

EURHONET

European  
Housing  
Network

Housing the future



The Eurhocycle

Eurhonet Business Plan 2017-2019

# Eurhonet Business Plan 2017-2019

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# Welcome to Eurhonet

We are a pan European housing umbrella organisation representing housing companies from across the European Union. We play a key role in supporting our members to work together to help tackle the housing challenges they face in their individual countries, by maximising the opportunity to learn from companies in other countries and developing new ideas and innovating together.



I think that Europe, and the European Union, is entering a new phase of its history, facing unprecedented challenges and opportunities that are likely to shape the future of the European community for decades to come. The mass migration of people, the UK's referendum result, increasing economic globalisation and environmental issues are set to influence the work we do now and in the future.

Eurhonet is uniquely placed to meet this challenging agenda. We have already started work on solutions that support housing companies to find answers to some of these challenges, so we are playing our part in creating vibrant and successful places for people to live and work.

Our plans include:

- seeking ways to build many more homes at a price that people can afford to buy or rent;
  - improve the way we refurbish our existing stock to reduce the price and improve the quality of our housing;
  - make sure we have quality housing for those living in retirement;
  - finding ways to integrate refugees and migrants to create sustainable communities.
- expanding the membership to likeminded housing organisations;
  - strengthening the cooperation with respective national housing federations, and Housing Europe in order to scale up our influence over policy and strategy at a regional, national or European level.

I thank you for your support and hope to be working with you all soon.

**Olivier Barry**  
*President of Eurhonet*

But, there is so much more too. We are launching our new business plan, called the “Eurhocycle”, to provide focus and real outcomes for all our activities and I encourage you to have a look at this and to join in our activities over the next three years. We have also strengthened the way we work to increase our outcomes for our members.

As president, I want Eurhonet to strengthen its network further, and continue to be an open and inclusive organisation. I want us to achieve this by:

- engaging with and empowering a wide range of staff from within its organisation;



# This is Eurhonet

Our mission statement is “Housing the future”

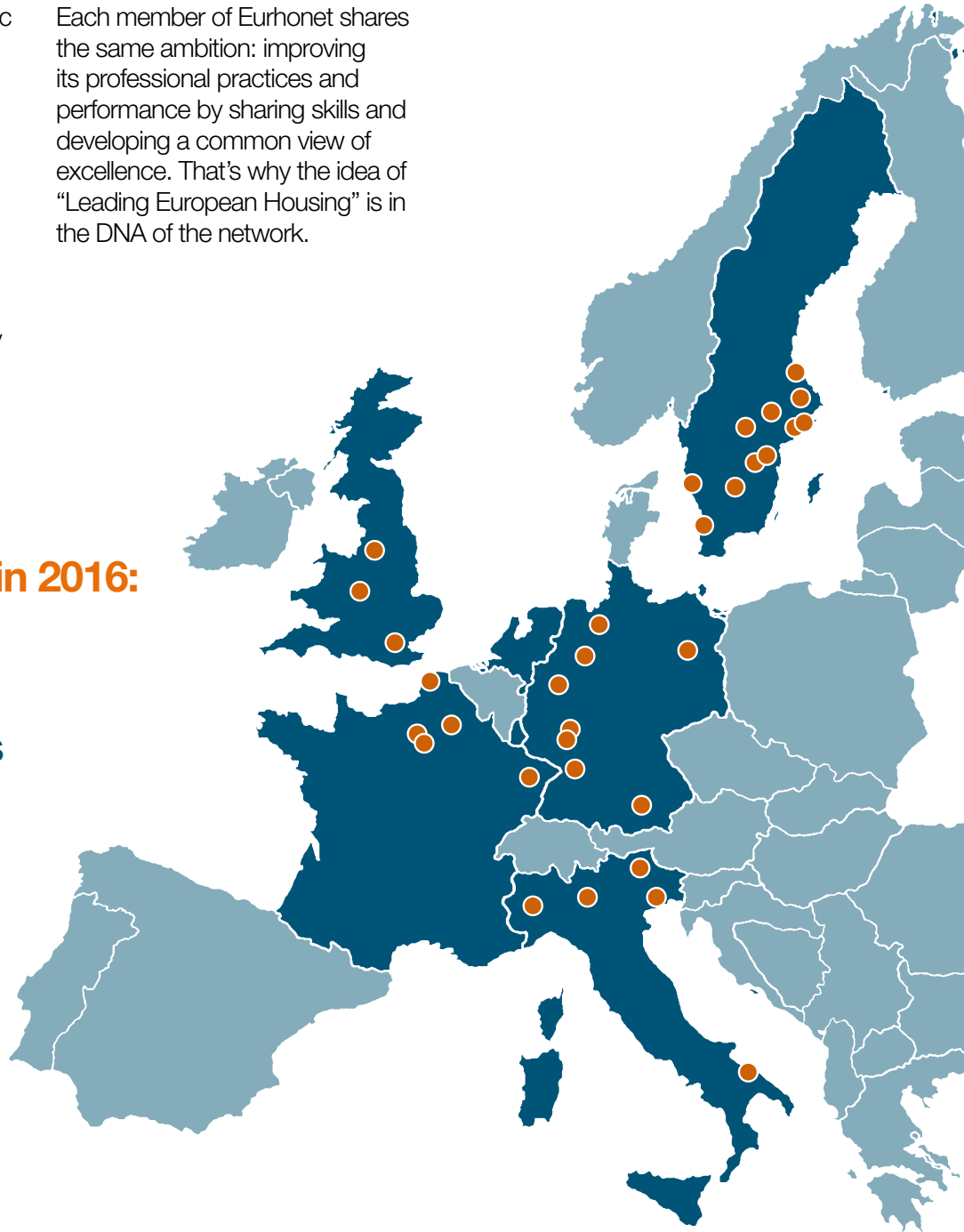
EURHONET is a network of 32 public and social housing companies from France, Germany, Italy, Sweden and the UK. We aim to grow our membership and the number of countries we represent over the next three years.

In their respective national contexts, EURHONET's companies achieve a mission of general interest in the service of customers and the society as a whole.

Each member of Eurhonet shares the same ambition: improving its professional practices and performance by sharing skills and developing a common view of excellence. That's why the idea of “Leading European Housing” is in the DNA of the network.

## Eurhonet in figures in 2016:

- 32 members
- 5 countries
- 10,000 employees
- 700,000 dwellings
- 1,500,000 tenants



# Why do we exist?

Eurhonet is a non-profit-making association whose objectives are:

- to improve the professional performance, internal processes and working methods of its members by sharing experiences and conceiving, testing, disseminating, implementing and benchmarking models of best practice;
- to reinforce its influence and represent the interests of its affiliated members towards the institutions and organs of the European Union, as well as towards regional and national bodies, whilst fully respecting the principles of non-interference in the internal affairs of each member;
- to encourage and support the participation of its members in EU projects and keep them informed about relevant EU programmes and funding opportunities.

# Our unique selling points:

**01**

we provide good housing in Europe

**02**

we operate at a federated level

**03**

we scale-up outcomes

**04**

we collaborate to innovate

**05**

we tackle difficult challenges

**06**

we share a common European vision

# Challenges and opportunities in Europe today

We have consulted with all our members, our Executive Committee and at European level, and these are the housing sector's challenges we face together.

## Housing supply:

- Planning constraints, land availability and cost;
- Construction cost and capacity;
- Access to finance;
- Financial support from municipalities and governments.

## Maintenance:

- Investment in existing stock and cost of renovations;
- Smart Homes and increased technology.

## Social:

- Working with existing and new communities;
- Social integration challenges;
- Demographic changes;
- Social break down and radicalisation;
- Migration;
- Access to digital services;
- Access to work.

## Environmental:

- Environmental change in construction, renovation and management;
- Carbon reduction;
- Energy consumption;
- Chemicals;
- Healthy living;
- Recycling and reusing materials and resources.

## Organisational:

- Growth, partnerships and mergers;
- Efficient businesses;
- Workforce development;
- Branding public and social housing sector;
- Being an attractive employer.

# Our structure:

This is how we are organised to meet these challenges and opportunities. All the activities undertaken through the Eurhocycle will be accountable to the EC, who will ensure that positive outcomes are achieved in the interest of members.





# The Eurhocycle - our new Business Plan 2017-2019

## Our five strategic objectives

Based on the inputs and the challenges identified in the consultation process conducted, the Improvement Team identified the following five strategic objectives for 2017-2019 upon which our Eurhocycle was designed:

### 01

**Tackle the lack of housing supply by understanding and providing solutions to:**

- Land, planning, capacity and cost;
- Finances, rents, and subsidy from tax and/or welfare;
- Getting the best out of central and local powers;
- Scaling up construction of new build.

### 02

**Tackling social integration challenges by:**

- Exploring how best to prevent segregation and promote integration;
- Understanding how to tackle social break down and radicalisation;
- Working out the impact on housing demand and what solutions we may need for this.

### 03

**Support members with organisational change by:**

- Sharing best practise on growth, partnerships and mergers;
- Identifying how we can become more efficient and diverse businesses;
- Collaborating over workforce development;
- Understanding and improving the branding and the identity of the housing sector both within our nations and across Europe.

### 04

**Improve our collective investment in our existing stock by:**

- Comparing and driving down the cost of renovations through improved procurement etc;
- Exploring new funding sources and maximise EU funding;
- Scaling up our approach to SMART homes and communities (technology).

### 05

**Minimise our impact on environmental change by:**

- Exploring methods to improve our carbon reduction outcomes and to scale up renewable/alternative energy sources;
- Reducing our energy costs and do what we can to promote energy efficiency and reduce costs for our tenants;
- Designing and building future-proof homes taking into account extreme climate conditions;
- Recycling and reusing materials and resources.

# How will we achieve this?

Based on the challenges we face, Eurhonet will focus on the five new objectives over the next three years. Priority will be given to Topic Groups and their ability to adopt a step change work programme in order to:

- Segment the challenges and explore issues by country and share solutions;
- Secure scalability of outcomes and report on outcomes to the whole network;
- Favour practical collaborations, research and development.

The Improvement Team will make sure that Topic Groups and Task Forces will align to the five new objectives identified and that the progress will be reported to the Executive Committee on a regular basis. One of the ways we will do this is by facilitating joint workshops between Topic Groups on crosscutting issues.

Furthermore, a yearly assessment of financial resources needed in order to guarantee an effective implementation of Topic Groups and Task Forces' activities will be done under the coordination of our Treasurer.

## Our focus will be on:

- Fine-tuning the organisation for the benefit of members;
- Programmed activities;
- Marketing and communication.

## Fine-tune the organisation:

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- Consult on future development of Topic Groups and Task Forces;
  - Evaluating the possibility to launch new Topic Groups or Task Forces;
  - Topic Groups and Task Forces Leaders to produce clear action plans and time-scales, and identify opportunities to improve outcomes;
  - Supporting our Topic Groups by:
    - Refreshing the Topic Groups Leaders role description including what is expected from them in terms of reporting, documentation and communication within and beyond the group;
    - Having regular contact from the Secretariat to advise and support TG Leaders;
    - Holding an annual meeting between Topic Group Leaders and the Improvement Team to assess the work done and define how to best capitalise on deliverables and outcomes.
  - Member organisations are to ensure their staff have a reasonable time allocation to support Eurhonet activities, for example via a Letter of Commitment.
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## Planned activities

### Topic Groups

Who?	What?	To contribute to the achievement of what strategic objective?
<b>Social Integration</b>	<p><b>2 to 3 meetings on:</b></p> <ul style="list-style-type: none"> <li>• Exploring how best to prevent segregation and promote integration;</li> <li>• Understanding how to tackle social break down and radicalisation.</li> </ul>	<p><b>Objective 3</b></p> <p>Tackling social integration challenges.</p>
<b>Ageing</b>	<p><b>2 to 3 meetings to:</b></p> <ul style="list-style-type: none"> <li>• Continue to implement the Age Awareness Day concept to educate housing company's staff about ageing issues;</li> <li>• Exchange ideas on how to connect older and younger customers in a scheme or neighbourhood;</li> <li>• Look more closely on how to connect older people to technology in order to reduce isolation and therefore increase their well-being.</li> </ul>	<p><b>Objective 3</b></p> <p>Tackling social integration challenges.</p> <p><b>Objective 5</b></p> <p>Support members with organisational change (particularly sub-objective "Collaborate over Workforce development").</p>
<b>CSR</b>	<p><b>2 to 3 meetings to:</b></p> <ul style="list-style-type: none"> <li>• Adapt and simplify the EURHO-GR grid;</li> <li>• Work on crime &amp; safety, anti-social behaviour and on social regeneration;</li> <li>• Collect figures on human rights violations, anti-corruption and bribery.</li> </ul>	<p><b>Objective 3</b></p> <p>Tackling social integration challenges.</p> <p><b>Objective 4</b></p> <p>Minimise our impact on environmental change.</p> <p><b>Objective 5</b></p> <p>Support members with organisational change.</p>
<b>Sustainable Building</b>	<p><b>2 to 3 meetings on:</b></p> <ul style="list-style-type: none"> <li>• Exploring methods to improve our carbon reduction outcomes and to scale up renewable/ alternative energy sources (DREEAM project);</li> <li>• Designing and building future-proof homes, taking into account extreme climate conditions;</li> <li>• Training on new practices or products (BIM, Positive Energy Buildings, Prefab);</li> <li>• Developing and evolving our "tools" and methodology with a particular focus on cost implications.</li> </ul>	<p><b>Objective 3</b></p> <p>Tackling social integration challenges.</p> <p><b>Objective 4</b></p> <p>Minimise our impact on environmental change.</p> <p><b>Objective 5</b></p> <p>Support members with organisational change.</p>

## Topic Groups (continued)

<b>IT in Housing</b>	<p><b>2 to 3 meetings on:</b></p> <ul style="list-style-type: none"> <li>• Scaling up our approach to SMART homes and communities (technology);</li> <li>• How to develop digital communications and its availability in a very diverse cultural, socio-economic and rapidly changing environment;</li> <li>• Use of social media and the integration of the data into systems to support customer service and service fulfilment;</li> <li>• Common standards in ICT and Communications for all Housing providers;</li> <li>• Smart technology linked to the Internet of Things (IoT); Smart homes data integration and use in property and environmental performance monitoring;</li> <li>• Customer and staff digital interaction.</li> </ul>	<p><b>Objective 2</b> Improve our collective investment in our existing stock.</p> <p><b>Objective 5</b> Support members with organisational change (particularly sub-objective “Collaborate over Workforce development” and sub-objective “Becoming more efficient businesses”).</p>
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## Workshops

Who?	Addressing what topic? With what aim?	To contribute to the achievement of what strategic objective?
<b>Architects and Project Developers</b>  <b>Finance and Development Staff</b>	<p><b>Improving housing supply by addressing:</b></p> <ul style="list-style-type: none"> <li>• Land, capacity and cost;</li> <li>• Finances, rents, and subsidy from tax and/or welfare;</li> <li>• Central and local powers;</li> <li>• Construction of new build;</li> <li>• Land supply.</li> </ul>	<p><b>Objective 1</b> Tackle the lack of housing supply.</p>
<b>Maintenance and Asset Management Staff</b>	<p><b>Improving existing stock by:</b></p> <ul style="list-style-type: none"> <li>• Comparing and driving down the cost of renovations through improved procurement etc.</li> </ul>	<p><b>Objective 2</b> Improve our collective investment in our existing stock.</p>

## Workshops (continued)

Who?	Addressing what topic? With what aim?	To contribute to the achievement of what strategic objective?
Housing and Community Development Staff	<b>Integrated communities</b> <ul style="list-style-type: none"> <li>Working out the impact on housing demand and what solutions we may need for this.</li> </ul>	<b>Objective 3</b> Tackling social integration challenges.
Executive Directors and CEOs	<b>Growth and mergers</b> <ul style="list-style-type: none"> <li>Sharing best practise on growth through mergers.</li> </ul>	<b>Objective 5</b> Support members with organisational change.
HR Staff	<b>Staff development:</b> <ul style="list-style-type: none"> <li>Collaborating over workforce development.</li> </ul>	<b>Objective 5</b> Support members with organisational change.
Marketing Staff	<b>Improving the image of the sector by:</b> <ul style="list-style-type: none"> <li>Understanding and improving the branding and the identity of the housing sector both within out nations and across Europe.</li> </ul>	<b>Objective 5</b> Support members with organisational change.

## Statutory meetings and other activities

General Assembly	Our Annual Meeting to take stock of the work done over the last year and present the way forward.
Executive Committee	Executive oversight of Eurhonet, focussing on expansion and efficiency of our businesses.
Topic Group Leaders meeting	A summit meeting to support Topic Group Leaders and hear from them what the main issues at stake are.
Coordinators meeting	A summit meeting to engage with Coordinators on the business plan, direction, company issues and national housing challenges and opportunities.
CEO Academy	An annual event to give CEOs the opportunity to discuss the major issues facing the sector and to inform the future direction for Eurhonet through the Eurhocycle.
Junior Executive Academy	An annual event to provide an opportunity for up to 20 “rising star” members to spend a week learning from each other, housing experts and CEOs. Participants engage in active learning and work on a real project throughout the week.
Exchange programme	This gives all staff from Eurhonet members the opportunity to visit their peers in other countries and learn from each other.



## Statutory meetings and other activities (continued)

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<b>Members' satisfaction survey</b>	An annual survey to evaluate the way the network is working to make sure Eurhonet is developing according to our members' wishes and needs.
<b>Website, news-letter, social media</b>	Keep members updated on Eurhonet activities and relevant info on public and social housing in Europe.

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## Task Forces

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<b>Improvement</b>	<b>4 meetings to:</b> <ul style="list-style-type: none"><li>• Evaluate the way the network is working to make sure Eurhonet is developing according to our members' wishes and needs.</li></ul>
<b>Communication</b>	<ul style="list-style-type: none"><li>• Improve the quality of our communication material to keep it simple and effective in order to overcome language barriers and cultural differences.</li></ul>
<b>Marketing</b>	<ul style="list-style-type: none"><li>• Enlarge our network in order to have more companies to exchange information and best practices with.</li></ul>
<b>EU-Funding</b>	<ul style="list-style-type: none"><li>• Explore new funding sources and maximise EU funding.</li></ul>

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## Marketing and communication:

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- Continue the cooperation with EFL and other housing networks and organisations;
  - Explore new opportunities for partnership working with universities and other external partners;
  - Use the Secretariat connections in Brussels to enhance our lobbying and influence, engaging research and developments over EU policy;
  - Appoint a person to be in charge in every country to support the Marketing Task Force;
  - Present the Network to other housing companies;
  - The Improvement Team to engage in a dialogue with those members who are less active;
  - Improving internal communication to be more transparent organisation.
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# Our Financial Plan for 2017

## Other Consumptions Budget 2017

Rent Office	12,500
Documentation/Post	3,000
Web Site Extranet	5,000
Accountancy	6,500
Legal publication	0
Secretariat (Subcontracted Secretariat)	87,000
International Travels	10,000
Executive Committee	5,000
General Assembly	25,000
CEO Academy	4,000
Coordinators	3,000
New Eurhocycle activities	2,000
Expenses of the president	2,500
Annual Report, Publication, Brochures	10,000
VAT due	10,000
Junior Academy	20,000
Cash by Hand	300
Legal counselling	4,000
Financial cost	
<b>Total</b>	<b>209,800</b>

## Topic Groups & Task Forces Budget 2017

EU-Projects TaskForce	5,000
Improvement TaskForce	4,000
Communication TaskForce	3,000
Marketing TaskForce	5,000
Ageing TopicGroup	2,500
CSR TopicGroup	14,000
Sustainable Construction TopicGroup	30,000
Social Integration TopicGroup	5,000
IT in Housing TopicGroup	5,500
Others (Luwoge consultant)	15,000
<b>Total</b>	<b>89,000</b>

## EU-Project Budget 2017

Salaries, Deliveries	0
Total	0

**Total Expenses 298,800**

## Incomes Budget 2017

Membership fees	240,000
Other sources of funding	
Participation BASF	15,000
Junior Academy	20,000
Reimbursements/ participation fees from CEO Academy/ workshops/open meetings	3,000
	50,000
	1,000
European subsidies	
Back-payment social tax/ insurance/bank	
<b>Total</b>	<b>329,000</b>

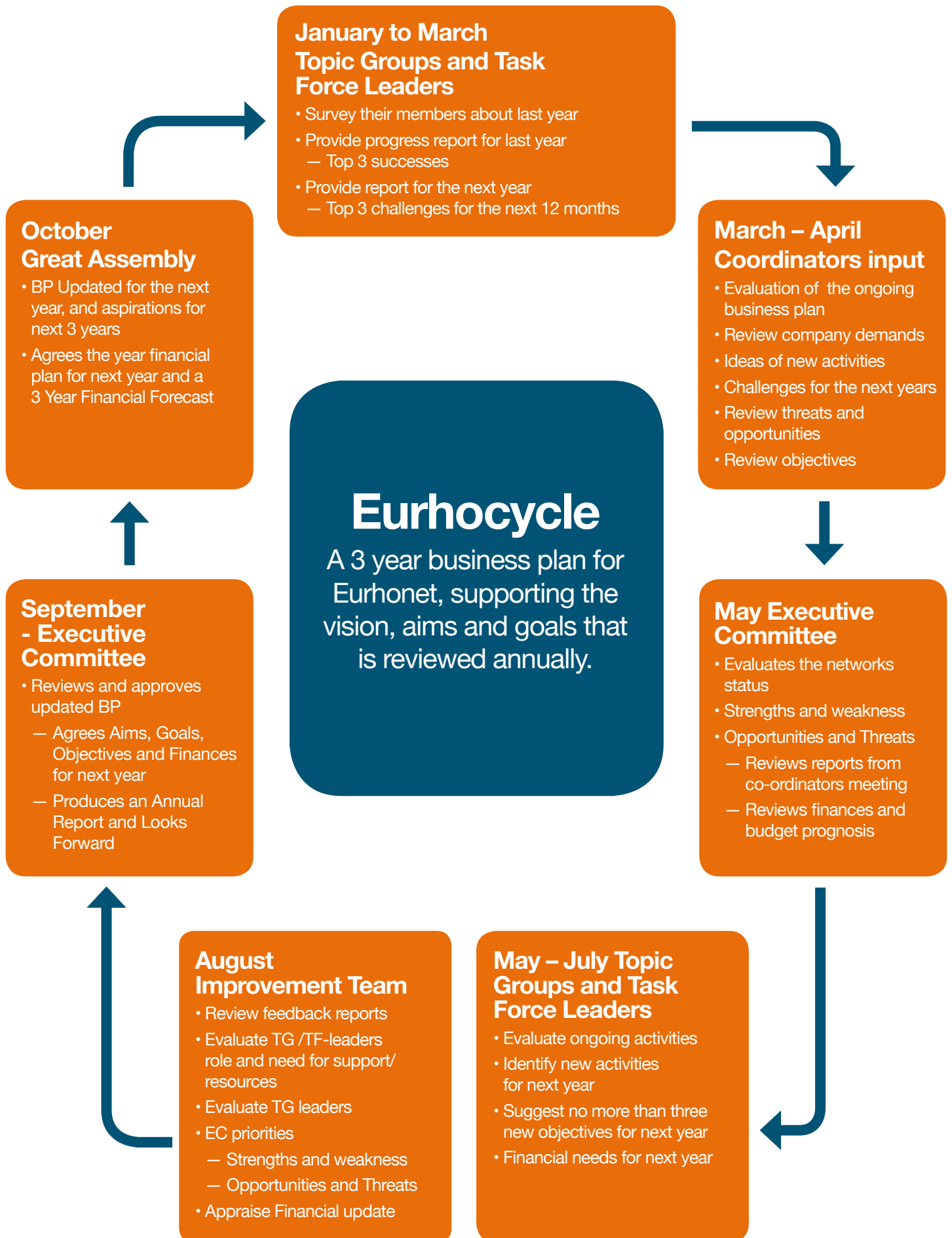
**Total Incomes 329,000**

**Result +/- 30,200**

# Eurhocycle next steps

The objectives and goals of our Eurhocycle will now be implemented over the next three years, supported by the work of Topic Groups and Task Forces and the establishment of new Workshops. The Eurhocycle will be the subject of a refresh over the next two years and a full review in 2019.

The Eurhocycle will be monitored by the Executive Committee with the support of the Improvement Team and the Coordinators. The Executive Committee will provide overall direction to all business activities carried out under the Eurhocycle. Accountability to the Executive Committee will be through reports and performance monitoring arrangements including Topic Groups Leaders attending occasional Executive Committee meetings to update on progress. The budget will be subject to an annual financial report to the Executive Committee and approved by the General Assembly.







## APPENDIX

# Approach and methodology adopted



- In the first quarter of 2016, the Improvement Team laid the first stone of the Eurhocyclus by setting the methodology and related timeline in order to secure a well participated and result-oriented process.
- In April, on the occasion of the annual Coordinators meeting, the Improvement Team had the chance to hear directly from each Eurhonet member what key challenges they each faced in their respective countries. Opportunities and threats faced by Eurhonet as a network were also discussed and prioritised.
- The results of this exercise were presented to the Executive Committee that validated the methodology and confirmed the indications received from Coordinators.
- The following month, the Improvement Team, with the support of the Secretariat, organised an ad-hoc Executive Committee meeting to brainstorm on the strengths and weaknesses of our organisation and define the new goals and strategic objectives for Eurhonet to be achieved in the coming years.
- Based on the findings of this meeting, during July and August 2016, a second round of consultation was carried out involving Coordinators as well as Topic Group and Task Force Leaders. The input collected served to fine-tune the Draft Eurhocyclus that was then discussed in September with the Executive Committee for further comments and validation.
- The final version of the Eurhocyclus was presented to Eurhonet members in October 2016 on the occasion of the annual General Assembly.

# Eurhonet swot analysis – the sector’s strengths, weaknesses, opportunities and threats

The consultation process conducted, brought to the Improvement Team many inputs, suggestions, and considerations that were then analysed and classified in the SWOT matrix below:

## Strengths

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- A strong organisation with a shared vision, mission and values that builds a real model for European citizenship;
  - Active participation of members in Topic Groups, Task Forces, Workshops and Open meetings by involving organisation’s staff, not just our managers and CEOs;
  - Good participation in training and exchange activities such as the CEO Academy, the Junior Executive Academy and the Exchange Programme;
  - Good connections of the Secretariat with Eurhonet members on a daily basis, thanks to the key role played by Coordinators;
  - Ability to bring combined knowledge of different countries’ housing challenges and to exchange best practices through a “doing” network in a collaborative and learning - non competing – manner;
  - A track record of bringing a European perspective to our issues and a range of opinions, thanks to cooperation with external organisations such as Housing Europe and the European Federation for Living (EFL);
  - Successful real outcomes; for example, CSR, BuildTog, Junior Academy, Exchange Programme, EU projects;
  - Financially strong organisation with a slow but steady growth in terms of new members every year.
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## Weaknesses

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- Involvement in Eurhonet activities perceived as time-consuming, since time to dedicate to the network is normally taken out of members’ working time;
  - Lack of clear outcomes from Eurhonet activities and need to better capitalise and communicate on what the network is producing and achieving;
  - Members’ organisational culture may become a barrier to progressing Eurhonet outcomes preventing ideas being translated into actions;
  - Different levels of commitment amongst members, particularly with regard to leadership of Topic Groups and Task Forces;
  - Membership vulnerable to CEO change and reduced participation in meetings from Italian and French members;
  - Inclination to focus too much on current, not future, challenges – need to move from being “reactive” to “proactive”;
  - Language barriers, especially when it comes to technical discussions.
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## Opportunities

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- **The solidity of network;**
    - Our shared vision, mission and values allow us to develop clear and achievable objectives and to tackle common problems - “Think Eurho Act Local!”
    - Working together can increase value-for-money and reduce costs (e.g. joint procurements);
    - Our reputation will favour cooperation with external organisations and companies.
  - **Tested and participated “working tools” to rely on and develop;**
    - Topic Groups, Task Forces, Workshops and Open meetings as well as training and exchange activities such as the CEO Academy, the Junior Executive Academy and the Exchange Programme are well participated although there is still room for improvement.
  - **Stronger and more target oriented production in Topic Groups and Task Forces;**
    - Clear objectives, expected outputs, resources and time schedule delivered should be defined via clear mandates from the Executive Committee.
    - “Letters of Commitment” should be signed not only by Topic Groups and Task Forces Leaders but also by CEOs of member organisations to engage their staff in having a reasonable amount of time to devote to the network’s activities and the participation to Topic Group and other initiatives.
  - **The Brussels Secretariat;**
    - Being based in Brussels in the premises of the “Housing Europe Centre” along with Housing Europe and other housing federations (USH, SABO, AEDES) offers a privileged channel for lobbying and influencing EU legislations.
    - The “Brussels environment” provides a unique opportunity to meet and take part in events and activities organised by other relevant networks and European Institutions.
    - This environment can also favour the creation of Project Consortia and the access to EU-funding.
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## Threats

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- **Loss of members and inability to attract new ones;**

Proposed actions:

- A person in charge in every country should be appointed to support the Marketing Task Force;
- A national meeting every year should be organised in order to present the Network to other housing companies.

- **Unclear outcomes from our work;**

Proposed actions:

- Clearly define with Topic Group Leaders what is expected from them in terms of reporting, documentation and communication within and beyond the group;
- Organising under the lead of the Improvement Team annual Topic Group Leaders meetings to assess the work done and define how to best capitalise on deliverables and outcomes.

- **Imbalance in member contributions;**

Proposed actions:

- So called “sleeping partners” could be (re)motivated by making sure the topics addressed in Topic Groups, Open Meetings and Workshops are meeting the actual needs and challenges faced at national level;
- Particular support should be given by the Secretariat to Coordinators of “sleeping partners”, since they can play a key role in showing the value within their company of an active participation to the network’s activities.

- **Travel fears;**

Proposed actions:

- The Secretariat has at its disposal a video conferencing system that could be used for virtual meetings with limited number of participants.

- **The challenge of climate change and environmental pollution;**

Proposed actions:

- To be addressed by Objective 4 - Minimise our impact on environmental change.

- **The impact of the UK Referendum on UK members and other EU countries;**

Proposed actions:

- We need to monitor the ongoing negotiations between the EU and the UK.







## Contact

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