

*Housing the future*





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## This is Eurhonet!

**We are a network of 36 housing companies from France, Germany, Italy, Sweden 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.**

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 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 2016

## France

FSM – Melun  
Habitat Picardie 62/59 – Calais  
Le Foyer Remois – Reims  
Delphis – Paris  
Habitation Moderne – Strasbourg  
Vogelis – Department of Vosges\*  
Opal – Aisne and Laon\*

## Germany

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

## Italy

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

## United Kingdom

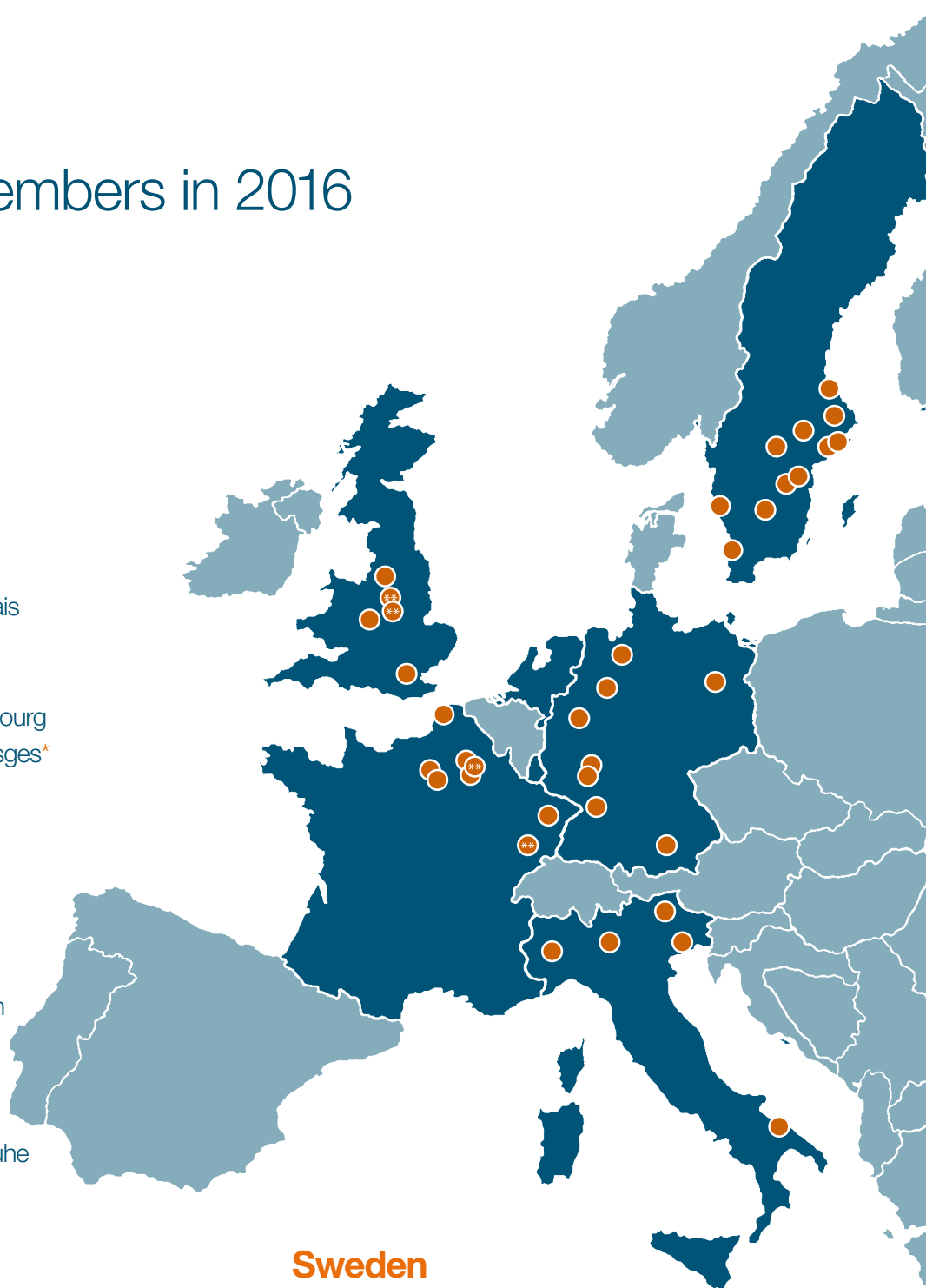
Bolton at Home – Bolton  
Poplar Harca – London  
Matrix – Midlands  
SYHA – Sheffield\*  
Tuntum Housing Association – Nottingham\*

## Sweden

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

\*

Application process started at the end of 2016 – membership to be officialised by the GA in October 2017.





## Foreword from the President

**Through my appointment as President of EURHONET, I succeed Mr Dietmar Bock, whose European fibre has massively contributed to the success of our work and in strengthening our network.**

I therefore endorsed this responsibility with pride at a time when Europe is demanding a genuine surge of support notably because of the Brexit and the political debate that drives the presidential elections in France. So, more than ever, our network represents a tremendous framework for animating our common ambitions and contributing to the strengthening of European links and values.

Very concretely, this was expressed through the work carried out by all Eurhonet members in a common desire to improve our network; "The EurhoCycle - our Business Plan 2017-2019" presented at our GA in Potsdam, is in this sense a true "Roadmap" for us.

In this framework, it is important to underline the work carried out by our Social Integration Topic Group in light of the challenges that the whole Europe is facing, particularly with regard to the issue of migrants and refugees populations, as well as the work of our Topic Group on CSR that resulted in the first "Eurhonet CSR Awards".

The contribution to tackle challenges represented by an ageing population and the digitalisation of our societies were also respectively addressed by our Ageing and IT in Housing Topic Groups.

Finally, as a follow-up to the success of BuildTog, our Sustainable Construction Topic Group will keep working on energy efficiency and more in general on sustainable buildings. It is a safe bet that the contributions of this Topic Group will concretely improve the daily practices of our members.

We are certainly exemplified by our ability to work collectively while developing strong and friendly bonds between our members.

In line with our goal to develop and share our work with colleagues from all across the EU, towards the end of 2016, Eurhonet was joined by four new companies, two from the UK and two from France. Beside the growth in number, our greater aspiration is to keep sharing experiences among housing professionals, and this was also reflected by consolidating the cooperation with EFL.

I hope that the year ahead will be an exciting one under the sign of a renewed and strong Europe.

**Oliver Barry**  
President of Eurhonet

# Eurhonet Secretariat - meet the team!

In February 2016, Alessandro Cesale was appointed Director General of Eurhonet. Towards the end of the year, Elena Arkhipova left the Secretariat and the recruitment process of the new Administrative Assistant led to Sylwia Kwiecinska, who started working in January 2017...meet the Secretariat's staff!



**Alessandro Cesale**

## **Who are you?**

I am a professional with over 10 years experience in the field of housing and sustainability. Since I started my career in Brussels back in 2007, I worked for two large EU umbrella organisations where I had the opportunity to experience both projects and policies and understand how strongly these two dimensions are interlinked.

## **What does Eurhonet mean to you?**

Eurhonet is a platform of committed and passionate housing practitioners who are working together to improve their own businesses and the well-being of their communities by openly sharing good practices and ideas.

## **What are your duties? What is the best part of your job?**

I am responsible for managing the Secretariat and implementing the network's work programme while ensuring the smooth running of our statutory meetings and overlooking the activities of the different Topic Groups. What I like the most about my job is the variety of the tasks; it takes some flexibility, but it will never get you bored!

## **Can you describe Eurhonet in three words?**

Friendly, inspiring, far-sighted.



**Sylwia Kwiecinska**

## **Who are you?**

I am professional with over 15-years experience in different areas of project management, HR, learning & development, staffing, organisation development and administration. Prior to joining Eurhonet, I worked in large international and multi-cultural companies.

## **What does Eurhonet mean to you?**

Eurhonet is a great community, a "business integration platform" for housing professionals from all across Europe. I meet people with different backgrounds, who are very friendly and open minded. They are experts in what they do, but to me, what is most important is to see that they love what they do and they work with passion.

## **What are your duties? What is the best part of your job?**

My job description is very flexible; I am responsible for the administrative work at the Eurhonet office which entails taking care of finances, payments, keeping our Intranet and the website updated, liaising with our members, and even organise logistics and exhibitions.

## **Can you describe Eurhonet in three words?**

Friendly, influential, inspiring.





## 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) for 3 to 5 days. During these days, he/she will learn from new colleagues, 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 write a study report to be published on the Eurhonet website.

In 2016, four employees had the opportunity to go on an exchange within Eurhonet.



### **Report from Ann Friberg, Stångåstaden, visiting Bolton at Home**

Ann, who works as a receptionist at Stångåstaden in Linköping, got the opportunity to go on an exchange to Bolton at Home in Manchester for 4 days in October 2016. Check out our YouTube channel ([www.youtube.com/watch?v=dXNPnwE0Do](https://www.youtube.com/watch?v=dXNPnwE0Do)) and watch the follow-up interview with Ann on her experience.

continued on next page >

# The Exchange Programme (continued)



## Report from Stephan Lifka, GWG München, visiting ÖrebroBostäder AB

During his visit to ÖrebroBostäder AB, Stephan got valuable insights into various fields of operations such as corporate development, maintenance and finance, as well as local housing management. Mr Hans Adolfsson, Öbo's Property Controller, gave him a warm welcome and organised an enriching stay at ÖBO.

*"I am very grateful for the opportunity to participate in the EURHONET exchange programme that offered me a chance to gain a deeper understanding in how public housing is practiced in different European countries. I consider my days at ÖBO as an excellent learning experience that has widened my scope and understanding as a real estate practitioner. I noticed there were many differences between the public housing systems, local traditions and relationships between landlords and tenants!" said Stephan.*



## Report from Markus Groen, GWG München, visiting ARCA Puglia Centrale

*"Almost 30 colleagues at ARCA Puglia Centrale gave me an amiable insight into their areas, such as land acquisition, mortgage financing, modernisation projects, tricky land register matters, etc. Together, we visited six different construction projects!"*

*"Beside what I have learned from the visits, another very interesting point was presented to me in the sales department of ARCA: one fifth of the tenants are gradually given the chance to become the owner of their apartment at attractive conditions."*

*"I am especially grateful to the President of the society, Mr Giuseppe Zicchella, for the extraordinary hospitality in his house and Mrs Valeria Laddaga as my mentor, for the loving care and excellent preparation of my visit as part of the Exchange Programme".*



**Malin Wettre**  
Exchange Programme Coordinator





## CEO Academy

The 2016 edition of the CEO Academy that took place over 24-25 May in Vienna represented an excellent opportunity for Eurhonet CEOs to understand the Austrian subsidised rental model presented by Wohnfonds Wien and to find out more about the 'Dialogue-based Developer Competition' in place.

The Academy went to Sonnwendviertel, an area where approximately 5,000 apartments for about 13,000 people are currently under development. The guided tour continued to the Aspern Urban Lakeside, another large expansion project to be finalised in 2020, which will provide high-quality living for approximately 20,000 people plus about the same number of jobs.



The visit concluded with a visit to the Aspern Smart City Research Centre, where the technical solutions for the energy management of the Aspern area were explained to participants.



## Junior Executive Academy

The 2016 Eurhonet Junior Executive Academy took place over 11-15 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.

The Sureuro Game simulates the business of housing companies. 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.

At the end of the week, the teams presented their work in front of a professional jury.



**Chelsea Kelly**  
Safeguarding  
Team Leader,  
Poplar HARCA, UK

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

The biggest thing I learned was team work and that compromise is essential. I found that there were so many different individuals with so much experience to bring that you couldn't act on your own and reaching a decision as a group was vital.

### 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 have found that I listen to others' opinions more and I value what others have to say. I am now much more likely to give other options a go, rather than just feeling that my idea is the correct one.

### Can you describe the Junior Executive Academy in three words?

Interesting, educational and fun!



**Michael Aykal**  
Project Manager  
bauverein AG,  
Germany

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

To see how colleagues from other countries are working to solve different problems.

### 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?

Sometimes, I have another mind and another way of thinking in my work sequence.

### Can you describe the Junior Executive Academy in three words?

Teamwork, instructive, unique.





**Fabrizio Natale**

Accounting  
department,  
DOGEWO21,  
Germany



**Sarah Stocco**

Project Manager  
DELPHIS,  
France

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

Housing companies from different countries and cultures are all facing the same problems (e.g. refugee crisis, social integration, security in residential areas and so on...). Each country has its main emphases, for example, Sweden has achieved a lot in the field of social living by creating facilities where tenants can meet each other. It's important to hold up the work within Eurhonet and exchange with other European countries to learn from each other how different problems are tackled.

**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 have improved my competence to work and communicate in a group as well as time management.

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

Forward-looking, supporting, exciting.

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

The Junior Executive Academy has been a very enriching professional experience. I'm used to international working frames but in Bochum I learnt the importance of cooperation and the necessity of joining together each other experiences and strengths to meet the challenge of building up a very ambitious strategy from a social, economic, technical an environmental point of view.

**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 Sureuro Game reinforced my professional conviction: networking is a delicate exercise where it's important to combine listening to the others and respect of divergences with a strong capacity of synthesis and sense of efficiency. Thus, the network becomes a place of fulfilment and excellence. That's what happened in Bochum and made my team win the competition. I keep it in mind every day working at DELPHIS!

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

Passion, ambition, humility.





## General Assembly 2016

The 2016 General Assembly, kindly hosted by our German member ProPotsdam, took place over 26-27 October in Potsdam.

The first day was dedicated to social challenges in Europe and the strategies that our members, in their respective countries, put in place to tackle them. Eurhonet members visited two projects to see neighbourhood renovation and new build projects.



### Bornstedter Feld

ProPotsdam agreed with its shareholder, the city of Potsdam, that it will build 2,500 new dwellings by 2025, including 500 which are publicly sponsored.



### Gartenstadt Drewitz

In 2009, ProPotsdam developed a long-term strategy for its 'Drewitz' quarter. It includes actions around city planning, energy, traffic, climate protection and resident participation. ProPotsdam started its renovation programme for the area in 2012 and should renovate all buildings by 2025.



The second day was spent assessing work done over the last year and introducing the “Eurhocycle”- our business plan for the 2017-2019 and the five strategic objectives we set for the years ahead.

The Ceremony of the first edition of the Eurhonet CSR Award concluded the day. Out of the 14 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 3 projects shortlisted were:



### 2nd place: HomeBuilder - ÖrebroBostäder AB (Sweden)

HomeBuilder supported local residents to overcome the barriers of long term unemployment. The idea behind this project was for children, whose families were previously unemployed, to say with pride “my mum, or dad, has got a job renovating our house!”. It is envisaged that this project will provide employment opportunities for up to 80 long-term unemployed residents during the 4 year programme and that the employment rate within the local area will increase from 53% to 65%.



### 1st place: Klimaträtt - Uppsalahem (Sweden)

The winning project has succeeded in influencing residents to change their behaviour and make climate smart choices in their everyday lives. The project has created commitment and participation from residents and has managed to achieve great results. Delivered along with several key partners, this project provides a tool to help residents understand and analyse their climate impact, and make smarter choices.

### ÖBO climate concept

**The aim is to make a difference**

The ÖBO concept is a multi-year project involving culture, structure, determination, and commitment. We have managed to save a lot of energy and reduce carbon dioxide emissions, all for a relatively low cost.

The methods involve a journey to sustainable energy efficiency improvements, with valuable benefits along the way, including reduced energy consumption, lower operating costs, reduced environmental impact, and more. Annual savings are currently estimated to be worth EUR 5 million. In addition to these direct savings we have also increased the property values. The ÖBO concept is not based on a patented technology, but rather on a systems approach. The technology is built and controlled by ÖBO itself, and can therefore be tailored to meet needs arising in the future, such as "IT of things" for instance.

The ÖBO concept covers both strategy and organisation with standardised technical infrastructures. Initially, the ten largest consumers of electricity in the property portfolio were identified and, by prioritising these, work was carried out methodically to find out where energy was being wasted.

**Energy thieves**

- Laundry rooms
- Ventilation
- Lights
- Collective electricity metering
- Engine pre-heaters
- Ground heating
- Heated garages
- Efficiency meters
- Antennas
- Heating wires in the gutters

**ÖBO** here for you

### 3rd place: ÖBO Climate Concept – ÖrebroBostäder AB (Sweden)

ÖBO Climate Concept is helping ÖrebroBostäder to save money and reduce carbon emissions. This is a long term project involving cultural and structural changes, determination and commitment. The delivery of real and lasting results has enabled the organisation to realise that energy efficiency is an essential part of its day to day operations. So far, this project has helped the organisation to achieve energy efficiency savings of 38% and save over € million per year.

# What is Eurhonet for you?



**Jon Lord**  
CEO, Bolton at Home, UK

## **What is Eurhonet for you?**

A good network for learning from the practice in other countries and organisations, as well as a friendly network with interesting visits and topics.

## **What are your expectations of Eurhonet?**

To challenge our thinking with new and innovative ideas as well as best practice.

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

Good contacts and interesting discussions that give ideas to use back in Bolton at Home.

## **What is your feeling of the network?**

It is good, friendly and informative. We should not avoid difficult topics!

## **Can you describe Eurhonet in three words?**

Friendly, interesting, safe.



**Catarina Hagwall**  
Marketing and Communication Manager  
Bostadsbolaget, Sweden

## **What is Eurhonet for you?**

Eurhonet is a fantastic network with professional people who have similar challenges in their daily work.

## **What are your expectations of Eurhonet?**

I expect Eurhonet to be in the forefront of upcoming issues in our business, to give me a new perspective and a place where every participating person contributes to new ideas and solutions for the housing business.

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

If I should point out one specific thing, it is when I first heard about how some of the companies work to release larger apartments in a way we have never before even thought about.

## **What is your feeling of the network?**

A very good platform where I can get new influences, open up my mind and have a broader perspective than just Gothenburg and Sweden.

## **Can you describe Eurhonet in three words?**

International, forward-looking, networking.





**Gianluca Periotto**

CFO and Deputy Managing Director  
ATC Piemonte Centrale, Italy

#### **What is Eurhonet for you?**

Eurhonet is the framework where experiences, issues and best practices from all around Europe meet, giving the opportunity to realise what Social Housing is on a European perspective.

#### **What are your expectations of Eurhonet?**

The intangible asset provided by the network is valuable; however, organisations need tangible assets too. That's why I seek in Eurhonet the chance to gain access to new financial resources, possibly in the form of European grants for sustainable projects, and an easy way to create new partnership across Europe.

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

Thanks to Eurhonet I had the possibility to compare the Italian situation of Social Housing with what happens in other countries. Having European benchmarks is important when you have to propose new solutions to local issues.

#### **What is your feeling of the network?**

The main problem of the network is the huge difference between the Italian and other countries' state-of-the-art of social housing. I hope the next General Assembly that will be held in Turin will be a starting point to analyse what Eurhonet could do for Southern countries.

#### **Can you describe Eurhonet in three words?**

Exchange, commitment, networking.



## Sustainable Construction Topic Group

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

In 2016, after about eight years of activities, the Energy Saving Topic Group decided to widen its point of view by changing its name to the Sustainable Construction Topic Group. Energy will continue to be a key topic, however, the group wanted to focus also on non-energy related aspects of buildings, such as environment in its wider meaning (CO2 emission, life cycle analysis, etc.), economy (cost of construction and maintenance, life cycle cost) and social (tenant involvement, affordability, etc.). This decision came after a very intense year that brought some members of the group to submit the MASH project proposal under the Horizon2020 programme. The preparation of this proposal greatly helped the group to understand what the future focus should be.

By holding a meeting in May 2016 in Copenhagen, the group entered the special world of Danish housing cooperatives. The hosting company BL-Danmarks almene boliger, explained the peculiarities of the Danish model from the perspective of the umbrella group. Extraordinary lessons could be learnt about tenant participation as all constructional measures in existing buildings have to be accepted by all affected tenants. Three main ingredients of this sophisticated system were identified: time, coffee and Danish cake.





Visits to new construction and refurbishment projects allowed the group to understand how Danish colleagues are dealing with housing demand in the greater area of Copenhagen and how they are preparing buildings of the 1970's for the future.

The second meeting of the year took place in Potsdam on the eve of the Eurhonet General Assembly, kindly hosted by Pro Potsdam. The group had the opportunity to cooperate with the DREEM project consortium, exploring new formats of debating, such as the World Café workshop and exchange with representatives from the private sector. It was also very interesting to see how the demographic pressure of a city so close to Berlin pushed the development of the social housing sector in the area and see the solutions that were considered both for new construction and renovation projects.



**Johann Christian  
Plagemann**

Sustainable Construction  
Topic Group Leader



**Remy  
Delbaere**

Sustainable Construction  
Topic Group Leader

# Social Integration Topic Group

The main purpose of the group is to explore how social housing providers can further promote and foster social integration by harnessing their asset platform and build on their trusted community network partnerships to support and assist some of our most vulnerable residents including refugees.

The group continued to meet and work closely with members of the EFL Social Domain Group, which serves to enrich discussions and the wider sharing of knowledge and good practice. A primary focus has been to start discussions around the challenges facing housing companies to home and integrate both new and established refugee groups within communities.

The aim of this exercise was to begin shaping a shared project that could be ideally funded by the EU grants. Following our study visit and meeting in Lyon, we agreed that we would undertake baseline research to understand the:

- Extent to which providers are legally obligated to house both new arrivals and status holders;
- Key issues and challenges when accommodating new arrivals and status holders and how these are being tackled by providers;
- Level of support and advice given by staff to new arrivals by providers;
- Type of neighbourhood delivery models/ approaches currently being used to assist with the integration process;
- Level of skills and knowledge required for staff working directly with migrants;
- Suggested focus of a collaborative project and key deliverables to be achieved.

A report summarising the baseline findings was produced and this work will continue in 2017 to further shape and refine this proposal.



## Field visit in Dortmund, Germany

In April 2016, EFL Social Domain members joined us to visit Dogewo 21 in Dortmund, Germany. This visit allowed us to learn about their tenant led activities, in particular their children wellbeing programmes, the use of mobile resources and locally based service centre hubs that provide gateway access points for residents.

A main focus of the meeting was exploring how different countries and their housing companies respond to the challenges of providing refugee housing along with the approaches taken to support the integration of refugees into host communities. Members from Germany, Holland and the UK gave presentations on their experiences, contextualising the migration challenges facing their own countries and how these issues are being addressed.

In Germany, a key area of work has been about identifying underused spaces such as empty hotels, gyms and old cruise liner ships to provide refugee accommodation and the emergence of a new specialist task force that has been set up to look at creative ways of providing refugee accommodation. Investment in staff training was also considered fundamental in enabling frontline officers to better understand the cultural nuances of arriving migrants and the development of appropriate services such as peer to peer befriending schemes.



**Natalie Jones**  
Social Integration  
Topic Group Leader



In Amsterdam, Holland, the test bedding of a new social integration model was shared. It intends to create mixed communities, by pairing refugee and host families within a neighbourhood.

In the UK, refugee numbers are comparatively lower and the housing of new migrants is the sole responsibility of private companies that have been commissioned by government.

However, those with permanent status are able to access general social housing like other customers. Housing companies are concerned and invest in a range of neighbourhood integration to support refugee groups through help points, community projects and the creation of volunteering opportunities.



### Field visit in Lyon, France

In November 2016, EFL and Eurhonet were hosted by Vilogia in Lyon. Vilogia shared the wider context in which they operate nationally and on a European level, and introduced us to three of their urban projects: intergenerational project 'La vie Grande Ouverte' (Life opened wide)", Cité Création's urban design project 'La Valloniere' and Lyon's largest urban project "Confluence".

'La vie Grande Ouverte' is an intergenerational project that forms part of the rehabilitation of Lyon's former prisons. A special residence of 110 housing units has been developed by OGIC and Habitat et Humanisme, accommodating both fragile individuals leaving hospital and students. Ultimately, the students provide daily services and personal support those residents that have left hospital.

Vilogia has been working with Cité Création, a world leader in urban design, and its residents to create mural works on the side of 3 buildings. The designs created reflect the local identity and history of the area and its citizens.

Confluence covers a total of 150 hectares, with nearly 5,000 housing units to be built. 860 companies are already established in this new district and work with a range of local stakeholders to consult on plans and development activities. Confluence is also distinguished by the importance it places on soft mobility (bicycles and shared cars). An electric bus without driver has even been inaugurated.

Vilogia also introduced their approach around social innovation and social action, and how they utilise spaces to encourage tenant led action, and shared social responsibility. This includes how they use innovation such as passive housing to drive new behaviours amongst their tenants. They have also introduced an approach whereby tenants moving into their accommodation can carry out their own basic maintenance works including painting and small repairs.

# Ageing Topic Group

**The group aims to share knowledge and examples of best practice with regards to housing stock and services, improving the quality of life for the elderly by helping them to continue living independently in homes adapted to their needs.**

During 2016 the group has met on 3 occasions: in Munich, Bolzano and London. We have covered topics that have focused on awareness and education, such as the concept for the Age Awareness Day (internal training that housing companies can use to raise employees' awareness of elderly issues), I.T. and the elderly, and we also learnt more about dementia.

Another important part of our meetings are the site visits: often to Community or Neighbourhood Centres and Sheltered Housing or other types of housing for older clients. We have learnt how important it is to have a dedicated person to facilitate different activities for the members of the centres, but that this person finds the balance between facilitating and not 'taking over' the responsibility of the members.



## Field visit in Munich, Germany

The group visited the multigenerational house 'Unter den Arkaden' in Munich-Harthof. Situated in a rather poor area of Munich, the it offers a variety of services and educational programmes. It is a meeting place, a hub for information and a place for events. It is also part of the 'Multigenerational Houses' action programme, of a Federal Ministry. It is successful as it welcomes visitors of all ages and cultures, and people from the area take part.

Activities like homework supervision or tutoring programs, bring together young people and seniors. The centre helps to build a stable neighbourhood and to improve mutual understanding between families and single adults, between young and old, and between migrants and long-time-residents.

## Field visit in Bolzano, Italy

At our meeting in Bolzano we visited the La Vispa Teresa association, which ensures the social integration of people living in the neighbourhood. Lorenza Faccin, one of the members of the association, and a group of elderly people, presented the services and the activities organized by La Vispa Teresa.

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 London, UK

During our visit to London, we visited a Sheltered Housing Scheme called Gateway. Like many other local authorities, Tower Hamlets have previously struggled to convince older residents to vacate their apartments or houses in favour of living in sheltered accommodation (to enable not only secure living for the older tenant, but also that the housing chain is freed for younger families).

Gateway has a new approach to making the sheltered accommodation more attractive: all of the communal areas such as the living room, hallway and outdoor areas are decorated to a very high standard, with well thought out interior design that reminds the visitor of an up-market hotel. The Housing Scheme gave a very warm and welcoming impression.



**Nicola Westerberg**

Ageing Topic  
Group Leader



## CSR Topic Group

**In 2016, the group moved a few steps forward by providing Eurhonet members with new initiatives and tools to help them become the reference for CSR practices in their local housing markets.**

In 2016, our common model for CSR reporting, EURHO-GR®, has been modified to cope with the new EU directives and national legal requirements regarding the information that our sustainability reports should contain. The changes we have made were mainly related to indicators on human rights, bribery and anti-corruption.

It is of course not enough to simply measure things; we must also help each other to develop new ideas on how we should work and improve our businesses within these subject areas. To this end, the group chose to focus on three different issues during 2016, one for each meeting.

In March, the group were hosted by ATC Piemonte Centrale and focused on refugees in Europe. The group learned how different countries were working with refugees and how they were dealing with their reception at national, regional and local levels.

In May, the group visited Poplar HARCA in London to share ideas on green initiatives. The group visited an 'edible park' and learned about neighbourhoods investment in urban farming. A very interesting initiative where tenants worked together recycling old furniture was also introduced to participants; this proved to be an excellent project under both a social and environmental perspective.



In Potsdam, on the eve of the General Assembly, the group focused on health and well-being. They shared experiences about how Eurhonet companies as employers focus on health-promotion and discussed how to deal with cultural differences within the workplace.



## The first CSR Award

During the year, the group introduced the first Eurhonet CSR Award to share experiences among Eurhonet members and highlight good examples of CSR practices within the network while involving more and more companies. Having a nomination process, involving a transnational Jury composed by representatives from the CSR Topic Group, was indeed a good way of doing this!

The three best projects shortlisted were then presented and awarded during our General Assembly in October 2016 in Potsdam. This initiative was well received within Eurhonet and the ambition is now to continue in future years, since this exercise will also contribute to keep our CRS cards database updated with new examples year after year.



## CSR Cards

Sharing good CSR practices put in place by Eurhonet members is a central task of this Topic Group. To encourage this, the group created colourful card templates to be used by members to showcase their work both within and outside Eurhonet.

The templates are also available digitally on the website, and we hope that more and more people will make use of them in the future in order to expand our best practices library!



**Cecilia Svedin**  
CSR Topic  
Group Leader



## IT in Housing Topic Group

**The main aim of the group is to promote business transformation using technology related developments in communications, computing, mobile devices, internet of things, channel shift (omni channel) and the use of data.**

In February 2016 the group met at ATER Treviso, Italy. The topics covered were wide ranging including networking, technology innovation, Big Data and data use, customer access to services, staff empowerment through technology and an update from the General Assembly. Discussion focused on current best practice and channel shift (Omni Channel). Ian Lever - a leading authority in effective channel switching was guest speaker. He led and facilitated several excellent sessions around channel shift, technology innovation and improved customer experience delivering business efficiency and improved customer satisfaction.







In September 2016 the group met at Hyresbostäder in Norrköping, Sweden. It was another excellent meeting where topics for debate were a continuation of the best practice working, EU-Funding opportunities, European IT standards for housing, IT services benchmarking, Smart Homes development, Online digital services and Generational shift. We also had a field trip to Norrköping Visualisering AB, a technology innovation location where a dome projection environment is linked with graphical information accessed via a large table user interface. It was a great demonstration of the use of technology and data to deliver augmented visualization. One notable example demonstrated was property planning and community development engagement.



**Stuart Hitchman**  
IT in Housing Topic  
Group Leader

# What is Eurhonet for you?



**Susanne Tideman**

Chief of Staff  
AB Familjebostäder, Sweden

## What is Eurhonet for you?

A cooperation body that together works to improve housing in Europe by sharing knowledge, best practice and good ideas. There is a positive curiosity and a will to both give and share between each other that I found very sympathetically.

## What are your expectations of Eurhonet?

Great networking in different levels and within different subjects. Also, I really appreciate the Junior Executive Academy that gives young employees the opportunity not only to meet but also to work together in order to make something concrete. Personally, being quite a new representative from Familjebostäder within Eurhonet, there is a lot of work done that I would like to take a deeper look into, for example concerning CSR.

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

So far, I would say the networking. It has been very useful as the challenges among the members are quite similar. To learn from each other and discuss certain subjects within the meetings creates values for business at home, even though the housing systems across the EU differ. The question of integration has of course been very important for all of us, and to experience and discuss different angles of the same problem is indeed very useful.

## What is your feeling of the network?

Excellent! It is really interesting to meet and discuss with colleagues both within Sweden but also from other countries.

## Can you describe Eurhonet in three words?

Networking, inspiration, friendly.



**Nazmul Ahmed**

Head of Business Support  
Poplar HARCA, UK

## What is Eurhonet for you?

European Housing Network which shares best practice and generates ideas.

## What are your expectations of Eurhonet?

Keep sharing best practice and ideas, networking and create a strong influential group across Europe.

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

Networking, leadership skills through the Junior Executive Academy and the Sureuro Game. Discussing ideas, similarities and differences, also by hosting groups from Europe.

## What is your feeling of the network?

The network is good for the factors mentioned above however it needs more structure for effective decision making and more promotion of the good work through publications.



**Alessia Pareschi**  
Corporate Communications  
GWG München, Germany

**What is Eurhonet for you?**

A toolbox full of knowledge and ideas that gives me new input whenever I'm looking for help.

**What are your expectations of Eurhonet?**

I expect Eurhonet to be a forum in which one can think outside the box when discussing common challenges and hence develop new approaches.

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

In my Topic Group – IT in housing – I have a couple of great sparring partners who discuss current projects with me and give me great advice.

**What is your feeling of the network?**

Although the member companies work within different legal and cultural frameworks, I always appreciate the open discussions and always found out something new that helped me to get a new perspective on my daily work.

**Can you describe Eurhonet in three words?**

Collaborative, fruitful, far-sighted.



**Manuela Targa**  
Area Administrator  
Ipes-Bolzano, Italy

**What is Eurhonet for you?**

In these difficult times where globalisation has added new challenges to housing operators, Eurhonet represents an opportunity to meet people with the same goal and the same difficulties.

**What are your expectations of Eurhonet?**

Getting insights and new ideas from other members, hear about new projects and reflect together on the new challenges.

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

Only by comparing the experiences of other realities it is possible to see one's own with objectivity. Indeed, objectivity is an essential element for doing good work on neighbourhoods by enhancing and facilitating relations between inhabitants - an element on which it is worth investing since this will contribute to the ambitious goal of creating an educating and welcoming society.

**What is your feeling of the network?**

I believe that the "collective intelligence" within Eurhonet is important to share passions, problems and solutions.

**Can you describe Eurhonet in three words?**

Enthusiasm, collaboration, networking.





## Improvement Task Force

**Your Eurhonet Improvement Team works hard behind the scenes to make sure that all our events, meetings and activities run smoothly.**

Our other key role is to support the Executive Committee over the direction of Eurhonet. This year has seen significant progress!

We were particularly pleased with the development of a new business planning process for Eurhonet, leading to the successful launch of the Eurhonet at the General Assembly in Potsdam, Germany, in October 2016. The main focus of the Eurhonet is to strengthen outcomes for our Eurhonet members, through the establishment of five new business objectives that we will all be working on over the next three years.

The Improvement Team also focused on ensuring that the finances of Eurhonet continued to be on stable foundations. In addition we began to support the work on Social Integration, a subject that many members of Eurhonet agree is a huge priority at the moment.

We also began to plan for a change in leadership as well. I have led the Improvement Team for many years and together we have done incredible work to develop Eurhonet into the successful organisation we know today. I will be stepping down in early 2017 and it has been agreed that Ian Ankers from Bolton at Home will become the new Improvement Team Leader. I will also continue as a member of the team, and look forward to continuing to work with my colleagues.

2017 looks to be just as challenging in 2016, and the Improvement Task Force will be focusing on the following:

- Working with Topic Groups and Task Forces Leaders to support them in achieving the Eurhonet objectives;
- Helping Eurhonet to be even more effective and efficient;
- Developing new partnerships to help us progress the work of Eurhonet.



**Roger Rådström**  
Improvement 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 January 2016, the Task Force invited Eurhonet members to an open meeting in Brussels to help them get through the maze of EU funding opportunities by presenting relevant programmes and open calls. During the course of 2016 the Task Force had two internal meetings in Brussels, one in March and one in November.

In March, the Task Force prepared an overview on Funding Programmes concluding that mainly five programmes were of interest for Eurhonet and its members: Horizon 2020, AAL, Life+, Interreg Europe and Erasmus+. The information published on the website and in the various newsletters was developed focusing on these five Programmes and related calls. During November's meeting, the Task Force invited EFL to discuss possibilities for joint projects and how to intensify the collaboration between EFL and Eurhonet with regard to EU-funding.

In June 2016, the Task Force met with some Topic Group Leaders to discuss how to better support them in the future. The conclusion of the meeting was that the Topic Groups needed more information on Programmes and calls.



## **DREEAM project - Demonstrating an integrated renovation approach for energy efficiency at the multi-building scale**

The consortium of the DREEAM project, kicked off in 2015 and continued its work in 2016 in order to define and test cost-effective strategies for large-scale energy efficient renovations of residential buildings. The core of DREEAM is to identify optimal combinations of technologies, which can deliver highest energy reduction for a set of buildings, whilst taking into consideration building owners' financial capacity and the preferences of tenants. The project is expected to produce concrete replicable outcomes towards the end of 2017 for the benefit of all Eurhonet members.

**[www.dreeam.eu](http://www.dreeam.eu)**

## **MASH project proposal submitted under the Horizon2020 programme**

Three Eurhonet members, ALER BCM, Gewoba and Matrix, as well as the Eurhonet Secretariat, took part in the MASH project proposal submitted in September 2016 under the Horizon2020 programme. The proposal aimed to develop tools and methodologies to overcome market barriers preventing deep renovation of social housing dwellings. Although MASH was not shortlisted for funding, the proposal writing exercise helped Eurhonet members in strengthening the collaboration, getting to know new housing players and brainstorming together on the key obstacles and challenges that housing providers are facing while renovating their housing stock.



**Therese Furhoff**  
EU-Funding Task  
Force Leader

## Communication Task Force

Since 2010 a small group of communication professionals have been operational in supporting the Topic Groups and the Secretariat with any communication-related issues, questions and challenges. Our aim is to be as supportive as possible and act on request.

During the year, the Task Force has been working alongside the IT in housing Topic Group and had meetings together in Treviso, Paris and Norrköping. Our focus is still the same. Eurhonet as a network is growing in size as well as in importance for our communities and our main objective remains to try to connect members, staff, and areas of interest to each other and to make it easy and simple to share ideas, knowhow and best practices.

Together with Topic Group and the Secretariat we have continued to develop our digital playground, newsletters, templates for information and communication with the Topic Groups and more.



**Lars Löfgren**  
Communication  
Task Force Leader





## Marketing Task Force

**Eurhonet is now a robust network steadily growing year after year.**

In May 2016, the Executive Committee discussed and decided to offer companies that apply 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 until the end of 2017 and a discounted rate of 50% of the membership fee for 2018.

Four new members joined in 2016, two from the UK, South Yorkshire Housing Association and Tuntum Housing Association, and two from France, Vosgelis and Opal. We also have ongoing discussions with housing companies and organisations in Sweden, Italy, France and Denmark. Marketing activities are planned in the Manchester area during 2017 to continue the growth of UK members.

The plan for the coming years is to continue focusing on consolidating and expanding the number of members in the Eurhonet countries.



**Fredrik Törnqvist**

Marketing  
Task Force Leader





## Calendar of activities 2016

**JANUARY**

- 11-12** EU-Funding Workshop  
Brussels, Belgium
- 13-14** Improvement Task Force  
Brussels, Belgium

**FEBRUARY**

- 17** Communication Task Force  
Treviso, Italy
- 17-18** IT Topic Group  
Treviso, Italy
- 23-24** Ageing Topic Group  
Munich, Germany

**MARCH**

- 1-2** Open meeting: Refugees in Europe  
Torino, Italy
- 2-3** CSR Topic Group  
Torino, Italy
- 8** EU-Funding Task Force  
Brussels, Belgium
- 9** EU-Funding Workshop:  
MASH Proposal – Brussels, Belgium

**APRIL**

- 5-6** Improvement Task Force  
Paris, France
- 6-7** Coordinators meeting  
Paris, France
- 7-8** EC meeting  
Paris, France
- 21-22** Social Integration Topic Group  
Dortmund, Germany

**MAY**

- 3-4** Ageing Topic Group  
Bolzano, Italy
- 11-12** CSR Topic Group  
London, UK
- 24-26** Energy Topic Group  
Copenhagen, Denmark
- 23-24** EC Meeting and EC Extra meeting:  
Eurhonet Business Plan  
Vienna, Austria
- 24-25** CEO Academy  
Vienna, Austria

**JUNE**

- 7** EU-Funding Task Force  
Linköping, Sweden

**JULY**

- 11-15** Junior Executive Academy  
Bochum, Germany

**AUGUST**

- 16-17-18** Improvement Task Force  
Örebro, Sweden

**SEPTEMBER**

- 13-14** Ageing Topic Group  
London, UK
- 20-21** Improvement Task Force  
Paris, France
- 21-22** EC meeting  
Paris, France
- 28-29** IT Topic Group  
Norrköping, Sweden

**OCTOBER**

- 24-25** CSR Topic Group  
Potsdam, Germany
- 24** Energy Topic Group  
Potsdam, Germany
- 25** DREEM Training Workshop  
Potsdam, Germany
- 25** EC meeting – Potsdam, Germany
- 25** Topic Group Leaders meeting  
Potsdam, Germany
- 26** Open meeting – Potsdam, Germany
- 27** General Assembly – Potsdam,  
Germany

**NOVEMBER**

- 17-18** Social Integration Topic Group  
Lyon, France
- 22** EU-Funding Task Force  
Brussels, Belgium
- 30** Improvement Task Force  
Brussels, Belgium

**DECEMBER**

- 1** EC meeting – Brussels, Belgium

# 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

Franics Deplace, Delphis, France

Fredrik Törnqvist, Stångåstaden, Sweden

Cathrine Holgersson, Gavlegårdarna, Sweden

Jörg Zimmermann, GWG Mannheim, Germany

Sybillie Wegerich, 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, Ashrammoseley, 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

Roger Rådström, ÖrebroBostäder AB, Sweden

### Communication

Lars Löfgren, Hyresbostäder, Sweden

### Marketing Task Force

Fredrik Törnqvist, Stångåstaden, Sweden

### EU-Funding Task Force

Therese Furhoff, Stångåstaden, Sweden

### Exchange Programme

Malin Wettre, Stångåstaden, Sweden



# Financial Result 2016

INCOMES	
Membership fees	239,992.25 €
Reimbursements and participation from meetings	25,821.50 €
EC Project (Dreeam)	7,286.98 €
Various incomes	267.05 €
<b>TOTAL INCOMES</b>	<b>273,367.78 €</b>

EXPENSES	
Rent office	15,430.10 €
Documentation/Post	634.91 €
Legal Tax	35,199.28 €
Secretariat	92,302.14 €
Accountancy	4,305.89 €
Website	2,449.43 €
International Travels	11,340.71 €
International Travels (President)	0.00 €
Coordinators	2,182.45 €
Dreeam Project	7,393.04 €
Executive Committee	3,898.69 €
CEO Academy	4,200.90 €
Junior Executive Academy	0.00 €
Task Force Marketing	2,346.48 €
Task Force Improvement Team	2,811.78 €
Task Force EU-Funding	2,723.15 €
Task Force Communication	0.00 €
Topic Group Ageing	1,357.40 €
Topic Group Social Integration	719.56 €
Topic Group Sustainable Construction	41,043.60 €
Topic Group CSR	10,542.70 €
Topic Group IT in Housing	3,557.94 €
General Assembly	21,641.85 €
Annual Report	10,083.96 €
Bank charges	150.58 €
Exceptional charges (on previous years)	369.55 €
Exceptional charges (VAT 2013-2015)	0.00 €
<b>TOTAL EXPENSES</b>	<b>276,686.09 €</b>

ASSETS	
<b>Financial assets</b>	<b>252.00 €</b>
Guaranty in cash	252.00 €
<b>Amounts receivable within one year</b>	<b>0.00 €</b>
Commercial credits	0.00 €
Invoice to be received	0.00 €
Credit nota to be received	0.00 €
Other amounts receivable	0.00 €
Various advances to suppliers	0.00 €
<b>Cash (current account KBC Bank)</b>	<b>222,257.17 €</b>
KBC - Company account	222,257.17 €
Petty cash	0.00 €
Internal Transfers	0.00 €
<b>TOTAL ASSETS</b>	<b>276,686.09 €</b>

LIABILITIES	
<b>Associative funds</b>	<b>135,863.92 €</b>
Permanent means - Share Capital	139,182.23 €
<b>Balance</b>	<b>-3,318.31 €</b>
Result of the year	-3,318.31 €
<b>Amounts payable within one year</b>	<b>17,788.27 €</b>
Financial debts	247.99 €
MasterCard	
Trade debts	1,689.45 €
Suppliers	291.57 €
Invoices to be received	1,397.88 €
<b>Taxes, remunerations and social security</b>	<b>15,850.83 €</b>
VAT paid	8,213.62 €
Withholding taxes	0.00 €
ONSS	0.00 €
Remuneration	0.00 €
Holiday pay	7,637.21 €
<b>Accrued charges and differed income</b>	<b>68,856.98 €</b>
Differed income (EU project DREEAM)	68,856.98 €
<b>TOTAL LIABILITIES</b>	<b>222,509.17 €</b>
<b>Result of the year</b>	<b>-3,318.31 €</b>

## Contact info

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## Members

### France



### Germany



### Italy



### Sweden



### UK

Bolton  
at Home

