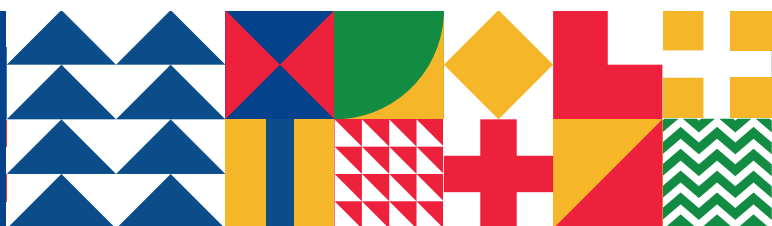


Annual Report 2022



Courtesy of Poplar HARCA



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Welcome to Eurhonet

Eurhonet is a network of 34 public and social housing providers committed to delivering excellent services. Our mission is to promote learning and development to better serve our tenants, neighbourhoods, and society. We collaborate, learn from each other, and develop new ideas together.

Eurhonet’s work centres around the needs of our tenants and the professional development of our employees. Eurhonet currently has members from Austria, France, Germany, Italy, Sweden, and the United Kingdom. We all have the same ambition: to improve our professional performance by sharing best practices, developing our skills, and creating a common view of excellence in the public and social housing sector.

Courtesy of Poplar HARCA



Eurhonet stands on three pillars:

- Sharing what we do well – Learning and improving together;
- Growing our skills – Developing to respond to our business environment;
- Advocating and resourcing – Raising our profile to achieve our goals.

Our key activities:

- Improving the professional performance, processes, and working methods of our members by sharing experiences and working together to develop, test, implement, and disseminate models of best practice. We run Topic Groups, organise workshops and skills development, and support members’ participation in EU projects.
- Supporting our members to invest in their staff and attract new employees to the sector, as well as enhancing existing staff training and development opportunities.
- Feeding the experiences of our members into EU policy discussions, as well as national and regional dialogues, through collaboration with our key partner, Housing Europe.

Eurhonet stands on three pillars



Sharing what we do well
Learning and improving together.

Growing our skills
Developing to respond to our business environment.

Advocating and resourcing
Raising our profile to achieve our goals.



Courtesy of Botkyrkabyggen

Eurhonet Members in 2022



Austria

Wiener Wohnen
Vienna



Denmark

Boligforeningen AAB
Copenhagen



France

Delphis
Paris

FSM
Melun

**Habitat
Hauts-de-France**
Calais

Opal
Laon

Valloire Habitat
Centre-Val de Loire

Vogelis
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

CISPEL
Emilia-Romagna

IPES Bolzano
Bolzano



Sweden

Bostads AB Mimer
Västerås

Bostadsbolaget
Göteborg

Botkyrkabyggen
Botkyrka

Familjebostäder
Stockholm

Gavlegårdarna
Gävle

**Halmstads
Fastighets AB**
Halmstad

Helsingborgshem
Helsingborg

Hyresbostäder
Norrköping

**Lunds Kommuns
Fastighets AB**
Lund

ÖrebroBostäder
Örebro

Skövdebostäder
Skövde

Stångåstaden
Linköping

Uppsalahem
Uppsala

Varbergs Bostad
Varberg

VätterHem
Jönköping



United Kingdom

Bolton at Home
Bolton

Matrix Housing Partnership
West Midlands

Poplar HARCA
London



Foreword from the President



In 2022, we were gradually getting back to normal after the pandemic. We value our strong connections with each other, so we were thrilled to meet face-to-face again at the CEO Academy in Helsingborg in June. The General Assembly in Vienna followed in October. The high attendance demonstrated just how much we had missed meeting, networking, and sharing experiences in person.

We are not going to forget the lessons we learnt from communicating remotely. We developed new digital skills and discovered ways of working that we will continue to bring to Eurhonet's activities. This year, our Topic Groups successfully combined in-person and virtual meetings. Going forward, we aim to replicate this hybrid format.

2022 was also a year of change for us. We took time to reflect on our work, plan strategically, and ensure that our activities bring as much value as possible to our members. Having completed our Structure and Governance Review, we presented the key outcomes at the General Assembly in Vienna. In 2023, we will continue putting the recommendations into practice, including approving Eurhonet's updated statutes and launching a new visual identity and website.

The Junior Executive Academy returned with an improved format including more diverse activities, opportunities for networking, and a focus on a different theme each year. This year, we examined the digitalisation of communication with our tenants. We are confident that this new structure will further enhance the professional development of our colleagues. The Exchange Programme also got up and running again with its first participant since the pandemic. We are now looking forward to many more successful exchanges.

After five years of working together, we had to say goodbye to Sylwia Kwiecińska, Eurhonet's Administrative Assistant. I would like to thank Sylwia for all her work over the years helping to drive Eurhonet to success. In 2023, the Secretariat will be joined by Rose Michael, Communications and Membership Outreach Coordinator. With a refreshed communications strategy, we aim for Eurhonet to grow even stronger by better serving our members and bringing more visibility to their expertise and experiences.

Finally, I would like to thank our members for their continued engagement, support, and enthusiasm for Eurhonet's work. Looking forward to what 2023 will bring, I cannot wait to hear all your new ideas, exchanges, and experiences.

Fredrik Törnqvist
President of Eurhonet

“Looking forward to what 2023 will bring, I cannot wait to hear all your new ideas, exchanges, and experiences.”

Fredrik Törnqvist
President of Eurhonet



Courtesy of Gewoba

Structure and Governance

Why did we need a Structure and Governance review?

Since Eurhonet was established in 2006, we have steadily grown into a successful network of housing providers. To support our ongoing success and future-proof Eurhonet, our Improvement TaskForce proposed a thorough review of Eurhonet's structures and operations. The results of the review were delivered in 2022, and our Structure and Governance TaskForce began working to implement the recommendations.

What did the review aim to do?

- Clarify the role and purpose of Eurhonet;
- Ensure our governance structure is fit for purpose;
- Ensure our governance and operations are able to keep pace with the challenges in our sector;
- Future-proof our network;
- Test and confirm what we should keep doing, stop doing, or improve to ensure good value for money for our members.

What were the recommendations of the review?

1. Rethink Eurhonet's strategic objectives.

We should not define objectives in terms of the topic priorities of the members but think more about the strategic objectives of the network as a whole.

Based on this recommendation, we have revised our pillars and strategic objectives.

Why do we exist?

Eurhonet is based on three pillars:

- 1. Sharing what we do well –** Learning and improving together
- 2. Growing our skills –** Developing to respond to our business environment
- 3. Advocating and resourcing –** Raising our profile to achieve our goals

New strategic objectives

1. Promote Eurhonet as a learning organisation
2. Develop Eurhonet as a community
3. Build and maintain partnerships
4. Ensure Eurhonet is well run and financially secure

2. Do fewer activities better.

We should spend less time and effort expanding the range and topics of activities and, instead, focus on improving the activities that provide the most value to achieving our objectives. Focusing down could also free up more capacity in the Secretariat to pursue added value in other areas, including communication, partnerships, and project applications.

Based on this recommendation, we have revised the names and concepts of our key activities:

- The CEO Academy becomes the **Eurhonet Leadership Summit**.
- The Junior Executive Academy becomes the **Eurhonet Talent Academy**.

From now on, it will also be open to the whole management team of each organisation, rather than just CEOs.

- Strategic Workshops become **Topical Workshops**.
- **The Exchange Programme** remains the same.

In addition, we have reviewed the names and roles of our TaskForces:

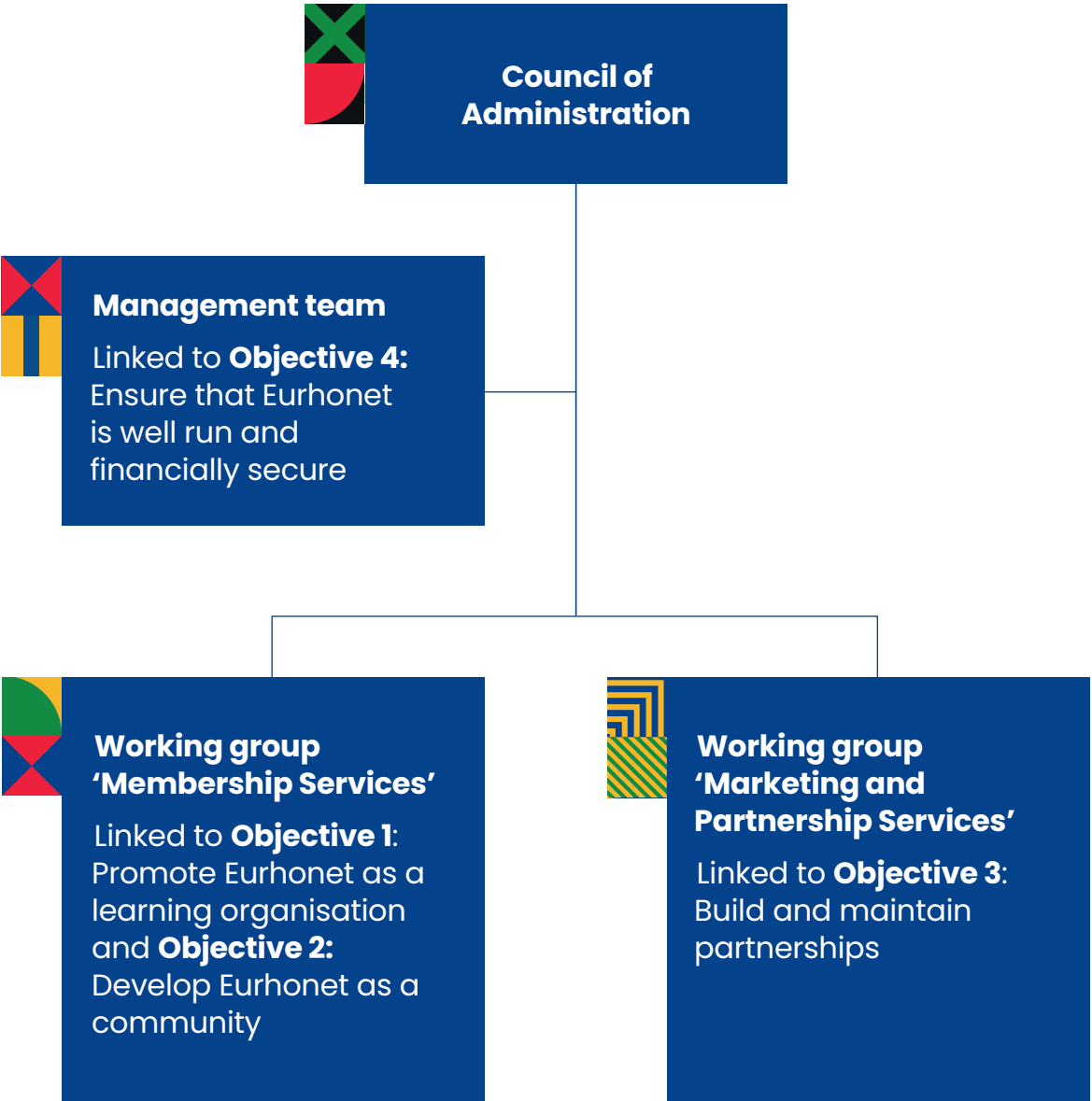
- The tasks of the EU-funding TaskForce will be taken over by the **Eurhonet Secretariat**.
- The tasks of the Improvement TaskForce will be embedded into the **Management Team** and the new Working Group **'Membership Services'**.
- The Marketing TaskForce will be embedded into the new Working Group **'Marketing and Partnership Services'**.

We should focus on improving the activities that provide the most value to achieving our objectives.

3. Put smaller sub-groups in the driving seat for different aspects of Eurhonet’s work.

The Executive Committee is too big in size and narrow in composition to be able to fulfil all of the roles currently being expected of it. A smaller Executive Committee could drive the main direction and activities of the network. Sub-groups within the current Executive Committee (rebranded as a Council) could develop proposals on specific issues. A steering group of task leaders could improve the practical coordination of work.

Taking this recommendation into consideration, we have adapted our structure and our new subgroups will be composed as follows:



Council of Administration:

Composition:

- ✓ President
- ✓ Vice President
- ✓ Treasurer
- ✓ Three full members per country
- ✓ Director General

Scope:

- ✓ Approve the strategic directions set by the Management Team
- ✓ Assure that Eurhonet is well run and legally compliant
- ✓ Assure the sound financial management of Eurhonet
- ✓ Accountable for delivering against the objectives set in the Business Plan

Management Team:

Composition:

- ✓ President
- ✓ Vice President
- ✓ Treasurer
- ✓ Director General

Scope:

- ✓ Set strategic directions to be proposed to the Council of Administration
- ✓ Ensure that Eurhonet is well run and financially secure
- ✓ Ensure sound financial management
- ✓ Annually set the Business Plan

Working Group 'Membership services':

Composition:

- ✓ Director General
- ✓ Topic Group leaders
- ✓ Volunteers from member organisations with relevant skill sets

Scope:

- ✓ Promote Eurhonet as a learning organisation
- ✓ Develop Eurhonet as a community

Working Group 'Marketing and partnership services':

Composition:

- ✓ Director General
- ✓ Representation from member organisations of each country

Scope:

- ✓ Build and maintain partnerships
- ✓ Advocate for Eurhonet

4. Redesign the monitoring processes.

To enable decisions to be made about which activities to focus on as a network, more effort is needed to identify which activities are most beneficial to members. This can be supported by an effective intervention logic as well as better designed surveys that enable comparison of the added value of each activity.

We will begin working on actions for recommendation four once measures for the other recommendations have been implemented.



Calendar of Activities 2022



February

4
Executive Committee
Virtual meeting

16
**Sustainable Construction
Topic Group**
Virtual meeting

March

9
**Sustainable Construction
Topic Group**
Virtual meeting

15
**Joint Digital communication
and Technology in Housing
and Ageing Topic Groups**
Virtual meeting

17
**Human Resources Workshop
'Looking to the Future'**
Virtual meeting

April

11-12
**Structure and Governance
TaskForce**
Brussels, Belgium

27
**Sustainable Construction
Topic Group**
Virtual meeting

27-29
International Youth Summit
London, UK

May

20
Executive Committee
Virtual meeting

June

9-10
**CEO Academy and Ordinary
General Assembly**
Helsingborg, Sweden

15
**Workshop 'Building resident voice'
co-organised with the European
Federation for Living (EFL) in the
context of the 3rd International
Social Housing Festival**
Helsinki, Finland

27-28
**Structure and Governance
TaskForce**
Virtual meeting

July

4-8
Junior Executive Academy
Bochum, Germany

August

30
Structure and Governance TaskForce
Virtual meeting

September

8-9
Executive Committee
Copenhagen, Denmark

21-22
**Sustainable Construction
Topic Group**
Brussels/Halle, Belgium

29
Structure and Governance TaskForce
Virtual meeting

October

4-5
Social Integration Topic Group
Brussels, Belgium

11
Ageing Topic Group
Virtual meeting

18-19
**Digital Communication and
Technology in Housing Topic Group**
Vienna, Austria

19
Executive Committee
Vienna, Austria

20-21
Conference and General Assembly
Vienna, Austria

November

16
**Human Resources Workshop
'The Hu-Man methodology'**
Virtual meeting

25
Structure and Governance TaskForce
Virtual meeting



General Assembly

We were pleased to meet face-to-face at our General Assembly in Vienna, Austria, hosted by Wiener Wohnen on 20–21 October 2022.

The first day was dedicated to the outcomes of our Structure and Governance review and strategies to future-proof our network. This included looking forward to the introduction of our new visual identity and website. Members enjoyed a great presentation on emerging trends in the real estate sector in Europe by Lisette Van Doorn, European division of the Urban Land Institute. We discussed pan-European economic challenges, from supply shortages to recession and the energy crisis, and gained insights into factors driving change in the sector.

Participants had the chance to visit the International Building Exhibition 2022, which focused on 'new social housing', and the Biotope City neighbourhood. The Biotope City model aims to create green and affordable, high-density living through the intelligent use of nature's regenerative mechanisms.

During the second day, we assessed the work done over the last year by our Topic Groups and discussed their future priorities. In the best practice session that followed, members exchanged ideas on mitigating the impact of rising costs on our businesses while delivering quality services to our customers. The General Assembly provided plenty of opportunities to reconnect, network, and share experiences.



General Assembly

The General Assembly provided plenty of opportunities to reconnect, network, and share experiences.

Best practice: Cybersecurity at Bolton at Home

A cyberattack can come from anywhere. With the increase in remote working, cybersecurity should be even more of a priority. Whether from a malicious actor or a bot, housing companies must be prepared for potential attacks and take actions to mitigate the risks. Steve Roden, Bolton at Home, examined the anatomy of a cyberattack, from reconnaissance to exfiltration, corruption, and disruption. Ignorance is not a defence! We learnt about practical tools to protect our companies, devices, and data.

Best practice: Poplar HARCA's response to the pandemic and cost of living crisis

We had to do things differently in 2022. Danielle Bishop and Ana Mae Ramirez discussed Poplar HARCA's successful initiatives. Residents were encouraged to get involved in regeneration projects through Residents' Steering Groups, leading to well-attended consultations and vibrant youth participation thanks to projects aimed directly at young people. Poplar HARCA also aimed to alleviate the impacts of the cost of living crisis with both short and long-term measures, including identifying residents at risk of fuel poverty, direct interventions to reduce food insecurity, and carbon and cost reduction efforts.

Best practice: Gavlegårdarna's solutions and best practices when handling the impact of the pandemic

Processes needed to be radically changed to respond to the pandemic. Peter Levin explained how Gavlegårdarna sought solutions to problems we had never come across before. There were two clear goals: ensuring the health and safety of tenants and employees and maintaining public housing services and operational performance. Frequent communication ensured understanding and awareness, and regular reporting from the organisation to centralised forums helped minimise the risk of spreading Covid-19 within the company and to tenants. When needed, change can be implemented fast!





CEO Academy



An annual event giving CEOs the opportunity to network and discuss the main issues facing the sector.

What does innovation mean for a public or social housing provider? Who should lead on innovation and how can that leader balance the need to innovate with the need to follow procedures? When everybody is busy doing their 'day jobs', how do we encourage innovation and justify the resources needed? We got together in Helsingborg, Sweden on 9-10 June 2022 to discuss these challenging questions at the CEO Academy, hosted by Helsingborgshem.

The CEO Academy was organised in the context of the H22 City Expo: a city-wide initiative on smart and sustainable innovation. It provided the perfect framework to discuss leadership, management, and social innovation. An opening keynote by Professor Ju Liu, Malmö University, examined the great example of the SällBo project: a multicultural and multigenerational space in Helsingborg. The project aims to combat loneliness and promote social cohesion by facilitating and encouraging social interaction.

This set the stage for participants to dive into social innovation and discuss their own experiences.

A study visit gave participants the opportunity to visit the SällBo project and the Drottninghög neighbourhood, a 1960s Million Programme neighbourhood under transformation to create new meeting places and more modern housing. The second day provided further opportunities to reflect on leadership with a roundtable event on the role of the CEO.

What does innovation mean for public and social housing providers?



Junior Executive Academy



Every year, 'rising stars' in the public and social housing sector spend a week learning from housing experts, CEOs, and each other.

The Junior Executive Academy returned in 2022 with an improved format, including more diverse activities, extensive feedback on group projects, and increased networking opportunities. Twenty-four 'rising stars' from Austria, France, Germany, Sweden, and the United Kingdom met in Bochum, Germany on 4-8 July 2022 to develop their skills and consider new ways of approaching challenges in the public and social housing sector.

This year, we focused on the digitalisation of our communication with tenants. Participants worked together to make strategic decisions and, at the end of the week, presented their work in front of a professional jury. The new structure of the Junior Executive Academy includes lectures from experts and a housing-focused study visit.

Find out what
our participants
thought.



Lena Kahle
Account manager / Customer
service GEWOBA, Germany

**What was the biggest thing you
learnt or gained from the Junior
Executive Academy?**

For me, the biggest thing I gained was working on a project from another point of view. Through the different views and opinions of the participants from all over Europe, I got new ideas about the process of working on a project. The different standards of different countries were incredible. The discussions were super interesting and we learnt a lot. In some cases, my view of processes in the company where I work has changed.

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

To be honest, I now see that some of my own processes are in need of optimisation. When participating in the Junior Executive Academy, we developed a tenant portal. I am now working on the same project within my company. The project work gave me knowledge and preparation.

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

Fun, improvement, organisation.



Jenefa Hamid
Communications and Digital Services
Officer Poplar HARCA, United Kingdom

**What was the biggest thing you
learnt or gained from the Junior
Executive Academy?**

It was a week in which we laughed a lot, built relations, had fun, and worked in teams to deliver a project – all the qualities needed to produce great work back at Poplar HARCA. It has led me to push out of my own comfort zone, try new things, and make sure to have a laugh along the way.

I left Eurhonet with a greater sense of optimism and purpose from connecting with individuals with different specialisms and vantage points all working towards similar housing objectives and social outcomes. As a result, I gained an increased appreciation for my organisation's various facets, and it reconfirmed my career choices and development opportunities in social housing and working in community-driven regeneration.

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

It made me look at my work in a new light and explore a more holistic way to achieve department results with my colleague. I find myself thinking very much outside the box.

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

Connectivity, community,
communication.



Melanie Kastenhuber
Project manager / Housekeeping
GWG München mbH, Germany

**What was the biggest thing you
learnt or gained from the Junior
Executive Academy?**

A new network of European social housing companies and how to work as a part of a team with a lot of different languages.

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

It is important to work together to make things happen and set up a good project. I reflected on different ways of working in a group of various profiles and nationalities to extend the spectrum of skills. I also realise that everyone thinks and works in a different way.

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

Intense, instructive, connections.



Fiona Luima
Environmental Coordinator
Gavlegårdarna, Sweden

**What was the biggest thing you
learnt or gained from the Junior
Executive Academy?**

I learnt the importance of working cross-functionally where the aim was to satisfy the tenant through better communication, in this case through a digital portal application.

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

The experience has made me more open and willing to curiously listen to others' ideas, as well as to investigate a problem and find a solution by collaborating with others from different units, and making a problem visible using post-it notes as a method. The company is a major organisation which means that the experiences from the Junior Executive Academy will be of great use to the company and me.

**How would you describe the Junior
Executive Academy?**

Empowerment, an innovative and amusing way of co-creating while connecting people, and fun.



Michel Challma
Junior Property Manager
Familjebostäder, Sweden

**What was the biggest thing you
learnt or gained from the Junior
Executive Academy?**

I would say understanding how other companies work. Mainly because you are used to working in a certain way at your workplace, and when you meet other people and listen to their working ways, you get another perspective about how things work and how you could develop yourself.

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

I have gained a lot of experience and I was impressed by the way that colleagues from Germany put the main focus on their tenants, for example having a place in the area for the tenants to go and have a meal or a coffee together.

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

Developing, fun, challenging.



Exchange Programme

The Exchange Programme provides an opportunity for Eurhonet members to share and develop skills, ideas, working methods, and business cultures. We aim to improve performance and ensure that public and social housing companies are more attractive as an employer.

Every year, employees from Eurhonet’s member organisations have the chance to spend three to five days working alongside their counterpart in another Eurhonet member organisation. During this time, they learn different approaches and methods to tackle similar challenges in another cultural context. The programme is a rewarding experience which encourages participants to consider other points of view and challenge current ways of working. Since it began, 72 colleagues have benefited from the programme, and we look forward to organising many more exchanges.

The Exchange Programme is intended for professionals at all levels of an organisation and in all roles. It is up to each member organisation to decide which employees can participate. To make the most of the experience, it is important to define a clear goal for the exchange and for the hosting organisation to prepare a detailed programme for the participant. To maximise the sharing of knowledge, the participant writes a study report to be published on the Eurhonet website.

Gavlegardarna, Sweden visiting Bolton at Home, UK September 2022

My trip to Bolton at Home was inspiring on both work and personal levels. To meet all these people who love their jobs and who fully understand the impact their work is making on the company and on society in general was inspiring.

Bolton at Home’s thinking outside the box is impressive. They tackle important work and social shortcomings by taking positive action to facilitate employment and wellbeing. They do this by creating meaningful activities and opportunities for employees and communities to reach their full potential.



Malin Wettre
Exchange Programme Coordinator

My short visit to Bolton at Home was, without a doubt, very useful and eye-opening. A more in-depth examination of the amazing work Bolton at Home does would require at least another week at the company, but they made sure to make the best use of my three-day visit.

Much of the work Bolton at Home does to facilitate getting people back to work is done through cooperation between the government, the housing company, as well as many non-profit organisations. Here in Sweden, we as a public housing company can still widen our horizons, adjust, and improve our way of working with employment and social work with our tenants.

Report by Rahaf Abu Shaer

“ To meet all these people who love their jobs and who fully understand the impact their work is making on the company and on society in general was inspiring.”

Report by Rahaf Abu Shaer





Sustainable Construction Topic Group

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

Field visits and live practical workshops are key to the Sustainable Construction Topic Group’s activities. It was therefore important to go back to in-person meetings. We had prepared a road map of topics to address, but the energy crisis and the international context were integrated directly into our discussions, pushing us to face challenges that we had not previously expected.

From Cradle to Cradle 9 March 2022, online

Cradle to Cradle is a holistic approach to environmental, climate, and resource protection. Tim Janßen, Cradle to Cradle NGO, explained how this approach is based on a positive view of humanity and the need to move away from linear economies. We learnt how products must be designed to be suitable for technological and biological cycles and gained insights into best practice examples from the construction sector.

From Energy Efficiency to Climate Neutrality 16 February 2022, online

We kicked off the year by examining global strategies to reduce the carbon footprint of our buildings. Thilo Cunz, DENA (German Energy Agency), defined a scale of priorities and reflected on life cycle analysis. To achieve climate neutrality, reducing energy consumption comes first due to the manifold interactions between all components. It is then possible to

cover the reduced energy demand using on-site renewable energy. Finally, to achieve a truly climate-neutral building, renewable energy must offset embodied carbon. Gordon Watts, co-leader of the Topic Group, also presented a concrete example of how South Yorkshire Housing Association in the UK is approaching the topic.



Ecological Evaluation: CO2 Emissions and Cumulative Energy Demand 27 April 2022, online

Global warming is urging action in every sector of society. Accounting for around 40% of annual greenhouse gas emissions worldwide, the building sector must act. There is also an increasing pressure for public and social housing providers to address sustainability-related issues and future-proof properties. Niklas Scholliers, Technische Universität

Darmstadt, Germany presented a case study of a residential neighbourhood in Darmstadt. The example demonstrated how solid construction and wood construction variants of different building standards differ in terms of CO2 emissions and cumulative energy demand.



Sustainable Construction Topic Group meeting 21-22 September 2022, Brussels/ Halle Belgium

We relaunched our in-person meetings in the heart of the EU: Brussels, hosted by the Eurhonet Secretariat. Participants examined the ‘burning issues’ with which they were struggling, including lack of workforce, high prices, and energy costs. The discussions were complemented by a study visit about monitoring energy data after the renovation of a building, in cooperation with Knauf Insulation.

On the final day, participants joined a workshop on heating and cooling technologies, which concluded that our sector is quickly moving towards heat pump systems. Antoan Montigner, European Alliance to Save Energy, then introduced the future trends for energy efficiency in buildings and gave a preview of the new Energy Performance of Buildings Directive (EPBD).

What’s next?

2023 will be another year of intense activities. Keeping the focus on climate action, we will develop strategies to boost sustainable building renovation and the construction of even more efficient buildings. The new EPBD is now a reality and will force public and social housing to address the need for a massive renovation of the housing stock. We will be taking an even more practical approach in our activities by helping our members to develop a climate strategy.



Gordon Watts
Sustainable Construction
Topic Group Co-Leader



Johann Christian Plagemann
Sustainable Construction
Topic Group Co-Leader





Social Integration Topic Group

Examining how housing providers can promote and foster social integration by harnessing their assets, partnerships, and networks. Sharing best practice for supporting and assisting vulnerable tenants, including young people, older people, migrants, and refugees.

To mark the European Year of Youth, we focused on the needs of young people: an incredibly important target group for the promotion of social integration. We were pleased to collaborate with the European Federation for Living (EFL) and use our joint experiences to spark fruitful discussions on youth participation at our Topic Group meeting in Brussels. Having welcomed a new Topic Group leader, it was also a key time for us to reflect on our members' needs.

Workshop 'Building resident voice' 15 June 2022, International Social Housing Festival, Helsinki, Finland

In this workshop, co-organised with EFL, we presented methods of working with different target groups of residents to increase participation, as well as the Charter from the International Youth Summit. We concluded that an agile and creative approach is needed to meet the diverse needs of the target groups. Working in parallel with all groups is essential to achieve safety and wellbeing among our tenants and create thriving residential neighbourhoods.

International Youth Summit 2022 27-29 April, London, UK

How can we better involve young people in driving change and influencing policymakers? What can we do to help foster an active network of young leaders? We joined EFL at the International Youth Summit to engage with people aged 16-25 from across Eurhonet member countries and beyond. Our Topic Group was represented by two of our Swedish member organisations, Hyresbostäder

and Helsingborgshem AB, and two young residents from each company. The young people attending the Summit compiled a Youth Charter focusing on unemployment, wellbeing, climate, and the cost of living. The Charter highlighted the important role of the housing sector in ensuring young people's futures, and became the starting point for our next Topic Group meeting.



Social Integration Topic Group meeting 4-5 October 2022, Brussels, Belgium

Continuing the theme of young people's needs, we heard presentations from Claudia Pinto, European Youth Forum and Alice Pittini, Housing Europe. Participants enjoyed a study visit to the CALICO project, a Community Land Trust building that includes both

intergenerational and intercultural components. We also reflected on our structure and ways of working, highlighting the need to collaborate with other Eurhonet Topic Groups and other organisations, as well as to continue working towards youth participation in our structures.



Courtesy of GWG Munich, Jonas-Nefzger

What's next?

The Topic Group has been growing and going forward, we will focus on exchanging best practice examples from our own experiences, alongside lectures from guest speakers. An important task will be to explore how to better involve our tenants in work carried out in our neighbourhoods. We will continue to meet three times a year, combining in-person and virtual meetings. To keep strengthening our collaborations, one meeting a year will be organised with EFL.



Dragana Curovic
Social Integration
Topic Group Leader

Poplar HARCA's Community Panel

In October 2022, Poplar HARCA launched a panel of six residents from across its communities to review its resident engagement strategy. The residents sought advice from organisations within and outside the housing sector to better understand what makes a great resident engagement strategy, why it is so important, and how we can measure success. To provide insight into the European context, two sessions were organised with Helsingborgshem and ÖrebroBostäder through the Topic Group. Our members shared relevant case studies, including a

Citizen Lab project, an Arts Board project, a Youth Council and Parliament, and an interesting use of Lego to design play areas.



Courtesy of Poplar HARCA





Ageing Topic Group

Improving quality of life for older people by enabling them to live independently in homes. Creating communities that facilitate inclusion and are adapted to the needs of older residents.

As our ways of communicating and working become increasingly digitised, we are very mindful of the need to ensure that all our tenants are included. In 2022, we collaborated with the Eurhonet Topic Group on Digital Communication and Technology in Housing to explore best practice on digital inclusion. Through presentations by guest speakers and contributions from our members, we shared valuable experiences on a range of topics including digital skills development and intuitive, barrier-free design. A virtual Topic Group meeting in October also gave us the opportunity to discuss our current and future projects addressing the needs of older people.

Digital inclusion and cultural changes linked to digitalisation 15 March 2022, online

In a joint meeting with the Topic Group on Digital Communication and Technology in Housing, we focused on digital inclusion. Digital exclusion affects many aspects of people’s lives and experiences. Participants heard from John Duncan, Greater Manchester Combined Authority, who gave a range of inputs on the topic, including examining how many tenants are digitally excluded and for what reasons. We discussed the benefits of digital skills programmes and the need to clearly communicate how digital services could contribute to reducing feelings of isolation and loneliness.

It was important to recognise the role of design. The useability of digital tools impacts the way and the extent to which we engage with a service, so service providers must ensure that they meet the needs of the people they serve. This may involve co-creation and co-design with older people and organisations working with older people. We should also think carefully about the wording we use to communicate on digital services. Working in break-out groups, participants discussed best practice, challenges, and barriers to digital inclusion drawing on their own experiences.



Ageing Topic Group updates and planning meeting 1 October 2022, online

Our members have had to face several key challenges this year, including the cost of living crisis, difficulties financing community care and support services, and renovating older housing stock to be barrier-free. In our second meeting of the year, we exchanged

ideas on addressing these issues and discussed our priorities for meeting the needs of older tenants. We also had the opportunity to discuss recent updates for the Topic Group and work on our plans and objectives.



What’s next?

Following our virtual meetings in 2022, we are looking forward to seeing each other face-to-face in 2023 at two in-person meetings. The first meeting, hosted by Valloire Habitat, from France, in Spring 2023 will focus on best practice for helping older tenants with the cost of living. We will see each other again later in the year in Brussels.



Nicola Westerberg
Ageing Topic Group Leader





Digital Communication and Technology in Housing

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

Hybrid working is the way forward, and we embraced it in 2022. By using the right medium for each topic, we ensured that our Topic Group work ran smoothly and our goals were achieved. Through online sessions, we focused on presentations that gave our members a deeper understanding of a specific theme, such as digital inclusion. External guest speakers were invited so that we benefited from a broader perspective and extended the scope of our network. In face-to-face meetings, we organised workshops, discussions, and group work to better exchange knowledge and best practice examples.

Digital Inclusion and cultural changes linked to digitalisation 15 March 2022, online

Our first meeting in 2022 focused on digital inclusion, in collaboration with the Eurhonet Topic Group on Ageing. Professor Simeon Yates, University of Liverpool, presented as a guest speaker on the academic background and trends relating to digital inclusion, providing an excellent introduction to the topic. Afterwards, participants

introduced their ongoing initiatives on digital inclusion and discussed their plans for future projects. As a result, we agreed on the need to define standards that cover a minimum 'digital standard of living'. The sustainability of the device, connectivity, and skills were identified as key topics for successful digital inclusion.



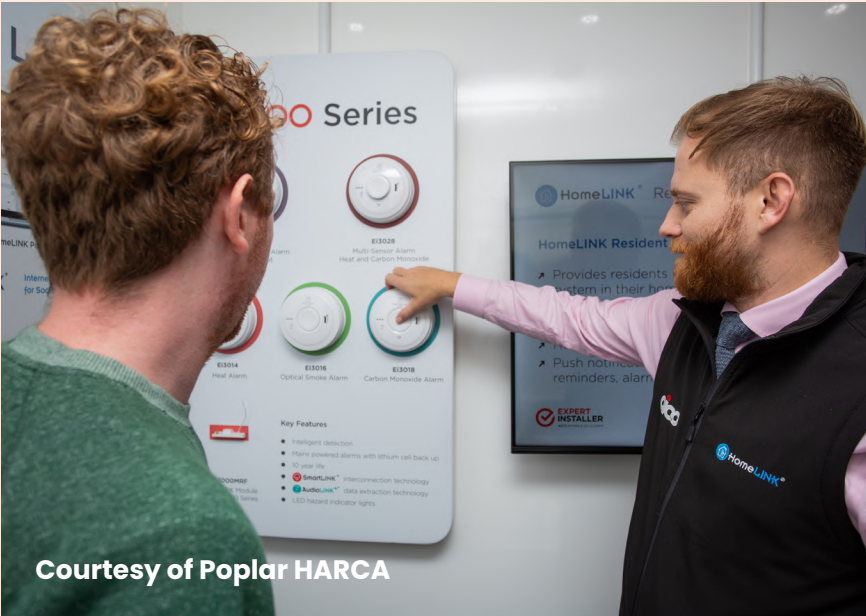
Digital Humanism: People, Planet, Profit / Net Zero Development 18-19 October 2022, Vienna, Austria

For our first in-person meeting of the year, we headed to Vienna, kindly hosted by Wiener Wohnen. An excellent presentation from Martin Giesswein, digital expert and author, briefed the group on the growing ethical issues surrounding the development of technology. Who benefits from it: society or a small, profit-driven group? This proved a great introduction to concepts of ethical and social governance.

Study visits were organised in the afternoon to the neighbourhoods supported by Wiener Wohnen in Vienna. We witnessed the application of technology supporting life in the community, from digital inclusion and support initiatives for older people to parcel delivery solutions and laundry management. Participants

also attended a briefing on the functionality of the customer portal. This sparked ideas for a future discussion about defining standards on which capabilities and tenant functions would be necessary in a best practice portal deployment.

On the second day, we learnt about an innovative project in the UK on the theme of carbon net zero. In this project, a village was designed with carbon efficiency in mind, using innovative approaches to funding and building, as well as the technology being deployed. This demonstrated that the possibilities – both in terms of technology and funding – are within our reach. In breakout sessions, we explored the idea of a shared innovation hub, drawing on the experience of Wiener Wohnen.



What's next?

We have identified several key topics for 2023. To start off the year, we will discuss innovation and innovation management. Cybersecurity will remain a regular theme, including sharing Disaster Recovery Plans. We will also explore data management and business intelligence, with a focus on how technology can support decision-making. Our Topic Group also plans to compare and develop business, regulatory, and technical standards. As hybrid work was successful and welcomed by the group, we will continue this approach and look forward to our meetings in 2023.



Steve Roden
Digital Communication and Technology in Housing Co-Leader



Alessia Pareschi
Digital Communication and Technology in Housing Co-Leader



Strategic Workshops

Every year, we organise workshops to create bridges between our Topic Groups, draw attention to intersecting issues, and expand our key topic areas. In 2022, we held two human resources webinars, aiming to help our members achieve attractive, competitive, and productive work environments that prioritise the wellbeing of employees.

Looking to the Future 17 March 2022, online

Following on from our previous Human Resources workshop in 2021, we came together to share updates on our actions, successes, and challenges around adapting the way that we work. These changes have helped us to progress, get creative, and achieve great things in this challenging world of work. We examined the

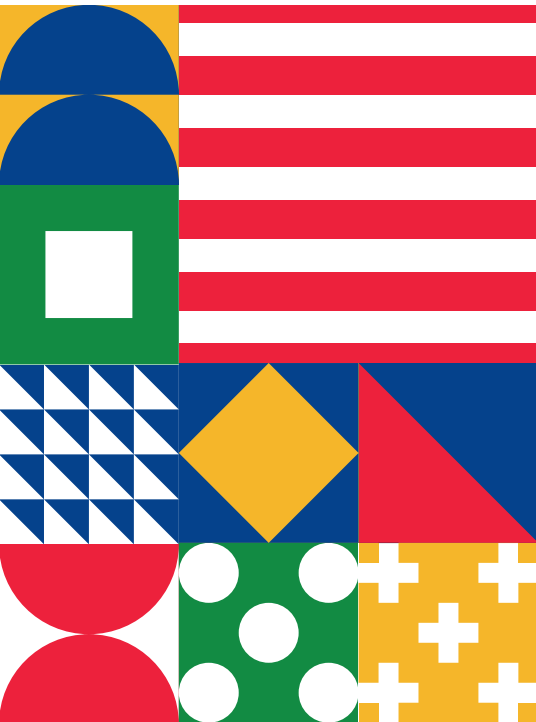
benefits and drawbacks of remote working, as well as changes to how we measure performance and success. It was important to also reflect on how we can build a positive workplace culture among employees, keeping staff members engaged and motivated.

Humanising our Workplaces 16 November 2022, online

The humanisation of our workplaces is a key factor in creating attractive and competitive companies. A ‘human’ working environment has proven to have a positive impact on absenteeism and turnover rate, the efficiency of employees, attractiveness for job seekers, and recognition by all shareholders.

Aurélien Herquel, Chairperson and Founder of Hu-Man, introduced us to the ‘Hu-man Principles.’ Eurhonet member Vosgelis, from France, was the first company to implement

the Hu-Man methodology. We were joined by Fabrice Barbe and Lorinda Carreiras, who shared their experiences of the concrete application of the principles. In breakout sessions, human resources specialists had the opportunity to discuss how these principles could help to improve their own working environments. We explored key topics such as recruitment and staff retention, as well as how social housing organisations can become leaders in new management practices.



Financial Results 2022



Courtesy of Bostadsbolaget



Financial Results 2022

Incomes	
Membership fees	219,750.00 €
Other income (Credit note)	13,006.41 €
Total Incomes	232,756.41 €
Expenses	
Staff and associated costs	124,954.41 €
Office rent	14,486.03 €
Staff	106,420.47 €
Travel and subsistence	4,047.91 €
Comms and Services	10,908.03 €
Communications-website	2,180.78 €
Documentation/Post	68.90 €
Accountancy and legal services	6,318.22 €
Other expenses	273.23 €
Bank charges	410.02 €
Annual Report, Publication, Brochures	1,656.88 €
Governance	11,114.96 €
Executive Committee	3,485.42 €
Structure and Governance Review	7,229.54 €
New EurhoCycle activities	400.00 €
Core events	25,995.31 €
General Assembly	15,857.72 €
CEO Academy	6,837.59 €
Junior Executive Academy	3,300.00 €
Topic Groups	17,041.17 €
Topic Group Ageing	0.00 €
Topic Group Sustainable Construction	10,076.28 €
Topic Group Social Integration	2,141.62 €
Topic Group Digital Communication and Technology in Housing	4,823.27 €
Taxes	757.32 €
Tax on patrimony	757.32 €
Total expenses	190,771.20 €
Result	41,985.21 €



Financial Results 2022

Assets	
Financial assets	252.00 €
Guaranty in cash	252.00 €
Amounts receivable within one year	10,642.92 €
Membership fees	6,000.00 €
Other amounts receivable	4,642.92 €
Cash at bank and in hand	447,537.56 €
KBC – Company account	447,586.93 €
Internal transfers	(49.37) €
Deferred charges and accrued income	1,061.54 €
Deferred charges	1,061.54 €
Total assets	459,494.02 €
Liabilities	
Capital and Reserves	437,923.79 €
Capital	157,338.77 €
Profit brought forward	238,599.81 €
Profit for the year	41,985.21 €
Provisions and Deferred Taxes	800.00 €
Provisions for liabilities and charges	800.00 €
Amounts payable	20,770.23 €
Suppliers	8,850.65 €
Taxes	2,620.16 €
Remunerations and Social security	9,299.42 €
Total liabilities	459,494.02 €



Organisational Structure

Executive Committee Members

President: Fredrik Törnqvist
Stångåstaden
Sweden
Vice President: Mina Bozzoni
ALER BCM
Italy
Vice President in charge of finances: Pam Welford
Bolton at Home
UK

Representing France: Francis Deplace succeeded by Charlotte Limousin
Hervé Euzen
Olivier Barry
Representing Germany: Sybille Wegerich
Anja Bader
Klaus Graniki
Representing Italy: Mina Bozzoni
Marco Corradi
Representing Sweden: Fredrik Törnqvist
Cathrine Holgersson
Lars Löfgren
Representing the UK: Jon Lord succeeded by Noel Sharpe
Simon Wilson
Steve Stride
Representing Austria (Observer): Christian Schantl
Representing Denmark (Observer): Christian Høgsbro

Topic Group Leaders
Sustainable Construction: Johann Christian Plagemann
Ageing: Nicola Westerberg
Social Integration: Dragana Curovic
Digital communication and Technology in Housing: Steve Roden
Alessia Pareschi

The Secretariat

Based in Brussels in the heart of the European neighbourhood since 2012, the 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

Austria



Denmark



France



Germany



Italy



Sweden



UK

