

Dissemination of SUREURO Torino, Italy

**SUREURO conference
3 - 4 June 2004**

Presentation by Francis DEPLACE, DELPHIS (France)



Objectives of the dissemination

- To transfer the knowledge and know-how accumulated in the project
- To verify the housing companies' interest for the SUREURO methods and tools in a different national context
- To adapt some of the tools in order to show the relevancy of the SUREURO approach and the potentials for future dissemination

Pilot site : ATC Turin

- 33 000 dwellings in the Turin province
- The absence of SUREURO credits for ATC led to select the top priorities
- ATC chose to adapt the PM10 process (Portfolio Management in 10 modules)
 - It will enable ATC to orientate its assets strategy in a changing environment
 - It fits with the current needs of the company

Reasons for implementing PM10 - a changing environment -

- The Italian social housing system is heading towards a crisis in its financing mode
- This will lead towards the liberalization of the market (financing modes and local social housing markets) and the banalization of actors
- This means an economic price for the rent with public subsidies for housing directed to the households and no longer to the housing company











Reasons for implementing PM10 - ATC Turin's strategy -

- ATC needs to have an integrated and strategic approach of its stock in order to make the right choices for the future
- This goes along with the implementation of an integrated local management of the stock
- Communication towards local governments :
ATC needs to justify its asset strategy towards the local and territorial authorities

Differences in the local context

- Rents are established by law at a very low level.
- Tenants all belong to the poorest parts of society (criteria based upon incomes)
- There is no social housing market :
 - Dwellings are attributed by municipalities
 - The social housing stock is very small compared to the needs, so that there is a permanent shortage

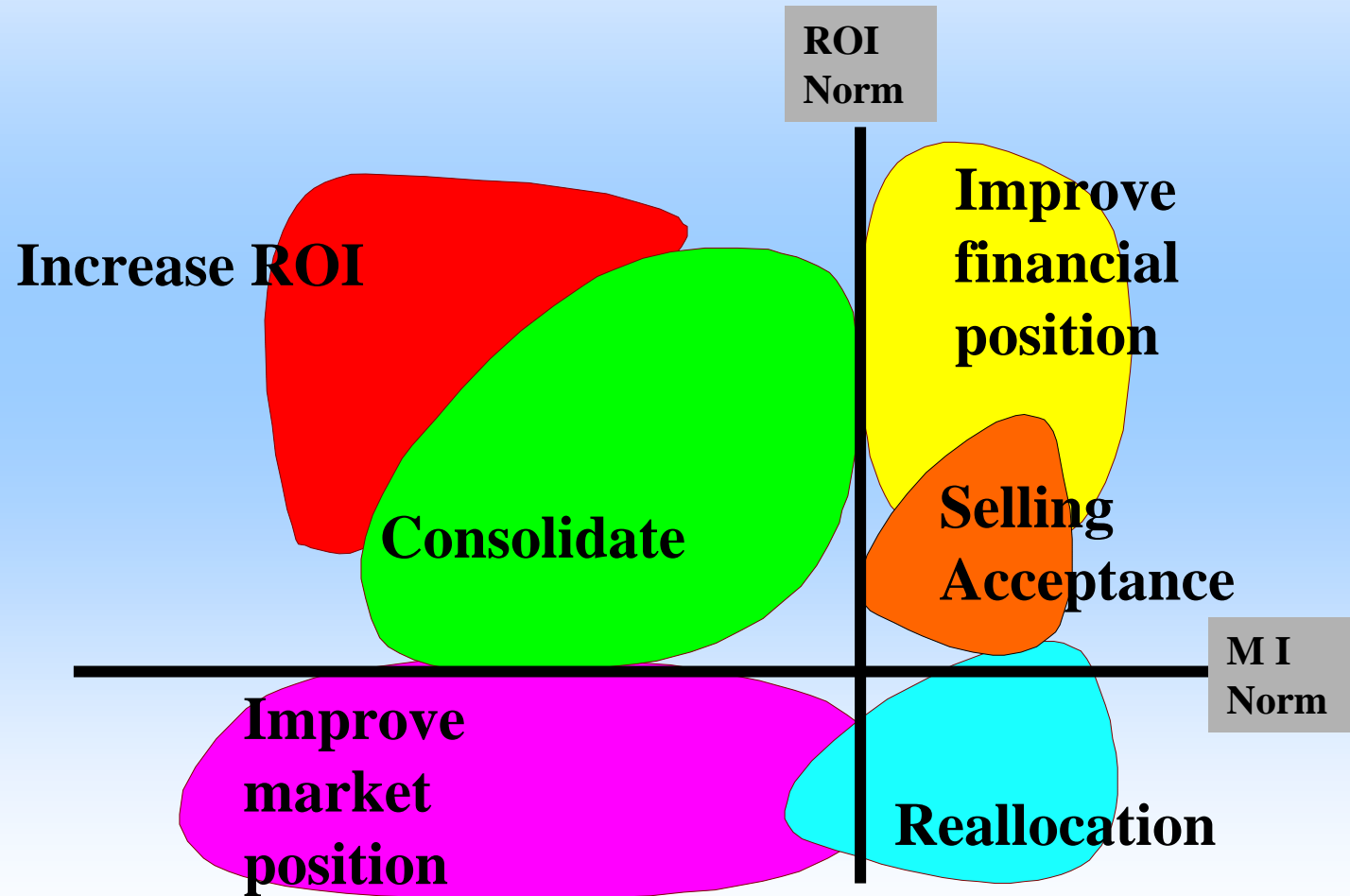
PM10 PMC model - not relevant -

PMC Model	Housing Type 1	Housing Type 2	Housing Type 3	Housing Type 4	Target %
Customers Type A	PMC-1 A1 	PMC-4 A2	PMC-7 A3  	PMC-10 A4	?
Customers Type B	PMC-2 B1  	PMC-5 B2 	PMC-8 B3 	PMC-11 B4	?
Customers Type C	PMC-3 C1   	PMC-6 C2	PMC-9 C3	PMC-12 C4	?
Target %	?	?	?	?	100%

Differences in the local context (2)

- Social housing companies have very little freedom of action :
 - They cannot demolish or sell their buildings
 - They cannot change the rent levels or the type of tenants
 - For most decisions, they depend on the agreement of the local governments

PM10 Calculated strategies - not relevant -



Implementing PM10 through a PSP software

- The Portfolio Strategic Plan is the local adaptation of the general PM10 model
- It is a software in order to involve practically the company in the diagnostic phases of the PM10

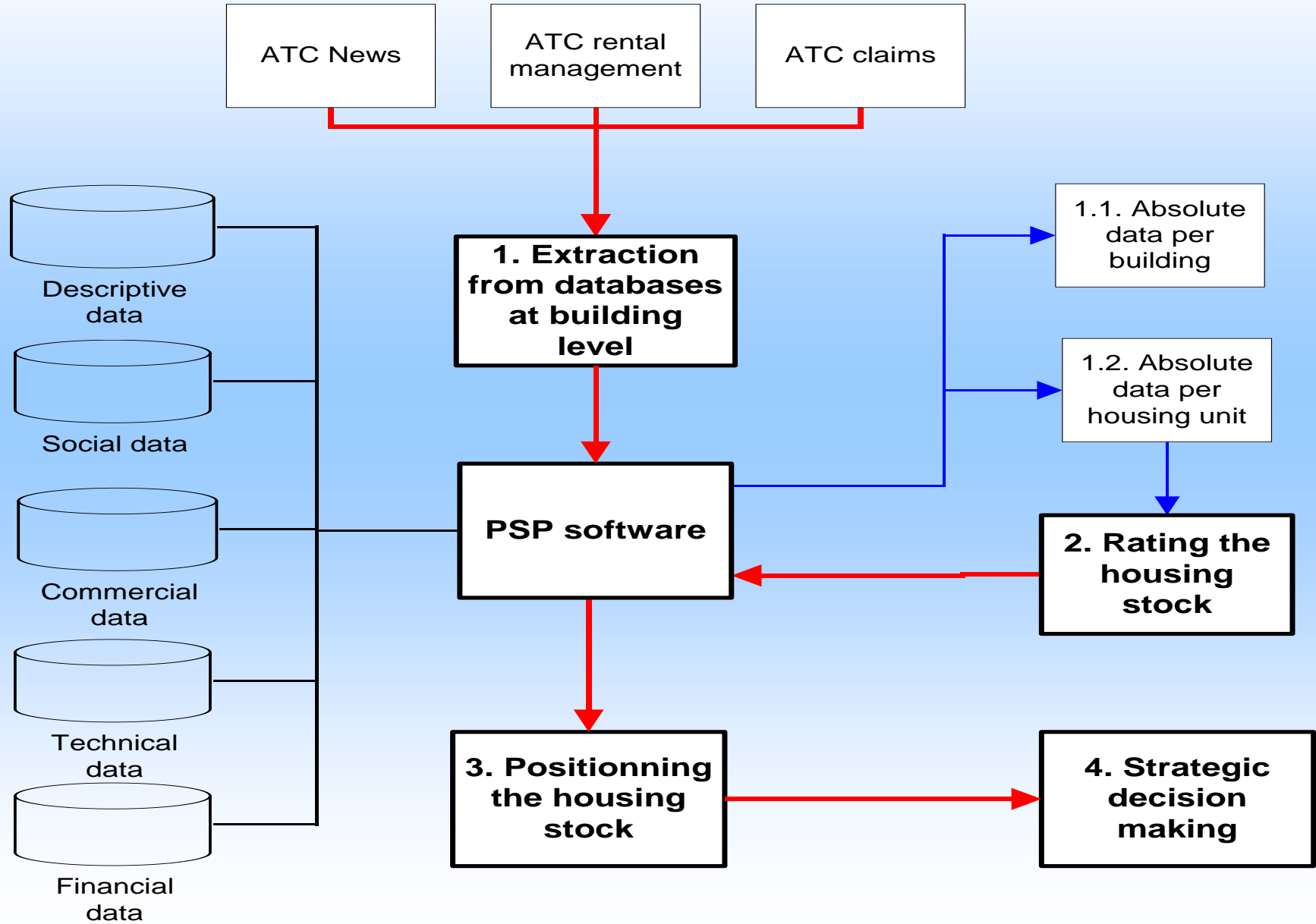
Implementing PM10 through a PSP software (2)

- Writing a book of specifications for the software development
- The implementation will be done on three pilot sites
- It will then be extended to the whole housing stock

Objectives of a PSP in ATC Turin

- Give a synthetic and integrated vision of the housing stock
 - Structure information at building and housing unit level (link different databases)
 - Collect informative data and rate the portfolio on strategic aspects

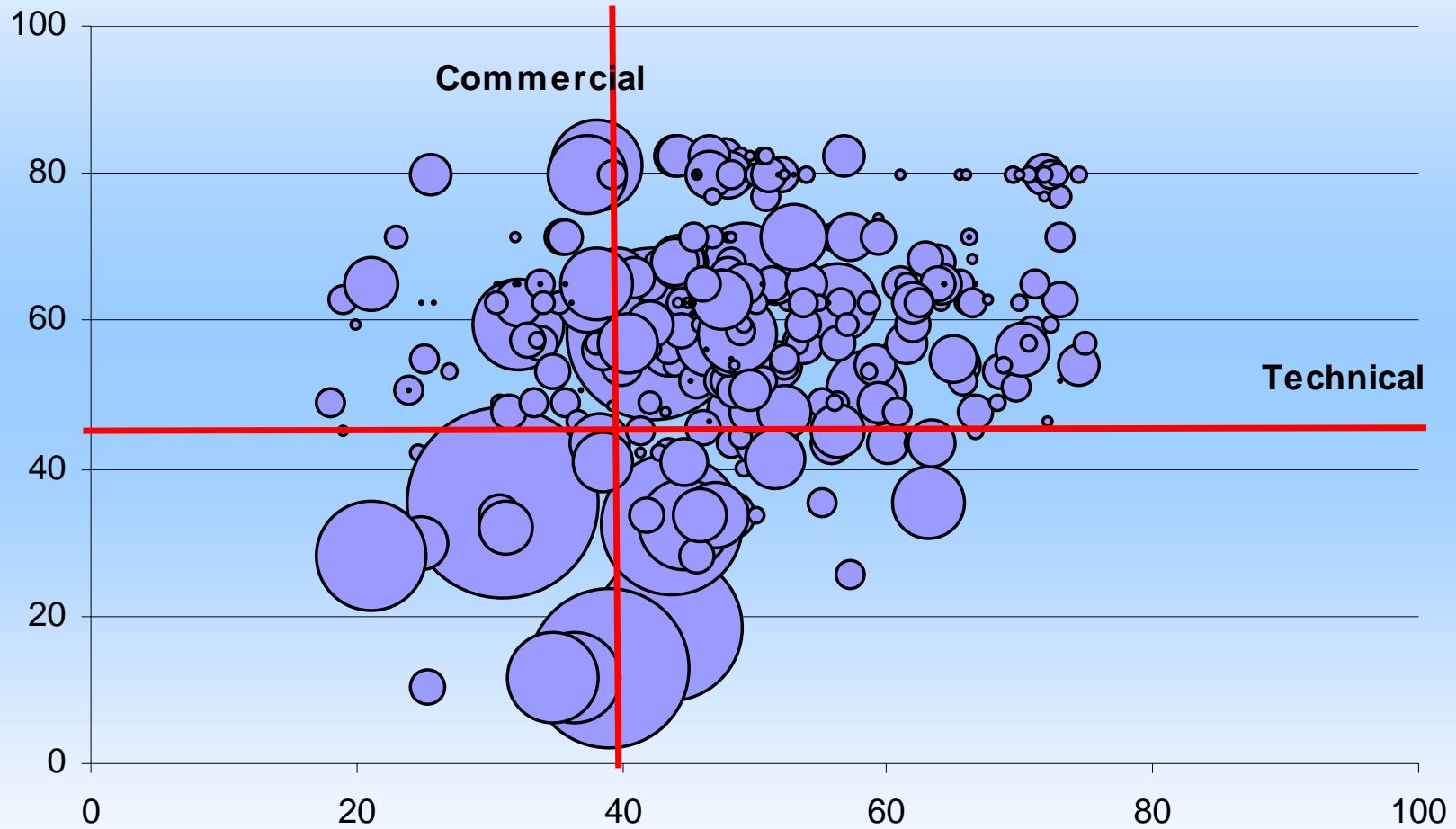
Information processing in the PSP software



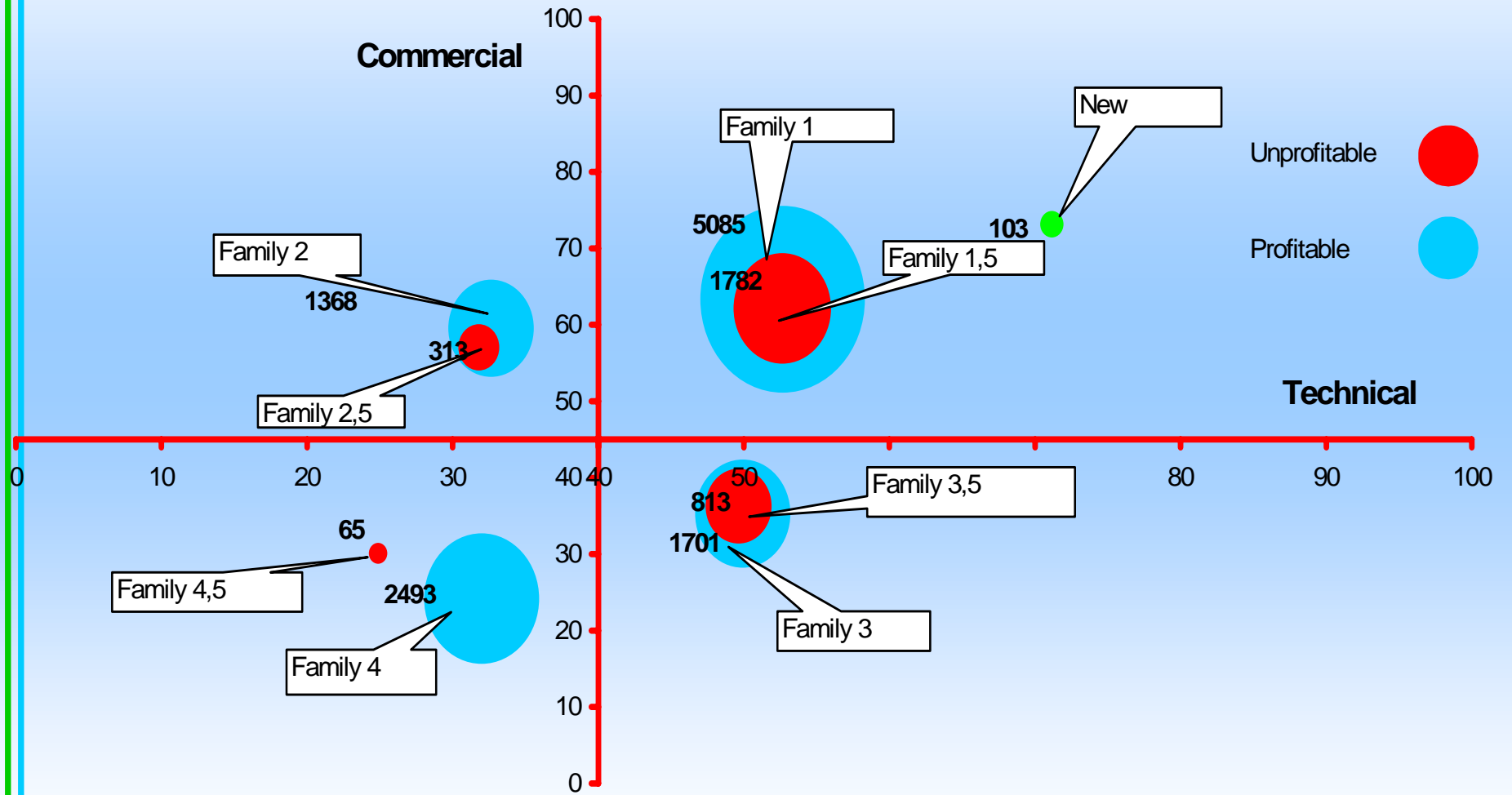
Objectives of a PSP in ATC Turin (2)

- Position the housing units on strategic axis of analysis
- Segmentate them into categories
- Determine a strategy
 - for the housing stock as a whole
 - for each problematic housing unit

Positioning the products on technical and commercial axis



Strategic segmentation of a portfolio



Lessons learned for ATC Turin

- Economic assessment of the stock : there was no P&L statement per building
- Commercial assessment : ATC has become aware that
 - tenants' assessment of the attractiveness of their dwelling can be traced, even though there is no « market »
 - this should also orientate assets strategies

Conclusions for SUREURO

- There is a need for sustainable management tools in the social housing sector in Italy
- The SUREURO methods and tools fit to the Italian context
- Their adaptation is possible and allows the implementation of a sustainable and consumer-oriented strategy for the refurbishment of the stock