

Housing the future



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This is Eurhonet!

We are a network of 40 housing providers from France, Germany, Italy, Sweden, Austria, Denmark and the UK. We play a key role in supporting our members to work together by maximising the opportunity to learn from each other, develop new ideas and innovate together.

Eurhonet's members have a mission of shared interest to serve customers and society as a whole. Each member of Eurhonet has 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 our network.

Eurhonet is a non-profit-making association with the objectives of:

- Improving the professional performance, internal processes and working methods of its members by sharing experiences and gathering, testing, implementing and benchmarking models of best practice;
- Supporting its members to invest in their staff and attract more new employees to the sector, as well as enhancing existing staff training and development opportunities;
- Reinforcing its influence and representing the interests of its members with the institutions and structure of the European Union, as well as with regional and national bodies, whilst fully respecting the principles of non-interference in the internal affairs of each member;
- Encouraging and supporting the participation of its members in EU projects and keeping them informed about relevant EU programmes and funding opportunities.

Eurhonet Members in 2019

Austria

Wiener Wohnen – Vienna

Denmark

Boligforeningen AAB – Copenhagen

France

Delphis – Paris

FSM – Melun

Habitat 62/59 Picardie – Calais

Opal – Laon

Vosgelis – Vosges

Germany

Bauverein AG – Darmstadt

DOGEWO 21 – Dortmund

GBG Mannheim – Mannheim

GEWOBA – Bremen

GWG München – Munich

HWB – Hofheim/Taunus

VOLKSWOHNUNG – Karlsruhe

Italy

ALER BCM – Brescia

ATERP Calabria – Catanzaro

FederCasa Piemonte – Torino

ATER Treviso – Treviso

CISPEL – Emilia-Romagna

IPES Bolzano – Bolzano

Sweden

Bostadsbolaget – Göteborg

Botkyrkabyggen – Botkyrka

Bostads AB Mimer – Västerås

Familjebostäder – Stockholm

Gavlegårdarna – Gävle

Halmstads Fastighets AB – Halmstad

Helsingborgshem – Helsingborg

Hyresbostäder – Norrköping

ÖrebroBostäder – Örebro

Skövdebostäder – Skövde

Stångåstaden – Linköping

Uppsalahem – Uppsala

VätterHem – Jönköping

Växjöbostäder AB – Växjö

Varbergs Bostad – Varberg

United Kingdom

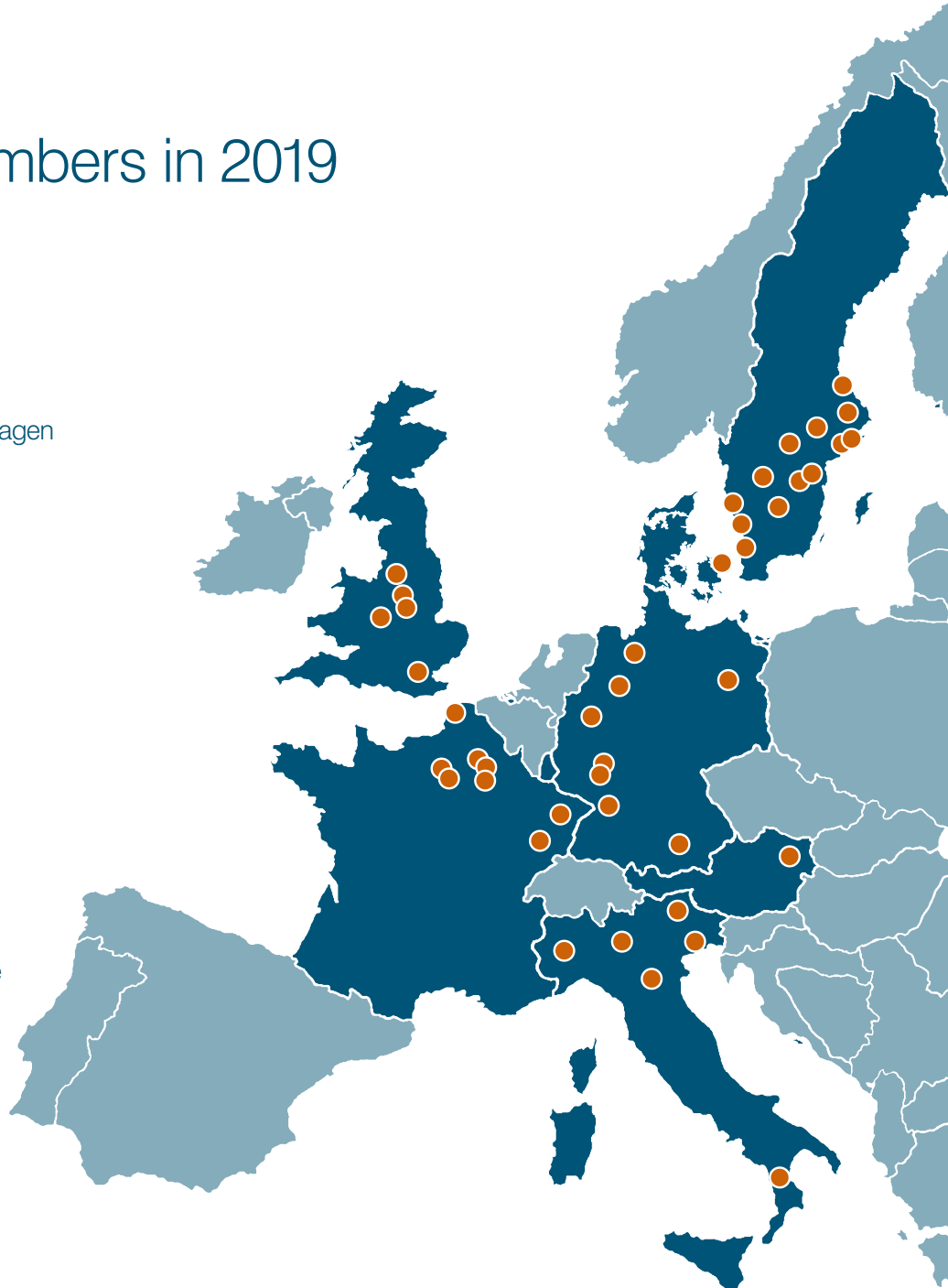
Bolton at Home – Bolton

MATRIX Group – Midlands

Poplar HARCA – London

SYHA – South Yorkshire

Tuntum Housing Association – East Midlands





Foreword from the President

It is an honour to be President of Eurhonet and follow on from Oliver Barry, who was previously the Chair. Many thanks to Oliver for his three years in the role.

Eurhonet is getting stronger each year with new members joining from both existing and new countries. We are particularly pleased to have welcomed members from Austria in 2018 and Denmark in 2019.

An important part of Eurhonet is the shared learning we get from each other, whether that is through visits, exchanges, seminars or the Topic Groups, or via our website through the WhiteBook or our Best Practice library. We are particularly grateful to the members who volunteer to organise and attend our groups and events as organisations only get real benefit if staff and leadership teams are encouraged to get involved.

There will be a real focus on increasing the opportunities for staff exchanges in the coming year; it is one of the ways that our staff can learn from each other. Also, we will be encouraging member housing companies to use the network to arrange visits to learn more from each other on a particular topic.

One of our events which has proved more and more successful is the Junior Executive Academy, which is a week-long, quite intensive exercise for staff who are coming through in our organisations. Feedback from participants has been extremely positive and we look forward to an even more successful Academy in 2020.

Thank you to all our members for their support in 2019 and to our staff in Brussels. Here's looking forward to 2020/21.

Jon Lord
President of Eurhonet

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The Exchange Programme

The main goal of the Eurhonet Exchange Programme is to share and develop competencies, ideas and working methods. This will result in improved performance for both the sending and hosting company and help Eurhonet companies be seen as a more attractive employer.

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

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 are asked to write a study report to be published on the Eurhonet website.

Since the programme started in 2011, about 40 exchanges have taken place involving some 70 employees from all across Eurhonet countries. In 2019, 4 exchanges took place involving employees from 7 different companies.



Malin Wettre
Exchange Programme Coordinator



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.

The 2019 CEO Academy took place on 4th and 5th June in Bologna, kindly hosted by ACER Bologna, one of the 9 companies gathered under the umbrella of the CISPEL network.

The main theme of the Academy was “Innovation in the Digital World”. Following the inspiring keynote speech of Mr Andreas Lingers, Chief Development Officer at Gavlegårdarna, CEOs split into three groups to discuss key challenges and opportunities offered by digitalisation and automation, including:

- How to shift from legacy business models of suppliers and instead build open platforms?
- How to manage organizational resistance to change?
- How to address the lack of available or skilled personnel?

- How to collect big data and apply artificial intelligence and robotization for proactive facility management?
- What digital customer services and other digital services shall we provide?

In the afternoon, CEOs had the opportunity to learn more about ART-ER, a consortium aiming at fostering Emilia-Romagna's sustainable growth by developing innovation and knowledge, attractiveness and internationalisation of the region. Participants had then the chance to take part in a guided tour in the city centre of Bologna.

The CEO Academy was followed by the Strategic Workshop “Exploring the growth and diversification of our Companies” (see paragraph Strategic Workshops).



Junior Executive Academy

An annual event providing the opportunity for 'rising stars' to spend a week learning from each other, other housing experts and CEOs. Participants engage in active learning and work on a real project throughout the week.

The 6th Eurhonet Junior Executive Academy took place over 29th July to 2nd August at the European Business Centre (EBZ) in Bochum, Germany. As previously, the 2019 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 redefining 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 feedback from the 2019 participants!





Kim Harz

Team Leader in the
area real estate
management

VOLKSWOHNUNG
GmbH

Karlsruhe, Germany



Nicola Canepa

Employed in the
technical area

ALER Brescia-
Cremona-Mantova

Brescia, Italy

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

I met some great people from other countries in Europe and refreshed my English.

**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?**

This experience has led me to analyse projects from a global, and not just technical, point of view. Open my mind more towards different solutions and share and analyse problems to find the best solution.

**Can you describe Junior Executive Academy
in three words?**

Interesting, international, people.

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

Comparing one's working methods with people who carry out the same tasks in other countries is certainly challenging and formative. I have learned to evaluate work from multiple points of view and that everyone, with their own skills, can contribute to providing a better product.

**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?**

This experience has led me to analyse projects from a global, and not just technical, point of view. Open my mind more towards different solutions and share and analyse problems to find the best solution.

**Can you describe Junior Executive Academy
in three words?**

Inspiring, challenging, future oriented...but not really "Junior".



Christer Jakobsson
Local Housing
Manager
ÖrebroBostäder AB
Örebro, Sweden



Christian Evraert
Sales and Acquisitions
bauverein AG
Darmstadt, Germany

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

I have developed my thinking about sustainable refurbishment. I gained more understanding that many different factors must be taken into account during the process. The whole week was amazing and I've had the chance to meet wonderful colleagues around the world.

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?

I think that the Sureuro game strengthened my role in everyday life and I understand better how important it is to listen to all aspects and everyone's opinions before and within a project. With constant time pressure and constraints on the economy, it is important to prioritize and learn to work based on the resources you have, and this made our team win the competition.

Can you describe Junior Executive Academy in three words?

Challenging, Venture, Community.

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

I've enjoyed the team environment and the respectful and goal-oriented communication. It was great to see how everyone contributed to the overarching goals. The experience bolstered both my communication and language skills.

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?

The activities improved my ability to communicate my goals and decisions clearly in a team environment. Also, I'm now the go-to guy for English-speaking clients ;)

Can you describe Junior Executive Academy in three words?

Energetic, communicative, exciting!



Björn Boeke

Clerk – Rent
development and
management

GEWOBA

Bremen, Germany

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

I learned a lot about sustainability, working as a team and bringing in individual knowledge and experience. The task was challenging for all members and pushed us to the limit. The result made me proud and opened my eyes how effective respectful and ambitious cooperation can be.

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?

I give even more value on working together with other colleagues and building networks. I try to let other people participate from what I have learned especially in meetings and team work. A respectful and ambitious cooperation

Can you describe Junior Executive Academy in three words?

International, educational, sustainable.





General Assembly

The 2019 General Assembly, hosted by our Swedish member Familjebostäder, took place over 24-25 October in Stockholm.

The first day was dedicated to the conference “The Digital World”. The 90 delegates had the chance to discuss opportunities to turn digitalisation and digital real estate development into business opportunities and network and learn about what other Eurhonet members are doing to meet the challenge of the digital world.

In the afternoon participants had the chance to visit “Älvsjöstaden”, Familjebostäder’s largest construction development project and experience at first-hand how service robotics and artificial intelligence will improve management and maintenance functions for the wellbeing of residents.

On the second day we assessed the work done over the last year by the different Topic Groups and showed how the network worked together towards the five strategic objectives. The new Eurhonet Business Plan 2020-2022 was also presented, underlining the challenges ahead and the related work programme.

The Ceremony of the fourth 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.

The best 3 projects shortlisted by our Jury members were:



1st place: Age better in Sheffield SYHA (UK)

Age Better in Sheffield (ABiS) is a 6-year, £6m programme to help 26,710 people aged over 50 to build social connections and improve their wellbeing by reducing loneliness and social isolation.

By sitting as core partners alongside public health and academic experts, older people are enabled to influence the policy making process where their lived experience contributes to the design, delivery, evaluation and ultimately success of the programme and related initiatives.



2nd place: Talent Match Poplar HARCA (UK)

Talent Match was set up as a response to young people saying that unemployment was the key issue affecting their lives. Through a partnership work, the project seeks for long term positive Social Return on Investment (SROI) for the territories by finding and engaging young people not accessing services who were experiencing complex and multiple barriers that prevented them from getting employment.



3rd place: Holiday Kitchen Accord Group (UK)

Holiday Kitchen, offers family wellbeing activities and healthy communal meals for pre and primary aged children and their families during school holidays periods. This positively responds to holiday risks which are most acute during the long summer breaks. Using a formula of learning, food and play for families when they need it most, Holiday Kitchen focuses support on three primary outcome areas:

- Improving access to and experiences of good holiday nutrition
- Strengthening peer and family relationship
- Engaging families in inclusive educational play and physical activities.

Sustainable Construction Topic Group

Taking sustainability to the next level through the sharing of best practice and learning in the delivery of energy efficient, low carbon housing, tackling fuel poverty, and minimising material waste and pollution.

The group considered a wide range of subjects across the year. A key theme is how different countries are approaching the development of nearly-zero energy homes, mandatory from 2021. This sat alongside the discussion of climate goals and targets being introduced at both national and regional levels to meet the climate emergency.

The retrofit of our existing homes is also a major challenge and a recurring theme at meetings, and we explored this in the context of the 'Energiesprong' approach and the DREEAM project pilots. We also considered the impact of tenant behaviour on building performance, visiting the 'HSB Living Lab' in Gothenburg, and discussing the role of carbon literacy training for employees.

Recognising the impact of building materials on the environment we explored the re-use of materials such as bricks in new buildings. Finally, an ongoing thread in our meetings is the development of 'BuildTog++' projects by member organisations, to demonstrate sustainable construction and retrofit in practice.

This sits alongside the Whitebook project (<https://whitebook.eurhonet.eu/>) which we continue to develop and which acts as our 'electronic brain', pulling together our collective knowledge from meetings and elsewhere. The Whitebook helps us share information with staff from our member organisations who not directly involved in the Sustainable Construction Topic Group.



Padiham – UK

As part of the first meeting of the year that took place in February in Manchester, the group had the opportunity to visit the pilot site run by Places for People in the framework of the EU-funded project DREEAM.

The housing scheme was a mix of 109 properties of varying archetype, which were heated predominantly by electric storage heaters with 19 gas heated properties. The renovation works involved installing multiple energy efficiency measures, such as external wall insulation, solar panels, new efficient heating and hot water systems, internal ventilation systems and new UPVC windows.

The energy consumption of 9 of the dwellings has been monitored pre and post renovation in order to see the difference made by the works. The project successfully met the goals to increase the standard of energy services to customers, reduce tenant's turnover and make the scheme a neighbourhood of choice.



Treviso – Italy

The cooperation between the Sustainable Construction Topic Group and the DREEAM project continued on the occasion of May's meeting in Treviso.

The group also attended the conference “Tools, technologies and cost-zero innovative financial models for nZEB renovations in social housing” that our colleagues from ATER organised in order to present the results of their experience with the DREEAM project and zoom-in into the contracts that regulate the relationship between ATER/ESCO and ESCO/tenant and data management and their implications in the light of the new GDPR regulation.

As part of the event, the group visited the DREEAM “Borgo Furo” pilot site consisting of two residential buildings with 18 dwelling each, located on the outer edge of Treviso in the Borgo Furo district. To conclude the day, the group also visited a zero-energy wooden building run by ATER with geothermal, solar and photovoltaic systems.



Gothenburg – Sweden

As part of the last meeting of the year that took place in September in Gothenburg, the group had the opportunity to visit the ‘HSB Living Lab’, a research and demonstration arena where different sustainable living solutions are tested and heavily monitored in a live environment.

The scheme, whose aim is to create knowledge of a more sustainable lifestyle in the home, is located at the University of Chalmers’ campus and includes homes for students and guest researchers. The building was completed in June 2016; short and long-term research projects will be taking place inside HSB Living Lab throughout the project’s ten-year life span.



Johann Christian Plagemann

Sustainable Construction
Topic Group Co-Leader



Gordon Watts

Sustainable Construction
Topic Group Co-Leader



Courtesy of AAB

Social Integration Topic Group

Examining how housing providers can further promote and foster social integration by harnessing their asset platform and partnership networks to support and assist our most vulnerable residents and communities including young people, older people, migrants and refugees.

In 2019, we continued to work with the EFL Social Domain Working Group and started to examine different community-led housing approaches. This culminated in the showcasing of good practice case studies at the 2019 International Social Housing Festival in Lyon, where we were able to give examples of small-scale micro community-based projects through to large scale self-organised housing models.

A key focus of our work has also been trying to better understand how we can effectively engage with younger people in order to build more resilient and integrated communities. We particularly focused on the integration of younger citizens to address the absence of youth services and the escalation in gang culture, drug dealing, extremism, and mental health. We also continue to keep a watching brief on developments in social value and impact measurement tools and good practice.



Natalie Jones
Social Integration
Topic Group Leader

Amsterdam – The Netherlands

Our first meeting took place in April and was hosted by EFL member Eigen Haard in Amsterdam. The primary focus of the meeting was to start developing the workshop content for the International Social Housing Festival framed around the following two questions:

- How can we stimulate and support community-led housing and tenant self-management?
- How can we build stronger inclusive and integrated communities?

Eigen Haard also introduced us to their self-managed scheme for young students and permit holders and a scheme for new starters where they have converted a former office building



into affordable living space with a heavy focus on the maximising the provision of communal space and collective living to encourage social interactions and facilitate a sense of community and belonging.

Lyon – France

In June, we were hosted by the International Social Housing Festival where we presented to the audience several different case studies both from Eurhonet and EFL's members. For example, from France we have learned their approach to social innovation in transforming community living; from Germany, how they are addressing the needs of isolated older people living in rural areas and from Italy, how collaborative housing solutions are supported. We have also learned the Dutch approach to enabling mixed tenant-led housing management and we have also heard



the UK's call to action for more self-organised housing such as housing cooperatives.

London – UK

In September, we were hosted by Poplar HARCA in London. Poplar's staff introduced us to their youth engagement and leadership programmes and the work they are doing as part of the UK government's 'Building a Stronger Britain Together' integration agenda which advocates investment in young people to grow leaders of the future and as a result build stronger more resilient and flourishing neighbourhoods.





Ageing Topic Group

Inclusion and independent living for the older generation. The Aging Topic 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 has met on 3 times in 2019: in Manchester, Munich, and in Norrköping, covering topics such as accessibility and social inclusion and loneliness and isolation.

The group also looked at future areas of focus for 2020 and onwards. This will include:

- Producing a factsheet for Eurhonet members, detailing ideas to tackle isolation through promoting neighbourhood and community development and activities.
- Working together with other Topic Groups, influencing their work to include the ageing population.

- Promoting a healthy lifestyle to ensure long-time well-being and reduction of health-related illnesses.
- We also received a task for 2020 from the Executive Committee: create a description of “best practice” for Intergenerational Living.

The Ageing Topic Group is a perfect platform to receive and to share knowledge and experience about the challenges concerning an older population. An important part of every meeting is field visits, where you can see different examples and solutions of the member companies of Eurhonet. Here are the highlights of 2019:



Nicola Westerberg
Ageing Topic Group
Leader

Manchester – UK

In March 2019, the group was hosted by Johnnie Johnson Housing in Poynton, Manchester, UK.

We were fortunate to visit “Speys House”, a sheltered accommodation that is currently being renovated in order to encourage interaction between the residents.

The scheme also has an on-going project with a local school. The older tenants of Speys House interact with the young school children in different projects, with the aim to reduce isolation and to increase understanding.



Munich – Germany

Two Topic Groups came together in May 2019 in Munich to identify a common project that they could work on together, to combine their areas of expertise to create a positive outcome for our customers. The group agreed on creating “The Ideal Customer Portal” as a suitable project, and that will be the continued focus of our next joint meeting in Autumn 2020.



Norrköping – Sweden

Our final meeting of 2019 was hosted by Hyresbostäder, Norrköping. Apart from working on a review of the current factsheets and also sharing examples of projects aimed to reduce isolation and encourage integration, we also visited a newly-built “70+” housing area.





IT in Housing - Digital Communications and Technology Topic Group

Sharing best practice and innovation to help deliver business efficiency and customer satisfaction through technology and communication.

In what way can technology help us to improve not only our customer services and thus our customers' lives, but also our companies in their organizational structure and way of working? How can we help our customers but also our staff to adapt to the arising demands regarding skills and knowledge? And why is communication so crucial for the success of the digital transformation process? These questions are at the center of our Topic Group.

Following these questions, we put the focus of our two meetings in 2019 on topics such as the digital maturity of our companies, digital accessibility, internal communication and digital leadership.



Munich – Germany

We invited the Aging Topic Group to our first meeting that took place in Munich in March 2019 in order to discuss common grounds and possible future topics we can work on together. Since technology offers a wide range of products and services to seniors and at the same time many already existing services have to be redesigned in order to attract also seniors and handicapped people, we see a strong link to the Aging Topic Group. Thus we've decided to have another common meeting in 2020 and to work on "The Ideal Customer Portal", taking into consideration aspects of both Topic Groups.



Linköping – Sweden

Our second meeting took place in Linköping in October 2019. The meeting was a perfect mix of discussion and project presentations focusing on digitalization, digital twins and internal communication processes. We also visited Linköping Science Park and got to know three different startups: one working on the Internet of Things, one on end user-focused platform solutions that combine users' connected devices and new services as well as customer communication, and one working on built-in sensors that measure the moisture of walls wirelessly.



Thomas Harry
IT in Housing Topic
Group Co-Leader



Alessia Pareschi
IT in Housing Topic
Group Co-Leader



Strategic Workshops

In line with the objectives set in our Business Plan and in order to complement the work of our Topic Groups, the following Strategic Workshops took place during the year:

Workshop “Growing and diversifying our companies”

5 June 2019 - Bologna, Italy

As part of the 2019 CEO Academy, through this ad hoc workshop participants had the opportunity to exchange on their companies’ growth and diversification strategies.

Through roundtables and breakout groups, CEOs shared their companies’ operational structures, discussed driving or inhibiting factors both at country and company level, and exchanged views on their respective operating frameworks identifying what could be a barrier to



operations and investments in non-core activities. Lessons learnt and plans for the future were also presented and discussed.

Workshop “Community building and collaborative housing in the EU”

7 June 2019 - Lyon, France

During the second International Social Housing Festival that took place in Lyon from 4th to 8th June 2019, Eurhonet and EFL organised a joint workshop on community building and co-housing as response to changes in society, rising living costs and problems in the housing market.

The audience had the opportunity to hear best practice from all across the EC covering examples of tenant involvement, and collaborative and self-managed housing schemes. To complement the workshop,



participants were offered an excursion to view some mural art in Lyon, which was created as a result of cooperation between the housing provider Vilogia, Cité Creation and the residents.

Workshop “Integrated Communities”

26 September 2019 - London, UK

Some 20 delegates from 13 Eurhonet companies from France, Italy, Germany, Sweden and the UK attended the workshop and had the opportunity to learn more about Poplar HARCA’s approach in supporting its diverse community. As part of the programme, participants also undertook three study visits to community projects and meet the Staff Team who designed and delivered these initiatives in partnership with residents.

Participants also got to know more about Spotlight and in particular the role that young people play in volunteering and supporting



their local community. Youth volunteering and empowerment is a key part of Poplar’s work; the contribution that young people have made is truly inspirational!

Workshop “CSR”

14-15 October 2019 - Ferrara, Italy

After the first year of formal implementation of the EU Directive on the disclosure of non-financial and diversity information (Directive 2014/95/EU), workshop participants discussed how housing companies have dealt with the directive and which lessons could be drawn from this first experience.

The group looked at how social and public housing providers could take advantage of the European Commission’s Action Plan on Sustainable Finance and the conditions



(transparency, legibility, clarity, types of information...) set in it in order to get access to better financing.



Improvement Task Force

Many of us face similar challenges and opportunities as we work towards the shared goal of providing and managing affordable homes across the European region.

As Eurhonet has grown still further we are even more aware of our responsibilities to you as our members to do more to promote the significance of our work sharing best practice and working together to improve what we do. New challenges lie ahead, and the Improvement Task Force has been thinking about how we can change and improve Eurhonet even further in 2020, to make sure our governance and structures are fit for purpose, and able to support the delivery of our new three year business plan.

Change is key theme for our new Eurhonet president, Jon Lord, CEO of Bolton At Home Group. Innovation is needed to meet some of the common problems we all face and the Improvement Task Force hopes to support members on developing and implementing new ways of working and responding to the housing

needs of the communities we all serve. The network is growing stronger and I am looking forward to the new and exciting work we will be doing together. Your contributions are vital to this, and the Improvement Task Force is looking forward to hearing from you all in 2020.



Ian Ankers
Improvement Task Force Leader

Marketing Task Force

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

Eurhonet has been constantly growing year after year. A turning point was May 2016, when the Executive Committee decided to offer companies that apply for membership a trial period at a discounted rate to evaluate their participation in the network. This new policy has been a success factor for the Marketing Task Force and has been applied so far to attract new members.



Looking at 2019, three new companies joined Eurhonet: Varbergs Bostad, Hofheimer Wohnungsbau GmbH and ATERP Calabria, which consolidated our presence in Sweden, Germany and Italy respectively. A fourth new member, Boligforeningen AAB, a large social housing provider operating in the Greater Copenhagen area, allowed us to be represented for the first time in Denmark. Eurhonet now represents 40 companies in 7 countries.

To complement our marketing activities, Eurhonet was also represented at the stand dedicated to international networks at the annual Congrès USH that took place from 24 to 26 September 2019 in Paris.

We have ongoing discussions with housing companies and organisations in all our member countries. The plan for the coming years is to continue expanding and consolidating our network!



Fredrik Törnqvist
Marketing Task Force Leader



EU Projects

DREEAM: Demonstrating an integrated renovation approach for energy efficiency on a multi-building scale

In 2019, the DREEAM Project that saw 15 partners from 6 EU countries working together over the last four years came to its end.

The final event, which took place at the beginning of September in Berlin, represented a great opportunity for the partnership (some 70 participants including project partners) to present to the public, policy makers and tenant representatives, the project's key findings, particularly the DREEAM Tool.

The project in a nutshell:

DREEAM focused on nearly Zero-Energy Building (nZEB) renovation of residential buildings. The uniqueness of DREEAM's approach was its multi-building focus. The project investigated the benefits of large-scale renovations on potential energy efficiency gains, inclusion of renewables and access to funding. DREEAM helps housing providers and cities in scaling up their renovation ambitions through an integrated set of services coming into play at different stages of a fully-fledged deep renovation project: investment planning, renovation design, quality assurance, energy consumption analysis and tenant engagement.

The DREEAM Tool:

The DREEAM Tool supports housing companies and municipalities in planning their renovations in a strategic manner. In doing so, it helps them address key questions that are of increasing importance for 'informed portfolio management':

- What part of the portfolio should be renovated and what improvements are technically and/or economically feasible?
- How should we incorporate policy-related targets (e.g. nZEB standards) into portfolio renovation planning?
- How should we maximize energy demand reduction and at the same time meet other key targets e.g. ROI, NPV etc.?

The functioning of the DREEAM Tool can be broken down into three key parts: Input Databases, Scenario Calculation and Solution Packages... find out more at www.dreeam.eu!





Calendar of Activities 2019

JANUARY

- 29-30** Improvement Task Force
Vienna, Austria
- 30-31** Executive Committee meeting
Vienna, Austria

FEBRUARY

- 4-6** Sustainable Construction Topic Group
+ DREEAM Study Visit
Manchester/Padiham, UK

MARCH

- 12-13** Ageing Topic Group
Poynton, UK (hosted by JJHousing)

APRIL

- 2-3** Improvement Task Force
Paris, France
- 3-4** Coordinators meeting
Paris, France
- 12** Social Integration Topic Group
Amsterdam, The Netherlands

JUNE

- 3** Executive Committee meeting
Bologna, Italy
- 4-5** CEO Academy + Workshop
“Growing and diversifying our
companies”
Bologna, Italy
- 7** Workshop “Co-housing in the EU”
in the context of the ISHF
Lyon, France

JULY

- 29-2 Aug** Junior Executive Academy
Bochum, Germany

AUGUST

- 21-23** Improvement Task Force
Brussels, Belgium



SEPTEMBER

- 11-12** **Improvement Task Force**
Paris, France
- 12-13** **Executive Committee meeting**
Paris, France
- 25** **Social Integration Topic Group**
London, UK
- 26** **Workshop "Integrated Communities"**
London, UK
- 30** **Sustainable Construction Topic Group**
Gothenburg, Sweden

OCTOBER

- 1-2** **Sustainable Construction Topic Group**
Gothenburg, Sweden
- 1-2** **Ageing Topic Group**
Norrköping, Sweden
- 14-15** **Workshop on CSR**
Ferrara, Italy
- 15-16** **IT in Housing Topic Group**
Linköping, Sweden
- 23** **Improvement Task Force**
Stockholm, Sweden
- 23** **Executive Committee meeting**
Stockholm, Sweden
- 24-25** **Open meeting and General Assembly**
Stockholm, Sweden



Organisational Structure



Executive Committee Members (as of October's 2019 General Assembly)

- **President:** Jon LORD - Bolton at Home, UK
- **Vice President:** Fredrik TÖRNQVIST – Stångåstaden, Sweden
- **Vice President in charge of finances:** Anja BADER - GWG München, Germany
- **Representing France:** Francis DEPLACE – DELPHIS, Hervé EUZEN – Opal, Olivier BARRY – FSM
- **Representing Germany:** Sybille WEGERICHT – Bauverein AG, Klaus GRANIKI – DOGEWO21
- **Representing Italy:** Mina BOZZONI – ALER BCM, Carlo SANSOTTERA – Federcasa Piemonte, Gianfranco MINOTTI – IPES Bolzano
- **Representing Sweden:** Cathrine HOLGERSSON – Gavlegårdarna, Lars LÖFGREN – Hyresbostäder i Norrköping
- **Representing the UK:** Christopher HANDY – Matrix, Steve STRIDE – Poplar HARCA
- **Representing Austria (Observer):** Daniel MILOVIC – Wiener Wohnen
- **Representing Denmark (Observer):** Christian HØGSBRO – Boligforeningen AAB

Topic Groups Leaders

- **Sustainable Construction:** Johann Christian PLAGEMANN – Gewoba, Germany & Gordon Watts – SYHA, UK
- **Ageing:** Nicola WESTERBERG – Hyresbostäder i Norrköping AB, Sweden
- **Social Integration:** Natalie JONES – Accord, UK
- **Digital Communications & Technology:** Thomas HARRY – Mimer, Sweden & Alessia PARESCHI – GWG München, German

Task Forces Leaders

- **Improvement Task Force:** Ian ANKERS - Bolton at Home, UK
- **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 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:



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Financial Result 2019

INCOMES	
Membership fees	276,563.00 €
Reimbursement / participation fee	0.00 €
European subsidies	73,242.85 €
Various income	0.00 €
TOTAL INCOMES	349,805.85 €

GENERAL EXPENSES	
Office rent	19,779.53 €
Documentation/Post	1,346.29 €
Website	2,457.91 €
Accountancy	8,714.61 €
Secretariat	80,622.23 €
International Travels	12,955.16 €
Executive Committee	2,563.77 €
General Assembly	27,502.57 €
CEO Academy	2,888.50 €
Coordinators	5,077.00 €
New Eurhicycle activities	1,321.48 €
Annual Report, Publication, Brochures	6,049.01 €
Consultancy	0.00 €
Bank charges	542.79 €
TOTAL GENERAL EXPENSES	171,820.85 €

TOPIC GROUPS & TASK FORCES	
Task Force EU-Funding	0.00 €
Task Force Improvement	9,312.98 €
Task Force Marketing	0.00 €
Topic Group Ageing	1,055.54 €
Topic Group Sustainable Construction	25,236.10 €
Topic Group Social Integration	995.24 €
Topic Group IT in Housing Communications	2,794.28 €
Trainee Programme	0.00 €
TOTAL TOPIC GROUPS & TASK FORCES	39,394.14 €

EU PROJECT	
DREEAM Project - staff costs	13,458.31 €
DREEAM Project - other direct costs	44,148.70 €
DREEAM Project - indirect costs	14,648.57 €
TOTAL EU Projects	72,255.58 €
TOTAL EXPENSES	283,470.57 €

ASSETS	
Financial assets	252.00 €
Guaranty	252.00 €
Accounts receivable	3,842.11 €
Notes receivable	- €
Other amounts receivable (provision social charges)	3,842.11 €
Pre-paid expenses	- €
Cash	289,917.89 €
KBC (current account KBC Bank)	289,917.89 €
Internal transfers	- €
TOTAL ASSETS	294,012.00 €
LIABILITIES	
Equity	223,674.05 €
Share Capital	157,338.77 €
Balance (result 2019)	66,335.28 €
Amounts payable within one year	37,215.82 €
<i>Provider payable</i>	<i>22,848.71 €</i>
<i>Deferred grant to be received</i>	<i>- €</i>
<i>Taxes, remunerations and social security</i>	<i>14,367.11 €</i>
Taxes (VAT 4T19 to be paid)	1,717.10 €
Tax withheld	- €
Social charges ONSS	- €
Remuneration	- €
Holiday pay provision	12,650.01 €
DREEAM: unspent amount on received instalment	32,322.13 €
Provision for liabilities and charges	800.00 €
Provision for DREEAM project	800.00 €
TOTAL LIABILITIES	294,012.00 €
RESULT OF THE YEAR	*66,335.28 €

*The large positive result is mainly due to the EU funding received for the DREEAM project that was concluded in September 2019.

