

Housing the future

Eurhonet Business Plan 2020-2022

2020
2022

Picture provided by Skövdebostäder -
Credit Mikael Ljungström, Scandphoto



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Foreword from the President

Picture provided by Poplar HARCA -
Credit Rehan Jamil, Photographer





Foreword from the President

We are a pan European housing organisation representing housing companies providing affordable homes across the European Union. We play a key role in supporting our members to work together to help tackle the housing challenges they face in their individual countries, by maximising the opportunity to learn from each other, by developing new ideas and innovating together.

As we start 2020, the first year of our new three-year business plan, it is clear that there is major political upheaval, which impacts on all aspects of our lives including the futures of Eurhonet members. This provides us with a unique opportunity. As a large, thriving, European housing network, we are ideally placed to influence housing and related policies at national and European level. This will be a key focus for us over the next three years and probably beyond.

We will base our approach to influencing on the solid foundation of mutual understanding and shared outcomes. We can achieve this by networking and collaborating between ourselves. We will act strategically to ensure that the evidence we collect through continued exchange of best practice between our members. Small lessons learned can deliver huge and positive change. We will be working on the big challenges we face, climate change, the shortage of affordable homes, ageing well, social integration to mention a few!

Whether we are engaging with policy makers and strategic partners, helping to shape national policy or simply sharing learning between member organisations, we do this ultimately to create better outcomes for the 2.2 million customers and residents that we serve.

I look forward to working with you to achieve this ambitious 2020-2022 Business Plan and I am confident that together we can make a real difference to the people who live in our communities.

Jon Lord
President of Eurhonet





Meet Eurhonet!

Wäsche ist
von des Menschen Umäußerung
das Innerste, also das Feinste,
und sollte immer
das Reinste
sein, wie im Menschen die Seele.

Joachim Ringelnatz

Meet Eurhonet!

Together we lead European housing by:

- Continually improving our operations by sharing experiences and best practice;
- Providing opportunities for work placements within our member network;
- Representing members' interests at European Union, national and regional levels;
- Keeping members informed about EU programmes and funding opportunities.

Key statistics:

38

Members

6

Countries

13.100

Employees

959.000

Dwellings

2.200.000

Tenants



Our strategic objectives for 2020-2022



Our strategic objectives for 2020–2022

For the next three years we will collaborate to deliver the following 5 strategic objectives:

01

Helping our members to increase the amount of new affordable homes they build and reduce housing shortage across Europe.

02

Helping our members to improve their existing stock, resulting in:

- better health and well-being outcomes for customers;
- reduction of our impact on climate change;
- reduction in long terms costs for their businesses.

03

Strengthening our partnership working to tackle social integration challenges and promote community inclusion.

04

Raising the profile of our sector and the work we do by increasing and improving communication activity.

05

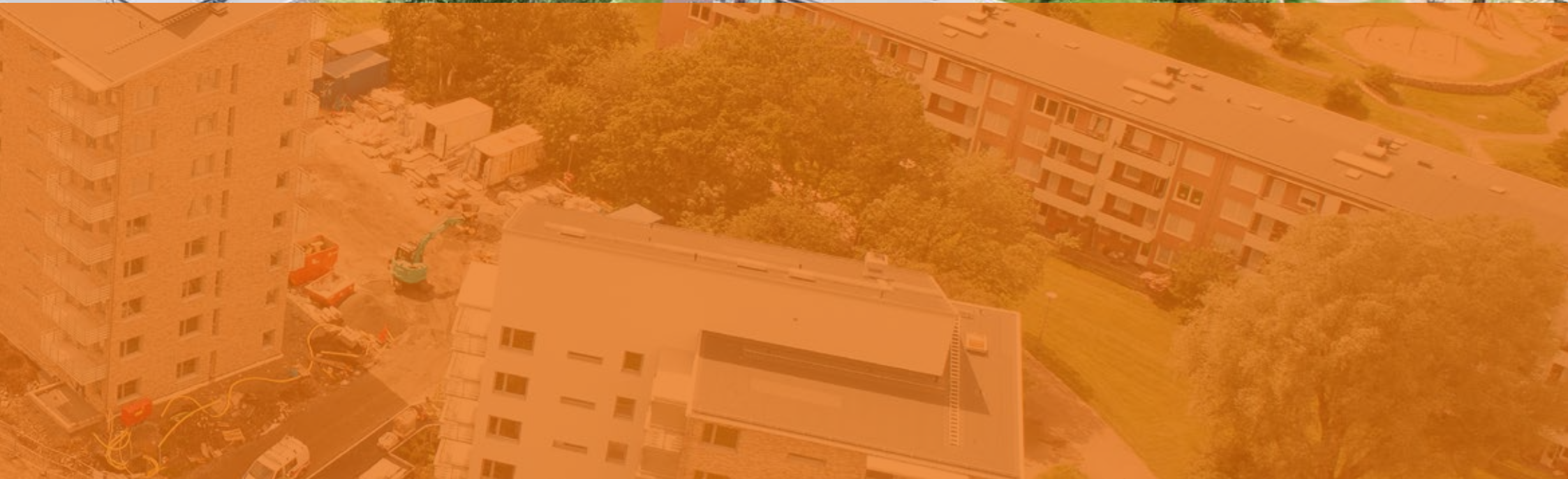
Supporting our members to develop a plan to invest in their staff and attract more new employees to the sector, as well as enhancing existing staff training and development opportunities.





How we will deliver the strategic objectives





Picture provided by
Bostadsbolaget

How we will deliver the 5 objectives?

The objectives and goals set in this document will be implemented over the next three years (2020-2022), supported by the work of Topic Groups and Task Forces and the delivery of Strategic Workshops.

Topic Groups and Strategic Workshops will undertake activity and develop work programmes to support the 5 strategic objectives by:

01

Segmenting the challenges and exploring issues at company, country and European levels.

The planned activities will be monitored by the Executive Committee with the support of all Task Forces as well as Coordinators. Furthermore, the Executive Committee will also provide overall strategic direction to all business activities carried out under the Business Plan.

02

Producing projects and initiatives backed up by evidence.

03

Developing business cases for change and finding new solutions.

The three-year Business Plan will be reviewed annually to test the progress we are making against the objectives and priorities, as well as the budget needed to perform the planned activities.

All business activities across Eurhonet will be reported to our annual General Assembly.

04

Securing scalable propositions for the whole network where possible.

05

Sharing best practice and collaborating over research and development.



Our structure





Picture provided by Botkyrkabyggen

Our structure:

This is how we are organised to deliver our 5 strategic objectives and meet challenges and opportunities the sector is facing. All the activities undertaken through the Business Plan 2020-2022 will be coordinated by the Secretariat and accountable to the Executive Committee, who will ensure that positive outcomes are achieved in the interest of members.

Executive Committee: providing strategic oversight of Eurhonet focussing on expansion and efficiency of our businesses.

Secretariat: securing the implementation of the Work Programme in coordination with the Executive Committee and the Improvement Task Force.

Topic Groups: exchanging best practice and developing projects on core issues.

Task Forces:

- **Improvement Task Force:** evaluating the way the network is working to make sure Eurhonet is developing according to our members' wishes and needs;
- **Marketing Task Force:** expanding our network in order to have more companies to exchange information and best practices with;
- **EU-Funding Task Force:** exploring new funding sources to develop common projects.

Workshops, networking and training activities:

- **General Assembly:** our annual meeting to take stock of the work done over the last year and present the way forward;

- **Coordinators meeting:** an annual meeting to engage with Coordinators on the business plan, direction, company issues and national housing challenges and opportunities;
- **CEO Academy:** an annual event giving CEOs the opportunity to network and discuss the major issues facing the sector and to inform the future direction of Eurhonet;
- **Junior Executive Academy:** an annual event providing the opportunity for “rising stars” within your teams to spend a week learning from each other by engaging in active learning and work on a real project throughout the week;
- **Exchange Programme:** members and their employees are given the opportunity to visit their peers in other countries and learn from each other;
- **Strategic Workshops:** ad hoc events organised around a given topic.





Our Topic Groups: key priorities and work programmes

Picture provided by Poplar HARCA -
Credit Rehan Jamil, Photographer



Social Integration

Topic Group

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

The Social Integration Topic Group has identified the following key priorities to be addressed in 2020:

- Examining how social housing landlords can facilitate community-led action and involvement through to self-organised housing models;
- Exploring management models that encourage the integration of communities including vulnerable groups such as young and older people;
- Understanding how to manage a greater involvement of tenants on decision making and investigating alternative housing forms combined with the participation of tenants;
- Sharing practices on how to deal with antisocial and aggressive behaviour.

For the Business Plan 2020-2022, the group intends to:

- Understand how to effectively engage with younger people to build more resilient and integrated communities. With a particular focus on the integration of our youngest citizens, the group intends to address the absence of youth services and the escalation in gang culture, drug dealing, extremism, and mental health issues;
- Share social value and impact measurement good practice to better measure and evaluate any changes as a result of social and community projects interventions. Develop recommendations on common impact measures across Eurhonet network.

Ageing Topic Group

Improving 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 Ageing Topic Group has identified the following key priorities to be addressed in 2020:

- Tackling social isolation through promoting neighbourhood and community development;
- Developing, in cooperation with the IT and Communication Topic Group, the “Ideal Customer Portal Guidelines”. These guidelines will assist each Eurhonet member company to produce customer web-based pages that are user-friendly and accessible for older tenants.

For the Business Plan 2020-2022, the group intends to:

- Keep promoting a healthy lifestyle to ensure long-term well-being and reduce health-related illnesses (both physical and mental);
- Continue exploring simple and effective solutions that can be implemented across the Eurhonet membership in their existing housing stock in order to enable a safe and independent life for older tenants;
- Document best practices to promote intergenerational living.

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.

The IT in Housing Topic Group has identified the following key priorities to be addressed in 2020:

- Understanding how to adapt to the increasing pace of digitalisation in our companies by managing organisational resistance and cultural change;
- Comparing our digital strategies in order to develop new business models and sharing ways to visualize and generate valuable business information;
- Exploring and exchanging members' best practices on:
 - Internet of Things (IoT) - how to collect, store and analyse data from sensors and smart devices;
 - Smart homes - how to provide digital services, e.g. digital healthcare;
 - Building Information Management (BIM) - sharing projects;
 - Artificial Intelligence (AI) and automation.
- Developing, in cooperation with the Ageing Topic Group, the "Ideal Customer Portal Guidelines".

For the Business Plan 2020-2022, the group intends to:

- Tackle the lack of available or appropriately-skilled personnel through employer branding and marketing;
- Develop digital competence for both, tenants and staff, via training offers;
- Understand future developments in society, regarding online services and technical developments;
- Influence our companies and our business models;
- Understand how to use Artificial Intelligence (AI) combined with Big Data;
- Develop proposals for models of best practices to promote intergenerational living.

Sustainable Construction

Topic Group

Taking sustainability in public and social housing to the next level through the sharing of best practice, field visits to see practical examples and the development of new generation pilot sites.

The Sustainable Construction Topic Group has identified the following key priorities to be addressed in 2020:

- Keep evaluating nearly-Zero Energy Buildings (nZEB) across Europe;
- Working on how to bring down running costs for tenants in order to tackle energy poverty;
- Investigating the life-cycle of building materials;
- Evaluating Building Information Modelling (BIM) and its applicability for public and social housing providers;
- Producing a report evaluating BuildTog+.

For the Business Plan 2020-2022, the group intends to:

- Develop a business case for going beyond nZEB buildings;
- Create an expert task force for peer to peer consulting;
- Produce a proposal to develop the new generation of BuildTog++ pilot sites to boost knowledge sharing and testing of new solutions.

An aerial photograph of a construction site. A tall yellow tower crane stands prominently in the center. To its right, a multi-story building is under construction, completely encased in a dense network of metal scaffolding. The ground around the building is cluttered with construction materials, including stacks of wooden planks and pallets. In the background, a residential neighborhood with houses and green trees is visible under a cloudy sky. A semi-transparent orange banner is overlaid across the middle of the image, containing the title text.

Eurhonet Opportunities and Threats



Eurhonet Opportunities and Threats

Eurhonet has evaluated the opportunities and threats we all face over the next three years. We have divided these into:

- **Opportunities and Threats the housing sector faces;**
- **Opportunities and Threats for Eurhonet and its members.**

Opportunities and Threats the housing sector faces:

Housing supply:	Who will be addressing it?
Provide low cost, good quality housing solutions in order to bridge the gap between supply and demand to reduce overcrowding and waiting list	Sustainable Construction TG
Improve the supply chain to increase competition in order to reduce construction costs and deliver housing quickly (e.g. scaling up off site construction)	Sustainable Construction TG
Regulation, planning constraints, land availability as well as access to finances and financial support from municipalities and governments	Strategic Workshop at CEO level
Maintenance:	Who will be addressing it?
Invest and refurbish the existing stock while increasing tenant involvement in the process	Sustainable Construction TG
Reduce renovation and maintenance costs by exploring how technology can help	Sustainable Construction TG IT in Housing TG

Social:	Who will be addressing it?
Build strong communities by working with existing and new communities	Social Integration TG
Tackle the causes of social break down and radicalisation by creating the right cultures for social integration	Social Integration TG
Meet the needs of an increasingly older population that are living longer through improving health and well-being outcomes, and working on loneliness and isolation	Ageing TG Social Integration TG
Offer options to right size to more suitable apartments (including home swaps)	Social Integration TG
Prevent homelessness and tackle income inequality by supporting education as a way out of poverty and favouring access to work	Social Integration TG
Environmental:	Who will be addressing it?
Reduce energy consumption (in construction, renovation and management) and meet carbon reduction goals	Sustainable Construction TG
Limit the use of plastics and chemicals, and promote behaviour change initiatives to maximise recycling and reusing materials and resources	Sustainable Construction TG
Provide diverse green spaces	Sustainable Construction TG
Health:	Who will be addressing it?
Explore health and housing-related issues and promote safety, security, well-being	Sustainable Construction TG Social Integration TG Ageing TG
Provide solutions to healthy eating among our customer base	Social Integration TG
Technology:	Who will be addressing it?
Support tenants to access digital services	IT in Housing TG

Opportunities and Threats for Eurhonet and its members:

Organisational:	Who will be addressing it?
Run efficient and financially sustainable businesses while increasing customer satisfaction with the services we provide	Member companies
Measure the social value and the impact of our work	CSR Strategic Workshop and Social Integration TG
Adapt to the increasing pace of digitalization by managing organizational resistance and cultural change	IT&Comm TG and Member companies
Grow and consolidate Eurhonet	Executive Committee and Marketing Task Force
Staff:	Who will be addressing it?
Explore initiatives, incentives and rewards to attract and retain excellent staff	HR Strategic Workshop
Promote staff exchanges and training by underlining differences/added value with national training schemes	Exchange Programme Junior Executive Academy Accelerated Development Programme HR Strategic Workshop
Address pressure on staff because of workloads leading to difficulties in participating and engaging in Eurhonet activities	Member companies

Communication:	Who will be addressing it?
<p>Brand public and social housing sector by establishing better ways of working and communicating across Europe and the Eurhonet membership:</p> <ul style="list-style-type: none"> • Further development and usage of the Eurhonet website; • Create stronger Eurhonet national networks; • Stronger networks within the EU institutions and other relevant EU networks. 	<p>Secretariat Executive Committee IT in Housing TG</p>
<p>Improve communication and marketing (profiling) by raising the public affairs work within Eurhonet:</p> <ul style="list-style-type: none"> • Engage with our members on understanding what are the important issues for them; • Raise important questions and challenges together; • Increase the media activity of Eurhonet, raising our own profile. 	<p>Secretariat Executive Committee IT in Housing TG</p>
<p>Clearly communicate Eurhonet's purpose and outcomes both externally and within the membership to better engage members and reward the time spent on Eurhonet activities</p>	<p>Secretariat Executive Committee Coordinators IT in Housing TG</p>
Strategic Partnership:	Who will be addressing it?
<p>Develop partnerships to:</p> <ul style="list-style-type: none"> • Promote and communicate on influencing policy influencing and development; • Engage in EU housing matters; • Engage with national housing trade bodies; • Explore Board links between Eurhonet and Housing Europe. 	<p>Secretariat Executive Committee Improvement Task Force</p>



Calendar of Activities 2020



Calendar of Activities 2020

January 29-30

Improvement
Task Force
Paris, France

January 30-31

EC meeting
Paris, France

January

Sustainable
Construction
Topic Group
meeting

March

Ageing Topic
Group meeting

March 30-31

Improvement
Task Force
Brussels, Belgium

April 1-2

Coordinators
meeting Brussels,
Belgium

April 2-3

EC meeting
Brussels, Belgium

April

Social Integration
Topic Group
meeting

May

IT in Housing
Topic Group
meeting

May

Sustainable
Construction
Topic Group
meeting

June 15 morning

Improvement
Task Force
Budapest, Hungary

June 15 afternoon

EC meeting
Budapest, Hungary

June 16 full day -17morning

CEO Academy
+ Ordinary GA
Budapest, Hungary

July 13-17

Junior Executive
Academy
Bochum, Germany

August 10-12

Improvement
Task Force
Manchester, UK

Calendar of Activities 2020 (continued)

September 10-11 EC meeting Brussels, Belgium	September 22-23 Improvement Task Force Munich, Germany	September Ageing Topic Group meeting	September IT in Housing Topic Group meeting	September Strategic Workshop on CSR
October 21 Improvement TaskForce Brussels, Belgium	October 21 EC meeting Brussels, Belgium	October 22-23 Open meeting and GA Brussels, Belgium	October Social Integration Topic Group meeting	October Sustainable Construction Topic Group meeting
November Strategic Workshop on HR Brussels, Belgium	December	* Please note that dates and venues of Topic Groups and Task Forces meetings and Strategic Workshops are subject to confirmation by Topic Groups Leaders and the Secretariat – please refer to the online Calendar of Activities for updated information.		

The background of the slide features a low-angle, upward-looking photograph of the Australian flag, showing the Union Jack in the canton and the seven-pointed stars of the Southern Cross. To the left, a portion of a tall, modern building with a glass facade is visible. A semi-transparent orange horizontal band is superimposed across the middle of the image.

Budget 2020



Budget 2020

Incomes		Expenses		Topic Groups & Task Forces	
Membership fees	277,500.00 €	General Expenses		Topic Group Ageing	2,500.00 €
Reimbursements / participation fees	4,000.00 €	Rent office	20,000.00 €	Topic Group Sustainable Construction	32,000.00 €
Various income	3,000.00 €	Documentation / Post	500.00 €	Topic Group Social Integration	3,000.00 €
		Web site Extranet	12,000.00 €	Topic Group IT in Housing & Communications	6,000.00 €
TOT incomes	284,500.00 €	Accountancy	10,000.00 €	Task Force Improvement Team	8,000.00 €
		Secretariat	115,000.00 €	Task Force Marketing	3,000.00 €
		International Travels	15,000.00 €	Task Force EU-Funding	3,500.00 €
		Executive Committee	5,000.00 €		
		General Assembly	25,000.00 €	Sub TOT	60,000.00 €
		CEO Academy	7,000.00 €		
		Coordinators	4,300.00 €	TOT Expenses	288,500.00 €
		New Eurhocyclus activities	8,000.00 €	Result	- 4,000.00 €*
		Annual Report, Publications, Brochures	4,000.00 €		
		Consultancy	2,000.00 €		
		Bank charges	500.00 €		
		Sub TOT	228,500.00 €		

* Should the new Membership Fee Policy be approved by the GA in October 2019, the actual result for 2020 will be approximately 8.500€. If the Fee Policy is not approved, the overspend will be met from reserves.



A background image showing a pair of hands, one light-skinned and one dark-skinned, gently holding a small green plant seedling in a pot. The image is partially obscured by a large orange rectangular overlay that contains the text.

Business Plan 2020-2022 next steps:



Business Plan 2020-2022 next steps:

Our Business Plan will be the subject of a refresh over the next two years and a full review in 2022.





The Secretariat





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.

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Members



Members

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France



Germany



Italy



Sweden



UK





Housing the future

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