

Council of Administration meeting

Draft Minutes

Wednesday 7th May 2025

WebEx



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1. Welcome and approval of the Agenda of the meeting (*Decision*)

Marco CORRADI

Mr Corradi opened the works and asked Council of Administration members to approve the Agenda of the meeting.

The proposed Agenda was approved by Council of Administration members with no further comments.

2. Approval of the Draft Minutes of the last CofA meeting 26 February 2025, Paris (*Decision*)

Marco CORRADI

Mr Corradi asked Council of Administration members to approve the Draft Minutes of the previous meeting held on 26 February 2025 in Paris.

The Draft Minutes were approved by Council of Administration members without any further comments.

3. General updates on the membership (*Information*), including approval of the new membership of Aler Bergamo Lecco Sondrio (*Decision*)

Alessandro CESALE

Mr Cesale informed CofA members that in recent months, four Swedish members - Familjebostäder, Gavlegårdarna, AB Botkyrkabyggen, and ÖrebroBostäder AB - as well as the French member Opal, have undergone changes in leadership, with new CEOs appointed. Mr Tornqvist added that Mimer AB is also in the process of appointing a new CEO.

As a consequence of these changes, Mr Cesale reported that AB Botkyrkabyggen (a member since 2014) and Opal (a member since 2017) have already expressed their intention to terminate their Eurhonet membership by the end of this year.

On a positive note, Mr Cesale presented the membership application of ALER Bergamo Lecco Sondrio, a public housing provider operating in three provinces of the Lombardy Region in Italy, managing approximately 13,000 dwellings with a staff of 110 employees.



CofA members unanimously approved the membership of ALER Bergamo Lecco Sondrio without further comment.

To conclude, Mr Cesale gave an overview of Eurhonet's membership development since its founding in 2006, noting that although five new members have joined since the beginning of the year, continued efforts to attract new members are necessary to ensure financial stability for the network.

4. Marketing TaskForce - Progress on the work done including presentation of updated 'Housing the Future' brochure (Information)

Alessandro CESALE / Rose MICHAEL

Before giving the floor to Ms Michael to present the updated "Housing the Future" brochure, Mr Cesale invited CofA members to report, country by country, on any recent contacts made with housing companies potentially interested in joining the network.

During the discussion, it emerged that initial contacts have been made with housing companies operating in Stockholm and Lyon. Eurhonet members from Sweden and France will follow up on these leads.

Mr Cesale also informed CofA members that Matt Baird, from The Social Housing Round Table (a weekly podcast and YouTube channel with a significant UK-based following), had contacted the Secretariat. Mr Baird proposed hosting a session with a focus on social issues, ideally featuring Ms Curovic, Leader of our Social Integration Topic Group. The Secretariat will follow this up, as it may serve as a useful platform to promote Eurhonet among UK housing professionals.

Ms Rose then presented the updated version of the Housing the Future brochure, highlighting the main changes from the previous edition, meaning new section dedicated to "What makes Eurhonet unique" and "Why a European perspective", additional pages on the new Topic Group on Human Resources and the Early Careers Programme and the updated list of members and related logos. Ms Rose also noted that printed copies of the brochure have been sent to members upon request by the Coordinators.

CofA members were pleased with the updated brochure.

5. Rose's maternity leave – proposal to secure delivery of work (Information)

Alessandro CESALE

Mr Cesale informed CofA members that Ms Michael is expecting a baby and will therefore be on maternity leave from approximately mid-August 2025 to September 2026.

He pointed out that, in light of the Secretariat's increased workload anticipated in 2026 - particularly due to the 20-year anniversary publication and related communication campaign, the publication resulting from the survey on innovative services to tenants, and the coordination of the Work Package Communication & Dissemination of the EU-funded project on disability, for which Eurhonet would be responsible for (if approved), it will be necessary to hire a full-time staff member with a similar skillset to Ms Michael to ensure the successful delivery of these activities.



Mr Cesale added that, in coordination with the Management Team, a job vacancy will be published in due course, with the aim of appointing the new Communication Coordinator to start ideally on 1 September 2025. The salary will be commensurate with experience, while remaining aligned with Eurhonet's budget constraints.

CofA members congratulated Ms Michael and agreed on the need to hire a full-time replacement to cover her maternity leave.

6. Progress on the creation of the Human Resources Topic Group (*Information*) including endorsement of Claudia Terragnoli as TG Leader (*Decision*)

Claudia TERRAGNOLI / Alessandro CESALE

Mr Cesale reminded CofA members that, at the previous meeting held in Paris, it was agreed to initiate a new Topic Group focused on Human Resources, to be launched with an in-person meeting in Brussels. Following this decision, the Secretariat sent out a call for interest to all members to identify potential Topic Group members as well as a group Leader.

As a result of this call, Mr Cesale was pleased to report that, to date, 20 HR professionals from 15 Eurhonet companies have joined the group. He also informed that Claudia Terragnoli, HR Manager at ALER Brescia, volunteered to lead the group. Furthermore, given that the original proposal to establish the group was made by Clara Olson from Varbergs Bostad, and that Jennifer Nickel from bauverein AG offered to support Ms Terragnoli in her role, it was proposed to create a small steering group within the HR group. This structure will be particularly useful in the early stages of the group, helping to promote its work and attract new members in the respective countries.

CofA members endorsed the leadership of Ms Terragnoli and the governance structure of the group. Ms Terragnoli took the floor to thank the CofA members for their trust.

To conclude, Mr Cesale presented the agenda of the kick-off meeting, which will take place in Brussels on 20–21 May 2025, noting that 13 participants from 9 companies have registered so far. He explained that Day 1 will focus on assessing the HR-related challenges and priorities faced by members and identifying best practices that could be shared within Eurhonet. Day 2 will be dedicated to drafting a Work Programme for future meetings and defining expected outcomes.

He also noted that, as a result of this first meeting and the development of a detailed work programme, and the work of the Steering Committee, additional companies are likely to join the group.

7. Approval updated Budget 2025 (to be presented to the GA in June) (*Decision*)

Hervé EUZEN

Mr Euzen reminded CofA members that although the Draft Budget 2026 was approved at the previous CofA meeting held on 26 February 2025 in Paris, on that occasion, the CofA had also supported the proposal to launch a new Topic Group on Human Resources.



To financially support this new initiative, a dedicated budget line of 2.500€ was therefore added to the overall budget. Mr Euzen pointed out that none of the other budget lines had been amended compared to the version approved in Paris.

Taking this into account, the total projected loss for 2026 is expected to be 34.298€, which will be covered by Eurhonet's reserves.

The CofA approved the updated Budget 2026 with no further comments. This version of the budget will be shared with Eurhonet members ahead of our upcoming GA.

8. Presentation of the updated programme of the Leadership Summit, 16-17 June 2025, Brussels (Information)

Alessandro CESALE

Mr Cesale first presented the list of registered participants, noting that, despite the targeted reminders sent and some confirmations still pending, realistically speaking, only about 35 delegates from 16–17 companies are expected to attend the event. This represents less than 50% of our membership (38 members), meaning that the quorum for voting at the GA will not be reached. Therefore, Mr Cesale proposed to ask non-attending members to cast their votes by email through a dedicated voting form in order to ensure that the quorum will be reached.

He then continued by presenting the programme, noting that all speakers are now confirmed (except for the video contribution from MEP Irene Tinagli) and that the study visit to the European Parliament was recently approved and confirmed by the EP service in charge of hosting groups.

Lastly, Mr Cesale informed the members that, considering the new membership of ALER Bergamo Lecco Sondrio, should the CEO be able to attend the Leadership Summit, the timing of the GA on Day 2 will need to be slightly adjusted (lunch break might have to be anticipated) to accommodate the presentation of the company.

Mr Cesale concluded by informing CofA members that the final programme, along with the Motions to be voted on at the GA (now that the updated Budget 2026 has been approved), will be shared shortly with all Eurhonet members.

9. Updates on the “Innovative Services to Tenants” survey (Information) and proposal for a bread-and-butter survey and how this relates to Bari’s GA (Discussion)

Alessandro CESALE / Rose MICHAEL

Mr Cesale reminded CofA members that at the previous meeting in Paris, it had been agreed - following a suggestion from German members - to organise a workshop focused on the fundamentals of our housing systems (the so-called “bread & butter” of social housing). It was also agreed at that time to conduct a survey among members to gather key information ahead of the workshop, with the objective of preparing country fiches to facilitate cross-country comparisons.

Mr Cesale also recalled that on the second day of the Paris meeting (meaning after having discussed the “bread & butter” survey and workshop), Mr Limousin presented the findings of a Delphis study on new services for tenants, which was very well received by CofA members.



Mr Cesale also reported that few days later, he presented the concept of a “bread & butter” survey to Coordinators during their annual virtual meeting on 11 March. However, he reported that Coordinators expressed reservations, noting that answering the survey would require input from various departments within their organisations, raising concerns about feasibility and internal compliance.

Subsequently, Mr Cesale explained that on 13 March, Ms Limousin contacted the Secretariat and shared the original questionnaire used for Delphis’ tenant services study. Ms Limousin proposed to make use of the survey to collect also information on services (and, potentially, “innovative” services) to tenants, beyond the “bread & butter”, offering Eurhonet to make use of Delphis’ survey for Eurhonet-wide use.

Given the challenges noted by Coordinators and the risk of survey fatigue with added questions, Mr Cesale brought the issue to the Management Team for consultation on a path forward.

As a result of the discussion within the Management Team, it was agreed to:

- merge Delphis’ survey on tenant services with selected questions from the original “bread & butter” survey, particularly focusing on company organisational structures related to service delivery. This approach was deemed effective as it combines the “what” (types of services) with the “how” (how companies are organised to deliver them).
The integrated survey was translated into English, French, Italian, and Spanish and sent to CEOs and Coordinators on 23 April, with a deadline for responses set to 20 June 2025.

The outcomes of the survey will be used to enrich our Best Practice Database with new projects and to produce a report/analysis based on the collected initiatives. It was also proposed to shortlist three particularly innovative projects to be presented in detail at the GA in Bari, and, therefore, to build the programme of the Day1 conference around the topic of “Innovative Services to Tenants.”

- appoint one CofA member per country to answer the remaining questions from the original “bread & butter” survey (to be revised in collaboration with the Management Team) and to act as moderators during the round table discussions planned at the GA in Bari. The appointed CofA members will be responsible for presenting the basics of the social housing system in their respective countries to a small, mixed group of GA participants seated at their tables. They will also be expected to initiate and facilitate discussion among the participants, helping to draw comparisons and stimulate exchange across national contexts.

CofA members agreed on the proposed approach. The Secretariat will follow this up accordingly.

10. Presentation of draft programme of Conference and GA 22-24 October 2025, Bari (*Discussion*)

Alessandro CESALE

Mr Cesale reported that following the “Innovative Services to Tenants” survey recently sent out to members (see point 9 of these Minutes), the Management Team proposed to capitalise on the inputs and best practices we will receive and to build the programme of the conference on Day 1 around



the theme of services to tenants. Additionally, a workshop in the form of roundtable discussions will give participants the opportunity to exchange views on the fundamentals of social housing (“the bread & butter”) in each Eurhonet country.

Mr Cesale also clarified that after consulting the Management Team on whether to accept the kind offer from ARCA Puglia Centrale and Puglia Region to cover the costs for one accompanying person and an additional night at the hotel (to attend the optional cultural visit), it was agreed to respectfully decline. This decision was based on the concern that such a gesture might conflict with internal company regulations and codes of conduct.

To conclude, Mr Cesale informed that, as the programme of the GA is already quite well detailed, the 'save the date' will be sent to members as soon as the hotel booking details are available, allowing participants to begin planning their trip.

11. Presentation of updated Calendar of Activities 2025 with focus on the Talent Academy, ISHF2025 and Workshop on Finance - Fitch’s rating of social housing companies in Europe (Information)

Alessandro CESALE

Mr Cesale suggested CofA members to refer to the document shared ahead of the meeting for an overview of all past and upcoming events. He also recommended checking the Eurhonet website for updates, or our LinkedIn page, which is an excellent mean for keeping both members and the broader public informed about our activities.

Looking at past events, he highlighted the strong participation in recent in-person Topic Group meetings. However, Mr Cesale warned that as the five new companies that joined in 2025 begin to actively participate in Topic Group meetings, this may lead to logistical and financial challenges. Additionally, some Topic Group Leaders have expressed a preference for keeping participation limited to a manageable number to ensure that all attendees have sufficient time to contribute meaningfully.

Looking at future meetings, Mr Cesale noted that all dates and venues for Topic Group meetings in the second semester have already been confirmed by the Leaders, in coordination with the hosting companies. This allows members to plan their Eurhonet-related engagements well in advance.

The date of the Workshop on Finance, planned for the second semester, still needs to be discussed and agreed upon with Delphis and Housing Europe. The Secretariat will follow up accordingly.

12. Proposal to switch to Ms Teams for any future online meetings (Decision)

Rose MICHAEL

Ms Michael informed CofA members that, following Mr Corradi’s proposal to explore the use of AI tools to reduce language barriers during virtual meetings, specifically by providing real-time translated subtitles into the desired language, the Secretariat looked into the options offered by both WebEx and MsTeams.



Given the high cost of purchasing an additional WebEx plug-in license to enable this functionality, and considering that a similar service is available on MsTeams for a significantly lower additional fee (on top of the business license the Secretariat already holds), Ms Michael proposed discontinuing the use of WebEx and adopting MsTeams as platform for all future online meetings.

CofA members welcomed the proposal. The Secretariat will therefore prepare and share a short tutorial on how to activate and use this functionality in MsTeams to make sure that all members, particularly Topic group members, are aware of this possibility.

13. Updates on the work done on the publication to celebrate Eurhonet's 20th Anniversary in 2026 *(Information)*

Rose MICHAEL

Following the approval at last CofA meeting to draft a publication celebrating the 20th anniversary of Eurhonet (to be presented next year at our October GA), Ms Michael informed CofA members that some interviews have already been conducted with key colleagues. These included Mr Deplace and Mr Landers, as founding fathers of our network (Mr Landers also served as Eurhonet's first President), as well as Ms Braun and Ms Wettre, who played a key role in launching initiatives such as the Junior Executive Academy and the Exchange Programme.

Ms Rose highlighted that the interviews with Mr Deplace and Mr Landers were particularly valuable as no Annual Reports were published in the early years of Eurhonet. These interviews helped the Secretariat to reconstruct the key achievements from that initial phase.

Ms Michael further explained that the structure of the publication will outline the main milestones achieved during each 3-year presidency, thereby telling the story of the network from its beginnings to the present day.

14. Draft Agenda of next CofA meeting - 10 September 2025, WebEx and updated Forward Planning *(Information)*

Alessandro CESALE

Mr Cesale reminded the CofA that the Draft Agenda for the next meeting was shared along with the working documents, and that CofA members are invited to review it and propose any additional items they would like to address.

He also suggested adding a point to discuss whether participation at Topic Group meetings should be limited to a maximum of two colleagues per company, in order to contain costs and avoid overly large meetings (see point 11 of these Minutes).

Finally, he reminded members that the next meeting will be held on MS Teams (see point 12 of these Minutes).

15. AOB

Marco CORRADI



No further items to be discussed were proposed by Council of Administration members. Mr Corradi declared the meeting closed.

Please note: to complement the Minutes, please refer to the presentations made during the meeting available at the following link: <https://www.eurhonet.eu/extranet/executive-committee2016-2/council-of-administration-meetings-2025/>



Council of Administration meeting

Participants

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Council of Administration Member	Company
Austria	
Veronika IWANOWSKI	Wiener Wohnen
France	
Hervé EUZEN – <i>Treasurer</i>	Habitat08
Germany	
Sybille WEGERICH – <i>Vice-President</i>	bauverein AG
Norman DIEHL	Hofheimer Wohnungsbau GmbH
Italy	
Marco CORRADI – <i>President</i>	CISPEL
Giacomina BOZZONI	Aler BCM
Pietro Augusto De NICOLO	ARCA Puglia Centrale
Spain	
José M ^a ESCOLÁSTICO	Viviendas Municipales de Bilbao
Sweden	
Fredrik TÖRNQVIST	AB Stångåstaden
UIF HOFSTEDT	Varbergs Bostad
United Kingdom	
Daniel ROSE	Poplar HARCA
Simon WILSON	Matrix Housing Partnership

Other attendees	Company
Alessandro CESALE	Eurhonet Secretariat
Rose MICHAEL	Eurhonet Secretariat
Claudia TERRAGNOLI	ALER BCM

Apologies

Council of Administration Member	Company
Charlotte LIMOUSIN	DELPHIS
Fabrice BARBE	Vogelis
Anja BADER	Münchner Wohnen GmbH
Iñigo VILLARROYA LOZON	Viviendas Municipales de Bilbao
Pontus WERLINDER	Bostadsbolaget

