

The Housing Partnership working Method¹

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Summary

This document presents **the Housing Partnership (HP) working method** for the formulation of concrete actions to be presented in the EU Urban Agenda Housing Partnership Action Plan. The Housing Partnership is one of four **pilot** partnerships launched with the support of the Dutch Presidency at the end of 2015.³ As such, the Partnership was given a **'mandate to experiment'**.

The EU Commission allowed the formation of the HP pilot partnership six months before the official endorsement of the Pact of Amsterdam⁴ on 30 May, 2016. Compared to other EU initiatives, the EU Urban Agenda has shown a considerable degree of latitude for individual Partnerships, and flexibility on the themes they should address and actions they should undertake.

To enable the pilots to focus on what works, the European Commission used outcome-focused criteria (i.e. an action plan) rather than specifying strict, up-front guidance or restrictions on pilot work methods (see **Table 1**). Capitalizing on the potential to achieve **better regulation, better funding and better knowledge** was key to this approach. Thus, pilot partnerships took diverse approaches to identify priority themes beyond their key mission (i.e. housing), develop these into concrete actions, devise roles and responsibilities, and draft action plans.

This paper explores Housing Partnership working method. It paper presents a five-stage model of the Housing Partnership activities that have been developed in order to (a) identify themes of interest; (b) delimit the work of the partnership; and (c) define concrete actions for inclusion in the HP action plan.

¹ **Disclaimer** : This paper does not have a normative character. The working method presented here has been identified through observation of HP work and HP written communication analysis. The paper has been prepared for the discussion of the Housing Partnership. The views expressed in the document are purely those of the Housing Partnership and the author and may not in any circumstances be regarded as stating an official position of the European Commission.

² **Preferred quotation: Rosenfeld, O. (2017) 'The working method of the EU Urban Agenda Partnership for Housing', an analytical paper prepared for DG REGIO and the EU Urban Agenda Partnership for Housing, European Commission, DG REGIO, Brussels.**

³ The pre-meeting of the Housing Partnership was held on 16th December 2015 in Geneva.

⁴ The Pact of Amsterdam provides general guidance for the operation of EU Urban Agenda Partnerships.

The method of work and the formulation of actions (for the HP Action Plan) presented in this paper has been identified through the observation of HP Partnership work between September 2016 and March 2017 and an analysis of Partners' written communication provided in the period between February 2016 and March 2017. The five-stage model also provides an effective overview of the Partnership progress and activities since its foundation in December 2015. In addition, it contributes to an overall understanding of the operation of pilot partnerships within the EU Urban Agenda, and enables learning from the work they have undertaken.

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Research approach: Examination of the Housing Partnership method FOR defining actions

Partnership working represents a new approach to how cities, EU bodies, Member States and other important stakeholders collaborate under the frame of the Urban Agenda for the EU. The freedom given to the first Partnerships to design and implement solutions (actions), in response to challenges they identify in the course of their work, is a key feature of the EU Urban Agenda Pact of Amsterdam initiative.

Therefore, when examining the HP method for the formulation of actions in their Action Plan, it is vital to acknowledge its **pilot status**.

A pilot programme, also called an experimental trial, helps an organization learn how future projects might work in practice. By definition, a good pilot programme provides a platform for an organization to test governance operation, prove value and reveal deficiencies before spending a significant amount of time and energy on more projects. In that sense, a pilot is not only a source of concrete results but also an important knowledge-creating exercise, whose observation brings important lessons for future operations.

Table 1. presents key dates and key milestones relevant to the establishment and work of the Housing Partnership. The overview of events and guidance presented suggests that the methods for formulation of the actions for the HP Action Plan emerged without a restrictive framework provided by the European Commission.

In order to identify methods used by the partners to identify priority themes and define concrete actions (to be presented in the Action Plan) a **qualitative analysis of the Partnership's operation was undertaken**. Key sources of data included written communication (including summaries of meetings, qualitative surveys, comments and suggestions on the distributed briefing papers and draft action plans) and observation of the Partnership work (in person) in the nine-month period from September 2016 to March 2017.

The analysis suggests that the HP members gradually developed a comprehensive process for the formulation of actions through ongoing, sequential chains of activity governed by both formal and informal rules, with a high degree of interactive decision-making that took place in a network environment. It is important to note that innovation was also an outcome of the challenges faced when attempting to delimit the work of the partnership in the complex field of housing, which is conventionally not the responsibility of EU, but has a long (professional and scientific) tradition in its Member States.

The next section i) examines the comprehensive work method and procedure developed by the HP to formulate concrete actions; ii) systematizes this procedure; and iii) presents it in the form of a five-stage model.

Table 1. Pilot Status of the Housing Partnership: Freedom given to Partnerships to develop their actions	
<p>1. In preparation for the establishment of the EU Urban Agenda Housing Partnership, a workshop was held on 15 November 2015 in Vienna House,⁵ Brussels.</p>	<p>A panel of 35 high-level experts from the housing sector met at Vienna House to discuss the future challenges of social housing in Europe. In addition to experts from the municipal, social and cooperative sectors, the event brought together key figures from private housing sectors, cities and regions and their associations, as well as representatives from the European Commission, the Council, the European Investment Bank and other financial institutions.</p> <p>The blueprint for the partnership was delivered by many of the partners later involved (officially) in the HP Partnership.</p>
<p>2. Housing Partnership (HP) founded on 16 December 2015, six months before the endorsement of the Pact of Amsterdam (first Housing Partnership Meeting – Pre-meeting)</p>	<p>First pre-meeting of the Housing Partnership was held on 16 December 2015 in Geneva. Therefore, HP preparatory actions including its governance structure were designed with little or no guidance.</p>
<p>3. Strategic networking and events for the preparation and operationalization of the Pilot Partnership, and finalization of the Pact of Amsterdam (by HP Coordinators and lead partners).</p>	<p>Between December 2015 and the adoption of the Pact of Amsterdam, the Partnership Coordinators worked closely with the Dutch presidency and held meetings (with lead partners) in Brussels and Prague at European Habitat (Habitat III prep.).</p>
<p>4. The Pact of Amsterdam was endorsed on 30 May, 2016. The Pact of Amsterdam provides relative freedom to the Partnerships to define the method of developing their actions.</p>	<p>Instructions for action development are presented in Step 3 (page viii) – <i>Define the objectives and deliverables⁶</i>, which instructs that the ‘members should agree on a set of actions that address the issues of the Priority Theme (Action) plan’ and that ‘the proposed action needs to respect the principles of subsidiarity and proportionality’. It provides an estimate period of 6-12 months in which the actions should be formulated.</p>
<p>5. Coordinators’ meeting 12 January, 2017. Provision of additional guidance and launch of the Partnerships Secretariat.</p>	<p>In January 2017, the European Commission provided guidance on the work of the new partnerships including the role of coordinators, stages of work, structure of the action plan and the nature of actions. It also provided selected lessons from the first Partnerships.</p>

⁵ The event was co-organized by the Brussels offices of the International Union of Tenants and of the City of Vienna. Report available at: <https://www.wien.gv.at/english/politics/international/eu/vienna-house/social-housing-workshop.html>

⁶ Pact of Amsterdam, available at: http://ec.europa.eu/regional_policy/sources/policy/themes/urban-development/agenda/pact-of-amsterdam.pdf

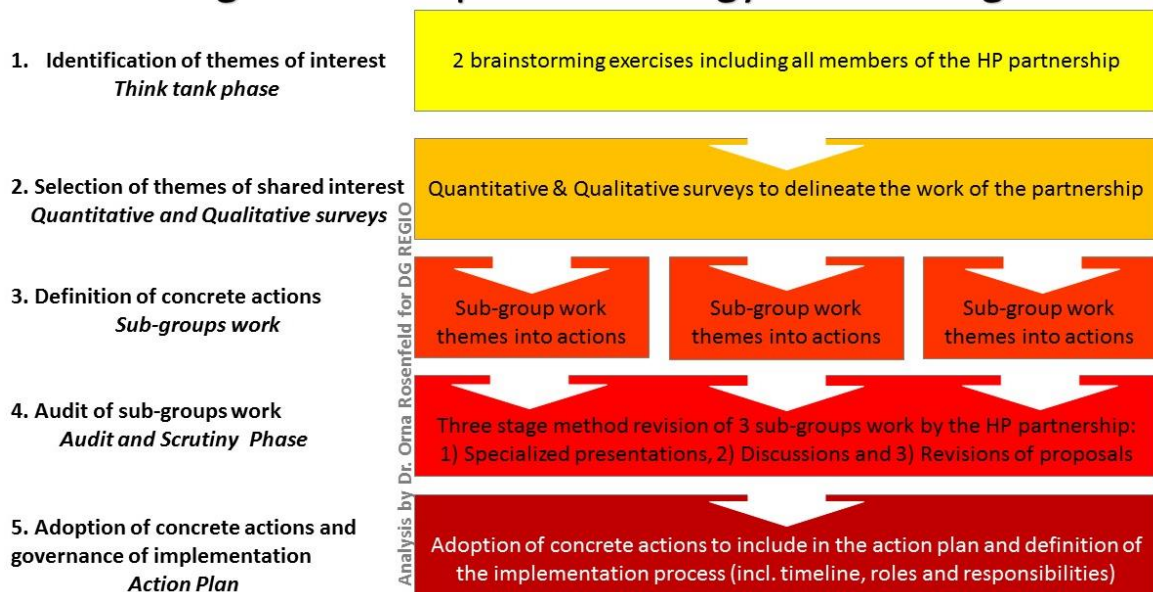
Housing Partnership method FOR THE formulatiON OF actions

As noted earlier, the Housing Partnership, along with other pilot partnerships of the EU Urban Agenda, was given a mandate to experiment. Consequently, it developed its working method for formulating actions for the HP action plan from scratch. The delineation of the HP Partnership’s work, including a selection of priority themes and the formulation of concrete actions for the HP action plan, was a process of organic evolution.

This section aims to summarize this process, provide a comprehensive overview of the progress made, and describe the activities of the Partnership since its foundation in December 2015. Based on observation and analysis of the Partners’ communications (between February 2016 and March 2017), the section argues that the HP Partnership developed a comprehensive methodology for delineating its work and formulating concrete actions (for the Action Plan).

Figure 1. encapsulates this process and systematizes it in a **five-stage model of the Partnership activities**. A more detailed explanation of the method used to formulate HP actions is available below.

Figure 1. EU Housing Partnership methodology for the formulation of actions
EU Housing Partnership methodology for defining actions



Detailed analysis of the five-stage model of the HP Partnership work and progress

1. Think tank phase: Two brainstorming exercises (2nd EU Urban Agenda Partnership Meeting, February 2016).

During the second pre-meeting in February 2016, two brainstorming sessions⁷ were held. The following method was agreed: The Partnership split into three groups to brainstorm about housing themes relevant to three key pillars of the Pact of Amsterdam: better funding, better regulation and better knowledge. In the first session, key themes to address in the work of the partnership in general, and on the action plan in particular, were identified. After each session, the results were presented to the whole partnership.

2. Quantitative and qualitative surveys: Selection of the priority themes was carried out through quantitative (3rd EU Urban Agenda Partnership Meeting, 2016) and qualitative (4th meeting, July, 2016)⁸ surveys.

In order to identify the priority themes and further delineate the scope of the partnership work (and therefore make the action plan operational within the three-year framework), two surveys were conducted. A quantitative survey on priorities and issues was conducted online. The partners were asked to vote for their priority areas of interest from 17 themes identified through the brainstorming sessions.⁹ The quantitative survey was followed by a qualitative inquiry that required the partners to answer four open-ended questions and describe the topics that they think should be addressed - specific topics that they would be both able and willing to address in the Partnership work.¹⁰ During the 4th HP Meeting (July, 2016) Partners were also asked to write a short statement on their motivation to join the HP partnership. According to the Coordinators, this was a very important part of the teambuilding process. The Partners were then asked to suggest possible working groups to focus on specific areas of work and expertise. Thirteen possible groups were suggested and voted on.

⁷ **Brainstorming** is a group creativity technique by which efforts are made to find a conclusion for a specific problem by gathering a list of ideas spontaneously contributed by its members.

⁸ Please note that there were substantial changes in the membership of the Partnership. This was the preliminary reason for launch of a qualitative inquiry after the results of the quantitative survey.

⁹ See document 'Results of Partnership Housing Priorities'

¹⁰ The partners were asked to answer the following questions (agreed in the Partnership meeting held in Bratislava on 8 July, 2016).

- a) *What are the topics/issues that need to be tackled (according to you)?*
- b) *What are the topics/issues that you are both able and willing to address by participating in particular working groups?*
- c) *Why have you joined the partnership and what do you personally see as its greatest challenge or obstacle?*
- d) *Which working groups do you propose to attend (i.e. you are not expected to attend them all)?*

3. Subgroups' work (5th meeting, September, 2016, 6th meeting December, 2016 ongoing)

In order to develop the selected themes of interest into concrete actions, the partnership made a strategic decision to advance the definition of actions in three subgroups. During the 5th HP meeting in September 2016, three subgroups were formed. The membership was defined based on interest and expertise (the participation in the groups is voluntary; partners were not limited to the number of groups in which they could participate).

Table 2. Division of Partnership work into subgroups			
Subgroup	Themes covered	Partners involved	Coordinator
Group 1. State Aid	a. State Aid, Competition Law, Definition of SGEI. b. VAT issues	MS : SK Cities : Vienna, Lisbon, Eurocities HP : HE, AEDES, IUT EU : EIB, EU Commission	The City of Vienna
Group 2. Finance and Funding	a. Investments and instruments, loans, innovative funding b. 'Golden rule', European semester.	MS : the Netherlands. Cities : Lisbon, Poznan, Riga, SCA. HP : HE, AEDES EU : EIB, URBACT, EU Commission	Scottish Cities Alliance
Group 3. Housing Policy	Part a. a. Land use, spatial planning; b. Renovation, energy efficiency; c. Building ground (land), anti-speculation. Part b. a. Security of tenure, b. Rent stabilization c. Co-management, co- design; d. Support for vulnerable groups.	MS : Luxembourg, Slovakia. Cities : Lisbon, Vienna Riga, SCA. HP : HE, IUT EU : URBACT, EU Commission	Part a. Housing Europe Part b. Slovakia and IUT

Table 2. Presents the three working subgroups operating in the EU Urban Agenda Housing Partnership, themes of interest, partners involved and subgroup coordinators. It should be noted that the themes are broad, and the key goal of the subgroups is to delineate their scope and define concrete actions to be included in the Housing Partnership Action Plan (an example of a subgroup's work process is presented in the separate section below). The key methods for defining actions at subgroup level consist of preparatory actions, including:

- a) *Drafting research/analytical/briefing papers depending on the theme of interest.* This preparatory action aims to gather relevant information, data, policy and literature on a theme of interest. In addition to being a stocktaking exercise, it aims to ensure that all Partners (regardless of their background and selected expertise in housing) are equally informed about the issues discussed. The subgroup undertakes a revision of the draft document before distributing it to the partnership to ensure quality, sufficient coverage and fair representation of issues under the relevant theme.

- b) *Drafting of the opinion/guidance papers to define concrete actions.* This preparatory action aims to present potential actions, including the reasons for their undertaking and inclusion in the Partnership action plan (subject to approval of the whole partnership, see below). The draft opinion/guidance papers are developed by subgroup members through drafting, discussions (meetings) and online feedback.

For illustration of the points described above see Annex 1.

4. Audit and Scrutiny Phase (6th meeting December, 2016, ongoing):

The analysis of the Partnership operation suggests that the Coordinators use three key methods to ensure the quality of the subgroups' work as well as Partnership-wide agreement on the actions to include in the Action Plan. These are:

- a) *Specialist presentations related to selected themes*, including the distribution of research/analytical/briefing papers provided by subgroups.
- b) *Partnership-wide discussions* held during partnership meetings (in response to the briefing research/analytical/briefing papers and presentations).
- c) *Audit and scrutiny of proposals* (this relates to *opinion/guidance papers* provided by the subgroups) that aim to achieve Partnership-wide approval of the actions proposed by specific subgroups and to include these in the Action Plan.¹¹

The observation of the audit and scrutiny carried out by the partnership reveals that the Partnership tends to use a dynamic action-building cycle. In other words, it tends to conduct two to three rounds of audit (with a subgroup and the whole partnership) to ensure proper formulation of the concrete actions and their approval by the whole Partnership. The working format of the partnership meetings reflects this approach: plenary sessions and subgroup meetings allow for the best level of exchange and ensure that all expertise represented in the partnership is included equally.

For illustration of the points described above see Annex 1.

5. Action Plan Development (ongoing)

The audit and scrutiny phases of the actions formulation process is followed by their inclusion in the Partnership action plan. Partnership-wide approval of the proposed actions is key to their inclusion in the HP Action Plan. This open working method of the partnership is also reflected in the partners' view that the action plan is a 'work in progress'.

It should therefore be noted that not all the proposed actions are formulated and approved by the Partnership at the same time. The formulation of disparate actions requires different preparatory actions and degrees of work; it may also require the involvement of additional

¹¹ In the case of fundamental disagreement on the proposed actions between selected partners, the subgroups also devised bilateral meetings between selected partners with the aim of resolving the disagreement and reaching a shared vision on the action to be undertaken. At this stage, this approach proved valuable in promoting effective work at the subgroup and partnership level.

stakeholders.¹² This means that the updating and gradual construction of the action plan depends on the timeline of each dynamic action-building cycle.

The adoption of concrete actions is followed by the description of their implementation. This includes the definition of method and timeline for implementation, roles and responsibilities, agreement on concrete (expected) outputs, and possibly benchmarks to assess to what extent the implementation was successful.

It is acknowledged that the action plan (in the early stages) should be considered as the initial plan for the Partnership. Some adaptation of the actions may be needed during their implementation, specifically to keep the actions in focus with the general objectives of the Partnership.

Collaboration with other partnerships

Affordable housing, social mix and physical renewal in deprived or challenged areas are highlighted as essential for the successful delivery of EU social inclusion objectives. Links are identified between housing and other themes, including poverty, migrants and energy efficiency. The link with the other three pilot partnerships (at Coordinator level) were established in the early stages of the Partnerships. For instance, coordinators met informally with other partnership leaders in order to exchange views on the methods of work. More formal collaboration followed when the concrete actions had been discussed. For example, the Partnership on Migration and Integration invited members of the Housing Partnership to a workshop on housing issues for migrants and refugees. A more institutionalized form of collaboration started with the coordinator meetings, organized by the European Commission- e.g. in January, 2017.

Communication: next steps

The results of the HP will be communicated in a step-by-step approach to the channels outlined in the Pact of Amsterdam, amongst others UDG; possible revisions and adoption will be undertaken by DGUM. Close communication with other important partners at EU level, such as the European Parliament and the Committee of Regions, as well as with interested cities, is maintained either through members of the partnership or through meetings of Eurocities and CEMR. The HP agreed to hold four regular working sessions per year, the next ones being Brussels (03/2017), Amsterdam (06/2017), Glasgow (09/2017) and Geneva (possibly 12/2017). The meetings will allow for discussion of regular business according to defined issues, work delivered by the subgroups and a link-up with field visits in order to examine policy developments 'on the ground'.

¹² In some cases the partners may wish to meet stakeholders who are not members of the Partnership in order to consult them about possible steps forward. For example, Sub-Group 1 held meetings with a EU Commissioner and DG Competition.

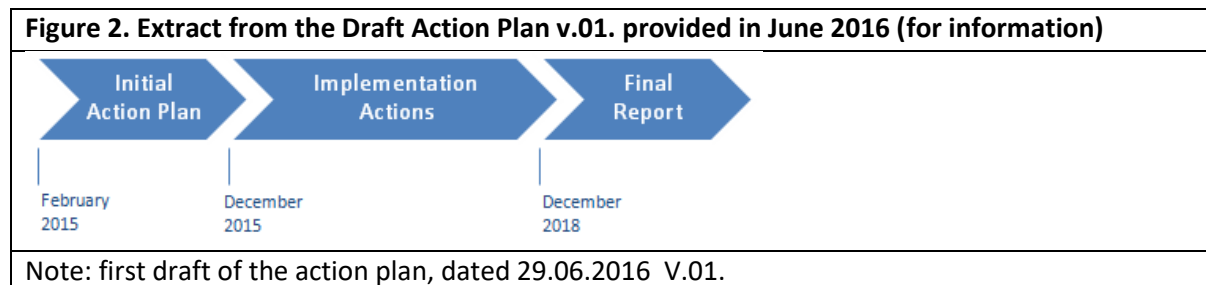
Dynamic action formulation and the action implementation process

This paper presented the Housing Partnership's method for formulating concrete actions to be included in their action plan (see **Figure 1**). As demonstrated, this method has evolved organically in response to challenges faced by the Partnership, especially in terms of delineating work in the complex and extensive field of housing.

This section aimed to summarize the HP methodology for i) building actions; ii) writing the HP action plan; and the implementation of the plan. This section was written to enable the Partnership to self-evaluate as well as to share lessons learned in this pilot stage with other EU Urban Agenda Pilot Partnerships.

In the case of the Housing Partnership, **the Action Plan is a live document**. This section develops a model (Figure 2) of the Housing Partnership Action Plan development and implementation based on the analysis presented above; it maps the progress made in terms of formulation of concrete actions to be included in the action plan.

The Draft Action V.01 plan (see V.01. Action Plan, provided by the Dutch presidency in June 2016), briefly notes three key stages of Partnership work. These are 'initial action plan', 'implementation of actions' and 'final report' (see **Figure 3** below).



The observation of the Partnership work undertaken since the submission of first Draft Action Plan in June 2016 suggests that these three basic stages consist of a complex interplay of actions in the case of the HP. These are not acknowledged in the linear form presented in **Figure 2**.

As shown through the discussion in this document, the initial stage, also called 'Initial Action Plan' consists of series of preparatory actions (see **Figure 1**). These are (1) Think tank phase, (2) Qualitative and Quantitative surveys, and (3) Subgroup work. These stages lead to formulation and endorsement of actions by the subgroups and Partnership in (4) Audit and scrutiny and (5) Action plan phases.

In addition, the examination shows that actions to be included in the action plan are not formulated at the same time. The reasons for this are varied. Firstly, each subgroup has its own pace of work. Secondly, each priority theme requires a different type of examination, different time, expertise and

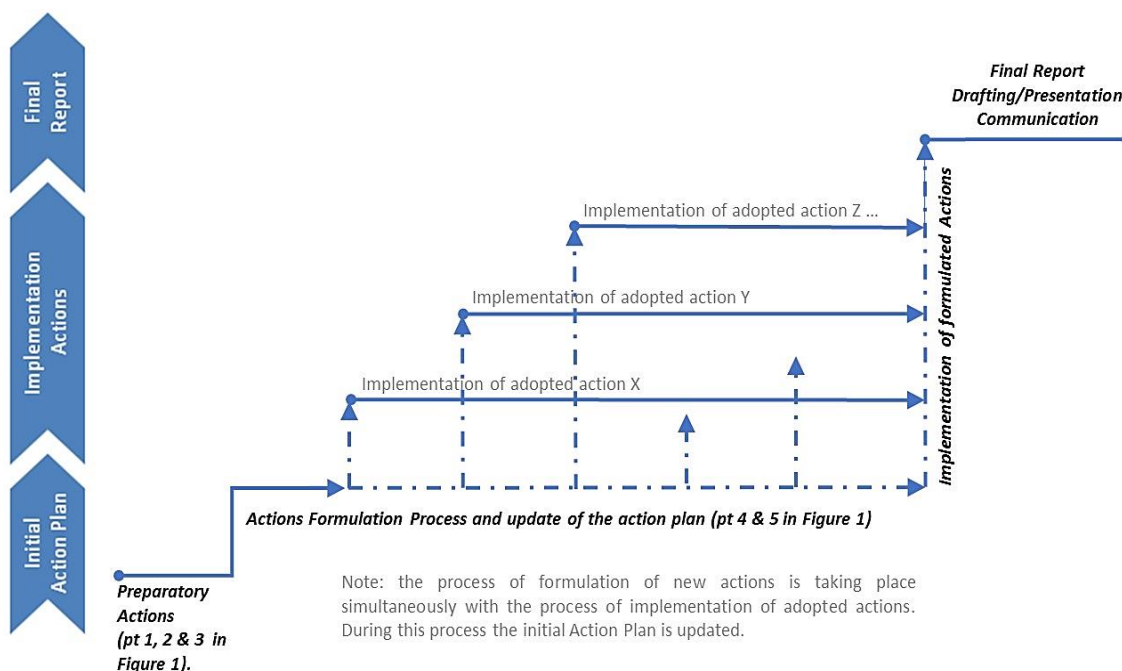
resources.¹³ Thirdly, the endorsement of concrete actions proposed by the subgroups to the Partnership may advance at a different pace, depending on the nature of the action proposed.

Most importantly, the observation of selected subgroups also suggests that the Partners tend to implement some of the actions discussed and deliver significant outputs in the initial phase of work (without noting the actions in the action plan). For instance, Subgroup 1. had already delivered part of the guidance that they discussed as one of the concrete actions to include in the plan. Subgroup 2 on affordable housing is already developing the ‘Affordable Housing in Cities Policy Toolkit’ - an output of the partnership work.

This dynamic work of the HP should be acknowledged as its unique methodology. Therefore, rather than seeing the writing and implementation of the HP action plan in linear form (i.e. action plan writing, implementation and report writing), we should acknowledge that this is a dynamic, multi-dimensional process that allows implementation of formulated actions simultaneously with the definition of others (see **Figure 2.**).

Figure 2. attempts to illustrate this process. It shows that the formulation process of selected concrete actions may take place simultaneously with the implementation of others. When considering the Partnership lifespan of three years, a situation might arise where some actions are being defined while others are being implemented. This is possible, since subgroups tend to work on formulation and implementation actions simultaneously (see Annex 2).

Figure 3.



¹³ For instance, Group 1. relied on substantive work carried out in the past by its members on the issue of State Aid. However, Group 2. commissioned preparatory research on issues of innovative financing that will take 6 months to complete. Clearly, these two groups will not be in a position to elaborate concrete actions and include them in the action plan at the same time.

Annex 1.

Sub-group working method: example Group 1. State Aid

The key goal of the subgroups is elaboration of concrete actions. Each sub-group has developed their own method of work. The working method of the sub-groups is a result of the different types of preparatory actions that each sub-group finds relevant or necessary to undertake (incl. the scope of the available background etc). In this annex the work of the Group 1. Sub-group on State Aid is briefly summarised

Action	Carried out by	Method of communication	Scope of the Partnership engagement	Date/Period
Briefing paper prepared by DG REGIO. Draft distributed to the sub-group and the Commission for comments. Comments incorporated.	DG Regio	Online	Sub-Group	Sept/Dec 2016
Draft Opinion Paper prepared by the sub-group member.	AEDES	Online	Sub-Group	Nov/Dec 2016
DG REGIO Briefing Paper distributed by in preparation for the meeting.	Coordinators	Online/Hard Copy	Whole Partnership	14. Dec. 2016
Draft Opinion Paper distributed in preparation for the meeting.	Coordinators	Online/Hard Copy	Whole Partnership	14. Dec. 2016
DG REGIO briefing paper presented for discussion.	DG Regio	Meeting	Whole Partnership	15. Dec. 2016
EIB commissioned paper presented for discussion.	EIB	Meeting	Whole Partnership	15. Dec. 2016
Discussion and preliminary conclusions on the actions to take in relation to the State Aid.	Whole Partnership	Meeting	Whole Partnership	15. Dec. 2016
Draft Opinion Paper amended by the sub-group members	Sub-Group	Meeting	Sub-Group	16. Dec. 2016
Draft Opinion Paper by the Sub-Group distributed for comments of the whole partnership. Written comments provided by the partners. Comments incorporated.	AEDES	Online	Whole Partnership	Dec/Jan. 2016
Discussion of the comments and suggestions for clarification of actions to include in the action plan.	Sub-Group	Meeting	Sub-Group	2. March 2017
Distribution of the conclusions to the whole partnership for final comments.	Sub-Group	Online	Whole Partnership	TBC
Inclusion of the concrete actions in the action plan..	Coordinators	Online	Whole Partnership	TBC

ANNEX 2.

Table 3. Priority themes and progress on definition of actions							
Themes of interest	Better Regulation	Better Funding	Better Knowledge	Group	Progress Preparatory Papers	Progress Discussions	Progress Elaboration of concrete actions
Actions attributed to the sub-groups							
State Aid (incl. Competition Law, Definition of SGEI)	x			Group 1. State Aid	1) Briefing paper prepared by DG REGIO (distributed and amended) 2) Opinion statement prepared by Sub-Group distributed and amended.	1) Briefing Paper r reviewed by the Sub-Group and EC in writing. Presented for discussion. 2) Opinion paper reviewed by the Partnership. 3) EIB presented on the issue of State Aid.	ELABORATION OF THE CONCRETE ACTIONS IN PROCESS. (Guidance paper completed)
Innovative funding (Incl. Investments and instruments, loans)		x	x	Group 2. Finance and Funding	1) Two research projects into innovative funding and finance for affordable housing in Eastern and Western Europe contracted.	1)Research Papers planned to be made discussed in September 2017.	ELABORATION OF SPECIFIC ACTIONS EXPECTED IN SEPTEMBER 2017
European Semester	x		x	Group 2. Finance and Funding	1) Briefing Paper prepared by DG REGIO	1) Paper s planned to be made available in September 2017.	ELABORATION OF SPECIFIC ACTIONS EXPECTED IN SEPTEMBER 2017

Improving supply of affordable housing in cities. (touches upon Land use, spatial planning; Renovation, energy efficiency)			x	Group 3. Housing Europe	1) Affordable Housing in Cities – a Policy Toolkit Briefing paper prepared by DG REGIO (definition of affordable housing by Housing Partnership Partners)	1) Planned to be provided for consolation to Partners	ELABORATION EXPECTED IN MARCH 2017
Actions listed in the subgroups but not started							
Land use, spatial planning;	x			Group 3. Housing Europe	TOOLKIT?		
Renovation, energy efficiency	x	x		Group 3. Housing Europe	TOOLKIT?		
VAT issues	x		x	Group 1. State Aid			NOT STARTED
Building ground (land), anti-speculation	x		x	Group 3. Housing Europe			NOT STARTED
Security of tenure	x		x	Group 3. Slovakia & IUT			NOT STARTED
Rent stabilisation				Group 3. Slovakia & IUT			NOT STARTED
Co-management, co-design	x		x	Group 3. Slovakia & IUT			NOT STARTED
Support for vulnerable groups	x		x	Group 3. Slovakia & IUT			NOT STARTED
Actions listed in the draft action v.01¹⁴ plan not attributed by sub-groups at the time of writing							
Public Procurement Directive							NOT ATTRIBUTED
Empty housing and unused land							NOT ATTRIBUTED
Actions listed in other communication not attributed by sub-groups at the time of writing							
Evictions, foreclosures,							NOT ATTRIBUTED

¹⁴ Draft Action Plan V.01. Made available by Andrea Da Silva (the Netherlands).

over-indebtedness							
Minimum standards/quality framework for social housing							NOT ATTRIBUTED
Housing maintenance							NOT ATTRIBUTED
Short rent (Airbnb)							NOT ATTRIBUTED
Housing knowledge (EU exchange network for professionals between housing organisations and institutions, knowledge exchange)							NOT ATTRIBUTED
Role and policy for municipality owned housing management companies.							NOT ATTRIBUTED