

Housing the future





Contents

This is Eurhonet!	3
Eurhonet Members in 2017	4
Foreword from the President	5
Key initiatives	
The Exchange Programme	6
CEO Academy	8
Junior Executive Academy	9
General Assembly 2017	12
What is Eurhonet for you?	14
Topic Groups	
Sustainable Construction Topic Group	16
Social Integration Topic Group	18
Ageing Topic Group	20
IT in Housing Topic Group	22
CSR Topic Group	24
Task Forces	
Improvement Task Force	26
Communication Task Force	27
Marketing Task Force	28
EU Funding Task Force	29
Calendar of Activities 2017	30
Organisational Structure	31
The Secretariat	32
Financial Result 2017	34



This is Eurhonet!

We are a network of 38 housing companies from France, Germany, Italy, Sweden, Austria and the UK. We play a key role in supporting our members to work together by maximising the opportunity to learn from each other, developing new ideas and innovating together.

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 is a non-profit-making association with the objectives to:

- improve the professional performance, internal processes and working methods of its members by sharing experiences and gathering, testing, implementing and benchmarking models of best practice;
- reinforce its influence and represent the interests of its affiliated members towards the institutions and structure 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;
- encourage and support the participation of its members in EU projects and keep them informed about relevant EU programmes and funding opportunities.

Eurhonet Members in 2017

France

Delphis – Paris
FSM – Melun
Habitat Picardie 62/59 – Calais
Habitation Moderne – Strasbourg
Opal – Aisne and Laon
Vogelis – Department of Vosges

Germany

Bauverein AG – Darmstadt
BGW Bielefeld – Bielefeld
DOGEWO 21 – Dortmund
GBG Mannheim – Mannheim
GEWOBA – Bremen
GWG München – Munich
Pro Potsdam – Potsdam
VOLKSWOHNUNG – Karlsruhe

Italy

Aler BCM – Brescia
A.R.C.A. Puglia Centrale – Bari
ATC Piemonte Centrale – Torino
ATER Treviso – Treviso
CISPEL – Emilia Romagna
IPES Bolzano – Bolzano

United Kingdom

Bolton at Home – Bolton
Matrix – Midlands
Poplar Harca – London
SYHA – Sheffield
Tuntum Housing Association – Nottingham

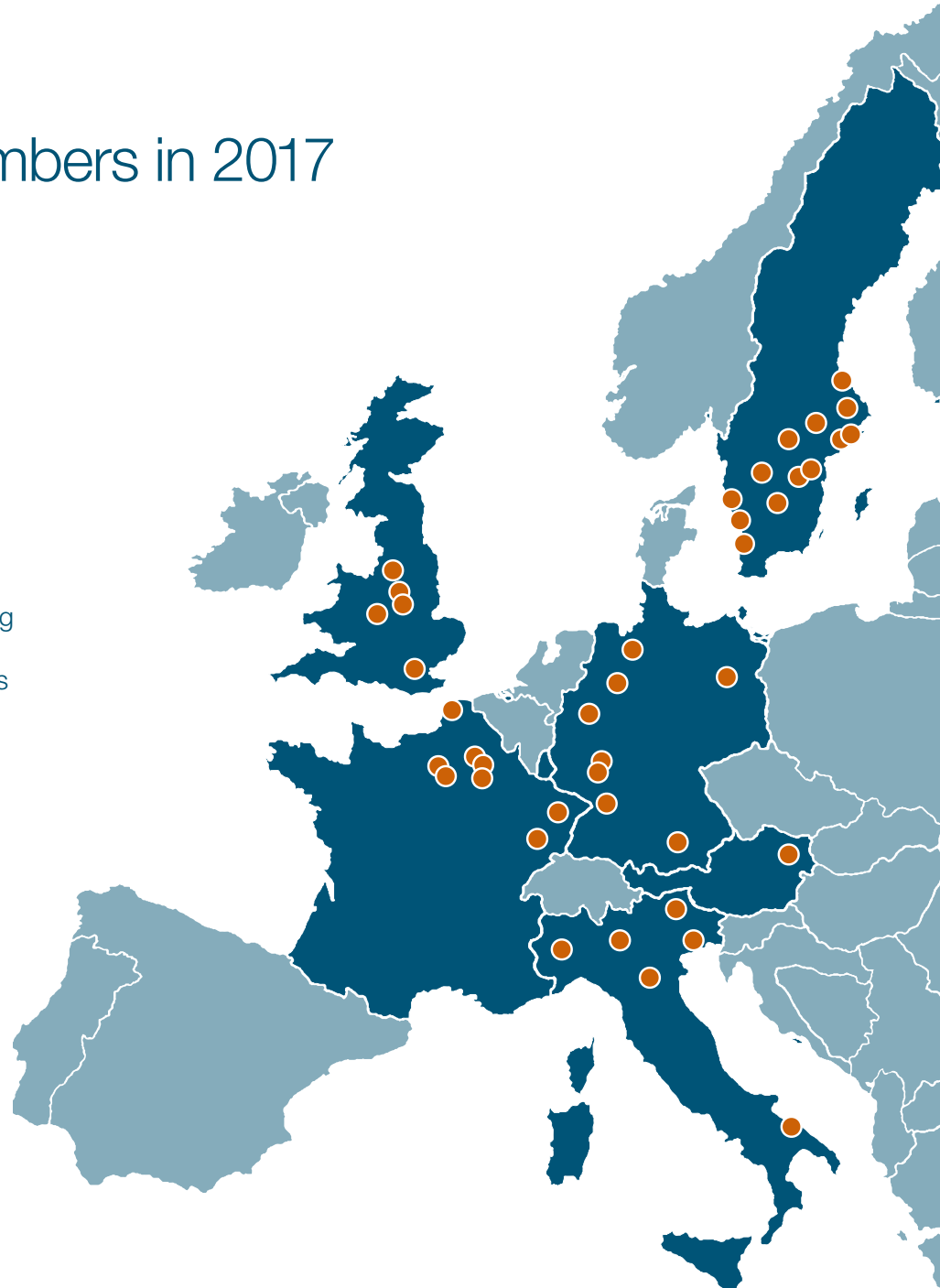
Austria

Wiener Wohnen – Vienna*

*(Application process started at the end of 2017 – membership officialised in 2018)

Sweden

Bostads AB Mimer – Västerås
Bostads AB Vätterhem – Jönköping
Bostadsbolaget – Göteborg
Botkyrkabyggen – Botkyrka
Familjebostäder – Stockholm
Gavlegårdarna – Gävle
Helsingborgshem – Helsingborg
HFAB – Halmstad
Hyresbostäder – Norrköping
ÖrebroBostäder AB – Örebro
Skövdebostäder – Skövde
Stångåstaden – Linköping
Uppsalahem – Uppsala





Foreword from the President

These are challenging times! The identity of the European Union is vacillating, major European cities are facing a serious housing crises; it is time for Eurhonet members to remember the core values that led to the creation of our network and to redouble our efforts to work together to meet the challenges we all face.

EURHONET is a professional network where members work together to find solutions to the challenges we hold in common and share best practise across our housing companies. This year we have started to explore new ways of providing new homes through modern off-site constructions as well as investing in our existing stock.

Through the Exchange Programme and the connections that are made by participating in Topic Groups, people get inspired by other ways of working, enriching our daily work and improving our businesses' performance and outcomes. Members collaborate together and find the results they are achieving both rewarding and motivating and well worth spending the time from their busy daily professional schedules! Eurhonet is built on openness and exchange with goodwill and we

continue to work together to innovate and produce new approaches and common products; examples include EURHO-GR and BUILDTOG. Our work on Corporate Social Responsibility (CSR) goes from strength to strength, and I invite you to take a look at the exciting and inspiring shortlisted projects for the 2018 CSR Awards on our website.

So let's roll up our sleeves and work even harder together to achieve our mission. *"Housing the future"* remains a vision for the future that we will continue to pursue together for ourselves, our businesses and the mission that we have to accomplish in the service of our fellow citizens and, of course, for an even better Europe.

Oliver Barry
President of Eurhonet



The Exchange Programme

The main goal of the Eurhonet Exchange Programme is to share and develop competences, ideas and working methods. This will result in improved performances for both the sending and hosting company and will ensure that Eurhonet companies are seen as more attractive as an employer.



The idea is that an employee (from the sending company), visits another Eurhonet company (the host) during a period of 3 to 5 days. During these days, he/she will learn from the new colleague, different approaches and methods to tackle similar challenges but in different cultural contexts. The program is intended for professionals at all levels, however it is up to each company to decide which employee is entitled to go.

To make the most out of this initiative, it is important to define a clear goal for the exchange and that the hosting company prepares a detailed programme for the participant. To spread the knowledge from the exchange, participants will have to write a study report to be published on the Eurhonet website.

In 2017, three employees from three different companies had the opportunity to go on an exchange within Eurhonet. Read and listen to their experiences below!



Report from Michelle Kemmler, GBG Mannheim, visiting Poplar HARCA

During her visit to Poplar HARCA from the 2nd to the 5th October 2017, Michelle, trainee Management Assistant at GBG Mannheim, had the chance to explore the differences between the German and British housing sector by getting to know Poplar's staff working in different departments, from Financing to Crime prevention.

"During the exchange with Eurhonet I learned a lot. I had the chance to learn about everything I wanted to know. The people at Poplar HARCA were very friendly and helpful and I felt like I belonged at the company. If I had the chance, I would do an exchange like this again because I think there is no chance like it to learn this much about other European housing associations. I'm very glad I did not miss this opportunity!"



Report from Regina Lippacher, GWG München, visiting AB Familjebostäder

As part of the Exchange Programme, Regina visited AB Familjebostäder from the 4th to the 8th December 2017 in Stockholm.

"My first day started with a bus tour through Stockholm, which is organised twice a year for new employees to give them an overview of the rental units of the company. This was also a perfect start for me to get a brief overview of the company and Stockholm!"

I was very impressed by how Stockholm cares for the environment and the exceptionally nice interaction between people that was also reflected in Familjebostäder, its organizational structure and interaction between colleagues. Finally, I would like to thank Familjebostäder for the great stay and the hospitality. I really enjoyed my stay and am grateful for this opportunity!"



Report from Ibrahim Ali Ismail, Bolton at Home, visiting Gavlegårdarna

Ibrahim, one of Bolton at Home's Board members, had the opportunity in February 2017 to visit Gavlegårdarna to learn about the differing models of governance between the two organisations and share good practice and learning as part of the exchange scheme.

During the seven days of his placement, Gavlegårdarna's staff gave Ibrahim the opportunity to visit and talk with different parts of the organisation such as governance, finance, repairs and maintenance and social regeneration departments to get the full flavour of the organisation.

"I found it a very useful experience for Board Members to share and learn from each other. There was interest from their side to learn from UK companies. It's really good to develop strategic thinking, e.g. strategic challenges are similar but approaches are different, and useful for things like resource decisions, etc. The programme was well worked through and the hosts were very honest and open in their approach. I received a good insight into all aspects of the company!"



Malin Wettre
Exchange Programme Coordinator



CEO Academy

The 2017 CEO Academy took place over 31 May and 1 June, and was kindly hosted by our Swedish member Bostadsbolaget in Goteborg. The Academy represented an exciting opportunity for our members to address some of the big social challenges that the sector is facing and to find out more about the Asset Based Community Development (ABCD) approach, a bottom-up way of working with local communities that focuses on identifying and mobilizing existing strengths and assets in order to boost both social and economic development.

The Academy was complemented by a study visit to Älvrummet, a building dedicated to showcase and debate urban development projects in the Gothenburg area, as well as a visit to the Hammarkullen neighbourhood that was built in 1968-70 as part of the Million Programme.



Hammarkullen is characterized by the high number of people born outside Sweden and also Europe. Unemployment is much higher than the average rate of Gothenburg. Since 2015, Bostadsbolaget has been working together with other stakeholders in the area on several initiatives in parallel. This partnership work led to safer areas, higher wellbeing and helped people to get into work and to actively participate in the local society.



Junior Executive Academy

The 4th Eurhonet Junior Executive Academy took place over 17-21 July at the European Business Centre (EBZ) in Bochum, Germany.

Housing companies from Sweden, England, Germany and France sent their *“rising stars”* to take part in this unique experience. As for the previous editions, the 2017 Academy was centred on portfolio management in the broadest sense, based upon the Sureuro Gaming Exercise.

The Sureuro game simulates the business of housing companies. Each of the three teams had to make strategic decisions under both budget and time constraints in order to improve the portfolio of the *“New Wave”* housing company. These decisions

ranged from re-defining the mission and vision of the company to implementing concrete measures in a large refurbishment project.

As part of the week, participants had the chance to visit the Zollverein coal mine, a masterpiece of industrial architecture in the heart of the Ruhr area. It has been listed among the UNESCO World Heritage sites since 2001.

At the end of the week, the teams had to present their work in front of a professional jury. Read below the enthusiastic feedbacks from the 2017 participants!



Elaine Moore
Head of Customer
Care Accord Group,
UK

What was the biggest thing you gained/learned from the Junior Executive Academy?

A new network of pan European counterparts!

Reflecting on your experiences during the whole of the week, what actions or differences has it led to in your day-to-day work, once back in the office?

A renewed focus on communication style/approach, internally and externally - underpinning my long held belief in the Neuro Linguistic Programming principle: ‘the meaning of communication is the response it elicits’.

Can you describe Junior Executive Academy in three words?

Challenging, rewarding, enlightening.



Francisco Oliver
Local Housing
Manager
ÖrebroBostäder AB,
Sweden

What was the biggest thing you gained/learned from the Junior Executive Academy?

A self-assurance within my own role and a wider understanding of how to approach the task of refurbishing a sustainable community. That we all are significant cogs in a bigger machine (company) to be able to make a successful changes towards the better.

Reflecting on your experiences during the whole of the week, what actions or differences has it led to in your day-to-day work, once back in the office?

Thinking more about the choices in a long-term approach and thinking about what changes (although maybe small) I can do towards the goal of a sustainable community.

Can you describe the Junior Executive Academy in three words?

Learning, exchange, sustainability.



Lisa Sutton
Neighbourhood
Manager Rooftop
Housing Group, UK

What was the biggest thing you gained/learned from the Junior Executive Academy?

How to work as part of a team when language is a barrier and I also made some new European friends!

Reflecting on your experiences during the whole of the week, what actions or differences has it led to in your day-to-day work, once back in the office?

Understanding that I am a small cog in a big machine and it is important to work together to make things happen and achieve great things. It has also made me reflect on my communication styles and ensure that I am explaining things in a way that people understand.

Can you describe Junior Executive Academy in three words?

Challenging, fun, rewarding.



Hilda Wenander
Development Leader
Bostadsbolaget,
Sweden

What was the biggest thing you gained/learned from the Junior Executive Academy?

European social housing companies have very similar challenges and we can learn a lot from each other.

Reflecting on your experiences during the whole of the week, what actions or differences has it led to in your day-to-day work, once back in the office?

Increased awareness of the results of invested money and more long-term thinking when working with the local community and how to build trust.

Can you describe the Junior Executive Academy in three words?

Fun learning experience!





Badreddine Mahmahi
Innovation and Project
manager OPAL,
France

What was the biggest thing you gained/learned from the Junior Executive Academy?

Find the best way to manage a project in a multidisciplinary team and with different working cultures.

Reflecting on your experiences during the whole of the week, what actions or differences has it led to in your day-to-day work, once back in the office?

After the Junior Executive Academy I have the reflex to associate while working in group different profiles to extend the spectrum of skills.

Can you describe Junior Executive Academy in three words?

Sustainable, collective, consensus.



Rickard Sahlqvist
Investigator of illegal
subletting ÖrebroBostäder
AB, Sweden

What was the biggest thing you gained/learned from the Junior Executive Academy?

To learn more about Eurhonet and get to know and network with people from other countries and companies. To learn how they are working with sustainability in buildings and surroundings.

Reflecting on your experiences during the whole of the week, what actions or differences has it led to in your day-to-day work, once back in the office?

To meet people from other companies who are working with how to build houses has helped me understand how our builders in our company are working.

Can you describe the Junior Executive Academy in three words?

Fun, international, friendship.



James Highmore
Treasury Accountant
South Yorkshire Housing
Association, UK

What was the biggest thing you gained/learned from the Junior Executive Academy?

The importance of networking, negotiation and compromise in order to get things done under tight timescales.

Reflecting on your experiences during the whole of the week, what actions or differences has it led to in your day-to-day work, once back in the office?

Realising that everyone thinks and works in different ways, and using these differences as advantages.

Can you describe Junior Executive Academy in three words?

Intense, challenging and rewarding.

General Assembly 2017

The 2017 General Assembly, kindly hosted by our Italian member ATC Piemonte Centrale, took place over 25-26 October in Turin.

The first day was dedicated to a conference on the future of the European Union and opportunities for EU-funding for public and social housing providers. Thanks to the World Café session that followed, members had the chance to meet representatives from the housing companies involved in four EU-funded projects; DREEAM, Wall-ACE, Papirus and RENTALCal, and hear directly from them about expected outcomes could be scaled up and make a difference in their daily businesses.

As part of the conference, ATC Piemonte Centrale organised a study visit to two housing schemes in Turin where both technical and social aspects were detailed to participants.



Field Visit to Complesso Ex-officine Nebiolo

Officine Nebiolo used to be one of Turin's biggest industrial units until the factory closed down in 1978. In 1997 the municipal administration of Turin decided to change the use of these buildings from industrial to residential purpose and launched an ambitious plan to regenerate the area involving residents.

Today, the complex hosts 160 families and a special facility for disabled people. Another key feature is the establishment of a co-habitation scheme called "Sorgente" that provides housing for 7 young people who are also responsible for organising after-school activities for children in the neighbourhood. Sorgente also offers community services to tenants, such as help with the groceries, and fosters a climate of dialogue and participation between generations.

The second day was the occasion to assess the work done over the last year in the context of the different Topic Groups and Task Forces and to show how the network worked together towards the five strategic objectives set.

The new Eurhonet Business Plan 2018-2019 was also presented, underlining challenges ahead and the related work programme. To conclude the day, the CEOs of the seven new companies that joined Eurhonet in 2017 were given the floor in order to introduce themselves and their companies and present their expectations from the network.

The Ceremony of the second edition of the Eurhonet CSR Award was also part of the day. The aim of this initiative is to collect, recognise and celebrate good CSR practices that Eurhonet members put in place in their day-to-day work and share them within our network and beyond.

Out of the 13 projects submitted by Eurhonet members in 4 categories (Local Social Sustainability, Environmental Sustainability, Good governance and fair relations with stakeholders and Responsible human resources management), the best 4 projects shortlisted were:



1st place: You're a CHAMP! – Poplar HARCA (UK)

You're a CHAMP puts the tools for sustainable living and working into the hands of their residents and staff. Families at risk of fuel poverty have made small life changes with big impact on their finances, health and the environment. By training residents in energy saving techniques and sustainability along with language improvements, they have encouraged 50 local people to become active and lead behavioral change process in their own community. The programme equips all the volunteers with skills, confidence and opportunities for employment within the green/energy-saving sector.



2nd place: The Human Behind the Uniform – ÖrebroBostäder AB (Sweden)

The Human Behind the Uniform seeks to create security without adding more locks, alarms and fences. The great innovation in this project is the concept of creating security by educating and building relationships between young people and participating organisations and agencies in order to create a dialogue while at the same time build confidence and trust. The young participants act as ambassadors after finishing the education and it has yielded results where the police report that more young people are making contact with them instead of showing a negative attitude.



3rd place ex æquo: Vivez l'éco-logis! – Vosgelis (France)

Portalen is supporting social sustainability and giving people a sense of belonging and integration in the society by getting them into work or through self-funded studies. More than 1,200 individuals have participated in activities since 2011. The long term results are positive in terms of integration and minimising risk of social unrest and criminality in the neighborhoods, as well as sustainability for the housing company with reduced costs in maintenance and rising value of the housing stock.



3rd place ex æquo: Portalen – Hyresbostäder (Sweden)

Vivez l'éco-logis is supporting the education and knowledge on eco-gestures of residents of social housing areas and the general public to reduce their energy bills by working through an educational apartment in the heart of a disadvantaged neighbourhood. In collaboration with partners the project's three main aims are to control and reduce energy consumption, fight against social isolation and support tenants in employment training.

What is Eurhonet for you?

Eva Olsson

Executive Assistant
Gavlegårdarna, Sweden



What is Eurhonet for you?

A network of people with the same professional interests that are willing to share knowledge with everyone within the network.

What are your expectations of Eurhonet?

I expect Eurhonet to be a great opportunity for every employee in the participating companies to learn and explore more about how “my job” is done all over Europe.

What was the biggest thing you gained/learned from Eurhonet?

It's absolutely when I listen to how Eurhonet colleagues handle daily issues. Mostly the same issues and questions that we also have – but the way we're handling them in our companies and our countries is often quite different. And it's so good to widen the perspective of how things can be done and spread best practices.

What is your feeling of the network?

Friendly, supportive and open-minded.

Can you describe Eurhonet in three words?

Matchmaking, energizing, experience dividing.

Mikael Söderberg

Head of Business Development
Bostads AB Mimer, Sweden



What is Eurhonet for you?

To gain experience from others is a great well of knowledge. Also a good deal of friendship and understanding of the different conditions in our countries.

What are your expectations of Eurhonet?

We all face similar challenges. With the power from our size and joint competence, we have an opportunity to make a difference in all our countries.

What was the biggest thing you gained/learned from Eurhonet?

In the Topic Group I have been working with very concrete tasks (as BuildTog and technics for energy efficient buildings). I have learned a lot from other experts in the field, and also hopefully contributed with some knowledge.

What is your feeling of the network?

A very open-minded and friendly atmosphere is significant for all our meetings. Despite (or maybe because of) the different rules and traditions in our countries, I can get a new view into arising tasks.

Can you describe Eurhonet in three words?

Open-minded, border-breaking and competent.

Claudia Terragnoli
CEO Staff and HR Manager
ALER Brescia-Cremona-Mantova, Italy



What is Eurhonet for you?

A great network where to learn from each other how to face common problems and reach common goals.

What are your expectations of Eurhonet?

I expect Eurhonet to be a place to find good opportunities to share experiences and meet people from many countries with different points of view and common challenges.

What was the biggest thing you gained/learned from Eurhonet?

I have learned to be open to change my opinions and strategies.

What is your feeling of the network?

I feel it friendly, mentally open and very useful.

Can you describe Eurhonet in three words?

Learning by sharing!



Sustainable Construction Topic Group

Taking sustainability in public and social housing to the next level thanks to best practice sharing, field visits, a new way to share knowledge called “white book” and a new generation of pilot sites.

The group met three times in 2017: in Bremen, in Calais and in Brescia. In 2017 we started the real step forward in our activities, turning from “Energy Saving” into “Sustainable Construction” by working in a more holistic way. The first step done in this direction was understanding “*what is sustainability?*” in the building sector.

We have had some interesting experts’ lectures on this topic, visited Green Building Council Italy Headquarters in Rovereto and discussed how we can go forward in this direction.

It was decided to start a new generation of pilot sites and find a better way to share knowledge among members and people at the meetings and those not. We called this new way to communicate “*White Book for Sustainable Construction*” which should give both a structure to the meetings and a foundation for the new joint project “*BuildTog++*”.

Another key topic of this year was prefabrication and modular construction. We have had two moments of exchange on this topic and the group decided to have more focus on that also in 2018.

2017 was also a year of an improved communication among the group’s members by activating a Yammer group and a topic group mailing list.

Study Visits are a key moment in our meetings. Thanks to the “*Flying Experts*” workshops that follow the visits, experts from all across Europe suggest to the hosting company how to improve the project that was visited.



Field visit in Bremen – Measuring sustainability

Following the group's new wider focus, the group learned about how sustainability in construction can be organised by an overlook over different sustainability certifications. GEWOBA presented its climate strategy in the making. Field visits took the group to the freshly completed BuildTog Bremen, where the architects shone a light on construction details. Further on, the group visited an existing building from the 1960s that was refurbished to almost passive house standard. The excursion ended in Hamburg, where new architecture was inspected that combines high quality architecture with outstanding energy performance.



Field visit in Calais – Sustainability in housing

The concrete applicability of the lessons learned in Bremen was discussed. Some crucial points were identified and the importance of energy production combined with a low impact on climate gases of the primary energy production was underlined. A presentation from InnoEnergy drew the picture of future developments in the energy production market while first thoughts about a new joint project were also discussed. To conclude, the field visit took the group to a low height/high density housing scheme managed by the hosting company Habitat Hauts-de-Francis.



Johann Christian Plagemann

Sustainable Construction
Topic Group Leader



Remy Delbaere

Sustainable Construction
Topic Group Leader



Field visit in Brescia and Bolzano – Founding the BuildTog++

The meeting was organised as a road trip between Brescia and Bolzano and this gave the group the opportunity to visit some interesting points in between. The host IPES Bolzano showed the group an ambitious refurbishment project: the “Sinfonia” pilot site, where flats have been renovated without moving tenants out by employing a special “cultural mediator” to enhance the project's acceptance by the people living in the buildings. The Sinfonia project also entailed energy production, energy storage and the creation of additional apartments in timber construction.

Social Integration Topic Group

In 2017, the Topic Group continued to explore how social housing providers can work in partnership with other statutory and community agencies to help facilitate the successful integration of refugees and other vulnerable residents. Whilst also building on the group's 2016 refugee housing and integration mapping and baselining exercise, to develop a robust project proposal.

During 2017 the group met with EFL Social Domain Working Group members in March and June, both hosted in Amsterdam, and towards the end of the year we were hosted by Ashley Community Housing, based in Bristol in the UK. The focus of our March meeting was to develop and agree a project proposal for the development of an integrated platform for the sharing of research and good practice on members' work with refugees and their intergenerational approaches. This meeting also provided us with an opportunity to plan and prepare for the International Social Housing Festival in June, where we were successful in securing a slot to showcase members' work around intergenerational approaches to working with refugee communities. This work will continue in 2017 to further shape and refine this proposal.

During 2017, a subgroup has also been established and held their own independent meetings to research and test integration impact measurement tools.



Amsterdam, March 2017

In March we visited two demolition and new build projects, in the neighbourhoods Stadstuin Overtoom and Kolenkit located in Amsterdam North West. Both are part of a larger urban renewal programme, that brings together the local government and housing corporations to work together to improve the social and economic conditions of the district. The aim of the renewal is to create more private rental houses and homeowners in the neighborhood, also having a positive affect on livability in the area.

Kolenkit has limited social activity because there are almost no facilities, or other commercial activities in the neighbourhood. The main aim of the renewal plan is to create a more diverse supply of houses to attract young families, starters and young urban professionals to move into the neighbourhood.



Natalie Jones
Social Integration
Topic Group Leader



Amsterdam, June 2017

At the first edition of the International Social Housing Festival that took place in June 2017 in Amsterdam, the group presented best practices of inclusiveness, migration and refugee housing:

Pairing up students and refugees

Startblok Elzenhagen is a housing project for Dutch students and permit holders between 18-27 year olds in Amsterdam Noord. The project is an initiative by the Dutch housing associations Eigenhaard en De Key and the municipality of Amsterdam. *“The whole project is about integration by participation. Every permit holder has a Dutch student as a buddy. And groups of 10-20 tenants share a living room and a kitchen. To join the project, students have to show why they want to live with permit holders. They also must point out what role they want to play in the community, for example a group manager or a handyman.”*

Internships for second-generation immigrants

Copenhagen BO-VEST supports vulnerable young people from disadvantaged residential areas into jobs, by connecting young people with local contractors who are looking to appoint

internships and apprenticeships. Video CVs are used as opposed to traditional written means, to allow the employer to gain a better insight into the applicant's personality. Many of these young people are second-generation immigrants who can be stigmatised at the job application stage because of their name.

Soccer as a starting point to integration

In Linköping, Sweden, young immigrants were found to be frequenting the streets at night. In response, Stångåstaden opened a gym offering a free game of night soccer. Due to the scheme's success, the crime rate was found to have reduced by 48% during these periods. After one year, the older boys decided to start a soccer club. Every week, 50 children were engaging and participating in the club. As the older boys began to climb the higher divisions of the soccer competition, they become role models for the younger kids.

Volunteering tenants help refugees

In the city of Helsingborg, Sweden, refugees were being housed in the city's most socio-economically prosperous residential areas. However, host communities were not always so welcoming and supportive of this approach, leading to the initiation of negative social media campaigns. To address this issue, open house meetings were organised with host residents and they were asked about what makes a happy and resilient neighbourhood. Many of the residents agreed that it was important for new arrivals to be welcomed for the benefit of the wider community. Slowly, opinions began to change with residents wanting to do something for the refugees. *“In the end a system of continuous participation evolved. We only helped to structure the volunteer work.”*

Bristol, November 2017

In November we were hosted by Ashley Community Housing; a social enterprise specialising in the economic, social and civil integration of refugees through accommodation and community based training support.

During the two-day visit, the Topic Group gained a deeper insight into how Ashley and Bristol City Council interact with the situation of UK refugees. Ashley also demonstrated their role as a thought leader and how they are 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.



Ageing Topic Group

The group aims to improve quality of life for the elderly by enabling them to live independently in homes and communities that are adapted for their needs and allow inclusion. The group shares knowledge and best practice regarding housing stock and services in our properties, as well as in the wider community.

During 2017 the group met on 3 occasions; in Dortmund, Linköping and Helsinki. The meeting in Helsinki was a jointly organised with EFL. We have covered topics such as adapting homes with small measures, tenant surveys focusing on the elderly and generational living.

During the year, three of our member companies have utilised the Age Awareness Day material produced by the group in 2016. This has led to an increased awareness in our home companies, and has also led to discussions about how to develop this knowledge even further.

The Ageing Topic Group is a perfect platform to receive and to share knowledge and experience about the challenges concerning an older population. Field visits, where you can see different examples and solutions of the member companies of Eurhonet, are an important part of every meeting.



Field visit in Dortmund, Germany

In February 2017, the Topic Group was hosted by DOGEWO21 in Dortmund. We visited Lottringhausen, an area of about 720 apartments (among them about 120 in a high-rise building). The whole quarter was modernised in the past few years with a strong focus on removing barriers in the houses and the outdoor areas. Where possible, elevators have been attached to existing four-storey houses. The high-rise provides a common room for all tenants and a guest flat.



A neighbourhood community centre was created in the middle of a small shopping centre. It is financed by DOGEWO21 and run by a part-time employee of Diakonisches Werk (a charity organisation). This neighbourhood agency is a place to meet and especially a place to have social interaction and neighbourhood activities. From the very beginning, visitors and guests were encouraged to plan and organise activities on their own. Meanwhile the majority of all events (such as cooking, learning languages, photography, discussions, walking, etc.) are run by the tenants. An elected advisory board of tenants supports all activities and is responsible for networking with other “players” in Löttringhausen such as schools, churches and the “village association”.



Field visit in Linköping, Sweden

Stångåsstaden in Linköping hosted our meeting in May. We visited three different properties with different concepts:

RYD 55+: a property built in the 1960s that has recently been converted to provide housing for

tenants over the age of 55. The apartments are small, keeping the rental rates at an affordable level, and are close to local services.

VALLA 70+ Secure Living: a newly-built property with larger apartments, a senior host and communal areas where tenants can choose to participate in a variety of activities.

CITY 55+: a newly-built property in the city centre, built to a very high standard, that even includes a sauna and relax centre on the top floor and a wine cellar in the basement.

All these initiatives are controlled by Lorenza, who offers help and support for all the different projects. Her goal is to assist older people to continue their activities independently.

Some of the volunteers have been part of the association for years. They also organise other projects and provide for various activities for people of all ages and families.



Field Visit in Helsinki, Finland

Our meeting in August was hosted by EFL in Helsinki, Finland. The visit centred around “Generations Block”, a housing area built in 2011.

The idea was to create a concrete city innovation by collecting a group of companies and designing a block based on a network of different companies

and diverse end-users (younger tenants/students, older tenants and tenants with special needs). Today, 6-7 years later, the city block is a true life test-bed of intergenerational living in Helsinki. Their research continues with universities to find out the impacts of intergenerational living.



Nicola Westerberg
Ageing Topic
Group Leader



IT in Housing Topic Group

The Topic Group's aim is to share best practice and innovation to help deliver business efficiency and customer satisfaction through technology and communication.

In 2017 the group met twice, in March in Munich and in October in Paris, to discuss a wide variety of topics, these included the review of best practice from across Europe. Key topics for the group at our meeting in Munich were General Data Protection Regulation, digitising the tenant life cycle, assisting tenants to swap homes, using digital collaborative platforms, and visiting the Smarter Together EU Project in Munich. This was also our first joint meeting with the EFL Digitalisation Working Group. Key topics for our meeting in Paris were building information management, innovation topics of Social media usage, Apps, blockchain, digital strategy development and the use of voice interaction and integration such as Amazon Alexa.





As part of the first meeting in Munich, the group also organised a study visit to the “*Smarter Together*” EU Project where the innovation in technology that is being introduced in existing apartments and community areas was presented to the group. With the aid of cutting-edge technology and the intelligent use of data, the aim of Smarter Together is to reduce fossil fuel consumption in the Neuaußing-Westkreuz/Freiham district and improve residents’ quality of life.

In 2017 the group decided to merge with the Task Force Communication, officially becoming part of the new IT in Housing and Communications Topic Group.



Stuart Hitchman
IT in Housing Topic
Group Leader



CSR Topic Group

Towards the end 2017, the way Eurhonet worked with CSR was reconsidered. The outcome of this process led to the proposal to organise a high-level strategic workshop once a year while continuing to collect and share good CSR practices via the Eurhonet CSR Awards and CSR Cards.

The last two meetings of the group took place in March in Örebro, Sweden, and in May 2017 in Karlsruhe, Germany.

In Örebro the group focused on crime prevention and antisocial behaviour. Projects on how to increase safety in neighbourhoods by developing relationships with key partners and increasing the collaboration with tenants were presented. A good example was represented by the project *"The Human Behind the Uniform"*, an initiative led by ÖrebroBostäder AB aimed at creating security without adding more locks, alarms and fences.

In Karlsruhe the group approached the theme of sustainable regeneration by exchanging, in light of the increased construction costs and the high demand for housing in large cities, good practices on how to regenerate and manage the housing stock in a sustainable way.





The second CSR Award

Following the success of the first edition, in 2017 the group ran the second edition of the Eurhonet CSR Award. The idea behind this initiative is to collect, recognise and celebrate good CSR practices that Eurhonet members put in place in their day-to-day work and share them within our network while involving more and more companies.

The four best projects shortlisted were then presented and awarded during our General Assembly in October 2017 in Turin.



CSR Cards

CSR Cards represent an excellent way for our members to showcase their work on CSR in the following categories:

- Local social sustainability;
- Environmental sustainability;
- Economic responsibility and sustainability;
- Good governance and fair relations with stakeholders, and
- Responsible human resources management.





Improvement Task Force

The Eurhonet Improvement Team – Developing Eurhonet to support its members!

In 2017 I was invited to take over the leadership of the Improvement Team, and I would like to start by thanking Roger Rådström from ÖrebroBostäder for his many years great service supporting the work of Eurhonet, I am so pleased he has agreed to stay on as a member of the team to help us through the next phase of our work. As we say in the UK he has left me with “big boots” to fill!

We have achieved a huge amount over the last twelve months. We have reorganised and embedded the way Eurhonet conducts its business through the Eurhonet cycle and in 2017 we were pleased to publish our New Business Plan for 2018/19, which was launched at our General Assembly in Turin. The New Business Plan shows how we have connected together all the activities Eurhonet undertakes to issues and opportunities we want to work on together. Eurhonet members can see clearly the outcomes they can expect from engaging with Eurhonet, and the Executive Committee can clearly see what the members are wanting from our organisation.

Building on this success we have supported the Marketing Task Force in achieving an expansion in membership, and in 2017 we welcomed seven new member organisations. Other achievements have been the introduction of new ways of working for the Topic Group and Task Forces, and work to prepare for new Workshops on Investing in the Existing Stock, Expanding Modular and System Building and Human Resources and Workforce Development. We also focussed on ensuring Eurhonet has a strong financial basis to sustain the organisation in the future, and we will continue to work on this in the coming twelve months.

2018 brings fresh challenges, and we will be looking forward to working on the next version of the Business Plan, working with Topic Group and Task Force Leaders on their plans for the future of their groups and exploring even more new and exciting ways we can engage with members. We all work in challenging times, and we are stronger together, so I look forward to working with my talented colleagues in the Improvement Team as we work to turning these great ideas into reality.

I would like to say thank you to the Improvement Team for their support, to all the Eurhonet membership for their positive engagement in the changes we have introduced, and to the Executive Committee for their leadership and direction.



Ian Ankers
Improvement Task Force Leader



Communication Task Force

In 2010 Eurhonet decided to establish a small group of communication professionals with the task of supporting Topic Groups and the Secretariat with any communication-related issue. And so we did, under the motto of always trying to “keep it simple”!

For example, we developed the Eurhonet's graphic identity and the new website and newsletter. We have also introduced social media as a communication and marketing channel. Furthermore, representatives from the Communication TaskForce took part in various Topic Group meetings to bring in their expertise and supported the Secretariat when asked for.

In 2017 the work of the Communication Task Force as we know it has come to an end; not because communication issues are no longer important - quite the opposite! Indeed, in the light of all new needs and the rapid technical developments our work complements more and more that of the IT in Housing Topic Group. For this reason we worked together during 2016 and in 2017 the Task Force Communication officially became part of the new IT in Housing and Communications Topic Group.

Keep up our mission, always try to help and as always – keeping it as simple as possible!



Lars Löfgren
Communication
Task Force Leader



Marketing Task Force

In the beginning of 2012, the EC discussed the possibility of expanding the network with new member companies. A dedicated Task Force was set up to work towards this objective.

Since May 2016 the EC decided to offer companies that applied for membership a trial period at a discounted rate to evaluate their participation in the network. Companies that apply for membership were offered free participation for the first year and a discounted rate of 50% of the membership fee for the second year. This approach has been a success factor for the Marketing Task Force.

In June 2017, Eurhonet had a stand at the CIH event in Manchester as one of the key marketing activities of the year. A meeting was also held in Vienna in December 2017 that led to Wiener Wohnen applying and becoming a new member in 2018.

The result for 2017 were seven new members; two from the UK (SYHA and Tuntum Housing Association), two from France (Vosgelis and Opal), two from Sweden (HFAB and Skövdebostäder) and one from Italy (CISPEL).

We have ongoing discussions with housing companies and organisations in the member countries. Marketing activities are also planned in the UK during 2018 to continue growing in the UK. The plan for the coming years is continue expanding the number of members in existing member countries.



Fredrik Törnqvist

Marketing
Task Force Leader



EU-Funding Task Force

The mission of the EU-Funding Task Force is to increase the access to funding and the participation of Eurhonet members in EU programmes.

In November 2017 I took over as lead for the EU Funding Task Force. To date we have had no meetings to bring together Eurhonet members who are interested in jointly bidding for European funding. However, that has not deterred us and we have been looking at sources of funding with the Sustainable Construction Group, as of yet we have not found a suitable funding source for the programme of work they wish to carry out, but I am sure that we will find a programme fairly soon.

In 2017 we also began exploring the possibility of accessing Funding for the Exchange Programme and the Junior Executive Academy with the Erasmus+ funding programme and although the funding streams available were not appropriate at the time, we think this is a possibility for the future.

The General Assembly of 2017 explored funding as one of its main topics and many members and organisations came along to talk about their funded projects, this was my first official role as Lead for the Funding Task Force. The range of projects illustrated at the GA demonstrates the potential a variety of funding opportunities and partnerships in the Future.

The funding sources explored throughout 2017 include the Erasmus+ programme, Horizon 2020 and AMIF – The Asylum, Migration and Integration Fund.



Shauna Morton
EU-Funding Task Force
Leader

Calendar of activities 2017

FEBRUARY

- 16-17** Sustainable Construction Topic Group
Bremen, Germany
- 21-22** Ageing Topic Group
Dortmund, Germany

MARCH

- 7-8** CRS Topic Group
Orebro, Sweden
- 22-23** IT Topic Group
Munich, Germany
- 23-24** Social Integration Topic Group
Amsterdam, The Netherlands

APRIL

- 4-5** Improvement Task Force
Paris, France
- 5-6** Coordinators meeting
Paris, France
- 6-7** EC meeting
Paris, France

MAY

- 16-17** Ageing Topic Group
Linköping, Sweden
- 17-18** CRS Topic Group
Karlsruhe, Germany
- 30** Improvement Task Force
Gothenburg, Sweden
- 30-31** EC meeting
Gothenburg, Sweden
- 31** CEO Academy
Gothenburg, Sweden

JUNE

- 1** CEO Academy
Gothenburg, Sweden
- 13-14** Social Integration Topic Group
Amsterdam (as part of the ISHF)
- 14** Joint DREEAM & TRIME Conference
Amsterdam (as part of the ISHF)
- 20-21** Sustainable Construction Topic Group
Calais, France
- 27-29** CIH Conference & Exhibition
Manchester, UK

JULY

- 17-21** Junior Executive Academy
Bochum, Germany

AUGUST

- 21-23** Improvement Task Force
Manchester, UK
- 31** Ageing Topic Group
Helsinki, Finland

SEPTEMBER

- 1** Ageing Topic Group
Helsinki, Finland
- 11-12** Improvement Task Force
Paris, France
- 12-13** EC meeting
Paris, France

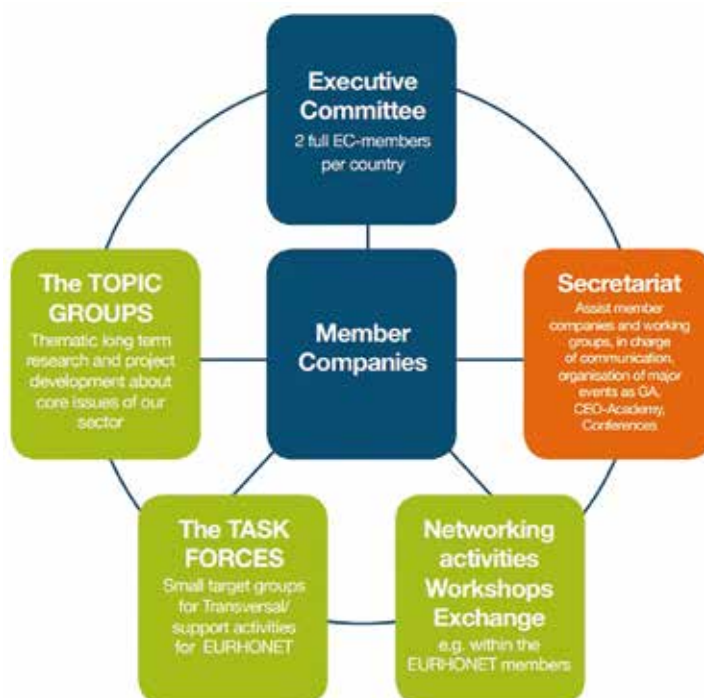
OCTOBER

- 4-6** Sustainable Construction Topic Group
Brescia & Bolzano, Italy
- 11-12** IT Topic Group
Paris, France
- 24** EC meeting
Turin, Italy
- 24** Topic Groups Leaders meeting
Turin, Italy
- 25-26** Open meeting and General Assembly
Turin, Italy

NOVEMBER

- 9-10** Social Integration Topic Group
Bristol, UK

Organisational Structure



EC Members

President Olivier BARRY - FSM, France

Vice President Jon LORD - Bolton at Home, UK

Vice President in charge of the organisation
Roger RÅDSTRÖM - ÖrebroBostäder AB, Sweden

Vice President in charge of finances
Anja BADER - GWG München, Germany

Francis DEPLACE - Delphis, France

Jean-Denis MEGE - Opal, France

Fredrik TÖRNQVIST - Stångåstaden, Sweden

Cathrine HOLGERSSON - Gavlegårdarna, Sweden

Thomas MAYER - GWG Mannheim, Germany
(replacing Jörg ZIMMERMANN)

Sybil WEGERICHS - Bauverein AG, Germany

Giacomina BOZZONI - ALER BCM, Italy

Gianfranco MINOTTI - IPES Bolzano, Italy

Steve STRIDE - Poplar HARCA, UK

Christopher HANDY - Accord Group, UK

Topic Groups Leaders

Sustainable Construction Topic Group

Johann Christian PLAGEMANN - GEWOBA, Germany and Remy DELBAERE - Habitat Picardie 62/59, France

Social Integration Topic Group

Natalie JONES - Accord Group, UK

Ageing Topic Group

Nicola WESTERBERG - Hyresbostäder, Sweden

CSR Topic Group

Cecilia SVEDIN - ÖrebroBostäder AB, Sweden

IT in Housing Topic Group

Stuart HITCHMAN - Rooftop Housing Group, UK

Task Forces Leaders

Improvement Task Force

Ian ANKERS - Bolton at Home, UK

Communication

Lars LÖFGREN - Hyresbostäder, Sweden

Marketing Task Force

Fredrik TÖRNQVIST - Stångåstaden, Sweden

EU-Funding Task Force

Shauna MORTON - Bolton at Home, UK

Exchange Programme

Malin WETTRE - Stångåstaden, Sweden



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.

EURHONET Staff:



Alessandro CESALE

Director General

Email: alessandro.cesale@eurhonet.eu

Phone: +32 2 541 0567



Sylwia KWIECINSKA

Administrative Assistant

Email: sylwia.kwiecinska@eurhonet.eu

Phone: +32 2 541 0567

Financial Result 2017

INCOMES	
Membership fees	236,421.79 €
Reimbursements and participation from meetings	7,622.25 €
EC Project (Dreeam)	23,449.25 €
Various incomes	2,814.04 €
TOTAL INCOMES	270,307.33 €

EXPENSES	
Rent office	18,914.47 €
Documentation/Post	344.42 €
Legal Tax	732.98 €
Secretariat	95,558.77 €
Accountancy	12,034.74 €
Website	3,485.19 €
International Travels	13,319.03 €
Coordinators	1,355.29 €
Dreeam Project	23,343.19 €
CEO Academy	4,327.39 €
Executive Committee	2,811.48 €
Junior Executive Academy	1,167.10 €
Meeting - Task Force Marketing	5,058.55 €
Meeting - Task Force Improvement Team	743.96 €
Meeting - Task Force Sustainable Construction	47,784.84 €
Meeting - Task Force Social Integration	146.53 €
Meeting - Task Force CSR	2,690.29 €
Meeting - Task Force IT in Housing	3,992.62 €
General Assembly	17,802.81 €
Annual Report	4,341.32 €
Bank charges	423.40 €
Other Expenses	1,207.00 €
Provision on Project DREEAM	800.00 €
TOTAL EXPENSES	262,385.37 €

ASSETS		
Financial assets	A:	252.00 €
Guaranty in cash		252.00 €
Amounts receivable within one year		108,654.59 €
Commercial credits		0.00 €
Payment to be received		202.26 €
Credit note to be received		906.04 €
Other amounts receivable		107,546.29 €
EU subsidies		105,811.80 €
Provision for social charges		1,734.49 €
Various advances to suppliers		0.00 €
Cash (current account KBC Bank) B:		250,702.25 €
KBC - Company account		251,136.67 €
Petty cash		0.00 €
Internal Transfers		434.42 €
TOTAL ASSETS		359,608.84 €

LIABILITIES		
Associative funds	A:	143,785.88 €
Permanent means - Share Capital		135,863.92 €
Balance		7,921.96 €
Result of the year		7,921.96 €
Amounts payable within one year B:		215,022.96 €
Financial debts		0.00 €
MasterCard		
Trade debts		195,919.10 €
Suppliers to be paid at 31/12/17		19,393.95 €
Invoices to be received		7,717.42 €
Deferred grant to be received		168,807.73 €
Taxes, remunerations and social security		19,103.86 €
Taxes (VAT to be paid at 31/12/17)		6,118.27 €
Withholding taxes		0.00 €
ONSS		0.00 €
Remuneration		0.00 €
Provision for holiday pay		12,985.59 €
Provision for liabilities and charges		800.00 €
Provision EU project DREEAM		800.00 €
TOTAL LIABILITIES		359,608.84 €

Result of the year	7,921.96 €
---------------------------	-------------------

Contact info

Eurhonet - The European Housing Network
18, Square de Meeûs, B-1050, Brussels

Tel: +32 2 541 0567

Email: eurhonet@eurhonet.eu

Website: www.eurhonet.eu



Members

Austria



France



Germany



Italy



Sweden



UK



*(Application process started at the end of 2017 – membership officialised in 2018)