

Housing the future

Annual Report Eurhonet 2010





Index

What is Eurhonet?	3
Members of Eurhonet	4
Angelo Ventura, President of Eurhonet	5
Hello Francis Deplace!	6
Hello Nicola Gaeta!	6
Hello Nicole Mauser!	6
Best Practice in Eurhonet	7
More people working with Jobbpunkt Väst Örebro	8
Tricky solutions for the elderly in Dortmund	9
BECA saves water	9
City Planning in the Netherlands	10
Hello Anna-Lena Fredin!	10
Hello Pascal Boucher!	11
Building “BuildTog” together – the idea of BuildTog	12
Hello Jan Dahlkvist!	13
Hello Arne Schreier!	14
Short brief of the year 2010	16
Olivier Barry, CSR Topic Group Leader	17
Stakeholder Expectations and CSR	18
HR and exchange program	19
Hello Malin Wettre!	19
Gabriella Granditsky-Svenson, Social Integration Topic Group Leader	20
Jean Denis Mege, Topic group leader, Energy	21
Task force EFL	22
We’re all getting older!	22
Eric Lamoulen, Task Force Leader EU-funding Improvement	23
Communication – the difficult art	24
Hans Lander, President Eurhonet 2006-2010	25
Organisational Chart	26
Financial report	28



What is Eurhonet?

A common identity

Eurhonet is a network of European housing companies in both social and public housing. Eurhonet's companies, within our respective national contexts, perform a mission that is of general interest in the service of our customers and society. We share the same ambition, namely to improve our professional performance by sharing our skills.

Sharing experiences and innovating together

Eurhonet is a professional network that aims to:

- Develop European research and development projects into innovative methods in social and public housing.
- Exchange ideas and benchmarks between the members; sharing experiences in order to conceive models of best practice.
- Organise international workshops and seminars related to these issues; reinforcing the debates on social and public housing with public authorities in Europe.

Producing tools for members

Eurhonet's members also produce common tools to improve their activities or their management. These tools can be used by any member on a voluntary basis. Some tools are even made available to other organisations who are not Eurhonet members.

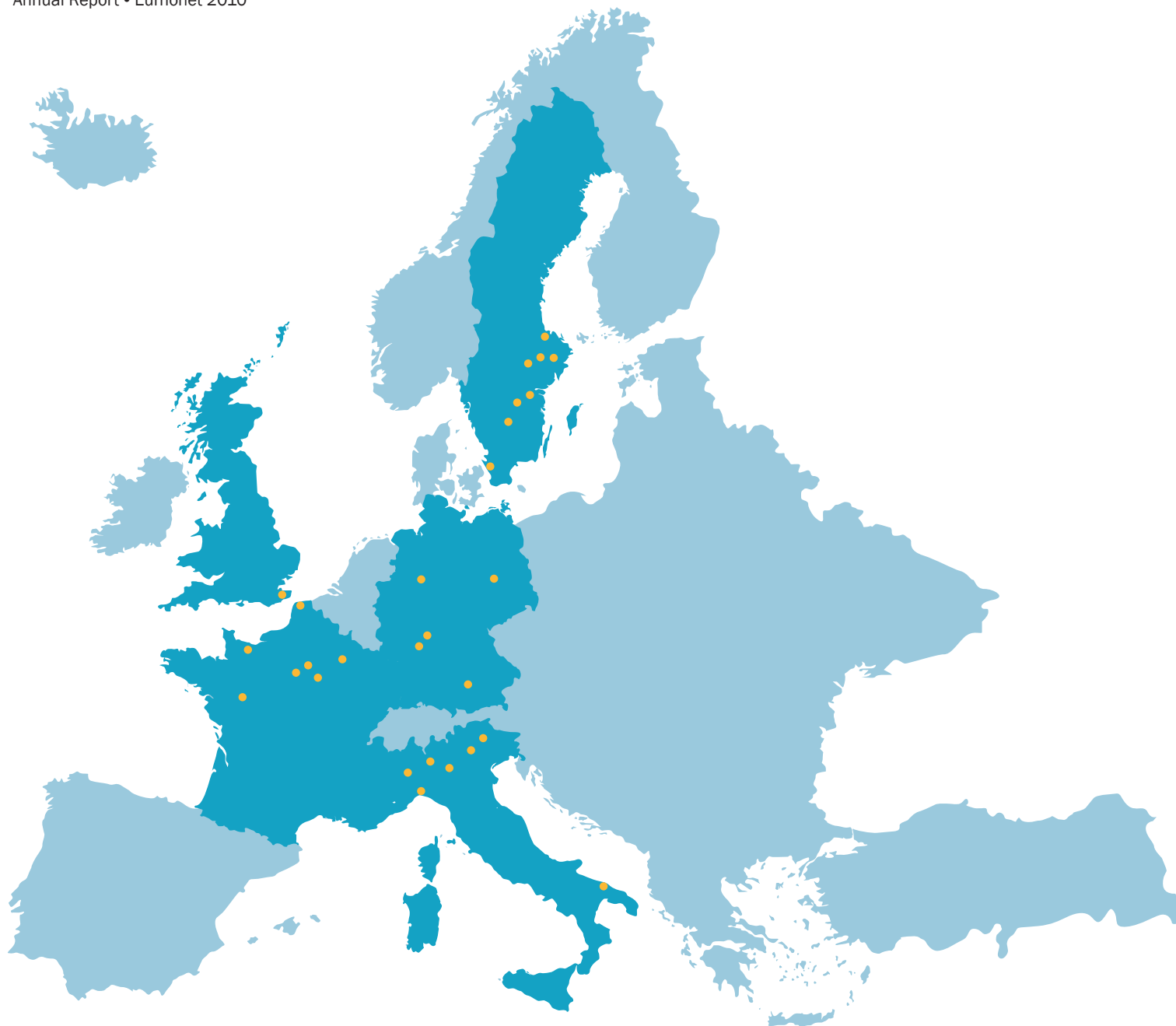
Seminars

Eurhonet organises international conferences on professional matters within the social and public housing sector. These conferences are designed to increase reflections on the professional challenges discussed within Eurhonet, and they are open to other organisations.

Our values

At Eurhonet, we work with:

- Mutual respect
- Exchange spirit
- Positive attitude
- Democratic process
- Open-mindedness



Members of Eurhonet 2010

Eurhonet in figures is:

- 28 members
- 5 represented countries
- 500,000 managed flats

France

FSM - *Melun*
 Habitat 62/59 Picardie - *Calais*
 Le Foyer Rémois - *Reims*
 Le Toit Angevin - *Angers*
 Logipays - *Caen*
 SDH - *Grenoble*
 Delphis - *Paris*

Germany

bauverein AG - *Darmstadt*
 DOGEWO 21 - *Dortmund*
 GBG Mannheim - *Mannheim*
 GWG München - *Munich*
 LWB - *Leipzig*

Italy

ALER Brescia - *Brescia*
 ALER Milano - *Milan*
 ARTE Genova - *Genoa*
 ATC Torino - *Turin*
 IPES Bolzano - *Bolzano*
 ITEA Trento - *Trento*
 IACP Bari - *Bari*

Sweden

Familjebostäder - *Stockholm*
 Helsingborgshem - *Helsingborg*
 Gavlegårdarna - *Gävle*
 Mimer - *Västerås*
 Hyrebostäder - *Norrköping*
 Stångåstaden - *Linköping*
 VätterHem - *Jönköping*
 ÖrebroBostäder - *Örebro*

United Kingdom

Canterbury City Council - *Canterbury*

New member 2011

Germany

Pro Potsdam - *Potsdam*



President of Eurhonet, Angelo Ventura

The year 2011 had a complicated start-up phase, due to the need to provide a new organisation for Eurhonet's Secretariat. Nevertheless, our network, given the stable relationships that now characterise it, has been able to quickly reorganise the operating structure by joining forces among the various nations that make up Eurhonet and finding a new organisational equilibrium.

Personally, I'm very satisfied with the changes that have occurred in these months, especially with the effort and cooperation reached on organisational aspects that are now increasingly structured. Eurhonet has, in fact, consolidated and become more complex, and it will require more and more management choices that take account of this complexity.

For example, I believe that the introduction of a secretariat function, available to each Topic Group, will enable their leaders to improve the quality of work and the sharing of information.

Greater cross-disciplinary communication will

allow the strengthening of those opportunities for comparison that are indispensable to the growth of our network, both in the development of new projects and in the dissemination of our results and achievements. It should not be forgotten that the challenges that Europeans currently face are related to supporting vulnerable groups at a time of grave economic crisis. This challenge is becoming ever more crucial and strategic if we are to ensure sustainable quality in social housing. Precisely for this reason, I believe that the road we are taking will have to join together the themes of innovation and solidarity.

I hope this will be the case, and I am optimistic, given the good results achieved so far, an increasing exchange of know-how between partners, an intensification of communication between nations, and the preparation of all these organisational models and technologies that make us feel stronger and more together in facing the challenges of social housing in this millennium.

*Angelo Ventura
President of Eurhonet*



Hello Francis Deplace!

Francis, you are the one who took the first initiative to form Eurhonet. Why, and what was your idea?

In 2005, when the board of Delphis decided to initiate the formation of Eurhonet, our ideas were to create something « similar » to Delphis but which would work at the European level.

With the word « similar » in our minds, we envisaged that Eurhonet would be;

- An association of companies focusing strictly on professional matters which would anticipate the future trends in the sector of the public and social housing.
- An association which would aim at improving the professional capabilities of its members through exchanges between participants and the development of joint projects.
- A long term sustainable association, as long term would be necessary in order to implement an R&D approach.

It wasn't so simple to achieve this kind of ambition at the European level. It presupposed finding open-minded partners capable of sharing these objectives in countries that have different professional contexts, cultures and traditions, even if we

had learnt from our previous experience with EU projects that we were all, more or less, in a very similar position.

What do you think about Eurhonet today and the future?

In 2011, five years after its official creation, Eurhonet is active. The association has overcome its youthful obstacles and difficulties. The members have produced a lot during these recent years and a common Eurhonet culture exists. The association is well-positioned, as the issues Eurhonet is working with are strategic for the future of its members. In the coming years, my feeling is that Eurhonet has to deepen its selected topics. For example, I'm optimistic when I see how Eurhonet members have started to develop professional and applied research into the economic aspects of CSR. Other significant examples exist too, such as the project BuildTog. In these cases, Eurhonet doesn't exist solely to share; it is also there to jointly produce something new together. It is more difficult but I like it very much, as it corresponds totally with our initial hopes.



Francis Deplace, General Manager, Delphis

Hello Nicola Gaeta!

What is Eurhonet for you?

Eurhonet represents for me a very important and wider window within the world of housing. Eurhonet is helping me to grow, both professionally and individually.

Why are you involved with Eurhonet?

My General Manager decided to appoint me within the Social Integration Topic Group. The reason was simply due to the fact that, until a few months ago, Bari hadn't really been interested in the immigration phenomenon. In fact, Bari and Region Puglia have been lands of transit by immigrants. Therefore, understanding how other Housing Companies have faced and solved the problem of social integration before us is becoming really important for IACP Bari.

What are the best things with Eurhonet?

- a) The exchange of information and experiences with colleagues of other companies similar to mine, both at national and European level;
- b) The creation of new personal relationships in and around Europe;
- c) The opportunity to visit cities that otherwise I would perhaps never have visited.

Hello Nicole Mauser!

What is Eurhonet for you?

Why are you involved?

Eurhonet is an interesting and exciting part of my job, in addition to all the "normal" everyday things. I think that, due to the work within Eurhonet, I am broadening my individual horizons and hopefully the horizons of my company. The topic of CSR especially is a "young" topic at my company. It's very much in the fledgling stages. But I think the issues of both CSR and sustainability are becoming more and more important, not only for our company, but for everyone that lives in our society. I hope I can "transport" these topics that we are working on in our Eurhonet group to our company and to its stakeholders, and raise the acceptance and consciousness of these new topics.

What are the three best things with Eurhonet?

I think the best and most important things about Eurhonet are the people who work within the organisation. I like working with highly professional and very motivated people from all over Europe. I enjoy the good communication and the informal way of working together. You know, I was new in the group and had no idea about CSR. But everybody made it really easy for me to join the group and I was really grateful for that.



Nicola Gaeta, IACP Bari



Nicole Mauser, GBG Mannheim



Best Practice in Eurhonet

All participating countries in Eurhonet have one thing in common, even though we have different legislation relating to how our housing organisations operate on the market, namely the need to work towards a sustainable society, in a social, environmental and economic way.

The Eurhonet organisation operates a number of projects, such as CSR reporting, and urban return. Another important thing is passing on great examples of how our member companies from each country practice CSR in their everyday operations. You will find even more of these fine examples in the folder “Best Practices for Responsible Housing in Europe”.

Environmental care

In order to introduce environmentally-aware criteria, Aler Brescia has been promoting a “green purchasing” policy, ATC Torino has developed a model of planning with the use of natural biodegradable (and local) building materials to help take care of the climate, and ITEA Trento now uses recyclable materials in its operations and adopts low-use energy production wherever possible. These various approaches aim, in different ways, to protect the environment and to promote sustainable development.

Companies’ offices with dedicated topic groups and suppliers have been involved in these projects. The companies have organised special training sessions for the staff, and we believe that our efforts will also prove to be useful in the future.

Give your rubbish a new lease of life!

Each year, on the occasion of the French national week of sustainable development, HABITAT 62/59 PICARDIE organises an event for the children of its

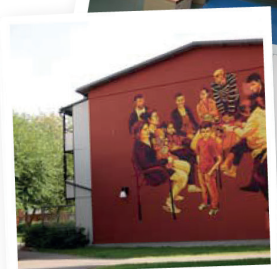
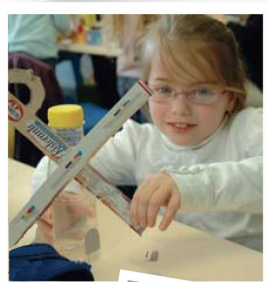
tenants and of its employees. It is a competition on the subject of reusing waste.

This event is a tool for providing education about the environment, and more particularly about the issue of waste, but it is also functions as an occasion to strengthen the social links between the tenants themselves, as well as between the tenants and the company’s personnel. The aim of the competition is to create a piece of art using packaging, newspapers, thrown-away or scrapped objects.

Children, through workshops led by local housing managers of the different blocks of flats in Nord, Pas-de-Calais and Somme, had endless ideas for the design of ever more original objects. Prizes are awarded, symbolically, at the opening of the French Sustainable Development Week.

Debt Counselling

For some time, we have recognised that our tenants have an increased need for consultation on financial issues. The problem of personal bankruptcy especially is becoming more and more important. Our department management gives our tenants the possibility to receive help and advice before they get into arrears with their rent. The members of staff in the counselling department support the customers by helping to prepare a budget and to arrange paying by instalments. Furthermore, they help them to communicate with public authorities and to negotiate with creditors. This concept has proved very popular: in 2008, over 800 tenants made use of the service. (GBG Mannheim).





More people working with Jobbpunkt Väst Örebro (Job Point West Örebro)

During 2008 ÖBO started a joint project with the Municipality of Örebro and the EU. ÖBO got an EU subsidy to create a local jobcentre for people looking for work and employers. This means that for the next three years ÖBO will be running a project in the labour market that we call “Jobbpunkt Väst Örebro”.

The project is aimed predominantly at ÖBO tenants or residents of the suburbs to the west of Örebro. One of the goals is to develop new ways and working models for cooperation with employers. Another goal is that 70 per cent of those seeking work will get a job, start a training or education course, or set up their own business.

Because ÖBO is a large and powerful company in Örebro, with an extensive network of contacts, we hope to contribute by matching jobseekers with employment opportunities. Jobbpunkt Väst Örebro

will take around 600 people in total. We see this as an important task to be involved with, increasing the possibility for people to get employment or training.

We believe that we can create networks that both employers and participants benefit from. The companies get help with recruiting good people, and our tenants get help with finding good employers.

These efforts are beneficial to both ÖBO and Örebro because they contribute to an increase in self-support, as well as greater social networks that create the involvement that is so important for the well-being of each and every person.

JOBBPUNKT  VÄST
ÖREBRO



Tricky solutions for the elderly in Dortmund

The Topic Group Social Integration visited a modernised DOGEWO21 estate in the northern part of Dortmund. This estate consists of 287 flats in 17 four-storey buildings and 63 flats in a high-rise building. Modernisation of this estate started in 2002 and was completed in 2008 with an investment of about EUR 20 million. Modernisation focused on energy saving measures and the reduction of physical barriers. Ecological projects were also included, such as the use of solar cells and the collection of rainwater. The high-rise building was completely rebuilt accord-

ing to the needs of elderly and disabled tenants. This building also contains a show flat, to demonstrate possibilities of how to be able to stay in one's own flat for longer. The group also visited (and tested) a "play-ground for seniors" on the site and had a look at the laundry room. This laundry room is still in operation and offers the possibility of doing one's own laundry or having it done by an employee of DOGEWO21. Besides that practical aspect, the laundry room is still the communication centre of the estate.

BECA saves water

BECA aims to help Europe meet GHG emission targets by achieving a significant reduction in energy consumption in European social housing. In short, the project approach is to:

- Develop advanced ICT-based Resource Use Awareness Services (RUAS) and Resource Management Services (RMS).
- Provide and optimise RUAS and RMS solutions to social housing tenants and housing companies' technical staff with feedback on energy consumption and energy system management.
- Pilot and monitor the impact of BECA services on tenants' resource use behaviour.

There are three housing companies from Eurhonet involved in the BECA-project: ATC Torino, Örebro-Bostäder AB and Darmstadt. They all have support from Delphis. Other companies involved in the project are from Spain, the Czech Republic, Serbia and Bulgaria.

This project is partially funded under the ICT Policy Support Programme (ICT PSP) as part of the Competitiveness and Innovation Framework Programme by the European Community.

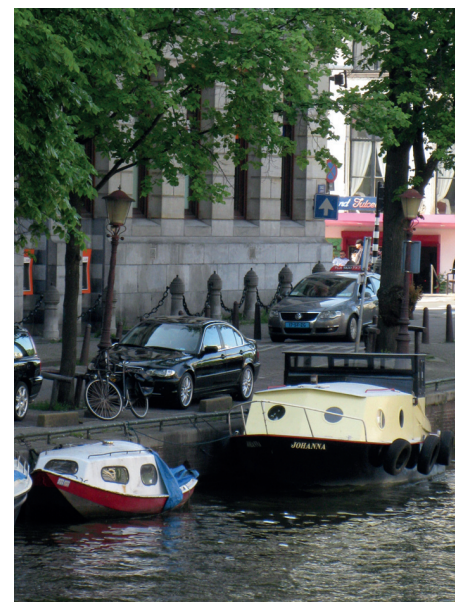
Through awareness raising services, tenants will be empowered to control and reduce their resource consumption by using internet portals, in-home displays, alerts, SMS.



Social housing providers and their technical staff will be enabled to monitor and control resource distribution and supply.



BECA will promote the installation of ICT-based applications to improve efficient resource use throughout Europe.



City Planning in the Netherlands

Eurhonet's Topic Group Social Integration

took part in several field trips and workshops last year. In June 2010, the topic group visited Amsterdam to learn how they work with city planning as a tool for social integration in the Netherlands. The topic group organised a workshop at the same time, and invited people from all of the companies in Eurhonet.

There are no easy solutions to use when working with city planning for social integration. However, there are some fine examples, tips and good ideas that can be taken on board.

Varied housing and mixed tenure

A population from different income classes can be attracted by varied housing and a mixture of tenures,

something that will reduce or even eliminate residential segregation. Different forms of letting are blended into each property level, meaning that your neighbour might own his home while you are renting yours.

Creating conditions for a housing career

For the social stability of the area, a variety of buildings is created via different types of housing, tenure and standard. This is to enable people to carry on living in the district even if their economy, family circumstances or requirements change over the years.

Financial strategy for new construction

Government support and grants for the rental market are becoming increasingly rare. The housing compa-

Hello Anna-Lena Fredin!

What did you think of the workshop in Amsterdam?

The workshop was really pleasant and fun to participate in. I was a little nervous beforehand, with images in my mind from Brussels of super-serious business people, all dressed in suits and speaking perfect English.... ha ha! But they were just the same as us. And they all had roughly the same problems and possibilities as us, with a lot of housing stock from the 1960s and 70s.

It was very interesting to hear how other countries are thinking about and dealing with this. The study visits were rewarding, and revealed that we have high ambitions in Sweden in terms of architecture and construction technology.

What were the main benefits gained from the visit?

The biggest benefits came from all of the real enthusiasts we met, with all the information they could relate about their work.

What did you learn during the trip? Is there anything that you could immediately start to apply at home, either in your thoughts or your actual work?

I learned that these problems are quite similar all around Europe, and we had a lot of interesting discussions. Together we assembled an excellent checklist that I don't think has been properly written down yet. It was a great list that could very well be used every time new renovation projects get underway; for example, why are we building here, and for whom? This list really should be made public! In addition to this, I have broadened my outlook, which is good.

PS1. I would willingly come along again in the future if any appropriate projects arise....

PS 2. You will find the checklist at Eurhonet website www.eurhonet.eu



Anna-Lena Fredin,
ÖrebroBostäder AB.



nies have to invest with their equity, so it is therefore all about finding ways to do this and still survive financially. Eigen Hard sells off about 70 per cent of its new construction of flats and then rents out the remaining 30 per cent.

More variety and better quality

Many homes that are facing extensive renovation are properties that are in very poor condition from a technical perspective and will require expensive investment before they can meet today's energy and standard requirements. Demolition paves the way for the creation of greater diversity and an increased quality of housing. It also makes it easier to be creative on a smaller scale and to build smaller areas if one can "start from scratch" with the physical environment.

Demolish and then build new properties in combination with renovation

Mix demolition and new construction by renovating

homes in varying degrees to attract people from different economic situations into living there. Not everyone can afford to live in newly constructed property.

Focus issues at Eurhonet regarding social integration

- Social mix – mix different people in an area.
- Tenant influence to increase integration.
- Physical changes to promote integration.
- Which approaches work in terms of social integration and sustainable development?
- Image – how to change the image of a district.

The Social Integration Topic Group has produced a brochure entitled "The Dutch example" that summarises and describes the Dutch approach and case studies on the area. Brochures can be ordered from Eurhonet by sending an email to: eurhonet@eurhonet.eu

Hello Pascal Boucher!

What benefits did you gain from your visit to Amsterdam? What did you learn?

I was surprised to learn that, of all of the countries in Europe, it is the Netherlands that has the largest proportion of social housing. Eigen Haard, our host, is carrying out a large urban renewal program. I found it interesting, given the mix of sales and leasing. However, I don't think it addresses the problem of the shortage of social housing, because public housing tenants can keep on living in the same housing, with the same level of rent, and never leave, which is a problem.

Housing companies work within a legal framework set up by the state but they are nevertheless independent organisations that set their own goals

and support their own financial responsibilities. I was very interested in their model of citizen participation. In addition to getting involved, citizens are encouraged to become mediators. They might then mediate between the government and people opposed to government projects, or between the people themselves by, for example, mediating disputes between neighbours.

Participation is promoted with a view to encouraging people to get involved locally in order to have some control over their own future.



Pascal Boucher,
Le Toit Angevin.



Building “BuildTog” together – the idea of BuildTog

Our companies have the same goals:

- To construct buildings with a high energy performance on a large scale at reasonable price, with similar technical and architectural approaches in our different countries.
- Subsequently, why not construct a building on a joint basis and compare in exact terms our different approaches to achieve the same goal?

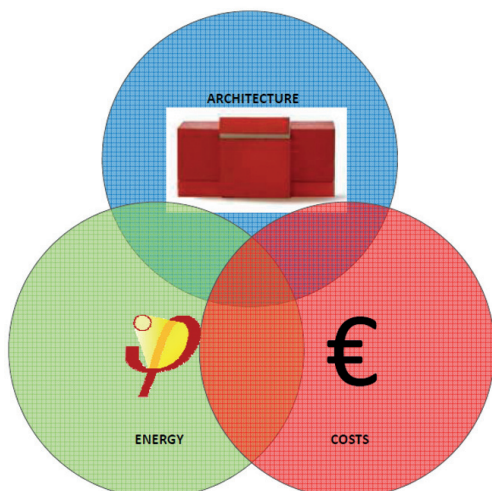
The “BuildTog” project has been underway within Eurhonet’s Topic Group Energy Efficiency since 2009. The project entails constructing a “standard house” to passive house standards in several of Eurhonet’s member countries, based on architectural outlines and energy requirements. This “standard house” will be adapted to national and regional laws, as well as the requirements created by different climatic conditions.

The purpose of this project is that, after completion by the different countries, a scientific evaluation of their houses can be carried out, and “guidelines” for passive house construction drawn up accordingly. Discussions are underway about applying for EU funding for the project.

Joint design:

“BuildTog” will be based upon similar designs, some of which are:

- Drawing. The common design defines the concept of the building. The goal is to design a building containing 15 flats that meets the passive house standard and would be approved in different countries.
- Dividing up. The main point is to break up the design of the basic standard building. The north-south orientation allows us to reach the passive house standard performance and controls the solar perspective. On the other hand, we chose to change the rectangular form into a more complex geometric shape, making it larger in the central part.
- Organisation. Thanks to this new shape, two specific areas are formed. The north part contains the “equipment area”, with the staircase, the lift, and perhaps some storage. We have arranged the actual living area in the southern part, by creating balconies, conservatories, or loggias there.
- Urban establishment. The common design proposes a large variety of combinations for its future urban implementation.
- The basic part (half of a common design) can be joined in a symmetric way. The building can also be extended by extrusion. From those possibilities, buildings can be joined and stretched to respect the alignment of the street in which they are being built.





The common architectural drawings have been produced in cooperation with the participating companies by the ANMA architects in Paris, and the basic energy consumption estimates for the standard house under various climatic conditions have been produced by Lugowe Consultants in Ludwigshafen, Germany.

A provisional joint timetable has been produced, indicating that the first BuildTog building could be completed during the second half of 2013.

A total of nine companies in Eurhonet or EFL have expressed an interest in participating in the project (Foyer Remois, FSM, le Toit Angevin, Logipays, Bauverein, THS, Familjebostäder, ÖrebroBostäder, and Comwonen). In order to regulate and structure the collaboration, a letter of intent between the respective companies and Eurhonet has been drawn up.

Work has so far progressed along slightly different lines of approach. Some of the interested parties have secured land upon which to build, and will now move forward with the national adaptation. In other cases, the national adaptation has already been carried out, and the search is now on for suitable land.

Each participating company agrees to hire certain basic services from ANMA and from Lugowe, in order to ensure that no national adaptations lead to the basic concept of BuildTog being relinquished. Additionally, ANMA and Lugowe are offering additional services such as the production of finished specification templates and/or checks during the construction phase.

Hello Jan Dahlkvist!

ÖrebroBostäder is one of the companies that have said they will build a "Eurhonet BuildTog" building. We asked the project manager, Jan Dahlkvist;

What does BuildTog mean to you?

I think the most exciting thing about the "BuildTog project" is seeing how the same basic design of the buildings has changed depending on the building regulations in force in the different cities and countries in which they will be built.

What distinguishes BuildTog from the normal houses that you build?

We don't usually construct buildings with a passive house standard, even if we do usually have

a strong focus on low energy consumption. The floor plans of our normal flats are also a little different to those of the French architects.

Where are you in the building process?

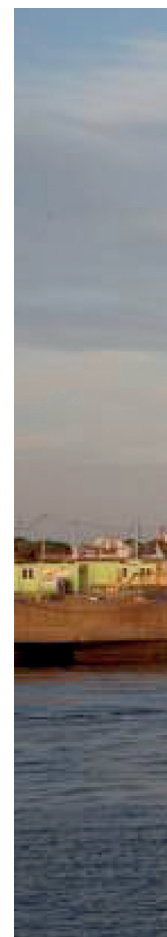
ANMA Architects and Lugowe Consultants visited the plot in late May, together with Equator, our local architect. We are now doing the detailed planning work, together with the municipality.

When will the building be completed, so that we can come and look at it?

We expect it to be completed during 2013.



Jan Dahlkvist,
project manager,
ÖrebroBostäder



Hello Arne Schreier!

Bauverein AG is one of the companies that have said they will build a “Eurhonet BuildTog” building. We asked the project leader, Dipl.-Ing. Arne Schreier;

What does BuildTog mean to you?

It is very interesting for my company to build a passive house in this joint project with other countries, because we will be able to exchange a lot of knowledge. During the course of the project, we will be able to see how the climate and the local conditions within the different nations influence the construction of a passive house. These are major points with respect to the economics of this market sector. One of the aims for us is to reduce the costs, so that the differences in construction costs between a passive house and a standard house are kept very low.

What distinguishes the Eurhonet building from the normal houses that you build in Darmstadt?

The collaboration with a French architect is new for us, and the work with Nicolas Michelin/ANMA is fascinating. The local adaptation of the common design came from ANMA, and it is what is being implemented by our architect (planungsgruppeDREI) that distinguishes this project from others. We usually employ one architect to cover the entire planning phase. Additionally, there is

cooperation with LUWOG Consult. It is a great advantage to add as much knowledge from different partners as possible, but it is rather unusual. For these reasons, I'm looking forward to working with ANMA and LUWOG Consult on the BuildTog project. Incidentally, we are currently checking to see if we can get some funding from the EU-Commission for this project.

Where are you in the building process?

At the moment we are in the planning phase and we are adapting the common design from ANMA with our local architect. We would like to receive the building permit this year and then put the project out to tender.

When will the building be completed, so that we can come and look at it?

The plan is to start with the construction at the beginning of next year, so I think we will finish the building in 2014. Of course you can come and have a look then. In the meantime, you are invited to visit us and see the construction site, as well as the building itself after completion.

If you would like more information about BuildTog, please contact Ingvar Andreasson at Familjebostäder Stockholm. You can do this via email to ia@familjebostader.com



Arne Schreier, Dipl.-Ing.
Bauverein AG



Short brief of the year 2010

27 January

Task force EU-funding met members of the European Parliament in Brussels.

27-28 January

Energy Savings in Bolzano. Luwoge presented the thermal principles of the design and local adaptation for BuildTog and passive houses

9-10 February

Social Integration in Stockholm. The group started to work hard on project plans.

11-12 March

CSR Topic in Gävle. Technische Universität Darmstadt presented a proposal in urban return

18-19 March

Improvement had a meeting in Paris with all Eurhonet leaders about how to work on Eurhonet projects.

8-9 April

First Workshop in Eurhonet history: "Branding and communication" in Brussels

14-15 April

First CEO Academy in Linköping. The Icelandic volcano made a mess of plans for the trip home: the CEO had to take a bus to Hamburg.

15-16 April

Executive Committee in Linköping

29-30 April

Ageing in Canterbury. Kick off meeting for new activities.

10-11 May

Human Resources-preparation in Paris, first step on the exchange.

28 May

Executive Committee in Paris

9-11 June

Retrofitting Audit presentations in Energy savings in Stockholm

14-16 June

Workshop "City planning for social integration" in Amsterdam, and meeting in TG Social Integration. Thanks to Eigen Hard!

22-23 June

Ageing in Bari

1-2 July

Human Resources preparation continuously in Paris

18-19 August

Improvement team looked at the SKY in Paris

2-3 September

Communication in Norrköping

9-10 September

CSR in Brescia - Presentation of Best Practice brochure.

23-24 September

Executive Committee in Bari

28-29 September

Ageing in Dublin

5-6 October

Social Integration in Glasgow – the work on city planning for social integration continues. The Scottish way will be presented in a brochure.

18 October

Executive Committee – on phone

27 October

Executive Committee and CEO Academy in Canterbury

28 October

General Assembly in Canterbury – Eurhonet got a new president, Angelo Ventura

29 October

Ageing in Canterbury

2-3 December

Energy savings in Paris

9-10 December

Executive Committee in Paris

14 December

EURO-GR® quality control in Paris. To make sure we are comparing apples with apples, and not pears...





Simply the best!

Eurhonet's Topic Group CSR group is producing a common model that will be shared with companies all over Europe in order to be in the vanguard of social responsibility in our sector and in our countries. It also allows us to be ahead of further legal obligations over the coming years.

By benchmarking the performances and the practices, we are also able to transfer the best professional practices into the network. CSR also offers possibilities for improving corporate strategic management and for building up the first elements of a new business model.

2010 has been a very rich year for our topic group with the development of a good practice folder, the CSR reports, the European benchmark and the urban returns project. The next steps will be the

deployment of new software for CSR reporting and the work on the new ISO 26000 guidelines for CSR.

In the future, we will be able to build up a global report / database about responsible housing in Europe. This will be made possible by packaging and harmonising our approaches in our different countries in order to spread our ideas and operational practices, thus sharing them with more companies.

To my mind, Eurhonet is a leading force that is producing a shared vision of European practices within public responsible housing.

We are unique!

Olivier Barry
CSR Topic Group Leader



Stakeholder Expectations and CSR

Base of operations: as a municipal company, bauverein AG is situated in an area of conflict of different interests. These are, for instance, cheap housing supply versus energy efficient renovation, return on investment versus municipal responsibility, or return on investment versus cheap housing supply. Other challenges would include multiple stakeholders with various and partly conflicting demands, outcomes that are not monetary and difficult to measure, as well as a lack of transparency concerning the targeted and the actual performance of activities.

Therefore the board of directors has decided to carry out a survey of the stakeholders, in order to analyse their needs and expectations from bauverein AG. It was of great importance to not only put forward the economic interests, but also the stakeholder's demands concerning the CSR criteria and to integrate those expectations into the company's target system.

So far, a total of 35 interviews have taken place, and the first intermediary results have been presented. The answers were sorted into the following categories:

- Housing supply based on local demand.
- Appropriate rent and running costs.
- Promotion of the local economic system.
- Promotion of social solidarity & support for tenants.
- Protecting the environment.
- Communication with tenants and tenant satisfaction.
- Efficient management of property.
- Promotion of transparency within responsible corporate governance.

- Promotion of job prospects, diversity & justice within personnel.
- Promotion of dialogue and cooperation with authorities and associations.

These answers were also sorted in terms of their importance and then grouped accordingly.

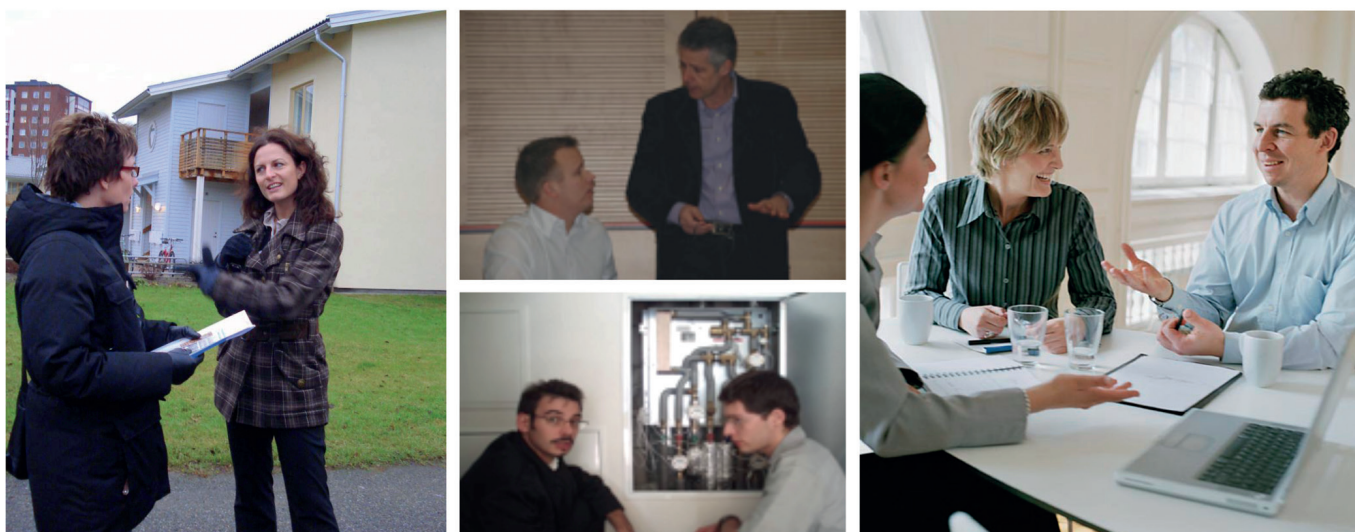
The summary of the results showed that social aspects are more important than had previously been assumed – including intensified communication. Other main expectations are:

- The supply of inexpensive “social” housing.
- The exchange and communication with stakeholders instead of written information or difficult availability.
- The focus on housing related core competency.
- The balance between social, economic and ecological aspects.
- Qualified and committed personnel.
- The role as an intermediary instead of internal provision of services.
- Energy efficient renovation only if compatible with other goals.

The next steps concerning this project will be to create transparency on the conflicts concerning the goals, to find methods that will balance these issues, and to create a reporting system as well as a communication plan.

Besides the example from Germany, France and Sweden is also working at the same issue. Hopefully, we can cooperate in some way, change the experiences and learn the best from each other.





Human Resources and exchange program

The Topic Group Human Resources (HR)

began to prepare for the exchange program in 2010, and has worked mainly on writing the papers for the programme to make it work easily for the Eurhonet companies' employees.

These papers were presented during the General Assembly in Canterbury and they are:

1. A short "Letter to the companies" to present the exchange program.
2. A "Contract" that the companies must sign when they decide to start an exchange: this is the document that explains the "philosophy" of the programme, its aims and goals etc.
3. The "How it works" paper with all the steps and rules that must be followed for a successful exchange.
4. The template of the "Study Report" that the participants must complete to describe the best practices they saw during their visit.
5. A PPT presentation with pictures and examples of the possible subjects for the exchanges.

In 2011, the Topic Group worked on these topics:

- Start up the Exchange Programme for the Eurhonet companies' employees: information about the exchange will be found in the extranet, including contacts, templates and presentations of the exchange companies.

- A workshop for the contact persons in all exchange companies at the beginning of 2012. The list of potential subjects is open, so we can discuss training, remuneration policies, empowerment of the staff, environmentally friendly mobility, career progression, diversity management, measures to balance and organise work time with free time, and so on.
- Measure the value of Relational of the company with indicators to produce an "Intangible Assets Balance" that will add to the balance sheet.

HR Topic leader is Gianfranco Tarabuzzi.



Malin Wettre, Hyresbostäder i Norrköping AB.

Hello Malin Wettre!

My intention is to work with the exchange programme and chiefly to market the programme into Eurhonet as well as into my own company. The goal is that several exchanges will take place during 2011-2012, so we will be able to arrange a conference at the end of 2012 in order to illustrate the best practices that come out of the visits made by the companies' staff.

I'm also looking forward to exchanging knowledge and best practices within the area of Human Resources. We are continuously learning from each other within the Topic Group, but we are also planning to spread the knowledge into Eurhonet by organising an open workshop.



Topic Group Social integration

The overall focus, which has been in place since 2008, is “City Planning for Social Integration”, something that aims to give the Eurhonet member companies greater and deeper knowledge about how to plan for integration instead of segregation. The group has made several field visits, each following the same focus questions. Two reports from field visits were completed during 2010, and a brochure with overall conclusions was also produced.

All the field visits have been organised with a focus on five questions:

Key questions:

- How can social mix (integration instead of segregation) be created?
- How can social integration be created with physical changes?
- How can tenants and other interested parties be involved in working towards social integration?
- What strategies are available for working towards social integration?
- Image – how can a negative image of a district become a positive one?

In Amsterdam, we also had a workshop that aimed at assembling all of our knowledge about city planning projects. It resulted in the idea of producing a checklist of “Guidelines for City Planning”

which is an ongoing project for 2011. We also decided to work on indicators that can be used to compare before and after measures taken in different countries and companies.

During 2010, the group has been able to see a clear pattern in successful and less successful city planning projects. The towns and companies that actually involve the tenants and the people living in concerned areas have a more positive atmosphere, and it is obvious that the key to sustainable city planning is holistic approaches, tenant participation, and working with clear strategies. These insights take us to the next level, and for the next few years we will be trying to focus even more on specific ways of communicating with tenants and getting them involved.

Reports within City Planning for Integration

- Successful Examples(2010) – a brochure with successful examples from the Eurhonet companies
- The Dutch Example (2010)
- The Scottish Example (2010-2011)

The reports are available in English, but are easy to translate. A PowerPoint presentation accompanies every report so that they can easily be presented within the member companies.



*Gabriella Granditsky-Svenson
Social Integration Topic Group Leader*



Energy savings around Europe

Retrofitting together – a part of Topic Group Energy

During 2010, the Eurhonet sub-topic group dealing with retrofitting focused its work on the setting up of a strategy to be able to compare our ways of working on energy savings in existing buildings. It was decided that each company needed to choose a “pilot site” and act on it in its own way, trying to reach the highest energy saving.

We therefore fixed some parameters in order to have comparable pilot sites, such as the year of construction, the size, and so on, and each company then proposed one pilot site. The topic group then realised that to compare buildings means comparing the calculation results too. This is not possible if the calculation methods are different.

For this reason, it was decided to develop a simplified common calculation method, and we created a new tool called “TTR: Thermal Tool for Retrofitting”. It’s an easy tool to use, making it simple to compare the energy performance of the

buildings before and after the retrofitting action.

We also spent some time focusing on very specific topics, such as air tightness, as well as discussing the way each company deals with them.

Field visits have been an important part of our work;

- We have seen different approaches in different countries.
- We have redefined the way we will act at the next meetings.
- We are creating the figures of “flying experts”, which means that for each field visit we will be better able to analyse specific points of strength and weakness.

Finally, the topic group extended its relationships in working with private companies such as BASF and Luwoge Consult and exchanging experiences with the other European network “EFL”.

We will be dealing with all of the implications of retrofitting in the future, such as the financial aspects, tenants’ involvement, and so on.

Jean Denis Mege
Topic group leader, Energy





Task force EFL

EFL, European federation for living, is a network between housing companies in the Netherlands, Germany and France. Eurhonet and EFL are cooperating in different issues and we have good opportunities to learn from each other. In Anger 2010 we signed a contract about the cooperation and one of the starting points is to make an effective plan of the cooperation.

Representatives of Eurhonet and EFL's respective management boards met twice a year to support the cooperation process and to control the strategic interests of both organizations. In 2010, Eurhonet and the topic group Social integration organized a workshop together with EFL. Eurhonet visited an EFL member,

Eigen Haard in Amsterdam. The cooperation between EFL and Topic group for social integration continue.

In the future Eurhonet wants to find a way to cooperate in the topic group "elderly" and also try to find calls for EU-funding that can be interesting for both organizations.

The Task force leader is Dietmar Bock.



We're all getting older!

The Topic Group for The Elderly has had a tough year, with a change of leadership and difficulties in finding members for the group. Those who have been with us have done a good job but we still need more people as members and people who will work actively within the group.

The project group has a clear focus on increasing the quality of life for the elderly by making it possible for them to remain in their own homes for longer. To enable this, well-planned and customised buildings, flats and services are required.

By carrying out theoretical and practical benchmarking, we have created checklists that show how a company can successfully work with adapting its properties, flats and services for older people.

A brochure with operational checklists has been developed. Members of the project team have also significantly increased their knowledge about housing for the elderly. This has led to many good results in the companies.

If you are interested in joining the group, please send an email to: eurhonet@eurhonet.eu





Active year for the Task Force EU-funding

We held a meeting in Brussels in January 2010, attended by five Directorate Generals of the European Commission and Energy City, which gave us a global overview of European financing possibilities.

There was a meeting with Empirica, coordinator of several EU projects, in February to discuss the ICT issue.

From February until June, five members of Eurhonet were integrated into the BECA project managed by Empirica or into the AFTER project managed by Delphis.

In September, an internal survey was carried out at Eurhonet about the interest of the members regarding European projects. The conclusions were "interesting but not too much".

In June, the BECA Team was selected by the European Commission, with a total budget of EUR 5.7 million (50% financed by the European Commission). ÖrebroBostäder, Bauverein AG, ATC Torino and Delphis are committed to the BECA project.

In September, the consortium involved in the AFTER project was selected by the Commission

with a total budget of EUR 2.7 million (75% financed by the European Commission). Bauverein AG, Le Toit Angevin, ATC Torino and Delphis are committed to the AFTER project.

During 2010, Eurhonet became a member of E2BA (with a focus on preparing for E2BA). Francis Deplace, representing Delphis, is now a member of the board of E2BA.

What about the future?

The members of Eurhonet who are the most involved in European projects really have to convince our colleagues of the importance of these European projects, as they are the only means we have for structuring research and development at Eurhonet in the long term.

We have decided to spread this message strongly, on a national basis, during 2011.

I would like to thank my colleagues in the task force, namely Ulrica Melin, Ferruccio Doglione, Dieter Emig and Julie Savary for our collective work, and also to thank Hans Lander and Angelo Ventura for their support.

Eric Lamoulen
Task Force Leader EU-funding



Improvement

The Improvement Team has a clear focus on working with continuous improvements with a high level of participation from member companies.

By evaluating current work, we create the foundations for future activities and support for the leaders within Eurhonet. The evaluations take place in the form of questionnaires, group interviews and dialogue workshops. The working group also creates a basis for next year's planning. We have conducted workshops to increase engagement in, as well as knowledge of, project work. Methodologies and templates to facilitate such project work have also been developed.

Many of the project groups are working well, and a number of interesting workshops on various different topics have taken place. The support, in the form of templates and other tools that already exist, is being used to a great extent. Our first CEO Academy was conducted in 2010, and there was great commitment.



Communication – the difficult art

Eurhonet is a network. A network is defined as a structure with units that are linked by relationships and nodes so that together they form a net.

The keyword is relationships, and relationships are built upon communicating with each other in an understandable way. Eurhonet is based on shared ideas, conditions, and the desire to pass on knowledge and inspiration to everyone else in the network. Communication is therefore an important prerequisite.

In the spring of 2010, we carried out our first workshop on the theme of communication. The workshop gathered together some representatives from housing companies who could then work on issues such as brand development, how to get our message across, and so on. The workshop also led to the formation of a so-called task force, whose mission is to create a single communications solution, a sort of toolkit that our companies can use to create good, clear and effective communication channels and practices between companies, between participants in different topic groups, and within our companies, all with a focus on making Eurhonet accessible - for as many people as possible.

This work includes a graphic profile, simple templates and structures for how we create reports, compilations, and even invitations to future workshops, etc. It is also about how we can create personal meetings, both live and via for example digital media, and how we are making use of the internet, extranet

and intranets. There are certain barriers to deal with. For instance, there are language and cultural differences, resource issues, and not least competition – as well as everything else that we all have to deal with in our everyday lives.

The Communication Task Force continued its work during the autumn and winter of 2010/2011, holding meetings in Norrköping, Paris and Gävle. A current status meeting took place during the EC meeting in Paris during the spring of 2011. The goal is to produce another interim report before the next EC meeting in September, and to then be in the position during the General Assembly in Munich to give a “Eurhonet Communication Kit” to the decision makers, contact people, and communications managers at our member companies.





The idea behind the CEO Academy

The idea for the CEO Academy came from Eurhonet's development group. The original idea was simply to create a forum for the companies' upper management, especially for those people who were not part of the board (EC).

From the start, most of Eurhonet's operations have involved our companies' leading experts in the areas in which we work. In order for these people to be able to put their skills and resources into Eurhonet projects, and that all of our companies are best able to use their respective memberships, it is very important that the top management knows about and supports Eurhonet's activities. This is where the CEO Academy can play a vital role.

The idea is to create a forum where Eurhonet's company executives can meet in order to:

- be made aware of work being carried out at Eurhonet.
- get to know each other and the other companies.
- benefit from exclusive presentations regarding business opportunities and possibilities for the operation in different countries.

This could make it easier for members of Eurhonet to make better use of their memberships. Ideas for new projects can be launched and tested, and contacts and study visits between different companies can most certainly be improved and increased. Personal contacts in these contexts are, of course, extremely important.

It has been decided to hold two meetings per year, including one in conjunction with the General Assembly.

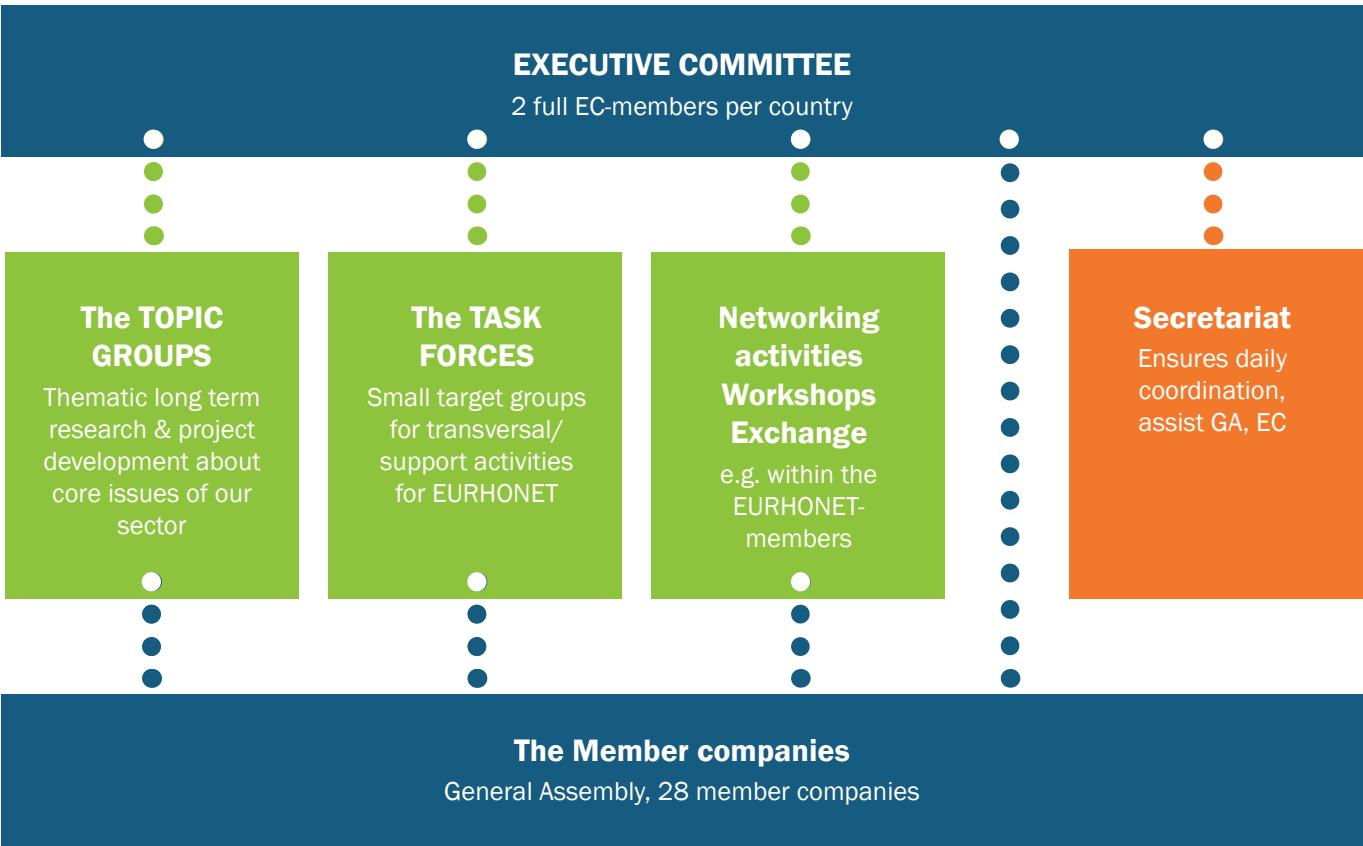
At the time of writing, July 2011, three meetings have so far been held, in Linköping, Canterbury and Torino.

The next CEO Academy will take part in Munich 27 October. It will be about the financial crisis that is an actual issue. Hopefully there will be interesting discussions to take part of.

*Hans Lander
President Eurhonet 2006-2010*



Organisational Chart



Group members 2010

Task Force - EU-funding

Eric LAMOULEN, *le Toit Angevin*
Dieter EMIG, *bauverein AG*
Ferruccio DOGLIONE, *ATC Torino*
Ulrica MELIN, *Stångåstaden AB*
Julie SAVARY, *Delphis*

Task Force - Communication

Lars LÖFGREN, *Hyresbostäder Norrköping*
Kristina ISACSSON, *Gavlegårdarna*
Sabine PERNOD, *FSM i Paris*
Per NELSSON, *Stångåstaden*

Task Force - Improvement Team

Peter MYRGÅRD, *Stångåstaden*
Julie SAVARY, *Delphis*
Roger RÅDSTRÖM, *ÖrebroBostäder AB*
Christina HAERLE-PETIT, *bauverein AG*

Topic Group - Energy Savings

Jean-Denis MEGE, *Foyer Remois*
Arne SCHREIER, *bauverein AG*
Tim GOSS, *Canterbury City Council*
Baptiste CAMUS, *Delphis*
Olivier BARRY, *FSM*
Aurélien DENIMAL, *FSM*
Christophe ESPRABENS, *FSM*
Francesca MENICATTI, *FSM*
Laurent QUEVAREC, *FSM*
Anders HOLMSTEN, *Gavlegårdarna*
Maddalena CILIBERTI, *IACP Bari*
Gianfranco MINOTTI, *ATC Torino*
Roberto CALOVI, *ITEA Trento*
Joël LEBRUN, *Logipays*
Karine MAUREL, *Logipays*
Eric LAMOULEN, *Le Toit Angevin*

Topic Group - Ageing

Larissa LAING, *Canterbury City Council*
Simona PATRIA, *ATC Torino*
Dieter EMIG, *bauverein AG*
Chloé MARIETTE, *Delphis*
Regine STOERRING, *DOGEWO 21*
Pia KARLSSON, *Gavlegårdarna*
Peter PFANZ-SPONAGEL, *GBG Mannheim*
Paola SINISCALCHI, *IACP Bari*
Angelita TARENGHI, *ITEA Trento*
Peter MYRGÅRD, *Stångåstaden*
Henrik MÖLLER, *Vätternhem*

Topic Group HR

Gianfranco TARABUZZI, *ATC Torino*
Malin WETTRE, *Hyresbostäder*
Philippe HOGUET, *Habitat 62/59 Picardie*
Kristina Kratz, *Gavlegårdarna*
Anneli Ericson, *Stångåstaden*
Petra Bergqvist, *Helsingborgshem*
Fabienne Sabatier, *Le Foyer Remois*
Myriam Bhargava, *SDH*
Sarah Parvi, *SDH*
Claudia Terragnoli, *ALER Brescia*
Karin Raule-Rohr, *GBG Mannheim*

Topic Group - Social Integration

Anja BADER, *GWG München*
Gabriella GRANDITSKY-SVENSON, *Familjebostäder Stockholm*
Hildegard DANIEL, *GWG München*
Emmanuel FRANCIOUS, *La Foyer Remois*
Ferruccio DOGLIONE, *ATC Torino*
Roger RÅDSTRÖM, *ÖrebroBostäder AB*
Pascal BOUCHER, *Le Toit Angevin*
Caroline BLOMGREN, *Hyresbostäder Norrköping*
Christian HOLM, *Mimer*
Nicola GAETA, *IACP Bari*
Cecilia SVEDIN, *ÖrebroBostäder AB*
Kerstin ZUR HORST, *DOGEWO 21*
Jens ESSBACH, *LWB Leipzig*
Georg MEYER, *GWG München*
Andreas REINDL, *GWG München*
Laura GIANNI, *ITEA Trento*
Gianfranco TARABUZZI, *ATC Torino*

Topic Group - CSR

Olivier BARRY, *FSM*
Christina HAERLE-PETIT, *bauverein AG*
Francis DEPLACE, *Delphis*
Julie SAVARY, *Delphis*
Jean-Denis MEGE, *Foyer Remois*
Francesca MENICATTI, *FSM*
Ulf EGERFÄLT, *Gavlegårdarna*
Kristina ISACSON, *Gavlegårdarna*
Nicole MAUSER, *GBG Mannheim*
Reinhard GÜTHLEIN, *GWG München*
Annalisa CAMPOBASSO, *IACP Bari*
Sandro FRANCESCHINI, *ITEA Trento*
Marc RODIER, *Logipays*
Ulrica MELIN, *Stångåstaden*
Sylvie LUSSEAU, *le Toit Angevin*
Roger RÅDSTRÖM, *ÖrebroBostäder*

Executive Committee EC

Angelo VENTURA, *ATC Torino, President*
Dietmar BOCK, *GWG Munchen, Vice president*
Hans-Jürgen BRAUN, *bauverein AG*
Bosse SUNDLING, *Familjebostäder Stockholm*
Christophe VILLERS, *La Foyer Remois*
Olivier BARRY, *FSM, Treasurer*
Jörg ZIMMERMANN, *GBG Mannheim*
Florian GUBERT, *ITEA Trento*
Fredrik TÖRNQVIST, *Mimer*
Eric LAMOULEN, *Le Toit Angevin*
Roger RÅDSTRÖM, *ÖrebroBostäder, Secretary*

Task force EFL

Dietmar BOCK, *GWG Munchen*
Florian GUBERT, *ITEA Trento*
Anja BADER, *GWG Munchen*



Olivier BARRY
FSM France

Closing of the 2010 accounts

The budget for 2010 was approved by the General Assembly in Angers in October 2009.

At this time, we had planned total expenses in budget of 241.350€ and total receipts from 25 members of 187.500 (7.500 per member).

From the year 2009, we transferred 110.708 into 2010 after all invoices from 2009 had been paid.

At the end of 2010, the real expenses of 197.655 for 2010 were a bit lower than expected (approved budget 241.350).

But also on the income side we had an improvement. 3 more members joined during 2010: SDH, ARTE GENOVA and HELSING-

BORGHEM raising the receipts' amount of 22.500€.

At the end of 2010 it was possible to transfer 138313€ to 2011.

So, after all, EURHONET has a good and stable financial situation at the moment.

The financial report 2010 together with copies of all invoices and bank documents were sent to be proved by our internal auditors: Mr. Klaus GRANIKI and Mr. Gunnar BOQUIST.

The financial report for 2010 was also sent to our external auditor SOCOFISC. Our tax consultant in Brussels validated it and presented it to the Belgian financial authorities.

Olivier BARRY
Vice president in charge of the finances

Internal approvals

2011-09-15

Mrs Lamia Bahri
Comptable
FSM (ESH)
2 ter rue René Cassin
77000 Melun
FRANCE

BUDGET EURHONET 2010

Dear Mrs Bari,

I have checked the documents with the expenses, receipts and the bank statement for Eurhonet 2010.

I have not found any faults.

Kind regards
Hyresbostäder i Norrköping AB

G. Boquist
Gunnar Boquist

DOGEWO21

DOGEWO21, Postfach 10 13 83, 44133 Dortmund
Mrs Lamia Bahri
Comptable
FSM (ESH)
2 ter rue René Cassin
77000 Melun
France

Geschäftsleitung

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Telefax 0231 10 83-312
E-Mail mail@dogewo21.de

Seite 1/1

Datum 26.08.2011
Unser Zeichen GFR 20

Telefon 0231 10 83-251
Telefax 0231 10 83-312

Es schreibt Klaus Graniki
k.graniki@dogewo21.de

Budget Eurhonet 2010

Dear Mrs Bahri,

I have received the sheets with the expenses, receipts, the budget and the bank statements for Eurhonet for 2010.

I have checked the documents and did not detect any faults.

Kind regards

DOGEWO
Dortmunder Gemeinnützige
Wohnungsgesellschaft mbH

Klaus Graniki
Klaus Graniki

www.dogewo21.de

DOGEWO
Dortmunder Gemeinnützige
Wohnungsgesellschaft mbH
Geschäftsführer
Klaus Graniki
Aufsichtsratsvorsitzender
Helmut Hamisch
Beauftragter
Amtsgericht Dortmund HRB 2186

External certification – SOCOFISC

<u>ASSETS</u>		<u>INCOME STATEMENT</u>	
<u>AMOUNTS RECEIVABLE WITHIN ONE YEAR</u>		<u>Turnover :</u>	
Commercial credits :		Memberships	210.000,00
Members	22.500,00	Others	15.000,00
			225.000,00
<u>CASH AT HAND & IN BANK</u>		<u>Service & goods :</u>	
KBC - Fixed asset account	0,00	Rental	3.000,00
KBC - Daily account	206.757,98	Administration expenses	1.068,68
	206.757,98	Hosting website	1.409,99
		Accountancy	2.359,50
		Travelling expenses	4.949,10
		Restaurant	1.462,58
		Secretariat - Delphis	55.524,00
		Workshop	7.900,91
		Projects - EU	17.172,30
		Projects - EFL	3.803,15
		Meeting	2.445,57
		Meeting - TG Ageing population	1.649,62
		Meeting - TG Social integration	10.770,03
		Meeting - TG Energy Savings	35.572,88
		Meeting - TG CSR	18.512,45
		General Assembly	30.084,37
			197.685,13
<u>LIABILITIES</u>		<u>Operating result</u>	27.314,87
<u>BENEFIT</u>		Financial products	260,15
Previous years	110.707,82	Financial cost	24,12
Of the year	27.550,90		
	138.258,72	<u>Financial result</u>	236,03
<u>AMOUNT PAYABLE WITHIN ONE YEAR</u>		Tax	0,00
Commercial debts :		<u>Net profit</u>	27.550,90
Invoice to be received	90.999,26		
	90.999,26		
	229.257,98		

Cash-based Accounting and Cash Budget for EURHONET

Budget for receipts and expenditures in 2010

Expenditures

1 Expenses 2009 (paid in 2010)	24 017,05 €
2 Expenses 2010	98 465,84 €
Invoice 10/111 Delphis settled twice	8 244,00 €
3 Expenses 2010 (paid in 2011)	99 188,81 €
Subtotal	229 915,70 €

Receipts

EURHONET Balance 31.12.2009	119 724,87 €
EURHONET Membership Fees	187 500,00 €
Other sources of funding	15 000,00 €
Amount payable with in one year	99 188,81 €
Financial Result 2010	260,00 €
Membership Fees 2009 (paid in 2010)	15 000,00 €
Subtotal	436 673,68 €

Financial Balance (31.12.2010)

206 757,98 €

Bank Accounts as of 2010-12-31

Daily account Brussels	206 757,98 €
Term deposit Account	0,00 €
	206 757,98 €

Open memberships Fees of 2010	22 500,00 €
Invoice 10/111 Delphis settled twice	8 244,00 €
Summary	30 744,00 €

Financial report 2010 · Result 2010

	<i>Real</i> 31.12.2008	<i>Real</i> 31.12.2009	<i>Real</i> 31.12.2010
EXPENCES 2010			
Other Consumptions			
Rent office	3 000	3 000	3 000
Documentation	0	0	0
Conferences + Seminares	0	0	0
Executive Committee	8 344	5 565	5 484
General assembly	28 209	22 073	30 084
Expensis of the president	993	0	1 574
Total	40 546	30 638	40 142
EFL Activities			3 803
EU-Projects			17 172
Improvement Team (SWOT)		2 968	3 866
Communications			0
Ageing Population	3 990	7 377	1 650
CSR	20 115	13 998	18 512
Energy Savings	13 286	14 232	35 572
Human Resources (HR)			878
Social Integration	32 109	10 572	10 770
Summary Costs Topic Groups	69 500	49 147	92 223
Subcontracting			0
Subcontracted secretariat	23 000	37 000	60 900
<i>Overhead costs</i>			0
Consulting	0	0	0
Leaflets, Brochures, Website	1 674	17 838	1 410
International Travels	1 800	0	0
Post, Telecom	30	4	0
Bank Services	130	0	0
Others	0	0	0
Costs previous years	0	0	0
Total	26 634	54 842	62 310
Handling Association, Annual Report	2 285	0	0
Proof of annual Report, Publication	0	4 931	2 956
Salaries	0	0	0
Social Costs	0	0	0
Bank Interests	0	0	24
Amortization	0	0	0
Others	0	0	0
Total	2 285	4 931	2 980
Total Expenses	138 965	139 558	197 655
	<i>Real</i> 31.12.2008	<i>Real</i> 31.12.2009	<i>Real</i> 31.12.2010
INCOMES 2010			
Income:			
Transfer pervious years	89 345	54 378	110 708
Members Fee	100 000	195 000	210 000
Other sources of funding	0	0	15 000
Reimbursements	254	0	0
European subsidies	0	0	0
Financial products	3 744	884	260
Total incomes	193 343	250 262	335 968
Membership Fees:			
Number of members	20	26	28
Cost unit/annual fees	5 000	7 500	7 500
Total	100 000	195 000	210 000
European fundings:			
subsidies of projects	0	0	
subsidies for coordination	0	0	
Annual total	0	0	0
RESULT +/-	54 378	110 704	138 313

Members 2010

Germany



Leipziger Wohnungs- und
Baugesellschaft mbH



France



Italy



Sweden



UK



Contacts:

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