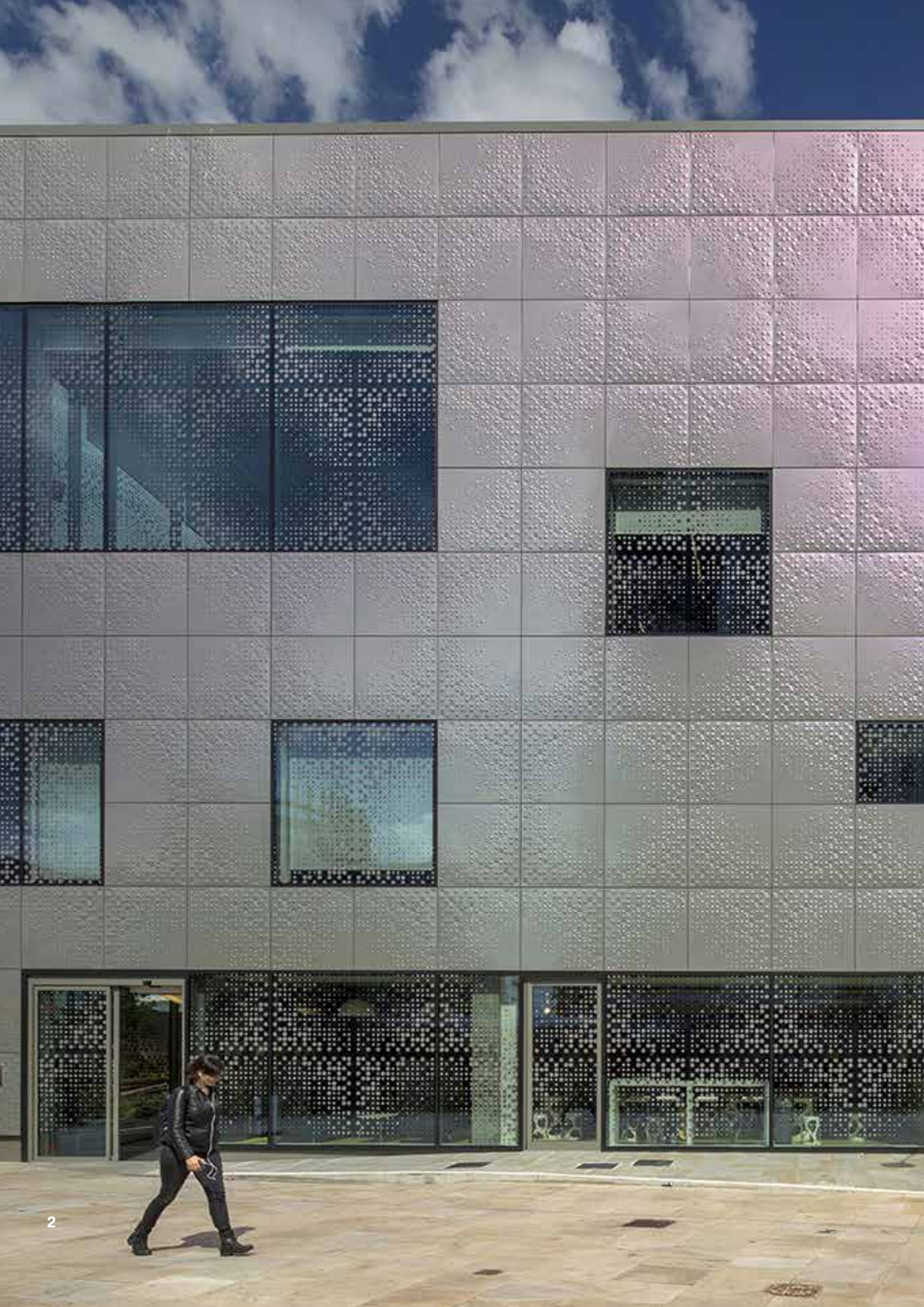




Housing the future

Business Plan

2018
2019



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36

Members

5

Countries

11,000

Employees

800,000

Dwellings

1,800,000

Tenants

Words from the President



It is my great pleasure to welcome you to our Business Plan 2018-2019. You will find lots of useful information on how we plan to work together as housing companies to make a real difference to our companies and the lives of the people who live in the communities we serve. As well as setting out our goals, objectives and planned activities you will also find a calendar of activities for 2018, offering you the opportunity to join in with our work.

Now, more than ever, it is vital we play our full role in working together to influence the European Union at a time of significant reform and change, to make sure that the housing challenges and opportunities we face are a feature of future policy making and funding. We are working on vitally important issues on behalf of our members: from improving social integration across Europe to scaling up the numbers of homes we are building in a sustainable way.

I look forward to working with you all over the next twelve months.

Olivier Barry
Eurhonet President



Our mission statement is

Housing the future

This is Eurhonet!

We are a housing network of 36 public and social housing companies from France, Germany, Italy, Sweden and the UK. We all share a common mission to work together to meet the interests of our customers for the greater good of society as a whole, both nationally and across Europe.

Together we:

- ✓ Improve the professional performance, internal processes and working methods of our members by sharing experiences and best practice;
- ✓ Increase our influence and represent the interests of our members within the institutions of the European Union, as well as regional and national bodies;
- ✓ Encourage and support the participation of our members in EU projects and keep them informed about relevant EU programmes and funding opportunities;
- ✓ Provide opportunities for your staff to learn through working with European housing companies.

Our network in numbers:

- ✓ 36 Members
- ✓ 5 countries
- ✓ 11,000 employees
- ✓ 800,000 dwellings
- ✓ 1,800,000 tenants

Our unique selling points - we:

- ✓ Provide good housing in Europe
- ✓ Operate at a federated level
- ✓ Scale up outcomes
- ✓ Collaborate to innovate
- ✓ Tackle difficult challenges
- ✓ Share a common European vision

Challenges and opportunities in Europe today

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

Housing supply:

- Providing low cost, good quality housing solutions;
- Delivering housing quickly by scaling up off site construction;
- 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;
- Increasing tenant involvement in maintenance.

Social:

- Working with existing and new communities;
- Creating the right cultures for social integration;
- Meeting the needs of older customers;
- Offering options to downsize to more suitable apartments;
- Tackling the causes of social break down and radicalisation;
- Migration;
- Access to digital services;
- Access to work.

Environmental:

- Environmental change in construction, renovation and management;
- Diverse green spaces;
- Carbon reduction;
- Energy consumption;
- Chemicals;
- Healthy living;
- Behaviour change initiatives to maximise recycling and reusing materials and resources.

Organisational:

- Growth, partnerships and mergers;
- Efficient businesses;
- Staff training and development to increase awareness of diversity and our role in this;
- Branding public and social housing sector;
- Exploring incentives and rewards to attract and retain excellent staff.



Our five strategic objectives

01

Objective:

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

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

Future Activities in 2017/2018:

- Workshop on “Scaling up new supply through modular buildings and off-site manufacturing”
- Sustainable Construction Topic Group.

02

Objectives:

Improve our collective investment in our existing stock by:

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

Future Activities in 2017/2018:

- Workshop on “Maximising Investments in the existing stock”
- Sustainable Construction Topic Group
- IT in Housing / Communications Topic Group
- EU-Funding Task Force.

03

Objectives:

Tackling social integration challenges by:

- Exploring how best to prevent segregation and promote integration;
- Engaging with our tenants to find ways to help them in promoting integrated communities;
- Understanding how to tackle social break down and radicalisation;
- Tackling ageing population, dementia, increase in ill-health and strain on health services;
- Working out the impact on housing demand and what solutions we may need for this.

Future Activities in 2017/2018:

- Workshop on “Maximising Investments in the existing stock”
- Sustainable Construction Topic Group
- IT in Housing / Communications Topic Group
- EU-Funding Task Force.

04

Objectives:

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 what can we do 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.

Future Activities in 2017/2018:

- Sustainable Construction Topic Group.

05

Objectives:

Support members with organisational change by:

- Sharing best practice 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.

Future Activities in 2017/2018:

- Workshop on “Human Resources and Staff Development”
- IT in Housing / Communications Topic Group.

How will we know we are achieving success for our members?

We will measure how successful Eurhonet has been in making progress with our five objectives by:

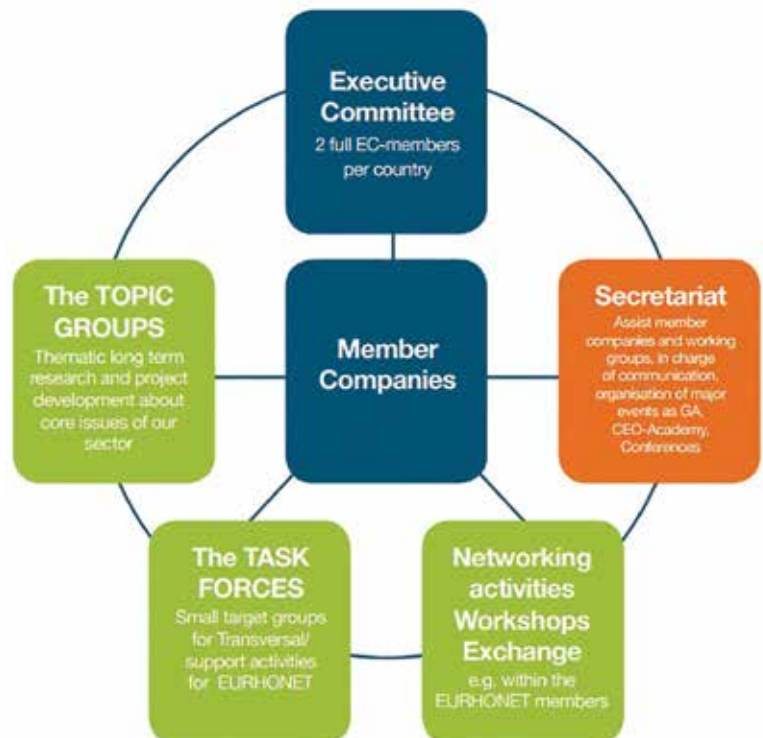
- Reporting on the development and implementation of initiatives and projects to meet the five objectives we have set for ourselves.
- Reporting on the influence we have had with other stakeholders and major policy makers, including the European Union.
- Assessing and producing an Annual Report on what our member organisations have learned, what they have changed and what impact this has had on their business.
- Collecting CSR best practice via the CSR Cards and run the annual CSR Awards.
- Organising annually a CSR workshop to review activities and the value we bring to our tenants and communities.
- Assessing and reporting on how satisfied members are with all Eurhonet activities.

The Improvement Task Force will make sure that Topic Groups and Task Forces will continue to align all their activities 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.

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 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 Executive Committee (EC), who will ensure that positive outcomes are achieved in the interest of members.



Our structure: continued

Member companies

- 6 France
- 6 Germany
- 6 Italy
- 13 Sweden
- 5 United Kingdom

Executive Committee

Executive oversight of Eurhonet, focussing on expansion and efficiency of our businesses. 2 full EC-members per country.

Topic Groups

See chapter below “Our Topic Groups and their contributions in achieving our 5 strategic objectives” showing the contribution in 2017 and in the near future of each Topic Group to the achievement of our five strategic objectives.

Furthermore, the Secretariat with the support for the Improvement Task Force will organise in 2017/2018 the following workshops with the aim to explore the creation of dedicated Task Forces.

- Scaling up new supply through modular buildings and off-site manufacturing;
- Investing in the existing stock;
- Human Resources and Staff Development.

Secretariat

Securing the implementation of the work programme in coordination with the Executive Committee and the Improvement Task Force.

Networking Activities

General Assembly

Our annual meeting to take stock of the work done over the last year and present the way forward.

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 giving CEOs the opportunity to network and discuss the major issues facing the sector and to inform the future direction of Eurhonet.

Participants engage in active learning and work on a real project throughout the week.

Junior Executive Academy

An annual event providing the opportunity for up to 20 “rising stars” within your teams to spend a week learning from each other, from other housing experts and CEOs.

Workshop and open meetings

Ad hoc events timely organised around a given topic.

Exchange programme

Eurhonet members and their employees are given the opportunity to visit their peers in other countries and learn from each other.

Task Forces

Improvement

Evaluate the way the network is working to make sure Eurhonet is developing according to our members' wishes and needs.

Communication

Improve the quality of our communication material to keep it simple and effective in order to overcome language barriers and cultural differences.

Marketing

Enlarge our network in order to have more companies to exchange information and best practices with.

EU-Funding

Explore new funding sources and maximise EU funding.

Topic Groups

See chapter “Our Topic Groups and their contributions in achieving our 5 strategic objectives”.

Furthermore, the Secretariat with the support for the Improvement Task Force will organise in 2017/2018 the following workshops with the aim to explore the creation of dedicated Task Forces.

- Scaling up new supply through modular buildings and off-site manufacturing;
- Maximising Investments in the existing stock;
- Human Resources and Staff Development.

Our Topic Groups and their contributions in achieving our 5 strategic objectives

Topic Group Sustainable Construction

Working to improve the overall sustainability of social housing buildings taking into account environmental concerns, social issues and economical aspects.

In 2017, the group decided to widen its focus from energy efficiency to a more holistic approach encompassing the three pillars of sustainability. A thorough introduction to sustainability certification systems set a robust foundation for the work that the Topic Group has planned to carry out in 2018.

How the Topic Group contributed and will work towards our strategic objectives:

	In 2017:	In the future:
Strategic Objective 1 Tackle the lack of housing supply by understanding and providing solutions by:		
<ul style="list-style-type: none"> Scaling up construction of new build 	Realisation of BuildTog-Programme to gather experiences in the planning and construction of passive houses.	Keep sharing best practice on construction of new build.
Strategic Objective 2 Improve our collective investment in our existing stock by:		
<ul style="list-style-type: none"> Comparing and driving down the cost of renovations through improved procurement etc 	Realisation of BuildTog-Programme to gather experiences in the planning and construction of passive houses.	Keep working on cost-efficient methodology to refurbish our stock.
Strategic Objective 4 Minimise our impact on environmental change by:		
<ul style="list-style-type: none"> Exploring methods to improve our carbon reduction outcomes and to scale up renewable/alternative energy sources 	Realisation of BuildTog-Programme to gather experiences in the planning and construction of passive houses. Sharing of best practices of sustainable construction both in new builds and refurbishment.	Learning from BuildTog implementation of an advanced state of the art monitoring system in the BuildTog-Programme. The detailed collection of data will be followed by a structured overview thus preparing the basis for an optimisation of passive house planning and construction.
<ul style="list-style-type: none"> Reducing our energy costs and do what we can to promote energy efficiency and reduce costs for our tenants 	Discussed various methods of implementing energy efficiency in both new construction and refurbishment.	We started activities on energy production and storage to pave the way for our work on energy positive buildings that should be integrated into the BuildTog++ programme.
<ul style="list-style-type: none"> Designing and building futureproof homes taking into account extreme climate conditions 	Realisation of BuildTog-Programme to gather experiences in the planning and construction of passive houses. Sharing of best practices of sustainable construction both in new builds and refurbishment.	First experiences suggested challenges of overheating in summer; tackling this issue will be on our agenda by exploring affordable ways of ventilation and cooling (i.e. ice storage).
<ul style="list-style-type: none"> Recycling and reusing materials and resources 	Started questioning traditional construction techniques in the planning of the BuildTog Programme trying to reduce glued joints and sandwich constructions.	Exploring wooden construction methods which could help both reduce construction time and embodied energy. Focusing on deconstruction concepts such as cradle2cradle.

During 2018, the Sustainable Construction Topic Group aims to hold 3 meetings in January, June and October.

Topic Group

Social

Integration

Examining how housing providers can further promote and foster social integration by harnessing their asset platform and network of partnerships to support and assist our most vulnerable residents including migrants and refugees.

How the Topic Group contributed and will work towards our strategic objectives:

	In 2017:	In the future:
<hr/> <p>Strategic Objective 3</p> <p>Tackling social integration challenges by:</p> <hr/>		
<ul style="list-style-type: none"> • Exploring how best to prevent segregation and promote integration 	<p>Refined and agreed with EFL Social Domain Group a project proposal for the design and development of an online platform for the sharing of knowledge and good practice in the housing and integration of migrants and refugees.</p> <p>Presentation of the Social Integration Group’s work to the Eurhonet CEO Academy 2017 “Facing immigration and social challenges - The Gothenburg way!”</p> <p>Participated in the “International Social Housing Festival 2017” at the event “Best practices of inclusiveness, migration and refugee housing” with presentations from the Social Integration Group and EFL Social Domain members.</p>	<p>Continue working closely with EFL’s Social Domain Group to design and develop an online platform for the sharing of knowledge, good practice and resources around the housing and integration of migrants and refugees;</p> <p>Continue to research neighborhood approaches and methodologies that seek to promote measure and evaluate the integration of new arrivals and host communities.</p> <p>Project proposal agreed and members are continuing to focus on key areas of the platform development.</p> <p>Follow-up to the CEO Academy and development of the online platform project proposal.</p>
<ul style="list-style-type: none"> • Understanding how to tackle social break down and radicalisation 	<p>Discussion with EFL Social Domain Group on the pressures on housing demand when meeting the needs of refugee housing and the challenge of managing short term verses long term housing solutions.</p>	<p>Follow-up on the topic in collaboration with the EFL Social Domain Group.</p> <p>Map existing good practice materials and resources to support the successful integration of migrants and refugees across European Countries;</p> <p>Involve refugees in the co-design and development of the platform;</p>

During 2018, the Social Integration Topic Group aims to hold 2 to 3 meetings in March, June and November.

Topic Group Ageing

Sharing experiences and investigating developments to encourage and facilitate independent living solutions for the ageing population.

All housing companies across Europe face the challenge of an increasing ageing population. The challenges faced are not only of a physical nature (accessibility, technical solutions) but also of a social nature (increased isolation of the elderly population leading to negative effects on physical health and mental well-being).

The Topic Group Ageing is a sharing platform to receive and to share knowledge and experiences about this challenging issue. As well as sharing this knowledge, an important part of each meeting is a field visit to a relevant project or housing area. Ideas are exchanged in a down-to-earth manner, encouraging sharing over company and country boundaries. We are dedicated to finding business-smart solutions that will benefit our ageing tenants!

How the Topic Group contributed and will work towards our strategic objectives:

In 2017:

In the future:

Strategic Objective 3

Tackling social integration challenges by:

<ul style="list-style-type: none">• Exploring how best to prevent segregation and promote integration	Shared examples of “best practice” during field visits as part of TG meetings. These have often focused on meeting places where the older generation are encouraged to maintain social contact to prevent poor health as a result of isolation.	Exchange experience in different areas specifically related to an older population. Exchange ideas on how to connect different members of the community in order to involve the older generation in the neighborhood. Explore the topic of older people and technology to promote inclusion in the fast-moving technological environment, to prevent their exclusion.
<ul style="list-style-type: none">• Tackling ageing population, dementia, increase in ill-health and strain on health services	Created an internal training course (Age Awareness Day) for member companies that educates and reminds staff about the challenges faced by the ageing population: not only physical challenges but also social challenges.	Continue to implement the Age Awareness Day concept to educate housing company’s staff about ageing issues.

During 2018 the Ageing Topic Group aims to arrange 3 meetings in February, May and September.

Topic Group

IT in Housing

Exploring innovative ICT solutions to drive digitalisation and deliver business efficiency that supports an inclusive and cohesive digital society for all.

The IT in Housing - Digital Communications & Technology group is a networking forum aimed at promoting business innovation by developing and sharing good practice, raising awareness of ICT service success and innovation and exploring lessons learnt.

Bringing customers online by reducing the digital divide and deliver credible 24/7 online services while developing the use of 'Big Data' and data from the Internet of Things (IoT) to transform service provision are also challenges discussed within the group.

How the Topic Group contributed and will work towards our strategic objectives:

	In 2017:	In the future:
Strategic Objective 2		
Improve our collective investment in our existing stock by:		
<ul style="list-style-type: none"> Scaling up our approach to SMART homes and communities (technology) 	Develop and promote best practice in ICT systems use and procurement.	<p>Common standards in ICT and Communications for all Housing providers.</p> <p>Smart technology linked to the Internet of Things (IoT); Smart homes data integration and use in property and environmental performance monitoring.</p>
Strategic Objective 5		
Support members with organisational change by:		
<ul style="list-style-type: none"> Identifying how we can become more efficient and diverse businesses 	Develop and promote best practice in ICT systems use and procurement.	<p>Develop and promote best practice in ICT systems use and procurement.</p> <p>Develop digital communications, through web portals and Apps, Unified Communications and availability in a diverse cultural, socio-economic and rapidly changing environment.</p> <p>Use of social media and the use of data to support customer service and service fulfilment.</p> <p>Stakeholder digital engagement and integration.</p>
<ul style="list-style-type: none"> Collaborating over workforce development 	Develop and promote best practice in mobile / agile working.	Develop and promote best practice in mobile / agile working.

During 2018 the IT in Housing Topic Group aims to hold 2 to 3 meetings, in March, June and September.

Calendar of Activities 2018

January 29-30

Improvement
Task Force,
Paris, France

January 30-31

EC meeting –
Paris, France

January*

Sustainable
Construction
Topic Group
meeting

February*

EU-Funding Task
Force meeting

February*

Ageing Topic
Group meeting

March*

IT Topic Group
meeting

March*

Social
Integration
Topic Group
meeting

April 10-11

Improvement
Task Force –
Paris, France

April 11-12

Coordinators
meeting – Paris,
France

April 12-13

EC meeting –
Paris, France

April*

Workshop
“Human
Resources
and Staff
Development”

May*

Ageing Topic
Group meeting

Calendar of Activities 2018

May*

Workshop
“Investing in the
existing housing
stock”

June 13 all day

Improvement
Task Force –
Paris, France

June 14 morning

EC meeting –
Paris, France

June 14 afternoon

CEO Academy
– Paris-Marne la
Valle, France

June*

Workshop on
CSR – Toulouse,
France

June*

IT Topic Group
meeting

June*

Social
Integration Topic
Group meeting

June*

Sustainable
Construction
Topic Group
meeting

July 16-20

Junior Executive
Academy
– Bochum,
Germany

August 22-24

Improvement
Task Force
– Munich,
Germany

September*

EU-Funding
TaskForce
meeting –
(bids for 2019)

September 12-13

Improvement
TaskForce –
Paris, France

Calendar of Activities 2018

<p>September 13-14</p> <p>EC meeting – Paris, France</p>	<p>September*</p> <p>IT Topic Group meeting</p>	<p>September*</p> <p>Ageing Topic Group meeting</p>	<p>October 23 afternoon</p> <p>Improvement TaskForce – Birmingham, UK</p>
<p>October 24 morning</p> <p>EC meeting – Birmingham, UK</p>	<p>October 24 afternoon</p> <p>Improvement Team and Topic Groups Leaders meeting – Birmingham, UK</p>	<p>October 25-26</p> <p>Open meeting and General Assembly – Birmingham, UK</p>	<p>October*</p> <p>Sustainable Construction Topic Group meeting</p>
<p>November*</p> <p>Social Integration Topic Group meeting</p>	<p>December*</p> <p>EU-Funding TaskForce meeting</p>	<p>January 2019 29-30</p> <p>Improvement Task Force – Paris, France</p>	<p>January 2019 30-31</p> <p>EC meeting – Paris, France</p>

* Please note that dates and venues of Topic Groups and Task Forces meetings, Workshops and Open events are subject to confirmation by Topic Groups Leaders and the Secretariat – please refer to our online 2018 Calendar of Activities for updated information.

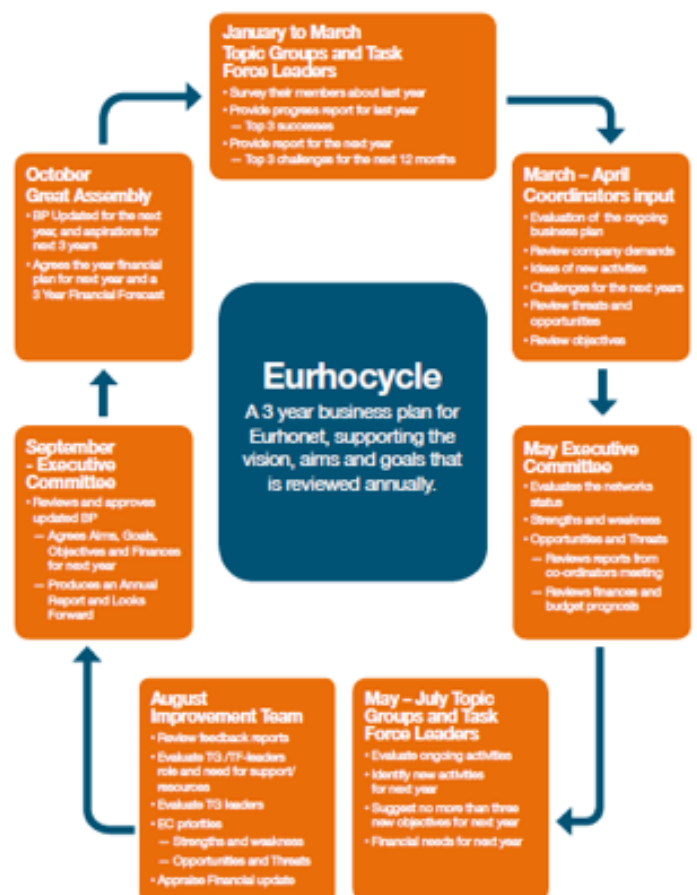
Our Financial Plan for 2018

Incomes		Expenses		Topic Groups & Task Forces	
Membership fees	258,750.00	Rent office	13,000.00	Task Force EU-Funding	8,000.00
Other sources of founding	0.00	Documentation / Post	300.00	Task Force Improvement	4,000.00
Reimbursements / participation fees from CEO Academy	4,000.00	Web site Extranet	6,000.00	Task Force Marketing	3,000.00
European subsidies	10,000.00	Accountancy	8,000.00	Topic Group Ageing	3,900.00
Back-payment, social tax /insurance/bank	5,000.00	Secretariat	90,500.00	Topic Group CSR	0.00
		International Travels	10,000.00	Topic Group Sustainable Construction	30,000.00
		Executive Committee	4,000.00	Topic Group Social Integration	4,700.00
		General Assembly	25,000.00	Topic Group IT in Housing	6,000.00
		CEO Academy	4,000.00		
		Coordinators	2,500.00	Sub TOT	59,600.00
		New Eurhicycle activities	3,000.00	Dreem Project	10,000.00
		Annual Report, Publications, Brochures	5,000.00	Sub TOT	10,000.00
		Tax	7,000.00		
		Consultancy	4,000.00	TOT Expenses	252,700.00
		Bank charges	800.00	Result	25,050.00
		Sub TOT	183,100.00		

Appendix: Eurhocycle next steps

The objectives and goals of our Eurhocycle are implemented over the period 2017-2019 and supported by the work of Topic Groups and Task Forces and the establishment of new Workshops. The Eurhocycle will be the subject of a full review in 2019.

The Eurhocycle will be monitored by the Executive Committee with the support of the Improvement Task Force 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.



Members in 2018

France



*

*

Germany



Italy



*

Sweden



UK



* Subject to confirmation at GA 2017.



Contact us

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