

# YEAR PLAN 2019

EFL STRATEGY 2018 2020  
SHARING FORWARD THINKING



EUROPEAN FEDERATION  
FOR LIVING





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## INTRODUCTION

EFL is made up of:

- 57 member organisations
- From 14 European countries
- Representing 1.1 million homes across Europe

In 2018, the General Assembly approved the Strategy Plan 2018-2020. This plan is still the basis for the strategic and day-to-day management of EFL and a helpful tool for planning, organisation, and execution of activities. It constitutes the framework of the network for which all members agreed upon and forms the common link of cooperation within EFL.

The Year Plan 2019 is a subsidiary document of the established Strategy Plan. It presents an overview of the goals set for 2018 and provides the strategic aims and activities for 2019.

The general goal of 2019 is to improve and extend the value of the EFL network. This includes the continuation of successful activities, the development of new instruments for cooperation, and the retirement of unsuccessful activities. The strategic partnerships EFL has developed will also contribute to strengthening the value of the organisation. However, the expansion of members within EFL still remains the focal point for growth to strengthen the future of the network.





## 1. GROWTH OF EFL IN 2018

**Expansion of EFL is a key ambition of 2018. The network agreed that a larger EFL community is to the benefit of all EFL members. A larger EFL base allows more organisations to connect with one another and share expertise and knowledge. It further ensures the continuation of EFL into the future.**

In 2018, EFL extended its size in the three member categories:

- New members: Fondazione Social Housing, Milan; FLÜWO, Stuttgart; Cluid Housing, Dublin; Batigere, Paris; Habitare Plus, Belgium
- New associates: Cité Creation, Lyon
- New academic associates: University of Cambridge, Cambridge; ETH CASE, Zürich; Chalmers University, Gothenburg

Further growth of the EFL network in 2018 is still very possible, given the interest from housing associations, companies, and academic institutions in EFL's work and accomplishments.

## 2. STRATEGIC PARTNERSHIPS

**Although EFL is a powerful network in and of itself, partnerships with other organisations are important for reaching common goals on a European, national, and local level. Activities of social housing companies take place in a spatial and social context in which cooperation with other stakeholders is key. All EFL members are engaged in local or national networks. They have partnerships with local authorities, other housing providers, resident groups, the supply industry, financiers, and the academic world. The natural partners of EFL as a European network are complementary to the local or national networks with which members are involved but, instead, act mostly on a European level.**

By having strategic partnerships with European players, EFL is able to increase its impact visibility. A strategic partnership is not necessarily based on a formal contract. Productive and frequent communication with these organisations is, in most cases, solid ground for mutual support and cooperation.

### i. Housing Europe

The connection with Housing Europe has been intensified during 2018. Housing Europe is the European umbrella organisation of the national housing federations. They represent the social and public housing sector on a European level and cooperate with the EU institutes. Housing Europe also lobbies for the interests of the public and social housing sector. This role is complementary to EFL.



In 2018, EFL and the management of Housing Europe agreed to focus cooperation on practical issues. An official contract for cooperation between EFL and Housing Europe was refused by the board of Housing Europe. Instead, it was proposed to continue working together in a non-formal capacity and remain close partners.

Joint actions of EFL and Housing Europe include:

- Organisation of the 2018 Summer School for young housing executives. The co-organization of the 2019 Summer School for young housing executives has been approved.
- Organisation of an event at the 2019 International Social Housing Festival in Lyon.
- Distribution and promotion of the academic book Innovations in Finance and Governance by Housing Europe.

- ERHIN Award: A common initiative of the International Union of Tenants (IUT), Housing Europe, and the French organisation DELPHIS. EFL offered a partnership for promotion and possibly coordinating the Responsible Housing Award 2019. Co-funding of the ERHIN Award by EFL would be appreciated by the founding organisations.

Proposed 2019 budget for the ERHIN Award is € 5.000.

### ii. International Union of Tenants (IUT)

Located in Brussels, the IUT represents tenants globally. The IUT is composed of national tenant federations, which help support a strong voice of tenant interests on a European level. The purpose of IUT is to promote the exchange of information and knowledge among its members, safeguard the interests of tenants, and promote affordable and decent rental housing across the world.

The cooperation between EFL and the IUT takes place primarily within the topic group Social Domain and at EFL conferences. General Secretary of the IUT, Barbara Steenbergen, is a frequent speaker at such events. As a critical advocate in the housing sector, IUT promotes a strong influence of tenants in daily and strategic management decisions of professional housing providers.

The IUT is one of the founding organisations of the ERHIN Award. EFL and IUT have discussed the potential organisation of a joint workshop in 2019 about rental management, resident influence, rental policy, and rental contracts.





## 2. STRATEGIC PARTNERSHIPS

### iii. Eurocities

Eurocities represents local authorities from 140 of the largest cities in Europe, and they are headquartered in Brussels. Cities and local governments are natural partners of social and public housing providers. Therefore, a connection between EFL and Eurocities is clearly in the interest of EFL members, particularly in the case of innovation projects realized across different countries and different cities. Cross border exchanges of knowledge on local regulation and policy support increase the chances of successful projects.



Eurocities works on a European level with EU institutions and is one of the partners of the EU Urban Agenda. Key interests of EU policy for cities include support in sustainable and energy efficient urban development. Together with other organisations like Housing Europe, EFL members are able to contribute directly to the aims on the Urban Agenda.

The first meeting between EFL and Eurocities took place in 2018. During the EFL Spring Conference in Paris, the chairman of the Eurocities working group addressed the EFL network.

Furthermore, EFL's managing director presented on the value of EFL in a larger European framework during a Eurocities meeting in Dublin, June of 2018. EFL will aim to increase contact with Eurocities over time and introduce EFL member organisations to the Housing Committee of Eurocities.

### iv. 2019 ISHF – International Social Housing Festival in Lyon

The second edition of the International Social Housing



Festival will take place in Lyon, France, between the 4th and 7th of June. As a follow-up of the first edition of the ISHF held in Amsterdam, EFL committed itself to participate in 2019. The content of EFL's contribution is still yet to be decided, but the main aim will be to address EFL projects and the output of EFL topic groups during a special event.

There is the potential for EFL to support the festival financially. For this purpose, EFL has dedicated a portion of its budget to ISHF. In return, EFL becomes a co-sponsor of the festival. The EFL logo should be clearly visible on all promotional material and a meeting room made available.

Proposed budget for the ISHF 2019: € 10.000

### v. ENHR- European Network of Housing Research

The ENHR network consist of almost 200 members. ENHR is



composed of both individual researchers, as well as academic institutions in the housing and urban planning discipline. Most of the academic associates within EFL are represented within the ENHR network. It is also from this network that EFL gains new academic associates, including TU Delft, Cambridge University, University of Birmingham, and others.

Cooperation with ENHR and its members is vital for EFL. The academic input during topic group meetings and conferences, joint research projects, and development of academic articles benefit the expertise of EFL members, as it raises the image of EFL as an analytical and cerebral network.

The annual housing conference of ENHR is the highlight of each year. The 2018 edition took place in the Swedish city of Uppsala. In 2019, the conference will



take place in Athens, and EFL has been requested to present a paper to the audience of researchers and academics.

Proposed budget for the ENHR Conference 2019: € 1.500

### vi. Eurhonet

The European Housing Network is a network of 38 public and social housing companies from France, Germany, Italy, Sweden, Austria, and the U.K. Each Eurhonet member, in its respective national context, shares the same ambition: improving professional practices and performances by sharing skills and developing a common view of excellence in the service of customers and the society as a whole.



EFL and Eurhonet share quite a history of cooperation. The integration and merging of both networks into one large organisation was even on the agenda a few years ago. This idea was set aside for several reasons, some of which include the difference in background, governance structure, and agenda. Nevertheless, the two networks share some common goals and working methods, and relations between the management are positive and productive.

The two topic groups Social Domain and Digital Change perform joint meetings with Eurhonet. Over the last six or seven years, the topic group Social Domain has been developed into one large working group. Cooperation between EFL and Eurhonet with regards to topic groups is expected to continue in 2019.





### 3. TOPICS 2019

The Strategic Plan 2018-2020 mentions the substantive focus and issues agreed upon for the 2018-2020 period. These subjects will be addressed during the various events organized by EFL and should contribute to the extension of expertise of each individual topic. That is the concrete value EFL can deliver. These topics include:

1. **Affordable housing:** new construction, low cost modernization, rent policy
2. **Sustainability:** energy efficiency, renewable energy, user behaviour, circular economy
3. **Digitisation:** BIM, robotisation, domotics, data security, data protection (GDPR)
4. **Urban growth:** regeneration, inner city construction, place making, suburbanisation
5. **Social Inclusion:** migrant integration, thriving communities, social impact analysis
6. **Intergenerational Living:** accessibility, service-oriented housing
7. **Innovation and Disruptive Trends**
8. **Smart cities**

In 2018, EFL addressed some of these issues at conferences, webinars, seminars, and topic group meetings:

- **Affordable Housing:** the EFL autumn conference in Milan is focussed on the housing challenge, new construction of affordable housing, and urban regeneration.
- **Digitisation:** the topic group Digital Change organised one webinar with IT start-ups and one webinar on the European Data Regulation (GDPR) and change management.
- **Urban Growth:** this topic was addressed during the EFL spring conference in Paris, as well as at the autumn conference in Milan.
- **Social Inclusion:** this topic is regularly addressed by the topic group Social Domain and is included in a workshop at the Milan Conference.
- **Innovation and Disruptive Trends:** this is mostly covered by the topic group Finance and Investments. Issues like green bonds and proptech and fintech technologies are regarded as new, and possibly disruptive, trends for the future.

#### 2018 spring and autumn conference topics included:

- New financing instruments for social housing
- Social impact investment in affordable housing
- The housing challenge for European cities
  - Design and construction
  - Inclusive cities and placemaking
  - Financing
- Book project: innovations in finance and governance and a focus on new forms of co-housing

#### New ideas for EFL conferences and seminar topics for 2019:

The 2019 spring conference will be held in Denmark. The EFL Danish member, Bo- Vest, offered to host the event occurring May 15th-16th in the city of Copenhagen. Thematically, they proposed to center the topic of sustainability, including topics such as the 17 UN goals, circular building, and upcycling. Furthermore, they proposed to introduce the Danish model of public housing as compared to social housing in order to present a sustainable alternative to many models used across Europe.

Other ideas for additional substantive topics include:

- **Cooperation with stakeholders on a local level:** local partnerships with organisations to reach the goals of affordable housing providers. EFL would emphasise a particular focus on strengthening the relationship with partners in the field, including Housing Europe, Eurocities, European Investment Bank, ENHR, and possibly the European construction sector.
- **Management:** issues related to the management of housing organisations, including change management, strategy development, and HR management. This theme may be ideally addressed during one-day seminars.
- **Scaling within the sector:** mergers and growth. Effects for housing provisions and the societal ambitions of social housing providers using information provided from the Post Mergers research project.
- **Technological / digital innovations in the sector:** implications for the affordable housing sector.
- **Asset management:** innovations in strategic management and long term value creation
- ..... ??





## 4. STAFF DEVELOPMENT 2018- 2019

In 2018, the number of staff working for EFL increased, particularly in the second half of the year. EFL employed a part-time academic coordinator, Dr. Anita Blessing, until the end of 2018. She was presented with the task of establishing an academic think tank and providing structural support to the topic groups through academic input of researchers. She was also tasked with support in finding relevant academic speakers at conferences. If successful, the continuation of a scientific coordinator is proposed to continue in 2019.



The general staff of EFL consists of a managing director, Mr. Joost Nieuwenhuijzen, who works full-time, and Ms. Alix Goldstein, general consultant, who works two to three days a week and is self-employed. The development and updating of social media and newsletters is performed by Mr. Peter Hoogeweg, who is also self-employed. Due to the very limited number of contractual employees on the payroll, the financial risk of EFL is very controllable. It is planned to proceed in 2019 with this staff team.

Nevertheless, EFL aims to increase its growth and raise promotional capacities. Within this context, it is proposed to deploy additional professional staff to work on marketing activities and PR products to raise the image and brand awareness of EFL within the European housing sector. Developing new target strategies focused on the specific interests of the countries EFL works in, EFL should be able

to widen its member base both numerically and geographically, which will in turn help support effective, cross-country knowledge exchange. Including additional PR activities should, in the end, pay itself back through new member applications.

For this reason, it is proposed to assign an EFL member to perform PR activities for the network. If EFL can work with professionals in this field, the organisation is better able to further develop its professional image and recruit new members. The proposed workload is estimated at a few hours per week.

Proposed additional PR budget: € 15.000

### PR and Marketing Activities:

- Development of a strategic marketing plan targeted on further growth
- Creation of new EFL brochures in three languages: English, French, German
- Standard PowerPoint presentations to be used by EFL staff, EFL board, and possibly also EFL members.
- Articles for housing magazines and journals in different countries
- Design of new EFL promotional material, including conference invitations
- Creation of a list of relevant, non-member housing companies to be addressed by EFL in order to gain new membership

### Staff budget 2019 (proposed)

Managing Director	€ 160.000
Management Consultant	€ 35.000
Academic Coordinator	€ 15.000
Social Media and Newsletter	€ 8.000
Additional PR	€ 15.000
<b>Total</b>	<b>€ 233.000</b>

## 5. EFL CONFERENCES 2019

The tradition of organising two conferences per year will be continued. EFL members host the conferences on a rotational basis. The cost of each conference is paid for by EFL, with a maximum of € 17.500 per conference.

The EFL conferences have gained importance over the years not only as a central meeting event for EFL members, but also increasingly as a relevant conference in Europe's housing sector event calendar. Quality key note speakers, challenging topics, and the presence of senior management from Europe's largest housing providers contribute to the increasing fame of the bi-annual conferences.

The 2019 spring conference is planned to be organised in Copenhagen, and the autumn conference will possibly take place in Dublin, hosted by Cluid (TBC). Proposed themes for the spring and autumn conferences include:

- |                    |   |
|--------------------|---|
| Spring Conference: | Sustainability, the UN Sustainability Goals, and the Danish Housing System                |
| Autumn Conference: | The value of strategic partnerships and stakeholders for affordable housing providers (?) |

Conference budget for 2019: € 35.000





## 6. TOPIC GROUPS

The current topic groups will be continued.

- Finance and Investments led by Hendrik Cornehl
- Social Domain led by Elke Heidrich
- Energy Efficient & Circular Construction led by Isabelle Quet Hamon
- Digital Change led by Oliver Falk Becher and Roman Riebow

The topic groups meet two to four times per year. In 2017, the General Assembly approved a Terms of Reference with general rules.

Topic group budget for 2019: € 10.000

### Finance and Investment

This group is composed by finance professionals from across the whole member community. Over the last few years, the group created a vast intelligence on corporate and project financing solutions for the housing sector and realized a benchmark tool for financial KPIs to enable cross-border comparison of social housing providers. Under the group's leadership, a publication has been developed describing various domestic markets and providing an overview of the different financing models of affordable housing in Europe. Also, the group is periodically discussing developments in creditworthiness/rating, accounting standards as well as national and international financing possibilities. Innovations in the field of financial instruments like Fintech and PropTech are touched upon and discussed for their relevance for the housing sector. In 2019, the Topic Group will further explore new ways of financing. Given the growing share of investments channelled through impact investment funds on achieving social impact, the group seeks to address mounting challenges to Europe's social and sustainable ambitions fitting the social housing sector. A feasibility study for measurement of social impact investment has been seeded within the group and is being carried out by EFL Expertise, in order to create access to additional or preferred financing sources for housing companies in the longer term. The Topic Group Finance and Investment will meet three times in 2019. These meetings will be held in February, June and September in European metropolitan areas and will be hosted by the group's member organizations. The exact dates will become available on 8 November in Milan.



### Social Domain

The topic group, Social Domain, in close cooperation with the Eurhonet topic group, Social Integration, has had a long history of addressing the social challenges of housing companies. Providers of social and affordable housing have a responsibility to support social integration of vulnerable people into society. Among these groups are refugees and migrant groups. They depend largely on the housing supply and integration efforts of the social housing sector. This topic group shares best practices from all across Europe. In most cases, concrete support and improvement of the social quality of disadvantaged neighbourhoods is reached by local partnerships and networking with relevant stakeholders. These include the local municipality and politicians, resident groups, professional care takers, and initiatives of volunteers. Over the years, a vast database of best practices has been developed and published via EFL channels. The group is composed of housing professionals from across the whole network. In the past, academic support was provided by TU Delft. Professor David Mullins from the University of Birmingham will now take over. In 2019, the topic group will continue its activities and study new solutions and good practices in the field of the social domain. The topic group, Social Domain, meets two to three times in 2019.



### Energy Efficiency & Circular Construction

The topic group, Energy Efficiency and Circular Construction, shares best practices of sustainable construction and retrofitting of existing buildings among its members. Supported by researchers from across the academic network of EFL, the meetings present the latest innovations in the field of business concepts like Energiesprong and asset management, as well as technical solutions, installations (PV, CHP), submetering, and examples of new developments among members. The group is also a hub for discussing ideas for new EU funded projects. In 2019, it is foreseen that the group will share insights of the project CHARM (Circular Housing Asset Renovation & Management – No More Downcycling), focussed on practicing elements of the circular economy in the affordable housing sector. Re-use of materials, saving on the use of plastics, and working on an alternative tender process to include the material and appliance supply industry to reduce waste and support circular construction. The project CHARM is due to be funded by the EU and is led by the Delft University of Technology. The topic group meets two to three times in 2019.

### Digital Change

The goal of the topic group, Digital Change, is exploring the drivers of digital change and its implications for the housing sector. The fast developing digitisation of society increasingly influences the housing industry and affects business models in the sector. New ways of communication with tenants and clients, digital distribution of homes,



IoT, business innovation, process automation, and new online services and support are only a few examples of what is happening in the sector. The challenges are ground-breaking. The topic group, Digital Change, will keep an eye on digital developments in general but will focus on the implications for organisations. Relevant questions in which good practices between the members will be shared and new thoughts developed include:

- What are needed organisational changes of a data-led housing provider?
- What are the new requirements and new challenges for working staff?
- How can an organisation adapt towards the new digital era?
- How can innovation and digital evolution be fostered within an organisation?
- What can be learned from other sectors?
- Which are game-changing digital challenges, and how can housing providers respond?

The topic group meets three times in 2019 and includes a joint meeting with the topic group, IT, of Eurhonet.



## 7. PROJECTS

Although EFL is not a project management organisation, it can and will support members with their aims to instigate joint projects with other members and research institutes. In particular, projects aimed at the application of EU funds are relevant for all EFL members, not only those participating in the projects themselves. This is because such projects focus on innovation and gather valuable experiences from pilot projects. The knowledge gained from these projects can be relevant for the whole member community.



The role of EFL in particular is often that of disseminator. Within each EU funded project, communication goals are essential. The EU aims to maximize the effects of each project they fund and, therefore, allocates a considerable budget for information dissemination. EFL as an EEIG (European Economic Interest Grouping) has the opportunity to receive EU grants and use them for dissemination activities.

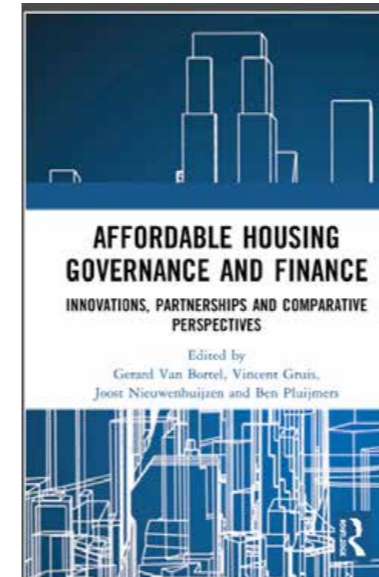
For 2019, EFL hope to participate in the EU funded project CHARM, focused on promoting a circular economy within the housing sector. For many EU funded projects, partners are required to contribute financially as a co-financing partner. This is applicable for the project CHARM as well. The total EFL budget for the project CHARM is

€ 150.000 for a period of four years. The co-funding rate is 40%. For the duration of the project, the total sum will be € 60.000, making the yearly sum € 15.000. This amount may even be reduced by 15% through a grant from the Province of North Holland. The maximum sum for EFL would then come to € 9.375.

CHARM budget for 2019: € 15.000.

EFL will plan another project meet-up for the EFL network at the beginning of 2019. This idea originated from a project discussion day in Amsterdam in 2016. During this meetup, the group will discuss CHARM and the project Design4Homes. EFL will also host a project brainstorm meeting during the first quarter of 2019 in Amsterdam.

## 8. ACADEMIC BOOK ON AFFORDABLE HOUSING IN EUROPE



A considerable achievement during 2016-2018 was the development of EFL and TU Delft's academic book, *Innovations in Finance and Governance in the Affordable Housing Sector*. It includes substantial cooperation and input from EFL members and academic writers from the EFL community. The book has been printed and published by Routledge, an academic book publisher, and is a great example of cooperation between academics and practitioners. The book will be given to all EFL members and associates.

The main editor, Dr. Gerard van Bortel, has already suggested the development of a second academic book as a follow-up from the first project.

## 9. WEBINARS AND SEMINARS



**Webinars and seminars are focused meetings on a specific topic. Three webinars have been hosted by EFL members and associates in 2018.**

- Campbell Tickell hosted a seminar on the consequences of the London Greenfell fire for the social housing sector.
- Aareon hosted a webinar about the new European data regulation, DGRV, and its implications for social housing providers.
- Aareon hosted another webinar showcasing digital start-up companies and the work they do in the social housing sector.

EFL will continue with the organisation of webinars and seminars into 2019. The extended network of universities and research institutes offer excellent opportunities to increase the number of webinars and digital lectures. Themes should be proposed by members and highlight their particular interests.

During the 2018 autumn conference, EFL will investigate what topics members are interested in. The academic webinars can then be co-hosted by EFL's academic coordinator.





## 10. STUDY VISIT TO EASTERN EUROPE

**EFL has been helping to coordinate study visits for members and associates since 2017. In 2017, a group of 15 people visited Vienna and were hosted by EFL associate Tafkoo Architects. In 2018, participants visited the city of Barcelona and received a full impression of the city's ambition to develop more affordable homes. The hosting organisation was the Housing Department of the City of Barcelona.**

It is proposed to visit an eastern European city in 2019. During the 2018 spring conference, it became clear that several EFL members would like to increase ties with Eastern European countries, such as Poland, Czech Republic, or one of the Baltic states. As EFL is also associated with IWO, the Housing Initiative for Eastern Europe, the next study visit could possibly be co-hosted by IWO. As in the two previous years, the study visit will be organised in September.

A proposed site for the Eastern European study visit is Budapest. In July 2019, the final meeting and award ceremony of the Solar Decathlon Europe will take place in Szentendre, close to Budapest. The Solar Decathlon is a competition of 20 universities in the field of sustainable design. Universities sending student teams include TU Delft and the University Politecnico di Milano, among many others. Solar Decathlon Europe 2019 will emphasize the simulation of renovating existing buildings using modern technologies with a mix of modern and re-



claimed materials, while focusing on interior comfort, four-season design, and architectural quality in the integration of the new technologies and materials. More information can be found on their website: <https://www.solardecathlon.gov/international-europe.html>.

Study visit budget for 2019: € 3.000

## 11. SUMMER SCHOOL 2019

**After two very successful editions of the Summer School, organised by EBZ, EFL, Housing Europe, and IWO on the premises of the EBZ Business University in Bochum, the event has become a kind of tradition. Although the number of participants in 2018, a total of 22, were a bit below expectations, the enthusiasm for the program has not decreased. An ideal number of participants would include 30 students. With this size, it is possible to form three effective subgroups for group work. 10 students per group has proven to be an ideal size.**

The participants of the 2018 edition formed a Whatsapp group chat to remain in contact with one another. As such, one of the outcomes of the Summer School is the creation of an international network of young housing professionals where they may exchange experiences and develop professional contacts in different countries. This is a valuable result of a productive and influential week.

During the evaluation of the Summer School by participants, some of the young professionals voiced an interest in a follow-up session of the Summer School. This may take the form of a two day refresher course in Bochum or another similar event. The opportunity to organise an event during the 2019 International Housing Festival in Lyon was also discussed as a possibility.

EFL will continue with the Summer School in 2019. The plans thus far include:

- Middle of July 2019
- Location: EBZ Business School in Bochum
- Four or five days
- Lectures from EFL members and practitioners
- Moderation: partly or whole by MD EFL
- Group size: 30 persons
- Sponsorship by EFL
- Discount for EFL members
- Content: to be decided

2019 Summer School budget: € 2.000





## 12. PERFORMANCE AT SEMINARS AND CONFERENCES

EFL is increasingly regarded as a center of expertise in the European housing sector. Both the EFL Chairman, Ben Pliujmers, and the Managing Director, Joost Nieuwenhuijzen, present regularly at housing conferences throughout Europe. Some EFL members also address conferences and seminars on international housing issues and highlight

the activities of EFL. Presenting EFL for a professional audience is a major opportunity to promote the network and inform people about the existence and value of EFL. Speaking opportunities are very welcome, and the support of members in helping EFL achieve presentation opportunities is also very welcome.

## 13. EFL EXPERTISE BV

**The consulting company EFL Expertise, of which EFL has a minority share of 30%, has successfully continued their business into 2018. The company is currently fully independent and performs jobs for both EFL members, as well as non-members.**

The cooperation between EFL and EFL Expertise is constructive. EFL Expertise is focused on individual consultancy and has a strong image. It is important to distinguish clearly between the roles and responsibilities of EFL Expertise and the EFL network. The value and significance of each organisation needs further clarification for EFL members and external organisations. As EFL strongly adheres to its image as a non-profit organisation and promotor of affordable housing interests, it is

to EFL's benefit to continue making efforts to promote the network as a non-commercial entity alongside EFL Expertise's consultancy profile.



## 14. CONCLUSION

**In 2019, we will continue with the implementation of the strategy plan 2018-2022. New aspects are being applied, but EFL will continue with the overall policy as its basis for success. In addition to the agreed upon themes, there is plenty of room to respond to the wishes of EFL members. During the General Assembly in Milan, EFL will make an inventory of specific interests of members and associates.**





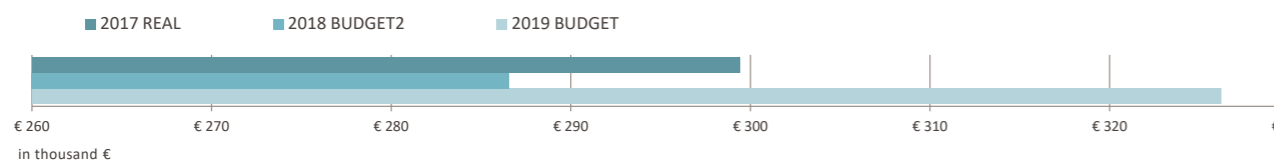
## CALENDAR 2019

2019 EFL Calendar		
January	<b>Topic Group Meeting</b> Finance and Investment	31 January – 1 February 2018 Hamburg
February	<b>EFL Project Day</b>	8 February 2018 Amsterdam TBD
March	<b>Seminar</b>	28-29 March 2018 Bamberg
April	<b>Topic Group Meeting</b> Social Domain	TBD
May	<b>EFL Spring Conference</b>	15-16 May 2018 Copenhagen
June	<b>International Social Housing Festival</b>	4-7 June 2018 Lyon
	<b>Solar Decathlon</b>	TBD Szentendre
	<b>Topic Group Meeting</b> Finance and Investment	TBD
July	<b>Summer School</b> EBZ, EFL, and Housing Europe host master classes	15-19 July 2018 Bochum
August		
September	<b>Site Visit</b>	TBD Budapest
	<b>Topic Group Meeting</b> Finance and Investments	TBD
October	<b>Topic Group Meeting</b> Social Domain	TBD
November	<b>EFL Autumn Conference</b>	TBD
December		

Topic Group meetings, project group meetings, and other activities will be published on the website: [www.ef-l.eu](http://www.ef-l.eu).

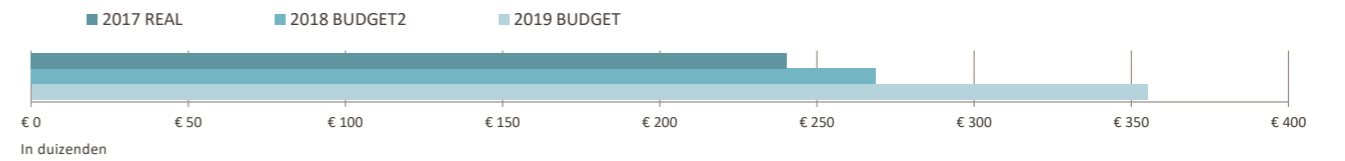
## BUDGET EFL 2019

### INCOME



INCOME	2019 budget	2018 budget2	2017 real	Kolom4	Kc
Membership Fees	246.201	201.570	216.569,00		
Associated Partnership Fees	80.000	85.000	82.831,00		
Subsidies					
Interest					
<b>TOTAL</b>	<b>€ 326.201,00</b>	<b>€ 286.570,00</b>	<b>€ 299.400,00</b>	<b>€ 0,00</b>	

### EXPENSES



Expenses	2019 budget	2018 budget2	2017 real	Kolom2	Kolom3
<b>Staff &amp; Office Costs</b>					
Management	160.000	160.000	153.827		
Management support (3 d/w- 48 wks)	35.000	17.000	8.759		
Staff newsletter & social media	8.000	8.000	0		
Academic coordinator	15.000	0	0		
PR/ Marketing staff	15.000	0	0		
Office supplies inc laptop/pc	1.500	1.500	1.698		
Telephone inc Webex	1.500	1.500	1.220		
Internet & hosting website EFL & App	150	150	no specific post year account		
Office Rent	0	0			
<b>Travel costs and Accomodation</b>					
Accomodation	5.000	4.000	1.727		
Travel costs & expenses	6.000	5.500	7.859		
<b>Other Costs</b>					
Banking costs	500	500	325		
Board budget (inc travel expenses chairman)	3.000	2.000	no specific post year account		
EFL Website & EFL App	4.000	5.000	no specific post year account		
EFL Brochures Working Groups	1.000	1.000	no specific post year account		
Design and print brochures	500	500	no specific post year account		
Marketing products	2.000	1.000	1.135		
Study Visit	3.000	0			
Working groups	10.000	10.000	1.655		
Seminar/ workshops venue rent	1.000	3.000	no specific post year account		
EFL General Assemblies	35.000	30.000	25.630		
ISHF 2019	10.000	0			
Bamberg event	5.000	0			
Administration & Audit / Year Account	15.000	14.000	12.342		
Subscriptions professional magazines	500	500	no specific post year account		
Other consults	0	1.500	3.025		
Unforseen & sundry expenses	1.000	1.000	269		
Conference fees(ENHR/Provada/Expo Real)	1.500	1.000	1.854		
Charm Co funding rate	15.000	0			
Bad debts fees	0	0	19.081		
<b>TOTAL</b>	<b>355.150</b>	<b>268.650</b>	<b>240.406</b>	<b>€ 0,00</b>	<b>€ 0,00</b>



## MEMBERS 2018

Organization	Member Type	Country	Headquarters
ARA	Member	Finland	Helsinki
Batigere	Member	France	Paris
Bo-Vest	Member	Denmark	Glostrup
Clarion Housing Group	Member	United Kingdom	London
Cluid Housing	Member	Ireland	Dublin
Deutsche Wohnen	Member	Germany	Frankfurt
Eigen Haard	Member	Netherlands	Amsterdam
Flüwo	Member	Germany	Stuttgart
Fondazione Housing Sociale	Member	Italy	Milan
Gewobag	Member	Germany	Berlin
Habitare Plus	Member	Germany	Deinze
Henningsdorfer Wohnungsgesellschaft	Member	Germany	Hennigsdorf
ICF Habitat	Member	France	Paris
Joseph Stiftung	Member	Germany	Bamberg
LVAS	Member	Finland	Lahti
One Housing	Member	United Kingdom	London
Paris Habitat	Member	France	Paris
Parteon	Member	The Netherlands	Wormerveer
Polylogis	Member	France	Paris
Settlementiasunnot	Member	Finland	Helsinki
Vilogia	Member	France	Lille
Volkshaard	Member	Belgium	Gent
Wheatley Group	Member	United Kingdom	Glasgow
Wohnungsgenossenschaft 1892	Member	Germany	Berlin
Woonzorg Nederland	Member	The Netherlands	Amstelveen

## ASSOCIATE PARTNERS 2018

Organization	Member Type	Country	Headquarters
3D Geo Solutions/GloBld	Associate	The Netherlands	Deventer
Aareon	Associate	Germany	Mainz
B&O Wohnungswirtschaft GmbH	Associate	Germany	Essen
Bureau 073	Associate	The Netherlands	's-Hertogenbosch
Campbell Tickell	Associate	United Kingdom	London
CBRE	Associate	Germany	Berlin
Cite Creation	Associate	France	Lyon
Dr. Klein & Co	Associate	Germany	Berlin
Hennigsdorfer Stadtwerke	Associate	Germany	Hennigsdorf
Home Connections	Associate	United Kingdom	London
Honeywell	Associate	The Netherlands	Amsterdam
Intent Technologies	Associate	France	Paris
ISTA	Associate	Germany	Berlin
PERL	Associate	France	Paris
Ritterwald	Associate	Germany	Berlin
Sergic	Associate	France	Lille
Tafkaoo	Associate	Germany	Berlin
Van der Leij Group	Associate	The Netherlands	Amsterdam
Vastbouw	Associate	The Netherlands	Amsterdam

## ACADEMIC PARTNERS 2018

Organization	Member Type	Country	Headquarters
Californian Coalition of Rural Housing	Scientific Partner	United States	Sacramento
Chalmers University of Technology	Scientific Partner	Sweden	Gothenburg
De Montford University	Scientific Partner	United Kingdom	Leicester
EBZ European Business School	Scientific Partner	Germany	Bochum
ETH Zurich	Scientific Partner	Switzerland	Zurich
European Network of Housing Researchers (ENHR)	Scientific Partner	The Netherlands	Delft
IIBW Vienna	Scientific Partner	Austria	Vienna
IWO Institut der Wohnungswirtschaft Osteuropa	Scientific Partner	Germany	Berlin
New Bulgarian University	Scientific Partner	Bulgaria	Sofia
TU Delft	Scientific Partner	The Netherlands	Delft
University of Birmingham	Scientific Partner	United Kingdom	Birmingham
University of Cambridge	Scientific Partner	United Kingdom	Cambridge
University of Tampere Finland	Scientific Partner	Finland	Tampere
Urban Planning Institute of the Republic of Slovenia	Scientific Partner	Slovenia	Ljubljana





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FOR LIVING**

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