Eurhonet
Housing the future

Sector's needs and concerns – How to future-proof our organisations?
Workshop report

INTRODUCTION

Eurhonet's Leadership Summit 2025

Eurhonet's Leadership Summit 2025 took place in Brussels on 16-17 June 2025. The Summit was an opportunity to discuss on recent political developments at European level, including the first-ever European Commissioner with Housing in his title, a European Commission Task Force on Housing and the European Parliament's Special Committee on the Housing Crisis.

The Summit was also an opportunity for members to reflect on the key challenges and opportunities facing public and social housing providers to help shape Eurhonet's three-year work plan. For this purpose, a dedicated workshop was organised under the title "Sector's needs and concerns - How to future-proof our organisations?".

Workshop on: "Sector's needs and concerns - How to future-proof our organisations?"

Guided by an external moderator (Amy Labarriere – E40 Communications), the workshop involved three participatory exercises to explore:

1. Current priority topics of members;
2. Key emerging opportunities and challenges looking ahead to 2035;
3. Priority topics/activities for Eurhonet over the next three years.

The logic of this approach was to start with a good understanding of the current reality facing Eurhonet members, then open perspectives with a visioning exercise to imagine how things will look ten years from now, before returning to a more practical consideration of ideas for specific activities to feed the new three-year workplan.

This report outlines the specific methodology followed and the key ideas that emerged.

Representation

The workshop involved 31 participants representing 17 member organisations of Eurhonet from 7 countries. This means that 44% of member organisations were represented at the workshop.

The information and ideas generated by this workshop are intended to provide input into the development of a new three-year work plan for

Eurhonet. It will be supported by inputs from Topic Group leaders, the Council of Administration, and others.

Represented companies

Country	Company
Austria	Wiener Wohnen
France	Batigère Habitat
France	HABITAT 08
Germany	DOGEWO21
Germany	Münchner Wohnen GmbH
Italy	Aler Brescia Cremona Mantova
Italy	Aler Bergamo Lecco Sondrio
Italy	CISPEL/ACER Piacenza
Italy	CISPEL/ACER Reggio Emilia
Jersey	Andium Homes
Spain	OAL Viviendas Municipales de Bilbao
Spain	Sociedad Municipal De Viviendas de Malaga, S.L.
Sweden	AB Gavlegårdarna
Sweden	AB Stångåstaden
Sweden	LKF AB
Sweden	ÖrebroBostäder AB
Sweden	Varbergs Bostad
UK	Poplar HARCA

CURRENT PRIORITY TOPICS

Methodology

Participants answered the question: "What key topics or focus areas are you working on now?". They started by reflecting individually, then in groups of three to enable discussion, exchange and shared reflections. Finally, participants wrote down three top issues being worked on currently in their organisation which were then collected in plenary.

Outcome

The most frequently mentioned topics/clusters and some of the key ideas within them are set out below. Note that many ideas can relate to more than one topic e.g. talking about how to finance sustainable construction and the same points could likely be clustered slightly differently.

Social sustainability and community (12 mentions)

Sub-topics include:

- Housing for homeless people and other vulnerable groups
- Security, health & wellbeing for tenants & neighbourhoods
- Integration
- Participation & representation
- Satisfaction and customer service
- New residential models for new forms of demand

Energy and sustainable construction (11 mentions)

Sub-topics include:

- Decarbonisation in new builds
- Sustainable refurbishment of existing buildings – energy efficiency, insulation etc.
- Energy (and water) consumption
- Energy bills in older stock – people unable to pay higher costs
- Tackling heat in reference to vulnerable groups

Funding and finance (11 mentions)

Sub-topics include:

- Financing energy and other refurbishments of existing stock and the impact of costs
- Finding finance for land development, new projects and acquisitions
- Lack of money to refurbish vacant flats, but a long list of demand
- Searching for new & alternative forms of financing
- Accessing finance from institutional investors
- Procurement for new builds: high prices = high rents

Affordability and Rent issues (7 mentions)

- Ensuring affordability faced with multiple regulatory demands
- Rent policy and avoiding unpaid rents
- Providing home ownership opportunities at below market prices
- Supporting profitability from rents from the public stock

Digitalisation and artificial intelligence (6 mentions)

- Transformation of digital platforms and new technologies
- Understanding AI and how to use it

- Data management and big data

New constructions (6 mentions)
- Finding affordable areas to build and reducing costs
- Access to financing
- Minimising climate footprint
- Risk management

Internal organisation (4 mentions)
- Optimising organisation and work processes
- New leadership in a new digital era
- Competences/skills

LONG-TERM OPPORTUNITIES & CHALLENGES

Methodology

Participants imagined that it is 2035 and asked themselves "What are the main challenges in the sector? What has changed? What are the opportunities?" In small groups, they shared their ideas and gathered them onto one flipchart paper per table. They then looked at each other's flipcharts and voted for the topics that resonated with them the most.

Long-term challenges

The key challenges and priority topics that participants foresaw affecting the sector in 2035 can be broadly grouped under the following topics:

1. Social challenges
- Demographic change
- New ways of living and family structures

- Security challenges
- Diverse and increasing needs
- Increasing expectations of residents
- Worsening inequalities
- Lack of access to healthcare
- Regeneration challenges – physical and community
- Unpaid rents
- Need to increase satisfaction of tenants

2. Climate challenges
- More extreme weather events
- Cooling needs
- Demand, supply & costs of energy
- Climate refugees
- Climate adaptation
- How to reduce carbon footprint

3. Financing and funding challenges
- General lack of money
- Requirement for new financial models to support evolving needs
- Financing new construction
- Need to improve sustainability of ageing stock

4. Human resources challenges
- Attracting employees / talent
- Ensuring people have the right skills
- Training for the digital world
- Need to increase satisfaction of staff

5. Legal and policy challenges
- Land scarcity
- Bureaucracy
- Over-regulation
- Limitations of non-residential uses
- Political instability
- The fight against defaultee tenants and the taxation of our companies
- Uncertain global situation & wars.

6. Digitalisation challenges

- Integration of data

-   Exchange of legacy systems that have reached end of life
-   Digital skill needs (constant training of employees)

7. Housing supply challenges
-   Lack of housing
-   Overcrowding

Long-term opportunities

When thinking about opportunities, by far the most frequently mentioned and most significant was around the increased use of **artificial intelligence and technology**.

1. AI & technology opportunities
-   More efficient systems and organisation
-   More resources for staff in direct contact with tenants
-   New tools to improve tenants' services e.g. smart homes
-   Staff with more skills
-   Digital inclusion

Otherwise, many participants interpreted the question as referring to a positive future that they could imagine. In this context, multiple different ideas emerged including:

2. Potential progress in governance and regulation
-   Better quality of housing – new label standards
-   A culture of collaboration between residents, workforce, government and charity partners
-   Long-term regulations in the EU for the housing sector
-   Development of European partnerships to innovate, share & develop together
-   Development of new areas/towns with more ecological approaches
-   A revolutionary change in the housing sector
-   Government policy releasing finance to build more homes
-   Introduction of a vacancy tax
-   Finding a good way to adapt building standards to needs/demands
-   A big stock of new, efficient dwellings
-   Hyper local approaches

3. Potential progress in services, housing stock and social change

- Diversity is a reality in 2035 - a fact which enriches the society of the city, and which is no longer fought against or scandalised
- Children in care in stable and nurturing homes
- Older people embracing new communities and ways of living
- Great client/resident services and efficiency
- Continued development of activities and safety for tenants
- Increased biodiversity
- Improved sustainability and decarbonised stock
- Transformation to a more sustainable energy production system

PRIORITIES FOR THE NEXT THREE YEARS

Methodology

In pairs, participants discussed: 'What should the network focus on in the next three years?' They then exchanged ideas in small groups of up to six people, before each participant wrote down on a card the one thing they would like Eurhonet to do.

Participants swapped cards randomly within the group before discussing the ideas on the card in their hands in pairs and giving the idea a score out of 5 on the back of the card. After four rounds of this exercise, every card had a score out of 20 on the back.

Outcomes

A full ranking of all the ideas is provided in the annex. However, an analysis of the different ideas shows that the most popular topic issues/themes were clearly around:

1. Sustainability and climate change;
2. Artificial intelligence;
3. Funding and access to finance.

Several ideas also reflected specific ways of working, including recommendations around exchanging good practices, specific ideas for Topic Groups, and approaches to knowledge sharing.

The following tables cluster the ideas by the most significant categories:

A. Themes

Rank	Ideas around Sustainability & Climate Change	Score (out of 20)
1st	**Sustainability and climate change** – financing and best practice – How can we do this better?	20
2nd	Inspiration with study visits and discussions on the **challenges of climate change**. Focus on **CO2 emissions** in new builds and renovations (not just energy)	19
=5th	Compare methods to help us reduce the **carbon footprint** when we build new homes	17
=7th	**Tackling heat** in reference to vulnerable groups	16
=13th	Start a new Topic Group on **climate change and biodiversity**	14
=23rd	Share and disseminate good examples of **energy and CO2-efficient buildings**	11
	How to build efficient innovative testbeds to meet AI opportunities, **reduce CO_2 emissions** and increase customer values	11

Rank	Ideas around Artificial Intelligence	Score (out of 20)
=3rd	Best practice for **using AI technology**	18
	Best practice/case studies that make us work more proactively and efficiently (**e.g. via AI**)	18
=5th	Sharing experiences on **how to use AI in already tested sectors** by connecting different topic groups and using concrete examples	17

Rank	Ideas	Score
=7th	Explore **how AI, technology, and data can be used** to improve health outcomes for our residents	16
=9th	Good and latest case studies – **e.g. AI**, IOT, social regeneration	15
=13th	Create a book of good practices for the **use of AI in our sector** (collection of use cases or projects)	14
=18th	The **effects of AI** on housing business	13
=23rd	Growing our skills on **artificial intelligence/digitalisation**	11
	How to build efficient innovative testbeds to **meet AI opportunities**, reduce CO_2 emissions and increase customer values	11

Rank	Ideas around Funding & Financing	Score (out of 20)
1st	**Sustainability and climate change – financing** and best practice – How can we do this better?	20
=9th	Give advice to members about different **possibilities of financing their housing stock** – refurbishment, renovation, or construction (EU, private…)	15
	Organise a **workshop on financial models and how EIB loans work** and if it is useful for our companies	15
=13th	Exploration of **new funding**	14
	To **make public funds (EU, EIB…) more accessible** (simpler, clearer) for refurbishment	14
=18th	Exploring **access to European financing and loans** – may be a new Topic Group – to make it easier to understand and explore projects that we can lead together (especially cross-border projects)	13
=23rd	Growing our skills: **Workshop to explore financial models**	11

Rank	Ideas around social & health topics	Score (out of 20)
=7th	Tackling heat in reference to **vulnerable groups**	16

	Explore how AI, technology, data can be used to improve **health outcomes** for our residents	16
=13th	Eurhonet should work on creating methods for **safe and secure residential areas** for tenants	14
	Set a definition for what 'affordable housing' means in the Eurhonet community – with this definition comes clarity on different solutions on how affordable housing can be established	9

B. Working tools & methods

Rank	Ideas around identifying and sharing good/best practice	Score (out of 20)
1st	Sustainability and climate change – financing and **best practice** – How can we do this better?	20
=3rd	**Best practice** of using AI technology	18
	Best practice/case studies that make us work more proactively and efficiently (e.g. via AI)	18
=5th	Sharing experiences on **how to use AI in already tested sectors** by connecting different topic groups and using concrete examples	17
	Compare methods to help us reduce the carbon footprint when we build new homes	17
=9th	**Good and latest case studies** – e.g. AI, IOT, social regeneration	15
=13th	Create a **book of good practices** for the use of AI in our sector (collection of use cases or projects)	14
=20th	**Best practice sharing** about low-cost construction and renovation	12
=23rd	**Share and disseminate good examples** of energy and CO2-efficient buildings	11

Rank	Ideas for Topics Groups	Score (out of 20)
=5th	Sharing experiences on how to use AI in already tested sectors by **connecting different Topic groups** and using concrete examples	17
=13th	Start a **new Topic Group** on climate change and biodiversity	14
=18th	Exploring access to European financing and loans – **may be a new Topic Group** – to make it easier to understand and explore projects that we can lead together (especially cross-border projects)	13
=20th	**Working through Topic Groups by subject** drawing conclusions on reform needs and presenting them to public authorities and lobbying	12
=23rd	Growing our skills • HR **Topic Group** – training, sharing experiences • Digital Communication **Topic Group** • **Workshop** to explore financial models • **Topic Group** sustainable construction – a common project (as in the past we had BuildTog)	11

Rank	Ideas around specific tools or approaches for knowledge sharing	Score (out of 20)
2nd	Inspiration with **study visits and discussions** on the challenges with climate change. Focus on CO2 emissions in new builds and renovations (not just energy)	19
=9th	**Ideas from around the world**, for example how is social housing delivered in places such as Singapore, the US etc. – what are their challenges and opportunities	15
	Give advice to members about different possibilities of financing their housing stock – refurbishment, renovation, or construction (EU, private…)	15

	Organise a workshop on financial models and how EIB loans work and if it is useful for our companies	15
=13th	Create a **book of good practices** for the use of AI in our sector (collection of use cases or projects)	14
=20th	Working through Topic Groups by subject **drawing conclusions on reform needs** and presenting them to public authorities **and lobbying**	12
	Build bridges between and relate central activities in our organisations like social, sustainable, energy, technology	12
=23rd	**Common Project** - in the past we had BuildTog in the Sustainable Construction Group which was both good for members and as a marketing tool for Eurhonet	11
	How to build efficient innovative testbeds to meet AI opportunities, reduce CO_2 emissions and increase customer values	11
26th	Take an **appointment with the mayor** of municipalities/province and according to the system of managing the social housing in the town/province/region, give a **list of suggestions to solve problems** coming from our Topic Groups	10
27th	Set a **definition for what 'affordable housing' means** in the Eurhonet community – with this definition comes clarity on different solutions on how affordable housing can be established	9

NEXT STEPS

The outcomes from the workshop will be fed into the development of the three-year work plan. Other inputs will include priorities identified by Topic Group participants through feedback provided by Topic Group leaders and discussions with the Council of Administration.

ANNEX

Full participant answers: priority topics and activities for next three years

Rank	Idea	Score (out of a possible 20)
1	Sustainability and climate change – financing and best practice – How can we do this better?	20
2	Inspiration with study visits and discussions on the challenges with climate change. Focus on CO2 emissions in new builds and renovations (not just energy)	19
=3	Best practice of using AI technology	18
	Best practice/case studies that make us work more proactive and efficient (e.g. via AI)	18
=5	Sharing experiences on how to use AI in already tested sectors by connecting different topic groups and using concrete examples	17
	Compare methods to help us reduce the carbon footprint when we build new homes	17
=7	Tackling heat in reference to vulnerable groups	16
	Explore how AI, technology, data can be used to improve health outcomes for our residents	16
=9	Ideas from around the world, for example how is social housing delivered in places such as Singapore, the US etc. – what are their challenges and opportunities	15
	Give advice to members about different possibilities of financing their housing stock – refurbishment, renovation, or construction (EU, private…)	15
	Organise a workshop on financial models and how EIB loan works and if it is useful for our companies	15
	Good and latest case studies – e.g. AI, IOT, social regeneration	15

=13	Exploration of new funding	14
	Start a new Topic Group on climate change and diversity	14
	To make public funds (EU, EIB…) more accessible (simpler, clearer) for refurbishment	14
	Eurhonet should work on creating methods for safe and secure residential areas for tenants	14
	Create a book of good practices for the use of AI in our sector (collection of use cases or projects)	14
=18	The effects of AI on housing business	13
	Exploring access to European financing and loans – may be a new working groups – make it easier to understand – explore projects that we can lead together (especially transborder projects)	13
=20	Working through thematic working groups by subject drawing conclusions on reform needs and presenting them to public authorities and lobbying	12
	Best practice sharing about low cost construction and renovation	12
	Build bridges and relate central activities in our organisations like social, sustainable, energy, technology	12
=23	Growing our skills • artificial intelligence/digitalisation • HR Topic Group – training, sharing experiences • Digital Communication Topic Group • Workshop to explore financial models • Topic group sustainable construction Common Project - in the past we had BuildTog which was both good for members and as a marketing tool for Eurhonet.	11
	Share and disseminate good examples of energy and CO_2-efficient buildings	11
	How to build efficient innovative testbeds to meet AI opportunities, reduce CO_2 emissions and increase customer values	11
26	Take an appointment with the mayor municipalities/province and according to the system	10

	of managing the social housing in the town/province or region, give a sort of list of suggestions to solve problems coming from our Topic Groups	
27	Set a definition for what 'affordable housing' means in the Eurhonet community – with this definition comes clarity on different solutions on how affordable housing can be established	9