be responsible for planning and implementing services from a wide range of sectors, including social care, public health, housing, employment, education, or public transport. The quantity and quality of services in place depend on welfare traditions, their statutory duties, the needs of local communities and the capacity of local authorities themselves.[9]

Increasingly, cities have been given more responsibilities in social planning. This has partly been a consequence of the raise in profile of social planning in urban development, recognising that city social planning is crucial when it comes to creating inclusive and sustainable communities. Social planning encourages cities to take a more holistic approach to the physical, environmental, economic and cultural planning aspects, as social planning is concerned with the ultimate wellbeing of the community, aiming to offer equal opportunities to every citizen. The emergence of the notion of sustainability has furthermore emphasised that the ongoing wellbeing of a city is as dependant on the sustainability of its social aspects as it is on physical, economic, and environmental sustainability. This has consequently led to the development of a social dimension in urban planning.[10]

2.1.1. Best practices across Europe

Cities' social services have first-hand knowledge of the social issues experienced by the population groups they are responsible for. They can play a central role in leading, coordinating or supporting a city's social strategy to advance inclusion and sustainability, ultimately contributing to SDG11. Across Europe, there are several best practice examples demonstrating that, through innovative methods and tools, cities' social services can play a fundamental role in the development of local inclusion and sustainability strategies advancing SDG11 in their cities.

The Municipality of Yafo, Tel Aviv (Israel) has recognised the added value of social mapping when developing their municipality's urban plan. Through geographic information system (GIS) mapping, the Municipality aims to map the areas where the most vulnerable populations live. The strategic urban planning unit uses municipal data, such as water use and information from social services to map geographical areas where social intervention is needed. GIS mapping is also integrated with social surveys, in the form of interviews and meetings, to learn about the daily challenges faced by vulnerable populations. Social surveys help identifying the needs of the most vulnerable so that they are taken into account when planning social services that fulfil the needs and create opportunities for these populations. Through collaboration with municipal social services, the local authority uses social mapping to integrate social factors in urban planning, contributing to more evidence-based, inclusive, and sustainable city strategies.

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> The big challenge is fulfilling needs and creating opportunities in a changing and challenging reality - Hagit Naali-Joseph, Director of the Strategic Planning Unit, Municipality of Tel Aviv-Yafo
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8. There is no unique definition of social planning. In its 2015 report on social planning at the local level, the European Social Network highlighted that common features of social planning include mapping population needs through data collection and aggregation, assessment of data in order to target funding to the areas or sectors of highest needs, monitoring and evaluation, and the involvement of multiple stakeholder.

9. European Social Network (2015). Social planning at the local level- An ESN report which features different approaches and models of social planning across Europe. (09/04/2020).

10. Webber (1968). Comprehensive Planning and Social Responsibility. In Frieden & Morris (1968). Urban planning and social policy (p. 14). New York: Basic Books.

When it comes to the development of inclusive and sustainable city social strategies, evidence is key. Since 2004, the City of Zagreb (Croatia), has implemented social programmes in strategic urban planning. It has done so in an inclusive manner, involving all relevant stakeholders in the development of the city social plan and in its implementation. Since 2009, the city social planning strategy is being developed in cooperation with social services and civil society organisations, with consultations and workshops taking place regularly with around 130 social policy actors. The social planning also takes place in collaboration with the scientific community, as the City deems that the evaluation of measures is fundamental for the sustainability of its social plan. For instance, Zagreb implemented a project with the European Union's Joint Research Centre on the evaluation of its social plan. With this evaluation, they expect to disregard measures that have proven to be ineffective, leading to the formulation of new city strategies and measures.

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Measures that have been made on the basis of research are more successful - Zorana Uzelac Bošnjak, Head of Department for Social Protection, City of Zagreb, Croatia

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The importance of measuring and evaluating tools has also been acknowledged in Barcelona's City Council (Spain). The department for social innovation implements ex-ante, ex-post, qualitative and quantitative evaluations of the city's social strategies to increase the sustainability of its social planning. For instance, Barcelona's City Council recently evaluated a project on the combination of a minimum guaranteed income with active social policies in deprived areas of the city. With this evaluation, they gained insights about what worked and what did not work, which proved to be very valuable to decide as to whether such a strategy could be implemented. Barcelona's City Council deems that only by evaluating city social strategies through rigorous scientific methods and tools, it is possible to assess the measures implemented by the City and contribute to make city social strategies more sustainable.

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Evidence gives us recommendations on what kind of policies to choose - Lluís Torrens Melich, Director of Social Innovation, Barcelona City Council, Spain

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2.1.2. Challenges and opportunities

Practice in cities' social services across Europe demonstrates that they are key actors in the development and implementation of local inclusion and sustainability strategies. However, social services face several challenges when developing city social planning strategies. These can be turned into opportunities by acknowledging and addressing them appropriately.

- **Improving communication between government levels**- Setting up priorities, developing regulations and appropriate communication between different levels of government can alleviate the challenges that cities' social services may face in the development and implementation of social planning strategies, such as the impact of policies from other levels of government. This was for example the case in the Gothenburg region, where an appropriate structure between different governance levels was developed to improve coordination between cities in the development of regional housing policies (see page 19).

- **Promoting cross-sectoral collaboration**- City social planning involves people and agencies from different sectors. However, cities' social services report that lack of methods, tools, mechanisms and communication between sectors represent a major challenge when developing city social planning strategies. There is the need to dare collaborating across sectors, as they did in Riga in the construction of social housing involving professionals from different sectors (see page 18).

- **Gathering evidence**- Lack of data collection and management represents a challenge in the development of evidence-based city social policies. However, the examples we gathered from Tel Aviv (see page 15) and Barcelona (see page 17) show that the collection and analysis of data support professionals in the formulation of policies addressing inclusion and sustainability.

- **Developing inclusive city social planning**- Several challenges arise in the attempt to make city social planning more inclusive. Meeting needs of different population groups and adapting city social planning to include all stakeholders' views can represent a challenge in the development of city social planning strategies. However, the practice from Zagreb (see page 16) shows that cities can arrange different formats in which stakeholders may give input to the city's social plan.

- **Securing funding**- Lack of funding and adequate administration of financial resources represent further challenges when developing city social planning strategies, which aim to be integrated, inclusive and sustainable.

City social planning requires the commitment of all stakeholders to ensure that it is inclusive, integrated and sustainable. Cross-sectoral cooperation is of fundamental importance to create integrated city social strategies. There is furthermore the need to enhance evidence related to city social planning and be able to plan strategies with secure funding to increase their sustainability. Importantly, city social planning needs to be inclusive of the different stakeholders' views on relevant themes. While the implementation of successful city social planning may well face challenges, the involvement of social services is key in the development of city social planning strategies that are both inclusive and sustainable and contribute to the wellbeing of the whole population, leaving no one behind.

ESN's working group on the implementation of the Sustainable Development Goals, Brussels 2018

2.2. Housing and homelessness

Housing issues are at the heart of the growing social divide observed in most communities across Europe over the last years. Housing market pressures on affordable housing and social housing supplies have contributed to the difficulties in accessing housing in the European Union. Steep increases in property and rental prices, increasing scarcity of low-cost housing, reduced public investment in social housing, poverty, rising unemployment and individual risk factors (e.g. mental illness, substance abuse or adverse family dynamics) have led to an increased number of people living in precarious housing conditions and homelessness over the last decade, as highlighted in ESN's publication on the European Semester 2020.[11]

The role of cities in housing policy has become a key topic in recent years, as increasing evidence shows that cities, in Europe and beyond, are the places where the shortage of adequate, safe and affordable housing is mostly concentrated. Furthermore, evidence also shows that, across the different housing policy approaches taken by cities, housing issues cannot be purely addressed with housing tools; instead an integrated, inclusive and sustainable approach is needed to overcome the housing challenge. The local dimension of the issue strongly intertwines with the national and European dimensions, as, for instance, EU internal market regulations for affordable housing impact national and local housing policies.[12]

Preventing and tackling housing and homelessness exclusion, which are two extreme forms of social exclusion, can be effectively addressed through a number of measures. These include building strategic collaborative frameworks involving all relevant stakeholders, strengthening evidence-based policies, providing adequate funding and efficiently monitoring and addressing existing measures. In all these measures, cities' social services can play a fundamental role in the development and implementation of city strategies tackling housing and homelessness. Cities' social services practice strongly values an integrated multi-stakeholder approach in countering housing and homelessness issues, can provide evidence-based practices to develop national policies and strategies, and contribute to monitoring and evaluation. The expertise and knowledge of cities' social services needs to play a fundamental role in the creation of inclusive and sustainable communities in European cities.

11. European Social Network (2020). Social Services for a Social Europe. European Semester 2020. (14/04/2020).
12. Pittini, A. (2019). The state of housing in the EU 2019. Housing Europe. (14/04/2020).

2.2.1. Best practices across Europe

Across Europe, we can find several best practice examples of city social services playing a crucial role in the advancement of SDG11 in housing and homelessness. For instance, in Riga (Latvia), Riga's City Council Welfare Department led the creation of several social housing facilities in an integrated, inclusive and sustainable manner. The housing department in Riga City Council, a maintenance company and NGOs providing services worked collaboratively to implement the social housing complex, which consists of housing and services including social services, a day care centre and a health centre in the same building. People using the services and future residents were also involved in the process. For instance, Riga's advisory board for NGOs of people with disabilities was part of the consultation process and an association of people with disabilities carried out the evaluation of the facilities and gave recommendations before building started.

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> There is the need for ongoing evaluation and resident involvement in all stages of planning, designing and building of premises - Martins Moors, Head of Social Administration, Riga City Council Welfare Department, Latvia
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The value of inter-sectoral cooperation has been equally recognised by the Gothenburg Region (Sweden), a cooperative organisation of 13 municipalities in Western Sweden. In 2015, Gothenburg Region created the social sustainability working group, bringing together the social and urban manager networks of the Gothenburg Region. The working group aims to promote social sustainability with a focus on social aspects of urban planning through knowledge dissemination, exchange of expertise and the development of useful methods to tackle housing issues. The project 'Social Innovation in Urban Planning', aiming at strengthening social cohesion, reducing housing segregation and increasing access to the housing market, led to the creation of guidelines for housing supply. In this practice, social and urban policy departments from different municipalities contributed to the exchange of practices and the production of new approaches to take account of social aspects in urban planning, hence advancing SDG11.

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> Knowledge is essential to facilitate dialogue in complex societal challenging situations - Sofia Hellberg, Head of Planning Department, Municipality of Partille, Sweden
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2.2.2. Challenges and opportunities

- **Improving communication between government levels**- Strong political will in tackling housing and homelessness issues is central in the development and implementation of city strategies countering this issue. Political will has then to be followed by strategy development and concrete actions, as it has been the case in the Gothenburg region where the 13 region's municipal authorities communicate and cooperate with each other in finding solutions to housing provision.
- **Promoting cross-sectoral collaboration**- Housing, and especially homelessness, require the cooperation of different stakeholders, agencies and sectors in developing city strategies tackling these issues. This is often a challenge due to lack of communication between different public services. In Riga, this has been acknowledged and cross-sectoral collaboration is being experimented in building social homes.
- **Gathering evidence**- Different definitions on homelessness and its variants (e.g. rough sleeping) makes it difficult to collect data on homelessness. It is therefore crucial to improve definitions and data gathering tools to support the development of city strategies supporting homeless people.
- **Developing inclusive city social planning**- The problems faced by homeless people, such as often not having personal documentation or a fixed address represent a challenge in the development of services for them. Their involvement and the consideration of their views in the development of policies and supporting them is crucial to get it right.
- **Securing funding**- The need to secure public investment in social housing is central to the development of city strategies in housing and homelessness.

City strategies countering homelessness and housing issues require strong political will followed by strategy development and specific actions led in communication between those working at local level. The strategies need to be inclusive, integrated and sustainable, for which cross-sectoral cooperation is very important, as issues faced by people experiencing homelessness and housing issues are usually linked to different spheres of their lives. The promotion of integrated and inclusive approaches in social planning represents one of the first necessary steps when developing city strategies in these fields.

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> Inclusion of different stakeholders and people using services is fundamental when speaking about sustainability - Ronan Mangan, Policy & Development Coordinator, European Social Network
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WAY FORWARD

Cities' social services are fundamental in the development and implementation of local inclusion and sustainability strategies advancing SDG11. By working with the most vulnerable, they can lead or support the development of city social strategies bringing their expertise based on services development, management and provision. They can provide data and support the monitoring and evaluation of city social strategies, advancing the specific SDG goal of creating inclusive and sustainable communities.

Several recommendations have been formulated by the members of ESN's working group on the SDGs regarding the role of cities' social services in the development and implementation of local inclusion and sustainability strategies:

- **Commitment from all administrations** is fundamental to advance SDG11. This implies a joint approach across all government levels, where social services at local level are equipped with the tools to develop and implement city inclusion and sustainability strategies. The practices presented demonstrate that where there is commitment across all administrations involved, socially innovative solutions are also more likely.

- **Inclusion**- Consultation with all stakeholders is key in the development of city strategies advancing SDG11. To be successful, city social strategies should be inclusive of all stakeholders, including people using services. Cities' social services are key in the development of inclusive city strategies as they possess knowledge about the needs of vulnerable population groups and can reach out to them when co-designing social strategies in the cities.

- **Cooperation**- City social inclusion and sustainability strategies need to ensure collaboration between different levels of government, sectors, agencies, and professionals to be successful. This has been demonstrated by examples of collaboration between urban planning and social services to support the most vulnerable.

- **Sustainability**- City social inclusion strategies need to be carefully planned, evidence-based, long-term and continuously monitored and evaluated to ensure their sustainability. The examples presented demonstrate that a collaborative approach between stakeholders to set priorities and connect resources as well as monitoring and evaluation lead to more effective city social planning strategies.

- **Funding-** Investment in preventive social services and adequate funding for programmes supporting interventions for the most vulnerable is of great importance for the development and implementation of city inclusion and sustainability strategies.

ANNEX OF BEST PRACTICES

Practice:	City for All
Organisation / Country:	Tel Aviv- Yafo Municipality, Israel
Website:	https://www.tel-aviv.gov.il/en/Pages/HomePage.aspx
Contact:	Hagit Naali-Joseph, Director, Strategic Planning Unit Simona Leibovich, EU Programmes Director
Summary:	In the municipality of Yafo, Tel Aviv, urban renewal is being undertaken taking a social perspective. As the majority of vulnerable people (e.g. people in socio-economic difficulty, older people, migrants and refugees) live in areas targeted for urban renewal, the Municipality's urban renewal and city social plan are being informed by geographic information system (GIS). This has contributed to the development of an evidence-based, inclusive, integrated and sustainable city strategy. The GIS mapping was performed using municipal data, water use and consumption data and information from social services. The programme is being implemented through a collaboration between the city planning division, the strategic planning unit, community social workers, architects, urban planners and local change actors.
Resources:	The programme was fully funded by the municipality of Yafo.
Objectives:	The main objective of the programme was to have a social perspective in urban renewal to inform the overall city plan and respond to the needs of the vulnerable population living in Yafo.
Outcomes:	The programme led to the creation of a social database with information on needs of the vulnerable population living in the municipality of Yafo. The use of GIS mapping allowed the physical planning to be more sensitive towards the needs of the most vulnerable groups. Priorities were for example shifted to the need to ensure accessibility to public services, affordable housing and an adaptation of residential apartments to a variety of households.
Evaluation of practice:	The programme has not yet been fully evaluated.

Practice:	Using Evidence in City Social Planning
Organisation / Country:	City of Zagreb, Croatia
Website:	https://www.zagreb.hr/en
Contact:	Zorana Uzelac Bošnjak , Head of Department for Social Protection, City Office for Social Protection and Persons with Disabilities
Summary:	Since 2009, Zagreb has been involving all relevant stakeholders in the development of the city social plan and its implementation. The city social plan affects around 200,000-400,000 citizens, including children and young people, older people, homeless people, and people with disabilities. Social services, civil society organisations and around 130 social policy stakeholders participated in creating the latest social plan. The city social plan, which became a legal obligation in 2014, was also created through an active collaboration with the scientific community. For example, scientists were involved in working groups and monitoring social indicators. The city social plan was furthermore evaluated by scientists in the framework of a project with the European Union's Joint Research Centre. As a result, the scientists formulated recommendations to guarantee its efficiency and sustainability.
Resources:	The City of Zagreb fully funds the creation of its social plan involving all relevant stakeholders. The City also approved 25,649.00€ for the European Union's Joint Research Centre to evaluate the city's social plan and for the organisation of a conference to present the results and showcase the connection between science and practice.
Objectives:	The objectives were the creation of a city's social plan in collaboration with all relevant social stakeholders and the evaluation of the plan in collaboration with the scientific community.
Outcomes:	This practice led to the development of a city social plan every 5 years. The project in collaboration with the European Union's Joint Research Centre led to the evaluation of the latest city social plan.

Practice:	B-MINCOME- Combining a minimum guaranteed income with active social policies in deprived urban areas of Barcelona
Organisation / Country:	Barcelona City Council, Spain
Website:	https://ajuntament.barcelona.cat/en/
Contact:	Lluís Torrens, Director of Social Innovation in the Area of Social Rights, Global Justice, Feminism and LGTBI of Barcelona City Council
Summary:	In Barcelona, Spain, the importance of measuring and evaluation tools has been recognised as fundamental for the creation of sustainable social strategies in the city. The City Council regularly performs ex-ante, ex-post, qualitative and quantative evaluations of city strategies to increase the overall sustainability of the city social plan. One of the pilot projects recently evaluated by Barcelona's City Council is B-MINCOME on the combination of a guarantee minimum income with active social policies in deprived urban areas of Barcelona. The pilot project lasted two years, included 1,000 families and its aim was exploring which mix of public social policies contribute to the alleviation of poverty and social exclusion and could potentially be adopted in other areas of the city.
Resources:	67% of the pilot project was financed by Barcelona's City Council and 33% was financed by the European Union fund 'Urban Innovative Actions'.
Objectives:	The objective of the pilot project was to explore which type of city social policies (conditional/ non conditional; passive/ active; passive + active) contribute to alleviate poverty and social exclusion and could potentially be adopted in other areas of the city.
Outcomes:	The pilot project proved to be effective in improving the wellbeing of families and the perception of their economic situation. The project seems to have reduced material deprivation and stress associated with food insecurity, and improved sleep quality. Positive effects on community participation could furthermore be observed. Improvement of health was not observed, just on mental health in the first year. Insights furthermore show that the intervention might have reduced labour participation .
Evaluation of practice:	The sample of the pilot project was deemed too small for the complexity of the experiment. The duration of the pilot was also deemed too short to monitor long-term results. However, several integrated innovations to address social exclusion were experimented and a comprehensive dataset was created, which can be used for future research.

Practice:	Integration of health and social services in social housing
Organisation / Country:	Riga City Council- Welfare Department, Latvia
Website:	https://pasvaldiba.riga.lv/EN/Channels/Riga_Municipality/Riga_City_Council/default.htm
Contact:	Martins Moors, Head of Social Administration, Riga City Council- Welfare Department
Summary	In Riga, Latvia, Riga City Council's Welfare Department led the creation of several integrated social housing developments in an integrated, inclusive and sustainable manner. The social housing developments were the result of cooperation between all relevant stakeholders and consist of social housing and services such as social services, day care centres and a healthcare centre. People using services were involved in all stages of the process. For instance, Riga's advisory board for NGOs of people with disabilities was part of the consultation and an association of people with disabilities carried out the premises evaluation and had the possibility to give recommendations before building started. This led to building 287 municipal apartments tailored to the specific needs of residents and people using services.
Resources:	The Municipality of Riga took a loan to build the social housing developments. The health care centre and social services pay rent and maintenance costs. Riga City Council's Welfare Department pays non-governmental organisations for social services provision.
Objectives:	The building of the integrated social housing developments was the result of the need to ensure that social services were close to social housing residents.
Outcomes	287 municipal apartments were built, including 8 for people with mobility problems. In the complex, social services are located close to social housing residents.
Evaluation of practice:	No evaluation of the practice is foreseen.

Practice:	Social Innovation in land use planning
Organisation / Country:	Gothenburg Region, Sweden
Website:	https://goteborgsregionen.se/GR/toppmenyn/om-goteborgsregionen/in-english.html
Contact:	Margareta Antonsson, Social Director, Partille Municipality Sofia Hellberg, Urban Planning and Civil Works Manager, Partille Municipality
Summary:	In the Gothenburg Region, Sweden, the value of inter-municipal and inter-sector cooperation has been recognised as fundamental in the formulation of city strategies countering housing issues. In 2015, the Gothenburg Region created the social sustainability working group, bringing together the networks of social and urban directors of the Gothenburg Region. The working group aims to promote social sustainability with a focus on the social aspects of urban planning through knowledge dissemination, exchange of expertise and methodology development. The project 'Social Innovation in Urban Planning', aiming at strengthening social cohesion, reducing housing segregation and increasing access to the housing market, led, for instance to the creation of innovation labs in different municipalities and a toolkit.
Resources:	The project was co-financed by VINNOVA, the Swedish innovation agency, and the participating municipalities.
Objectives:	The overall objective of the project was to strengthen social cohesion and reduce housing segregation in the Gothenburg region and increase accessibility to the regional housing market, which had become difficult to access for vulnerable groups.
Outcomes:	The project managed to create several innovation labs in different municipalities of the Gothenburg region, where several methodologies, such as socially sustainable housing programmes, the perspective of older people in planning, social investment techniques and market considerations as social instruments were tested. The innovation labs included professionals working in different sectors as well as citizens. The project resulted in the publication of a toolkit with evidence-based methods/tools in the field of housing that were developed and tested in the innovation labs and is now being used to share practices on housing between municipalities in the Gothenburg region.
Evaluation of practice:	RISE Institute evaluated the project with interviews and other qualitative approaches and published a report describing the lessons learned from the project and recommendations.

Table: Challenges and opportunities

	City social planning	Housing & Homelessness
Improving communication between government levels	Setting up priorities, developing regulations and appropriate communication between different levels of government can alleviate the challenges that cities' social services may face in the development and implementation of social planning strategies, such as the impact of policies from other levels of government. This was for example the case in the Gothenburg region, where an appropriate structure between different governance levels was developed to improve coordination between cities in the development of regional housing policies.	Strong political will in tackling housing and homelessness issues is central in the development and implementation of city strategies countering this issue. Political will has then to be followed by strategy development and concrete actions, as it has been the case in the Gothenburg region where the 13 region's municipal authorities communicate and cooperate with each other in finding solutions to housing provision.
Promoting cross-sectoral collaboration	City social planning involves people and agencies from different sectors. However, cities' social services report that lack of methods, tools, mechanisms and communication between sectors represent a major challenge when developing city social planning strategies. There is the need to dare collaborating across sectors, as they did in Riga in the construction of social housing involving professionals from different sectors.	Housing, and especially homelessness, require the cooperation of different stakeholders, agencies and sectors in developing city strategies tackling these issues. This is often a challenge due to lack of communication between different public services. In Riga, this has been acknowledged and cross-sectoral collaboration is being experimented in building social homes.
Gathering evidence	Lack of data collection and management represents a challenge in the development of evidence-based city social policies. However, the examples we gathered from Tel Aviv and Barcelona show that the collection and analysis of data support professionals in the formulation of policies addressing inclusion and sustainability.	Different definitions on homelessness and its variants (e.g. rough sleeping) makes it difficult to collect data on homelessness. It is therefore crucial to improve definitions and data gathering tools to support the development of city strategies supporting homeless people.
Developing inclusive city social planning	Several challenges arise in the attempt to make city social planning more inclusive. Meeting needs of different population groups and adapting city social planning to include all stakeholders' views can represent a challenge in the development of city social planning strategies. However, the practice from Zagreb shows that cities can arrange different formats in which stakeholders may give input to the city's social plan.	The problems faced by homeless people, such as often not having personal documentation or a fixed address represent a challenge in the development of services for them. Their involvement and the consideration of their views in the development of policies and supporting them is crucial to get it right.
Securing funding	Lack of funding and adequate administration of financial resources represent challenges when developing city social planning strategies, which aim to be integrated, inclusive and sustainable.	The need to secure public investment in social housing is central to the development of city strategies in housing and homelessness.

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