

Housing the future

Business Plan

2019
2020



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Words from the President



My name is Jon Lord and I am the Chief Executive of Bolton at Home Ltd, a Social Housing Company based in the North West of England. It is my great pleasure to have been invited to take up the presidency of Eurhonet. I would like to record my thanks, and that of the whole Eurhonet membership, to our outgoing President, Mr Olivier Barry, for all the work and support he has given to Eurhonet over the last three years.

I am excited to be working in the role of President over the next three years. Eurhonet offers the opportunity for social and affordable housing providers to collaborate and learn from each other, and to find new and innovative ways in which we can work together to improve our services to our tenants and customers, and to improve the way our businesses

work. I recognise that there are some challenging times ahead, e.g. the ongoing work we do on immigration, life after Brexit, the digital agenda and an increasing older population across Europe. By working together I am convinced we can find new and inspiring ways to do even more than we do already!

I am pleased, therefore, to invite you to read through our Business Plan 2019-2020, in which you will find lots of useful information on how we plan to work together to meet the above challenges, and make a real difference to our companies and the lives of the people who live in the communities we serve.

Jon Lord
Eurhonet President

Our network in numbers

37

Members

6

Countries

13,000

Employees

840,000

Dwellings

1,900,000

Tenants



This is Eurhonet!

We are a housing network of 37 public and social housing companies from France, Germany, Italy, Sweden, Austria 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 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, politics, regulations, land availability and cost;
- Construction cost and capacity;
- Improving the supply chain to increase competition;
- Access to finance;
- Housing Shortage;
- 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:

- Housing for all, preventing homelessness;
- Building strong communities by working with existing and emerging communities;
- Customer satisfaction with the services we provide;
- Creating the right cultures for social integration;
- Meeting the needs of older customers that are living longer;
- Offering options to right size to more suitable apartments (including home swaps);
- Tackling the causes of social break down and radicalisation;
- Tackling loneliness and isolation;
- Migration;
- Access to digital services;
- Income Inequality and Affordability;
- Access to work.

Environmental:

- Environmental change in construction, renovation and management;

- Diverse green spaces;
- Carbon reduction;
- Energy consumption;
- Chemicals;
- Healthy living: promoting safety, security, well-being;
- Behaviour change initiatives to maximise recycling and reusing materials and resources.

Organisational:

- Growth and mergers;
 - Partnerships and stakeholders;
 - Efficient and financially sustainable businesses;
 - Digitalisation of our businesses including cyber security;
 - 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

Objectives:

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 builds.

Future Activities in 2019:

- Actions from the 2018 Workshop on “Scaling up new supply through modular buildings and offsite manufacturing”
- Sustainable Construction Topic Group meetings

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);
- Maximising opportunities to keep our customers safe in their homes;
- Exploring new funding sources and maximise EU funding.

Future Activities in 2019:

- Actions from 2018 Workshop “Investing in the existing housing stock”
- Sustainable Construction Topic Group meetings
- IT in Housing Topic Group meetings
- 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 2019:

- Social Integration Topic Group meetings
- Ageing Topic Group meetings
- IT in Housing Topic Group meetings
- Workshop on Integrated Communities (target: Housing & Community Development staff)

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 we can 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 including behavioural change to avoid the use of plastics.

Future Activities in 2019:

- Sustainable Construction Topic Group meetings

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 2019:

- IT in Housing Topic Group meetings
- Workshop on Growth and Mergers (target: Executive Directors and CEOs)
- Workshop on Improving the Image of the sector (target: Marketing & Comm staff)
- Workshop on CSR (target: CEOs & CSR / Quality assurance staff)

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 prepared 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.

Executive Committee

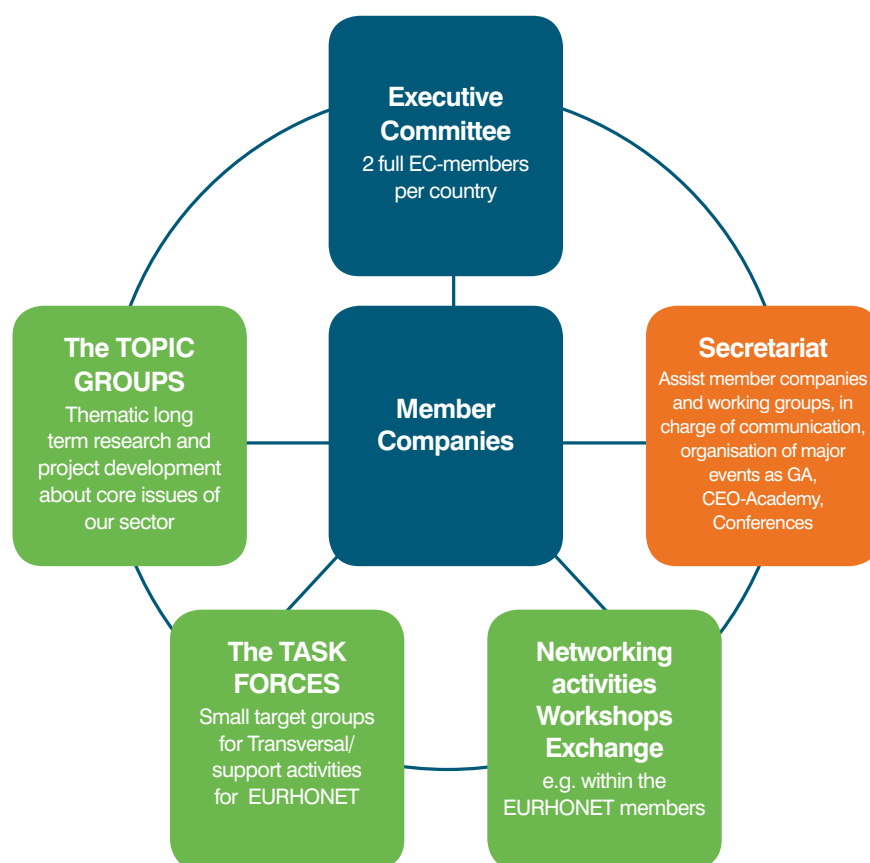
Providing strategic oversight of Eurhonet focussing on expansion and efficiency of our businesses. Two full EC-members per country plus observing countries.

Secretariat

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

Topic Groups

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



Our structure: continued

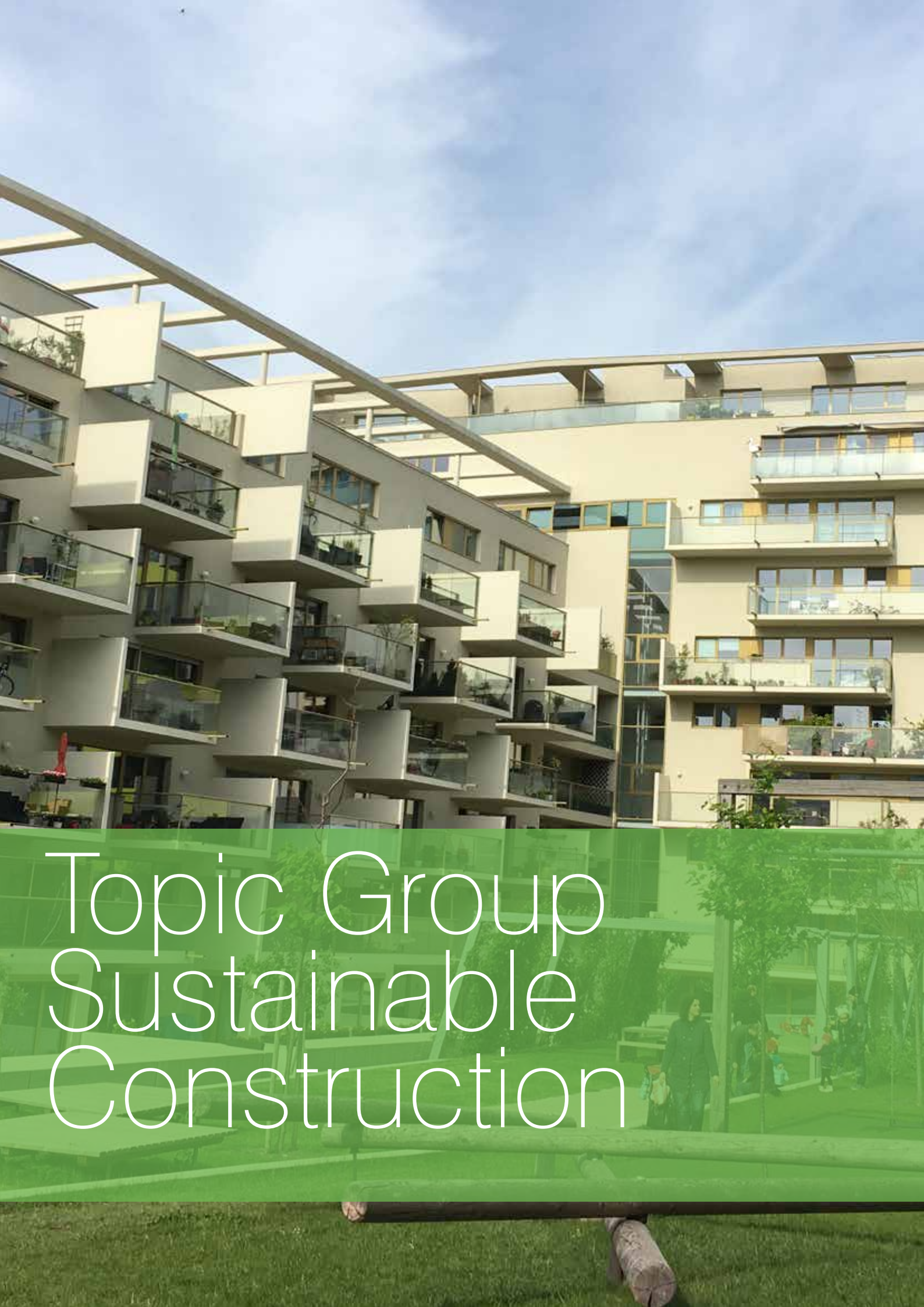
Task Forces:

- **Improvement Task Force**
Evaluate the way the network is working to make sure Eurhonet is developing according to our members' wishes and needs.
- **Communication Task Force**
Improve the quality of our communication material to keep it simple and effective in order to overcome language barriers and cultural differences.
- **Marketing Task Force**
Enlarge our network in order to have more companies to exchange information and best practices with.
- **EU-Funding Task Force**
Explore new funding sources and maximise EU funding.

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**
An annual 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.
- **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. Participants engage in active learning and work on a real project throughout the week.
- **Exchange Programme**
Eurhonet members and their employees are given the opportunity to visit their peers in other countries and learn from each other.
- **Progression Development Programme**
A programme for talented individuals to grow as managers or specialists by understanding management & leadership cultural differences in different countries.
- **Workshops and open meetings**
Ad hoc events timely organised around a given topic.

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



Topic Group Sustainable Construction

Priorities/main issues at stake::

- Exploring the nZEB-standard and adjusting the BuildTog++ project as an answer.
- Fit BuildTog++ puzzle pieces to be used in retrofits to meet EU emission targets.
- Improving and organising our collaboration with the help of the White Book.people to ensure successful tenancies and flourishing neighbourhoods.

In 2018:**In the future:****Strategic Objective 1****Tackle the lack of housing supply by understanding and providing solutions to:**

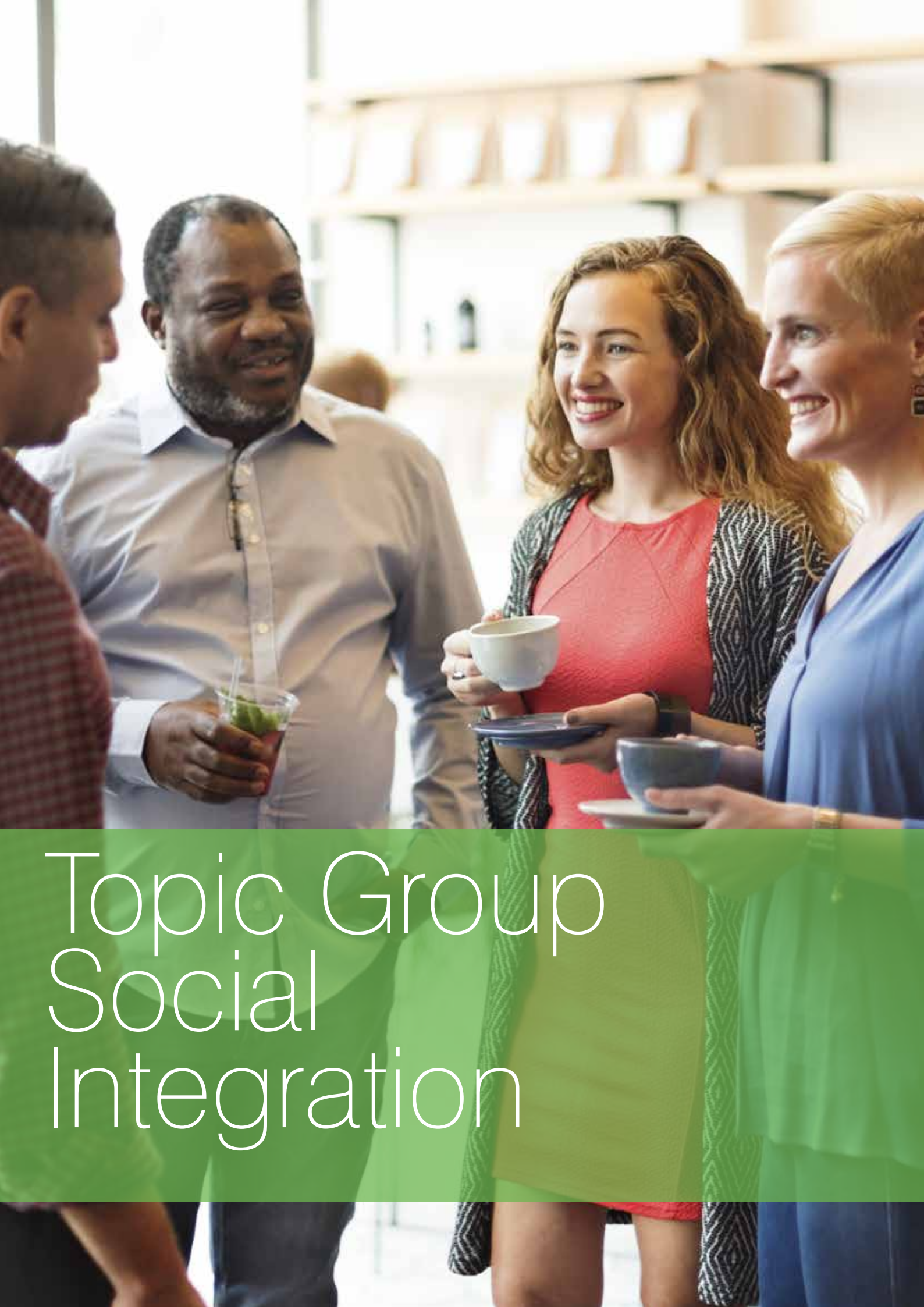
Land, planning, capacity and cost	Workshop “Scaling up new supply through modular buildings and off-site manufacturing” (February 2018, Västerås).	Targeting land and construction cost by a follow up on industrialised wooden construction and ways to realise more area efficient buildings.
Understanding the housing needs of our current and future tenants	Exchange on tenant engagement and their involvement in the building design and retrofit process (June 2018, Reggio Emilia). Comparison of approaches to provision for increasing use of electric transports in different countries.	Focus on the answer to the question: What will be the Near Zero Energy Building standard? Plotting a course into unknown regions with the planning for a new common project: The BuildTog++.
Scaling up construction of new build	Workshop “Scaling up new supply through modular buildings and off-site manufacturing” (February 2018, Västerås). Keep sharing best practice on construction of new build. Start-up of the new BuildTog++ generation.	Continuing research into industrialised building methods.

Strategic Objective 2**Improve our collective investment in our existing stock by:**

Comparing and driving down the cost of renovations through improved procurement etc;	Keep working on cost-efficient methodologies to refurbish our stock. Examples on how industrialised production affects procurement favouring general contractor structures.	Follow up on field visits in Brescia and Reggio Emilia and explore new trends in different procurement schemes.
Scaling up our approach to SMART homes and communities (technology)		Smart answers to the smart readiness indicator of the new building efficiency directive.
Exploring new funding sources and maximise EU funding	Lectures from different EU projects Coordinators dealing with the funding topic (Sinfonia, Lemon project, Abracadabra) (June 2018, Reggio Emilia). Identifying the LIFE funding program in cooperation with the EU-Funding Task Force as the most promising funding scheme.	Teaming up with the Eurhonet Funding Task Force.

	In 2018:	In the future:
Strategic Objective 3 Tackling social integration challenges by:		
Exploring how best to prevent segregation and promote integration	Site visit to Compagnoni district in Reggio Emilia to learn about their approach to social integration.	Visiting best practices of social integration projects in Vienna.
Engaging with our tenants to find ways to help them in promoting integrated communities	Site visit to district in Italy to learn about their approach to social integration.	Exploring examples where the input of tenants had crucial effect and created new approaches to good architecture.
Tackling ageing population, dementia, increase in ill-health and strain on health services		Cooperation with Aging Topic group to write a specific White Book chapter paving the way for incorporating accessibility elements into Buildtog++ projects.
Working out the impact on housing demand and what solutions we may need for this	<p>Workshop "Scaling up new supply through modular buildings and off-site manufacturing" (February 2018, Västerås).</p> <p>Exchange on BIM solutions (June 2018 in Reggio Emilia).</p>	Explore and report on options to significantly increase supply and reduce costs through new industrialised building methods across Europe.
Strategic Objective 4 Minimise our impact on environmental change by:		
Exploring methods to improve our carbon reduction outcomes and to scale up renewable/alternative energy sources	<p>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 the optimisation of passive house planning and construction.</p> <p>Exploration of energy production and storage solutions (September 2018, Darmstadt).</p> <p>Examining the strategic perspective of carbon reduction in the housing industry by a detailed look into the climate action plan of GEWOBA Bremen.</p> <p>Interaction with projects such as H2020 DREEM project looking at renovation strategies.</p> <p>Comparison of approaches to mobility in different countries.</p>	<p>The EU has shown the target of the NZEB but the way to reach it is unclear. By driving development of the new BuildTog++ project applicable solutions should be found. The experiences with the completed BuildTogs shall be structured and used as a basis for the combination of passive house technology with future proof solutions for energy production and storage.</p> <p>Isolated solutions should also be made applicable to retrofitting existing buildings thus paving the way for highly cost effective measures.</p>

	In 2018:	In the future:
Strategic Objective 4 Minimise our impact on environmental change by:		
Reducing our energy costs and do what we can to promote energy efficiency and reduce costs for our tenants	<p>Discussions on energy production and storage to pave the way for our work on energy positive buildings that should be integrated into the BuildTog++ programme.</p> <p>Work on tenant engagement and behaviour change with presentations on how tenant involvement is handled in different countries (June 2018, Reggio Emilia).</p>	<p>Examining the economic perspective of energy production and storage. Focusing on trends in the energy market with the help of innoenergy (as begun in 2017) making the chosen solutions futureproof in a very volatile sector. The aim should be to find ways of using both production and storage to give our tenants financial gains beside the positive factors for reducing carbon emissions.</p> <p>Addressing user behaviour by providing examples of user information and sharing best practice in engagement approaches.</p>
Designing and building futureproof homes taking into account extreme climate conditions	<p>First exchange on experiences with overheating in summer; tackling this issue will be on our agenda by exploring affordable ways of ventilation and cooling (i.e. ice storage).</p>	<p>Exploring viable solutions for changing climate and environmental conditions: overheating in summer, flooding due to rain and earthquake-proof construction.</p>
Recycling and reusing materials and resources	<p>Exploring wooden construction methods which could help both reduce construction time and embodied energy.</p> <p>Focus on deconstruction concepts such as cradle2cradle.</p>	<p>Developing and integrating deconstruction concepts into the BuildTog++ project as vital parts of future proof architecture.</p>
Strategic Objective 5 Support members with organisational change by:		
Understanding and improving the branding and the identity of the housing sector both within our nations and across Europe		<p>Launching the White Book platform to organise learning processes of the group.</p> <p>Using the White Book as the signature piece to explain the group's work to outsiders.</p> <p>Strengthening the BuildTog and BuildTog++ project idea as a factual sign of collaboration.</p>



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.

Priorities/main issues at stake:

- Continue to explore integration models, approaches and ways of measuring their impact and success.
- Examine how housing providers are also supporting and integrating other vulnerable groups such as people with mental health issues and older people to ensure successful tenancies and flourishing neighbourhoods.
- Learn about different European tenant democracy models including cooperative and community housing solutions.
- Explore ways of collating and tracking neighbourhood intelligence to identify localities that need improvement or targeted interventions.

In 2017/2018:

In the future:

Strategic Objective 3

Tackling social integration challenges by:

Exploring how best to prevent segregation and promote integration

Continue to work closely with the EFL Social Domain Group to share and collate good practice, research and resources as part of our ongoing project to establish a range of toolkits and guidance through an online platform.

Established a Working Group to develop and test impact measurement approaches for integration interventions and other specialist projects.

Visited one of the UK's leading and innovative social enterprises specialising in the economic, social and civil integration of refugees through accommodation and community based training support. Ashley Housing is a thought leader and is currently leading on the UK's 'Rethinking Refugees' campaign. The campaign is considered outstanding and reflects a commitment to making sure refugees become part of society rather than remaining marginalised and under-employed.

We will also look to explore how other vulnerable groups, such as older people are supported and integrated into communities and identify any innovative practices.

The Working Group will continue to test impact models on existing projects and report back on their findings and recommendations.

We will also examine how neighbourhood intelligence can assist with identifying areas for improvement.

	In 2017/2018:	In the future:
Strategic Objective 3 - continued Tackling social integration challenges by:		
Engaging with our tenants to find ways to help them in promoting integrated communities	<p>Learning about different initiatives that seek to engage host and refugee communities to bring about successful integrated communities. Examples include befriending schemes, community sponsorship models and “The City of Sanctuary” initiative, which is rooted in the concept of welcoming people to a City.</p> <p>Learning about Copenhagen’s approach to tenancy democracy models and digital tenancy polls as a way of enabling tenants to have a greater say about their homes and the neighbourhoods where they live.</p>	<p>We will explore different European tenant democracy models including cooperative and community housing solutions starting with a field visit to the UK in October to learn about cooperative housing schemes and resident engagement methodologies.</p>
Understanding how to tackle social break down and radicalisation	<p>A UK member of the Social Integration Group has secured Home Office funding as part of the UK’s Building A Stronger Britain Together Programme. The programme supports civil society and community organisations who work to create more resilient communities, stand up to extremism in all its forms and offer vulnerable individuals a positive alternative, regardless of race, faith, sexuality, age and gender.</p>	<p>Continue to share experience and project learning from the Home Office project with other members of the group.</p> <p>We will also examine how neighbourhood intelligence can assist with preventative action and targeted interventions to tackle social breakdown and neighbourhood challenges.</p>



Topic Group Ageing

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

Priorities/main issues at stake:

- Community development with regard to social isolation: how to include the older population to avoid social isolation
- Technology and the older population

	In 2017/2018:	In the future:
Strategic Objective 3 Tackling social integration challenges by:		
Exploring how best to prevent segregation and promote integration	<p>Example of cross-generation project at Löttringhausen (February 2017, Dortmund).</p> <p>Site visit to cross-generational housing area (August 2017, Helsinki).</p>	<p>Formulating our own definition of community development.</p> <p>Mapping social isolation in our own communities.</p>
Tackling ageing population, dementia, increase in ill-health and strain on health services	<p>Adapting homes with small dimensions (Dortmund February 2017).</p> <p>Site visit to Dementia Village (May 2018, Amsterdam).</p>	<p>Creating a plan for action within community development, specifically related to the ageing population.</p> <p>Researching and increasing our competence regarding "Dementia-friendly cities": What are the ingredients required for success?</p>
Strategic Objective 5 Support members with organisational change by:		
Collaborating over workforce development	Age Awareness Day held at 3 member companies.	Provide a framework to incorporate "Encounters with Elderly Tenants" into workforce development.



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.

Priorities/main issues at stake:

- Mobile/agile working in and outside offices.
- Digitalization solutions and effects on customer satisfaction, business models and organizational effectiveness.
- AI, Robotization and Big Data.

- Managing cultural change following AI and digitalization in our companies.
- Communication and Collaboration System strategies.
- Utilizing social network technology.
- Applying Blockchain technology.
- Cloud strategies and governance.
- Edge computing in houses.

In 2017/2018:

In the future:

Strategic Objective 2

Improve our collective investment in our existing stock by:

Scaling up our approach to SMART homes and communities (technology)

Study solutions and projects at member companies.

Follow trends and emerging technologies. Promote best practices.

Strategic Objective 3

Tackling social integration challenges by:

Exploring how best to prevent segregation and promote integration

Discussing communication materials (videos, social media) to help migrants to integrate in the community and to help them with their first steps in their new homes.

Discussing ways of using technology such as AI and Translation Services for integration.

Develop and share best practice and find out how members approach these issues.

Continue sharing best practice examples

Engaging with our tenants to find ways to help them in promoting integrated communities

Discussing communication materials (videos, social media) to help migrants to integrate in the community and to help them with their first steps in their new homes.

Discussing ways of using technology such as AI and Translation Services for integration.

Develop and share best practice and find out how members approach these issues.

Continue sharing best practice examples.

	In 2017/2018:	In the future:
Strategic Objective 3 - continued Tackling social integration challenges by:		
Tackling ageing population, dementia, increase in ill-health and strain on health services	<p>Discussing ways and technology supported means of communication and health care surveillance for older people in order to enhance their daily life.</p> <p>Promote best practice examples and present pilot projects of members.</p>	Stronger cooperation with the TG ageing population and health care.
Strategic Objective 4 Minimise our impact on environmental change by:		
Reducing our energy costs and do what we can to promote energy efficiency and reduce costs for our tenants	<p>Encouraging behaviour change of tenants by introducing technology supported systems.</p> <p>Discuss visualization of consumption, tariff optimization etc. Present best practice examples and pilot projects of members.</p> <p>Energy optimisation in houses.</p> <p>Present best practice examples and pilot projects of members. Discuss measuring, controlling and data collection by IoT.</p> <p>Transition from fossil driven cars (to electrical).</p> <p>Follow trends and emerging technologies. Present and discuss member pilot projects.</p>	<p>Present best practice examples and pilot projects of members. Talk about the measurable outcomes of pilot projects (lessons learnt).</p> <p>Present best practice examples and pilot projects of members. Talk about the measurable outcomes of pilot projects (lessons learnt).</p> <p>Discuss challenges and impact on companies and cities (charging, grid utilization). Discuss cooperation with energy suppliers.</p>
Engaging with our tenants to find ways to help them in promoting integrated communities	<p>Discussing communication materials (videos, social media) to help migrants to integrate in the community and to help them with their first steps in their new homes.</p> <p>Discussing ways of using technology such as AI and Translation Services for integration.</p> <p>Develop and share best practice and find out how members approach these issues.</p>	Continue sharing best practice examples.

	In 2017/2018:	In the future:
Strategic Objective 5 Support members with organizational change by:		
Identifying how we can become more efficient and diverse businesses	Promoting business efficiency through ICT-solutions Introducing innovative methods of staff training (e-learning, nano-learning) Promoting family friendly working environments by offering mobile working solutions (home office etc.) and hence be more attractive as an employer	Develop and promote best practice in ICT systems use and procurement. Present best practice examples and pilot projects of members. Talk about the measurable outcomes of pilot projects (lessons learnt). Present best practice examples and pilot projects of members. Talk about the measurable outcomes of pilot projects (lessons learnt).
Collaborating over workforce development	Promote best practices for activity based "flexoffices".	Continue discussing technology and best practices. Sharing current projects.

Calendar of Activities 2019



January 29-30 Improvement Task Force Vienna, Austria	January 30-31 EC meeting Vienna, Austria	January TBC Sustainable Construction Topic Group	February TBC Ageing Topic Group
February TBC Workshop on Growth and Mergers	March TBC Workshop on Improving the Image of the sector	April 2-3 Improvement Task Force Paris, France	April 3-4 Coordinators meeting Paris, France
April TBC IT in Housing Topic Group	April TBC Social Integration Topic Group	May TBC Sustainable Construction Topic Group	May 20-21 Improvement Task Force Paris, France
June 3 EC meeting Bologna, Italy	June 4-5 CEO Academy Bologna, Italy	June TBC Ageing Topic Group	June TBC Workshop on CSR

Calendar of Activities 2019

July - August 29-2 Junior Executive Academy Bochum, Germany	August 21-23 Improvement Task Force Brussels, Belgium	September 11-12 Improvement Task Force Paris, France	September 12-13 EC meeting Paris, France
September TBC IT in Housing Topic Group	September TBC Workshop on Community development	October 22 Improvement Task Force Stockholm, Sweden	October 23 EC meeting Stockholm, Sweden
October 24-25 Open meeting and General Assembly Stockholm	October TBC Social Integration Topic Group	October TBC Sustainable Construction Topic Group	November TBC Ageing Topic Group meeting
December	December	December	December

* 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 2019 Calendar of Activities for updated information.

Our Financial Plan for 2019

Incomes

Membership fees	270,000.00
Reimbursements / participation fees from CEO Academy	3,750.00
Various income	500.00

TOT incomes	274,250.00
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Expenses

Rent office	20,000.00
Documentation / Post	250.00
Web site Extranet	4,000.00
Accountancy	13,000.00
Secretariat	115,000.00
International Travels	8,000.00
Executive Committee	3,000.00
General Assembly	30,000.00
CEO Academy	6,000.00
Coordinators	2,300.00
New Eurhocycle activities	4,000.00
Annual Report, Publications, Brochures	5,000.00
Consultancy	1,000.00
Bank charges	500.00

Sub TOT	212,050.00
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Topic Groups & Task Forces

Task Force EU-Funding	3,000.00
Task Force Improvement	3,000.00
Task Force Marketing	3,000.00
Topic Group Ageing	4,200.00
Topic Group Sustainable Construction	35,500.00
Topic Group Social Integration	3,600.00
Topic Group IT in Housing Communications	4,500.00
Progression Development Programme	2,000.00

Sub TOT	58,800.00
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TOT Expenses	270,850.00
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Result	3,400.00
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The Secretariat

Based in Brussels in the heart of the European neighbourhood since 2012, EURHONET Secretariat supports the network by ensuring the coherence and the implementation of its annual Work Programme. The Secretariat it is also responsible for maintaining good relations with all housing stakeholders, including EU institutions and Housing Europe, which is one of Eurhonet's main partners.



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Members in 2018

France



Germany



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