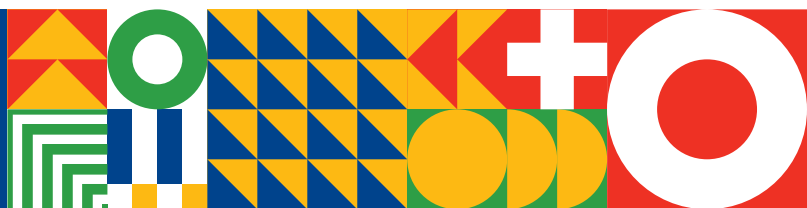




[www.eurhonet.eu](http://www.eurhonet.eu)

## Annual Report 2023



Courtesy of DOGEWO21



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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. The network 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 practice, developing our skills, and creating a common view of excellence in the public and social housing sector.

**Our key activities:**

**Providing excellent services for our tenants, communities, and society**

We help our member organisations to improve their professional performance, processes, and working methods. This includes:

- Exchanging experiences and working together to develop, test, implement, and share models of best practice;
- Running **Topic Groups** on key issues in the public and social housing sector;
- Organising **workshops** and **skills development programmes**;
- Supporting our members’ participation in EU projects.

**Prioritising the wellbeing and professional development of employees**

We support our members to **invest in their staff**, attract talented employees to the sector, and enhance existing staff training and development opportunities.

**Collaboration with Housing Europe**

We feed the experiences of our members gathered via our working groups and national and regional dialogue into the policy formulation process of Housing Europe, our sector’s representative body at EU and international level.



Courtesy of Varbergs Bostad



# 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 Uppsalahem



## Foreword from our President



**2023 has been such an active year for Eurhonet. Having completed our Structure and Governance Review and adopted our new Statutes and Rules of Procedure, we were keen to put the recommendations into practice. The benefits are already clear.**

We are focusing our attention on the activities that benefit most the day-to-day work of our members. We are more agile, adapting our work programme to the evolving needs of the network. Throughout the year, we have strengthened collaboration between our Topic Groups and laid the foundations for partnerships that will unfold in 2024. Now, we have even more opportunities to share, innovate, and improve.

This year, Eurhonet unveiled a brand new look. The updated logo and visual identity are vibrant, energetic, and bold – a great reflection of the Eurhonet community! Our members are full of ideas, open to sharing experiences, and eager to keep improving for our tenants. The new Eurhonet website will help us to do this more effectively. It is easier to access information, maximise the benefits of Eurhonet membership, and showcase our best practice – we have now published around 70 projects.

Our Topic Groups went from strength to strength in 2023. Both in-person meetings and online seminars have kept members engaged throughout the year. These events – led by and for our practitioners across different specialities – are continuous sources of inspiration and practical advice.

Welcoming two new Eurhonet member organisations brought valuable new perspectives to keep challenging our ways of working.

The success of this year's Talent Academy – which was once again fully booked – demonstrates our network's commitment to professional development. This year's event focused on supporting and communicating with tenants during the renovation of their properties. Six colleagues also travelled to other Eurhonet member countries as part of the Exchange Programme, bringing the total number to 77 since it began in 2011. With exchanges already lined up for 2024, I look forward to hearing about the outcomes of these collaborations.

It was a pleasure to hear about the impact of all our activities at our Conference and General Assembly in Brescia, which focused on the pressing issue of climate change. Along with the Leadership Summit in Darmstadt, we had so many opportunities to work together on our sector's challenges and futureproof our organisations.

I am grateful to all Eurhonet members for your unwavering enthusiasm, open discussions, and invaluable experiences shared this year. Thank you for your commitment to Eurhonet's mission. With exciting plans on the horizon for 2024, I'm looking forward to another year of learning and exchange.

**Fredrik Törnqvist**  
President of Eurhonet



# “We have strengthened collaboration between our Topic Groups and laid the foundations for partnerships that will unfold in 2024. Now, we have even more opportunities to share, innovate, and improve.”

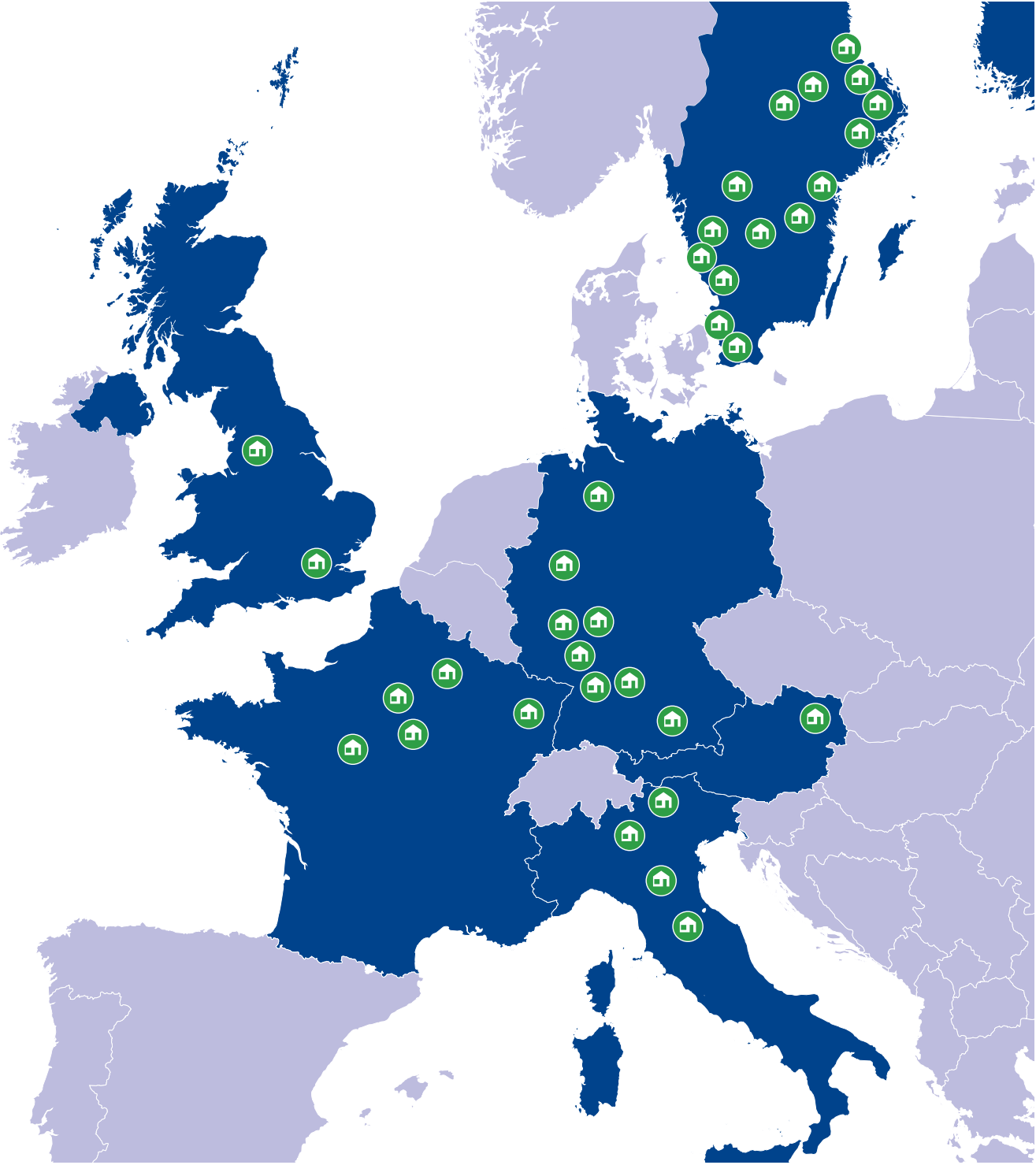
**Fredrik Törnqvist**  
President of Eurhonet



Courtesy of IPES Bolzano



# Eurhonet Members in 2023



**Austria**

**Wiener Wohnen**  
Vienna



**France**

**Delphis**  
Paris

**FSM**  
Melun

**Opal**  
Laon

**Valloire Habitat**  
Centre-Val de Loire

**Vogelis**  
Vosges



**Germany**

**Bauverein AG**  
Darmstadt

**DOGEWO21**  
Dortmund

**GBG  
Unternehmensgruppe  
GmbH**  
Mannheim

**Gewoba**  
Bremen

**GWG München (now  
Münchner Wohnen GmbH)**  
Munich

**HWB**  
Hofheim/Taunus

**Volkswohnung**  
Karlsruhe

**Stadtsiedlung  
Heilbronn GmbH**  
Heilbronn



**Italy**

**ALER BCM**  
Brescia

**AREZZO Casa Spa**  
Arezzo

**CISPEL**  
Emilia-Romagna

**IPES Bolzano**  
Bolzano



**Sweden**

**Bostads AB Mimer**  
Västerås

**Bostadsbolaget**  
Göteborg

**Botkyrkabyggen**  
Botkyrka

**Familjebostäder**  
Stockholm

**Gavlegårdarna**  
Gävle

**Halmstads  
Fastighets AB**  
Halmstad

**Helsingborgshem AB**  
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

**Poplar HARCA**  
London





## Introducing our new member organisations



**Meet Lorenzo Roggi, President  
Arezzo Casa Spa, Italy**

“For me, public and social housing represents the most important support tool that public bodies can make available to the most vulnerable sectors of the population. Making housing accessible and affordable is undoubtedly the first step in building social justice projects.

The main challenges our sector faces in our region are obsolete regulations and laws, sudden changes in users and work management methods, and a serious lack of structural funds.

We joined Eurhonet with the desire to gain insights about working realities that are radically different from ours. We hope to learn about new, more dynamic, and effective procedures and operating methods to address the real needs that we face every day.”



**Meet Dominik Buchta, CEO  
Stadtsiedlung Heilbronn, Germany**

“When it comes to the future of cities, housing takes top priority. This means that in the expanding urban landscape, special attention must be given to housing alongside ecological and cultural needs. Affordable housing is a precondition for every individual and, in particular, for societal cohesion.

Eurhonet stands for international networking, collaborative strategy development from diverse perspectives, cross-border knowledge exchange, and employee development within a European framework. For us, these are compelling advantages.

We are happy to participate in the Topic Groups and collaborate on developing fresh ideas, enhancing professional performance, and learning from each other through best practice examples. We hope that the diverse approaches across different countries enable our employees to broaden their horizons.”



**“When it comes  
to the future  
of cities, housing  
takes top priority.”**

**Dominik Buchta, CEO  
Stadtsiedlung Heilbronn, Germany**

Courtesy of Wiener Wohnen





Courtesy of Bostadsbolaget, Jakob Saw



Courtesy of HWB, Heiko Rhode, Eintracht Frankfurt Football School



Courtesy of Vätterhem



Courtesy of Valloire Habitat



Courtesy of DOGEWO21

# People at the centre



Courtesy of Hyresbostäder



Courtesy of GEWOBA



Courtesy of Gavlegårdarna



Courtesy of GEWOBA



Courtesy of Botkyrkabyggen







# Calendar of Activities 2023



## The year in review



Council of Administration Meetings



Topic Group Meetings



Leadership Summit



New Entries in the Best Practice Library



Conference & General Assembly



Exchanges



New Website

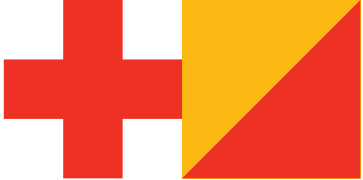


Fully Booked Talent Academy





Courtesy of ÖrebroBostäder



February

- 22–23**  
Council of Administration  
Paris, France
- 27**  
Social Integration Topic Group  
Virtual meeting

March

- 22–24**  
Sustainable Construction  
Topic Group  
Bremen, Germany

April

- 19**  
Council of Administration  
Virtual meeting
- 24**  
Digital Communication and  
Technology in Housing Topic Group  
Virtual meeting

May

- 11–12**  
Ageing Topic Group  
Orléans, France
- 15–16**  
Social Integration Topic Group  
Örebro, Sweden
- 24**  
Sustainable Construction  
Topic Group  
Virtual meeting

June

- 14–15**  
Leadership Summit and  
Ordinary General Assembly  
Darmstadt, Germany

July

- 4**  
Sustainable Construction  
Topic Group  
Virtual meeting
- 17–21**  
Talent Academy  
Düsseldorf, Germany

September

- 13–14**  
Council of Administration  
Brussels, Belgium
- 27–28**  
Sustainable Construction  
Topic Group  
Brescia, Italy

October

- 10–11**  
Ageing Topic Group  
Brussels, Belgium
- 11–12**  
Social Integration Topic Group  
(in collaboration with EFL)  
London, UK
- 16–17**  
Digital Communication and  
Technology in Housing Topic Group  
Munich, Germany
- 24**  
Council of Administration  
Brescia, Italy
- 25–26**  
Conference and General Assembly  
Brescia, Italy



## Gathering insights at sector events

We believe in learning from a wide range of expertise. Eurhonet was present at various national and international events to identify best practice, understand new trends, and report back key learning points to our members. Aiming to continually improve our services, we also look for opportunities to challenge our ways of working so we can keep growing stronger.

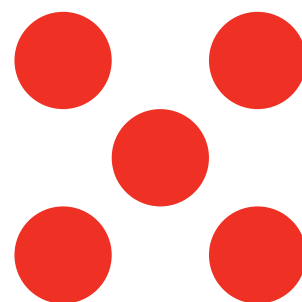
### Event Design Masterclass – Association World 4 May 2023 in Brussels, Belgium

As we aim to keep improving the structure and format of our meetings, this masterclass was an excellent opportunity to gather ideas. Through practical exercises, we better understood how to meet concrete objectives through both in-person and online events.



### International Social Housing Festival 6–9 June 2023 in Barcelona, Spain

A key focus was acquiring knowledge on resident engagement practices, including outreaching young people and involving tenants in renovation works. In addition, a workshop highlighted the importance of clearly framed communications that everyone understands equally and that avoid reinforcing bias when we talk about homes.



### Europe Housing Day – Habitat for Humanity 14 November 2023 in Brussels, Belgium

The event was a great opportunity to connect with various stakeholders of the housing system, including researchers, policymakers, NGOs, international organisations, and practitioners. We gathered updates on EU mechanisms and best practice on energy-efficient renovations in Europe. In addition, we explored the adaptation of underused spaces for affordable housing.

### Tackling energy poverty for a just transition – European Economic and Social Committee 17 July 2023 in Brussels, Belgium

Held in the European Parliament, the event focused on renovating homes to alleviate energy poverty. We gained insights on approaching housing issues from a health perspective and developing inclusive renovation schemes. We also learned about combining climate and social initiatives, emphasising the importance of education and strong communication.



### Hitting the Target, Missing the Point – Disruptive Innovators Network (DIN) Summit 15 November 2023 in London, UK

At the DIN Summit, we examined best practice and lessons learned from beyond our sector. This allowed us to reflect on how we can improve services in public and social housing. We gathered strategies on effective leadership, building purpose-driven organisations, digital transformation strategies, and co-production initiatives with tenants.

### Renewable energy sharing in the public, cooperative, and social housing sector in Europe – supporting the just transition – Housing Europe 23 November 2023, online

We heard practical examples of the implementation of energy communities in the public and social housing sector from France and Sweden. The event allowed us to focus in on the challenges and opportunities for integrating energy communities in our sector, as well as gain updates on EU legislation.



### The Science of the Art of Persuasive Communication – Behavioural Change Network 7 December 2023, online

During our Conference and General Assembly, we highlighted the importance of effective communication to encourage more sustainable ways of living in our neighbourhoods. This online event introduced us to strategies to help us facilitate positive behavioural change. The strategies are useful in both internal and external communication to manage change effectively.





**We agreed that a collective shift in mindset is needed, and public and social housing providers can play a role in driving this shift.**



Continuing the theme of climate action, we participated in an interesting study visit to the Brescia waste-to-energy plant. The plant recovers electrical and thermal energy from approximately 730,000 tons of waste annually that cannot otherwise be recycled.

We agreed that a collective shift in mindset is needed, and public and social housing providers can play a role in driving this shift. Strong communication is essential if we want to change behaviour.



On the second day, Christian Camus explained how Valloire Habitat (France) uses an innovative customer segmentation strategy to better understand the needs of its tenants at different life stages. Through this approach, qualitative data informs on the most pressing concerns of residents and services can be adapted to better suit these needs.

The General Assembly was also the ideal opportunity to assess the impact of all our activities over the last year and identify priorities for the future. We learned more about our new member organisations and heard from our dedicated Topic Group Leaders and activity coordinators. This allowed us to gain valuable feedback about the upcoming work plan to ensure we respond to the needs of members.

# Conference and General Assembly

**Diving into key themes impacting the public and social housing sector. Taking stock of our progress, sharing our priorities, and planning the way forward for Eurhonet and the broader housing landscape.**

Public and social housing providers face an urgent need to respond to the climate crisis along with pressure to ensure the availability of affordable, quality homes for tenants. Our Conference and General Assembly, hosted by Aler BCM on 25–26 October, focused on Climate Change: Resilient and Sustainable Neighbourhoods.

To kick off the event, Franziska Schreiber, Bauhaus Earth, explored how we can transform the built environment from a carbon source to a carbon sink, including numerous case studies for the transition to bio-based, regenerative materials. The transformation is not just about materials but about rethinking how we use our resources and live together.

The presentation sparked our table discussions on the opportunities and challenges we currently face in our organisations. Despite a strong ambition in the sector and many innovative projects among our members, we face numerous difficulties. These include cost, sourcing skilled workers, and the absence of necessary systems and structures to enable wider implementation of bio-based builds. Therefore, sharing our knowledge and working together to find practical and feasible solutions will be key to progress in our sector over the next years.





## Leadership Summit

**Bringing together leaders in public and social housing from across Europe to discuss the main issues facing the sector, connect with each other, and develop future-proof strategies.**

The **Leadership Summit** brought together CEOs, top management teams, and board members in Darmstadt, Germany, hosted by bauverein AG on 14-15 June.

A keynote speech by Steve Roden from Bolton at Home – and member of the Disruptive Innovators Network – set the tone for the event, reminding us of the importance of continuous learning. A barrier to innovation in our sector is fear, but we should always aim to improve in ways that will benefit our tenants. We discussed the need for strong leadership and effective resource allocation to manage innovation. Using this as a basis, we shared best practice on a wide range of topics, including sustainability, inclusive communities, and improving efficiency and customer satisfaction.

The second half of the Leadership Summit focused on the Corporate Sustainability Reporting Directive (CSRD) and sustainable finance. Charlotte Limousin and Anne Behloui from DELPHIS demystified the CSRD and the EU Taxonomy. We had a lot to reflect on given the shift towards a more prospective approach, setting targets, and looking forward to the short, medium, and long term. The keynote provided the perfect framework to dive deeper into best practice on sustainable finance.

We concluded the event with a study visit to the Lincoln neighbourhood, exploring how former army premises were converted into apartment buildings.



## Check out just a few of the best practice examples presented at the Leadership Summit:

### 15 years of energy saving at Vätterhem, Sweden

Vätterhem recruited specialist colleagues devoted to improving and optimising all its processes. This involved questioning and challenging current ways of working to allow for continuous improvement. Based on the findings of the team, Vätterhem made many practical adaptations and changes. The results are a win-win for tenants and the environment. Property electricity use has reduced by 45%, energy for heating by 31%, and energy for hot water consumption by 20%.



Courtesy of Vätterhem



Courtesy of Vosgelis

### Ensuring equal access to rights at Vosgelis, France

Vosgelis provided free legal support to tenants as part of its social innovation strategy. 300 people met with lawyers for free in Vosgelis' neighbourhoods. Tenants could register by phone or online for a twenty-minute appointment taking place in 22 offices. In addition, a coach travelled through the neighbourhoods as a mobile office so that more people could benefit from the initiative.

### Collaborative resident engagement strategy at Poplar HARCA, UK

Poplar HARCA launched the Community Panel to lead on developing a new resident engagement strategy. The panel aimed to recommend how Poplar HARCA could improve on listening and acting on residents' feedback. Six residents were appointed to the panel. They heard evidence and expert views from a variety of organisations, before presenting the findings to Poplar HARCA's board.



Courtesy of Poplar HARCA



Courtesy of Botkyrkabyggen

### Loan for social sustainability in renovation projects at AB Botkyrkabyggen, Sweden

Botkyrkabyggen faced the challenge of renovating around 8,000 of its 10,800 flats in a short period of time while keeping rent increases low. It applied for the Kommuninvest loan for social sustainability to finance works on 380 apartments, aligning environmental, social, and economic sustainability goals. The loan helps socially oriented investments to be financed in a way that promotes improved governance, impact measurement, and effective follow-up.



# Talent Academy

**A week-long professional development programme for rising stars in the sector. Developing new skills, broadening perspectives, and inspiring strategic thinking.**

The **Talent Academy** was fully booked again this year! We welcomed 24 colleagues from France, Germany, Italy, Sweden, and the UK to Düsseldorf, Germany on 17-21 July.

This year's event focused on a challenge faced by many of our members: supporting and communicating with tenants during the modernisation of their properties. Participants worked in small teams to develop a strategy to present to a professional jury at the end of the week. The work took a comprehensive approach, addressing a wide range

of aspects including internal and external communication processes, practically meeting tenants' needs during major renovation works, and follow-up procedures to ensure changes are up to standard.

The group work was complemented with skills development workshops and team building visits.

## Hear from our participants:



**Kazi Hashem**  
Head of Business Support,  
Poplar HARCA, UK

"To colleagues thinking about attending the Talent Academy, I'd say: it's definitely worth it! It's a great, fun experience. There's a lot of diversity, a lot of culture. You learn a lot in terms of benchmarking and understanding how other organisations across Europe do housing. The Talent Academy is a brilliant experience for everyone!"



**Pierre Moitrier,**  
Project Officer, DELPHIS, France

"The Talent Academy is a good challenge: you have to learn to get out of your shell, approach others, and be more confident. To my colleagues, I would say: if you want to get out of your own little box, you need to come to the Talent Academy. You meet a lot of different people of diverse nationalities, all with different views. It's a very good opportunity to share experiences."



**Tanja Merkl and Helen Maier**  
Property Managers, GWG München  
(now Münchner Wohnen GmbH),  
Germany

"Seeing how colleagues from other companies, especially from abroad, deal with this topic was not only exciting but also very instructive. 'Looking beyond our own nose' has given us new ideas for our daily work. The Talent Academy was a unique opportunity to build a network in the European housing industry."



**Emilia Struijk**  
Construction Project Leader, AB  
Gavlegårdarna, Sweden

"Don't be afraid to apply and go on an experience like this if you get the chance! It brings you incredible professional development to go on a trip alone and then meet others where you can exchange thoughts and ideas. The Talent Academy is both rewarding and educational!"



**Gilbert Scott**  
Customer Service Employee,  
GEWOBA, Germany

"I had a really good experience at the Talent Academy. At the beginning, I didn't quite know what to expect. Over the five days, I really enjoyed it. I really like getting to know new people, exchanging experiences. It was really fun. I learned that even though there are differences between the countries, there are quite a lot of similarities as well."



**Linda Frödin**  
Property Administrator, AB  
Stångåstaden, Sweden

"To people thinking about joining the Talent Academy, I'd say just do it! It has been so much fun, I learned a lot, met new people, understood different cultures. I learned how to work in a group, to really listen to everyone, and be open-minded. I also learned so much about how other countries work with their tenants."



**Jennifer Nickel**  
Talent Academy Coordinator



## Exchange Programme

**An opportunity for employees in all roles to gain skills and ideas from their counterparts in other countries. Sharing working methods, improving professional performance, making connections.**

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. Employees at all levels of an organisation and in all roles are eligible to take part. The Exchange Programme is a rewarding experience which encourages participants to consider other points of view and challenge current ways of working.



**Mirjam Broich, Architect**  
**GWG München (now Münchner Wohnen GmbH), Germany**  
**Visited Gavlegårdarna, Sweden**

**"I'm returning to Munich with a big suitcase full of new experiences and insights. I'm looking forward to being able to incorporate what I learned into our planning and cooperation."**

The experience was a great enrichment for me and the current issues in planning. I had the opportunity to look at many different Gavlegårdarna rental properties. I noticed that there are many parallels between our housing associations, especially in the challenges regarding well-functioning neighbourhoods or the difficulties with the cost-neutral use of recycled materials. I also noticed that we can certainly learn a lot from Sweden in terms of digitalisation and modern working culture."

**"We can certainly learn a lot from Sweden in terms of digitalisation and modern working culture."**

**Mirjam Broich, Architect**



**Linda Ganbrant, Property Manager and Anna Andersson, Procurement Strategist**  
**Stångåstaden, Sweden**  
**Visited Bolton at Home, UK**

"It is very interesting to meet other companies, especially abroad, and hear how they work in facility management. We learned about how Bolton at Home works. We met the Head of Security and saw buildings which are complex to evacuate. It was very interesting to see how they planned for a fire as they face the same problems that we do. Would we recommend the Exchange Programme to others? Of course, yes! We hope that more people can go and see how others work."



**In 2023, six exchanges were carried out. That brings the total number of colleagues having benefited from the Exchange Programme to 77!**





## Sustainable Construction Topic Group

**Taking sustainability to the next level by sharing expertise and best practice. Promoting energy efficient, low-carbon housing, tackling fuel poverty, and minimising material waste and pollution.**

Every day, the demand for more sustainable homes and the urgency to act intensifies. Public and social housing providers must address multiple aspects: CO<sub>2</sub> emissions reduction, embedded energy analysis, energy efficiency, sustainable mobility, improved biodiversity... Facing all these challenges at the same time can seem overwhelming. This year, the [Sustainable Construction Topic Group](#) worked to identify practical and feasible strategies to reach our sustainability goals.

### New Energy Performance of Buildings Directive (EPBD)

24 May 2023, online

The new EPBD is set to push the public and social housing sector more and more towards the deep renovation of buildings, introducing minimum energy performance standards. While the EPBD was under discussion, we heard updates from Monica Frassoni and Luigi Petito from the European Alliance to Save Energy (EUASE). We examined the European Commission and European Parliament's positions and gained a comprehensive understanding of what we should expect from the upcoming implementation.

### Accelerating the sustainable design process

22–24 March 2023, hosted by GEWOBA in Bremen, Germany

An insightful lecture by Thilo Cunz from the German Energy Agency sparked discussions on the energy transition. We focused on the key problems in speeding up the sustainable construction process, examining potential solutions. In particular, we explored the use of Energiesprong, involving prefabricated elements, off-site manufacturing, and all-in-one solutions.

Further best practice sharing examined energy auditing, sustainable mobility, climate adaptation strategies, and biodiversity in buildings. Study visits to GEWOBA properties provided valuable insights into the deep renovation of a former office building into apartments and showcased the use of sustainable architecture in social housing.



### Life Cycle Assessment and Life Cycle Thinking: Approach and Tools

27–28 September 2023, hosted by Aler BCM in Brescia, Italy



We built on previous discussions by focusing on the integration of different design aspects, in particular architecture, energy, structures, and systems. Alessandra Marini from the University of Bergamo presented Life Cycle Thinking as a framework for deep retrofit. We discussed how the approach can improve flexibility of design, enable disassembly and reuse, and remove barriers to renovation.

Lavinia Chiara Tagliabue from the University of Turin explained use cases of cognitive digital twins for Life Cycle Assessment, making clear the differing uses compared to Building Information Modelling.

Field visits complemented the discussions, examining Aler BCM building sites where seismic improvements and energy refurbishments are being carried out together.



### Towards a Climate-Neutral Housing Stock

4 July 2023, online

How can we achieve a climate-neutral housing stock, and what is a realistic timeline? Sebastian Fiedler, who designed the climate neutrality strategy for GEWOBA, shared insights and lessons learned. After introducing the fundamental interrelations and approaches to

action, we examined scenarios for different transformation clusters based on the type of heat supply. Examples from GEWOBA's housing stock shed light on how expected costs are estimated and how the transformation path is mapped.

### Flying Experts Workshops

Practical workshops were a key element of our in-person meetings in Bremen and Brescia. Participants worked in small groups to develop renovation strategies based on sketches of GEWOBA and Aler BCM

buildings. After sharing feedback, we visited the properties to discover the ongoing renovation, reflecting on the decisions made compared to our strategies.



### What's next?

With a new Topic Group Steering Committee and many ideas for collaborations, we are entering 2024 with strong motivation! We will continue our practical approach through a joint initiative with the Social Integration Topic Group, focusing on strategies to better involve tenants in renovation. We will also dive deeper into topics of interest identified by our members this year, including energy efficiency upgrades and energy-smart cities.



**Johann Christian Plagemann**  
Sustainable Construction Topic Group Leader



## Social Integration Topic Group

**Examining how housing providers can promote and foster social integration. Sharing best practice to better support tenants in vulnerable situations, including young people, migrants, refugees, and people experiencing poverty. Finding effective methods for tenant involvement and measuring social value.**

Throughout 2023, the [Social Integration Topic Group](#) concentrated on how we can shape organisational policies and strategies to better address social needs. A primary focus was developing meaningful social value measurement practices, recognising that this is a challenge faced by many of our members. Building on previous discussions, we also aimed to share practical experience in implementing projects that engage young people, with a particular emphasis on initiatives contributing to boosting employment.

### Priorities, Challenges, and Opportunities 27 February 2023, online

As our Topic Group evolves, it is important to take time to re-evaluate the needs of our members, understand priority issues, and identify opportunities for collaboration. This meeting also facilitated introductions for new members, fostering connections among counterparts from different countries.

### Engaging Young People and Boosting Employment 15–16 May 2023, hosted by ÖrebroBostäder in Örebro, Sweden

Our visit to Örebro brought insightful best practice to place young people at the centre of our work. Hearing examples including a Youth Parliament and work placement programmes, the group reflected on initiatives providing young people both the power to positively influence their communities and to develop professional skills. A study visit to the Vivalla neighbourhood, including to 'Train Station' – a digital meeting place for all ages

– showcased ÖrebroBostäder's projects in action. Our discussions led to insights on key areas where young people's inputs can enhance neighbourhood cohesion, including improving safety. We identified involving residents in renovation projects as a challenge, exploring best practice such as internships in construction roles and agreeing to expand on this topic further in 2024.



### Social Value Measurement and the Role of Social Actors in Maximising Life Chances 11–12 October 2023 in London, UK



How do we measure social value and better involve communities in shaping evaluations? Our Topic Group members explored these challenging questions at our joint meeting with the European Federation for Living (EFL). The event provided inspiration for implementing social value measurement systems, knowledge exchange on sector-leading tools, and best practice examples for monitoring and evaluation.

We also gained valuable insights into how social actors, including charitable foundations, play an important role in maximising life chances in different countries. A site visit to Thamesmead demonstrated a 'whole place' approach to regeneration, considering physical, environmental, cultural, and economic wellbeing.



### What's next?

Our Eurhonet Social Integration Topic Group is thriving, and collaboration remains at the forefront. Recognising the need to tackle challenges from different perspectives, in 2024, we will collaborate with the Eurhonet Sustainable Construction Topic Group. The joint initiative will focus on finding effective solutions to involve tenants in renovation projects. We are also planning a number of other meetings – both in-person and online – to tackle the challenges currently faced by our members.



**Dragana Curovic**  
Social Integration  
Topic Group Leader



# Ageing Topic Group

Removing the barriers that prevent older people from ageing independently in homes. Creating communities that facilitate inclusion and age-friendly housing adapted to the needs of older residents.

This year, the [Ageing Topic Group](#) focused on identifying practical best practice for our everyday work. In the context of the cost of living crisis, which affects many of our tenants, we aimed for our initiatives to make the maximum impact possible on quality of life. To ensure this, we recognised the need to fully understand the needs, expectations, and preferences of our older tenants. To avoid working in isolation, the group also took time to reflect on the wider European context and to anticipate how changes on an EU level would influence our work.

## Understanding and Responding to the Needs of Older Residents 11–12 May 2023, hosted by Valloire Habitat in Orléans, France

To ignite our discussions, Christian Camus presented Valloire Habitat’s customer segmentation strategy. We explored how combining qualitative and quantitative data can help us better assess tenants’ needs at different life stages. Importantly, this involves examining a diverse range of themes relating to a person’s personal trajectory, allowing us to develop services that respond to real needs.

Bernard Venet presented Valloire Habitat’s services for older residents. Best practice sharing focused on responding to the cost of living crisis, housing in rural areas, and maximising the benefits of cooperating with different organisations. Study visits to Valloire Habitat’s properties complemented the discussions, demonstrating a range of indoor and outdoor adaptations, as well as the prioritisation of community space. We reflected on the need for flexibility and for the use of communal spaces to be guided by tenants.



## Achieving Age-Friendly Homes 10–11 October 2023, hosted by the Eurhonet Secretariat in Brussels, Belgium

Julia Wadoux from AGE Platform Europe discussed embedded ageism in our societies and gave detailed updates on age-friendly housing in the EU context. Through group discussions, we reflected on how EU-level changes will impact our daily work, sharing best practice on ageing-in-place and the development of communities that encourage participation from a mix of ages.

Alice Pittini from Housing Europe presented her research briefing on ‘Ageing well at home’, illustrating numerous best practice examples

from public and social housing providers across Europe. We examined how these can be adapted to our own work, including on creating a successful ageing strategy, supporting right-sizing, community living for people affected by dementia, and using digital technology to facilitate independent living.

A visit to Maison Biloba Huis – a community for tenants aged 60 and over – gave us further ideas about facilitating the dynamic participation of older people and their families.



## What’s next?

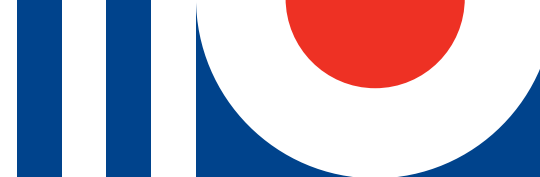
In 2024, we will deepen our knowledge of age-friendly homes and neighbourhoods, always taking a practical, knowledge-sharing approach. In particular, we will explore initiatives and community living projects designed for older women. Benchmarking will also be central to our work next year, as we will update our series of best practice factsheets and resources, which will be available for Eurhonet members.



Nicola Hill  
Ageing Topic Group Leader







# Digital Communication and Technology in Housing Topic Group

**Promoting digital transformation and innovation to provide efficient, user-friendly services for tenants and employees. Sharing best practice for reducing digital exclusion and integrating new technologies into work environments.**

Engaging in open discussions about innovation is particularly important in the public and social housing sector; we aim for any technological advancement to have positive impacts on tenants and employees. In 2023, the [Digital Communication and Technology in Housing Topic Group](#) placed a strategic focus on innovation and change management. We took a comprehensive approach, sharing best practice throughout the entire process of implementing change, from the initial evaluation of the impact of innovation and scaling up pilot projects, to gathering feedback and ensuring acceptance of new procedures.

## Disruptive Innovation 24 April 2023, online

In this webinar, Ian Wright from the Disruptive Innovators Network presented the importance of being open to change with examples of excellent innovators. We acknowledged that by embracing innovation, we can provide tenants the quality of services that they need, seeking inspiration from organisations beyond the public and social housing sector.

By discussing the innovation management process and the need for new leadership skills to foster change, we had the perfect starting point to reflect on our own projects. We examined our current use of technology and digital tools, identifying challenges which could be more effectively addressed through innovative solutions.

## Change Management, Cybersecurity, and Artificial Intelligence

16–17 October 2023, hosted by GWG München (now Münchner Wohnen GmbH) in Munich, Germany



In a workshop hosted by Matthias Pfeiffer from PwC, we explored change management and communication. Recognising that employee acceptance of workplace change often depends on their level of involvement in the process and the clarity of communication, we reflected on aspects that we can improve upon in our respective specialities.

Cybersecurity continues to be a key theme of our Topic Group. Chris Leppard from Capita delivered an excellent presentation on an in-depth case study on managing a cybersecurity incident. We gained insights into the practical steps to detect, contain, and eradicate a threat. Drawing on strategies learned in change communication, we shared experiences on building a culture of security within our organisations.

Our meeting's final key focus was on artificial intelligence. Through a knowledge-sharing session, we discussed opportunities to integrate AI tools into our communication and IT work. We emphasised the importance of ensuring responsible, ethical, and fair implementation of AI solutions.



## What's next?

Through our meetings in 2023, we identified numerous themes which our members would like to build on further in 2024. Digital accessibility will be a key focus, identifying best practice examples in our sector. We will dive deeper into the responsible use of artificial intelligence in our everyday work, and we will work together to develop effective strategies to promote cultural change.



**Alessia Pareschi**  
Digital Communication and Technology Topic Group Co-Leader



**Steve Roden**  
Digital Communication and Technology Topic Group Co-Leader





# Organisational Structure

## Council of Administration Members

**President:**  
**Fredrik Törnqvist**  
Stångåstaden  
Sweden

**Vice President:**  
**Mina Bozzoni**  
ALER BCM  
Italy

**Treasurer:**  
**Pam Welford**  
Bolton at Home  
UK

**Representing France:**  
**Charlotte Limousin**  
DELPHIS  
**Hervé Euzen**  
Opal  
**Olivier Barry**  
FSM succeeded by  
**Fabrice Barbe**  
Vosgelis

**Representing Germany:**  
**Sybille Wegerich**  
Bauverein AG  
**Anja Bader**  
GWG München (now  
Münchner Wohnen GmbH)  
**Klaus Graniki**  
DOGEWO21

**Representing Italy:**  
**Mina Bozzoni**  
ALER BCM  
**Marco Corradi**  
CISPEL Reggio Emilia

**Representing Sweden:**  
**Fredrik Törnqvist**  
Stångåstaden  
**Cathrine Holgersson**  
Gavlegårdarna  
**Lars Löfgren**  
Hyresbostäder i Norrköping AB

**Representing the UK:**  
**Noel Sharpe**  
Bolton at Home  
**Steve Stride**  
Poplar HARCA

**Representing Austria:**  
**Christian Schantl**  
Wiener Wohnen



## Topic Group Leaders

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**Social Integration:**  
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**Digital Communication  
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Münchner Wohnen GmbH)  
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**Steve Roden**  
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UK



# 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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Courtesy of GBG Unternehmensgruppe GmbH







## Members

### Austria



### France



### Germany



### Italy



### Sweden



### UK

