

Management and Cooperation

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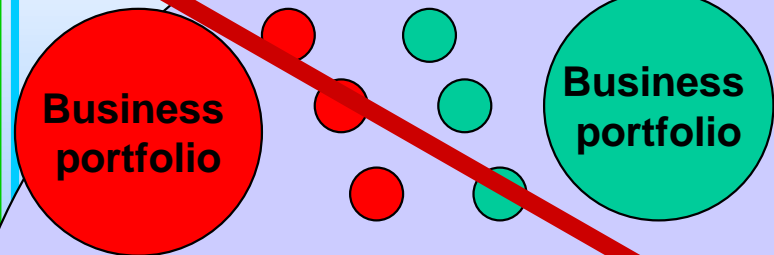
Management & co-operation tools

- Outline -

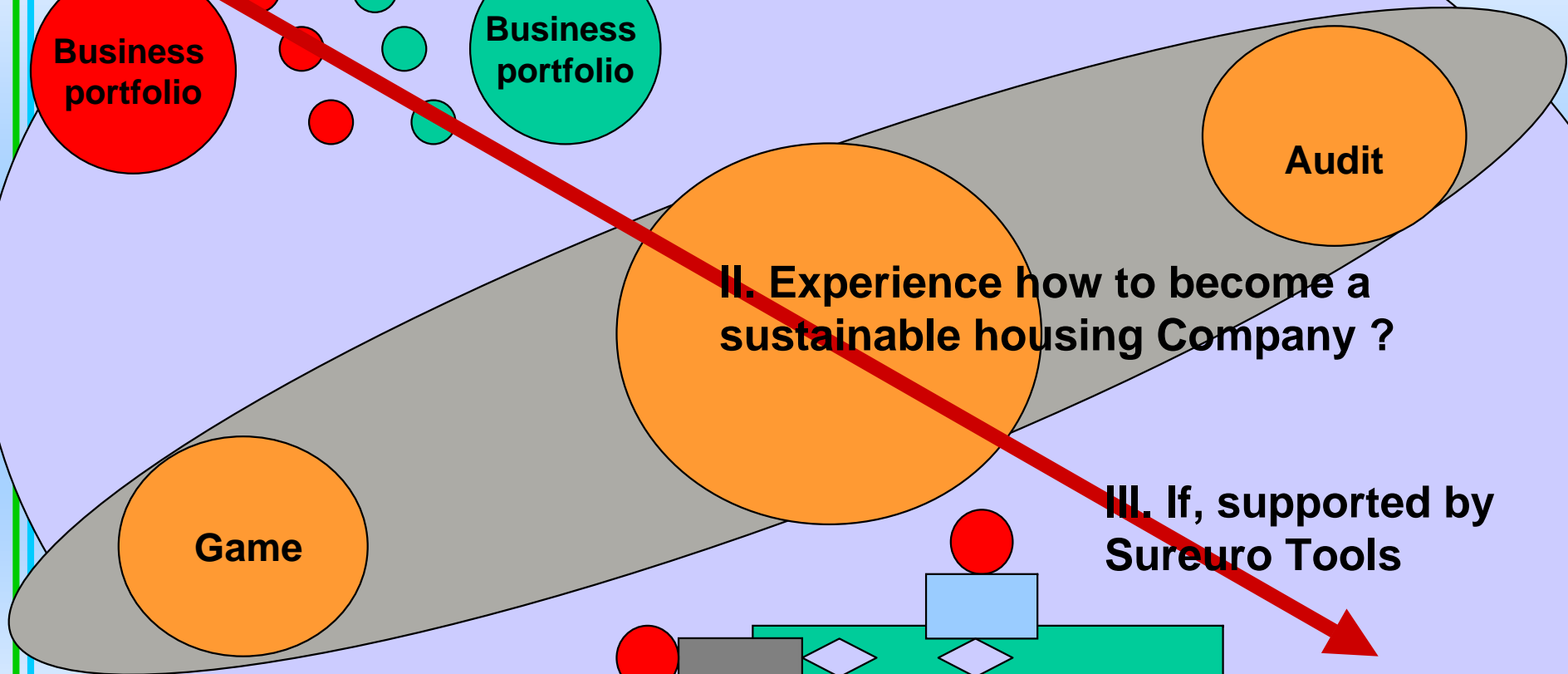
- Introduction
- Categories of management tools
 1. Sustainable Process Management
 2. Co-operation Management
 3. Sustainable Property & Facility Management
 4. Strategic Management
- Sureuro Gaming Exercise

Support housing associations by transformation process on several levels

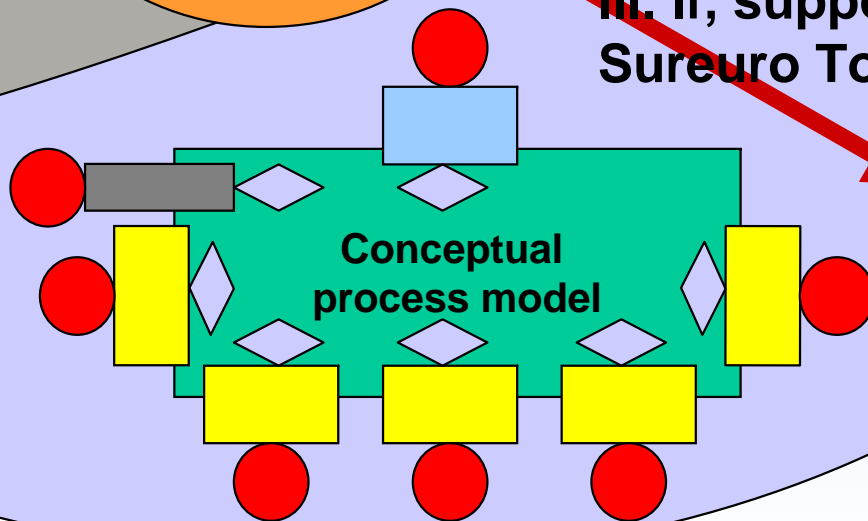
I. Philosophy Sureuro



II. Experience how to become a sustainable housing Company ?



III. If, supported by Sureuro Tools

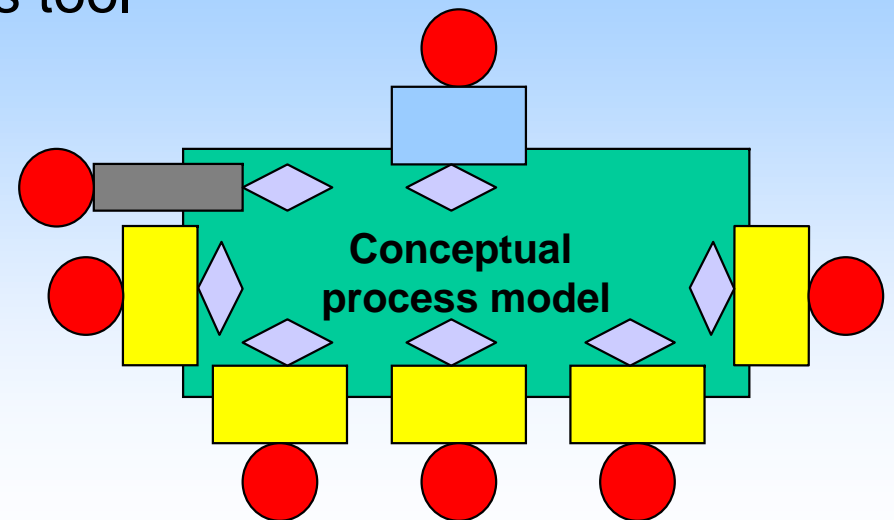


1. Sustainable Process Management -Tools-

- Guide
 - How to become a sustainable housing company?
- Management Audit:
 - identify opportunities and gap between ambition and (current) appraisal
- Sureuro Management Game:
 - experience what it takes to embed sustainability
- Best practices
 - Based on interviews housing companies and tenant organisations

2. Co-operation Management

- Guidelines and checklist
 - Practical support; per phase of the CPM
- Tools and good examples
 - Inspiration; e.g. social analysis tool
- Theoretical part
 - Background information



Co-operation Management Guide Structure

Introduction/teaser

Guidelines and
checklists

Fill-in document

SUREURO Tools,
concepts and
good examples

Theoretical
background

Tools list

3. Sustainable Property & Facility Management

- Practical examples how to embed sustainability in P & F management; a guide:
 - Co-operation management tenants
 - Contracting Facilities Management Services
 - Maintenance and repair
 - Day to day servicing dwellings
 - Maintenance of outdoor areas
 - Energy and water
 - Waste management
 - Ventilation

4. Strategic Management

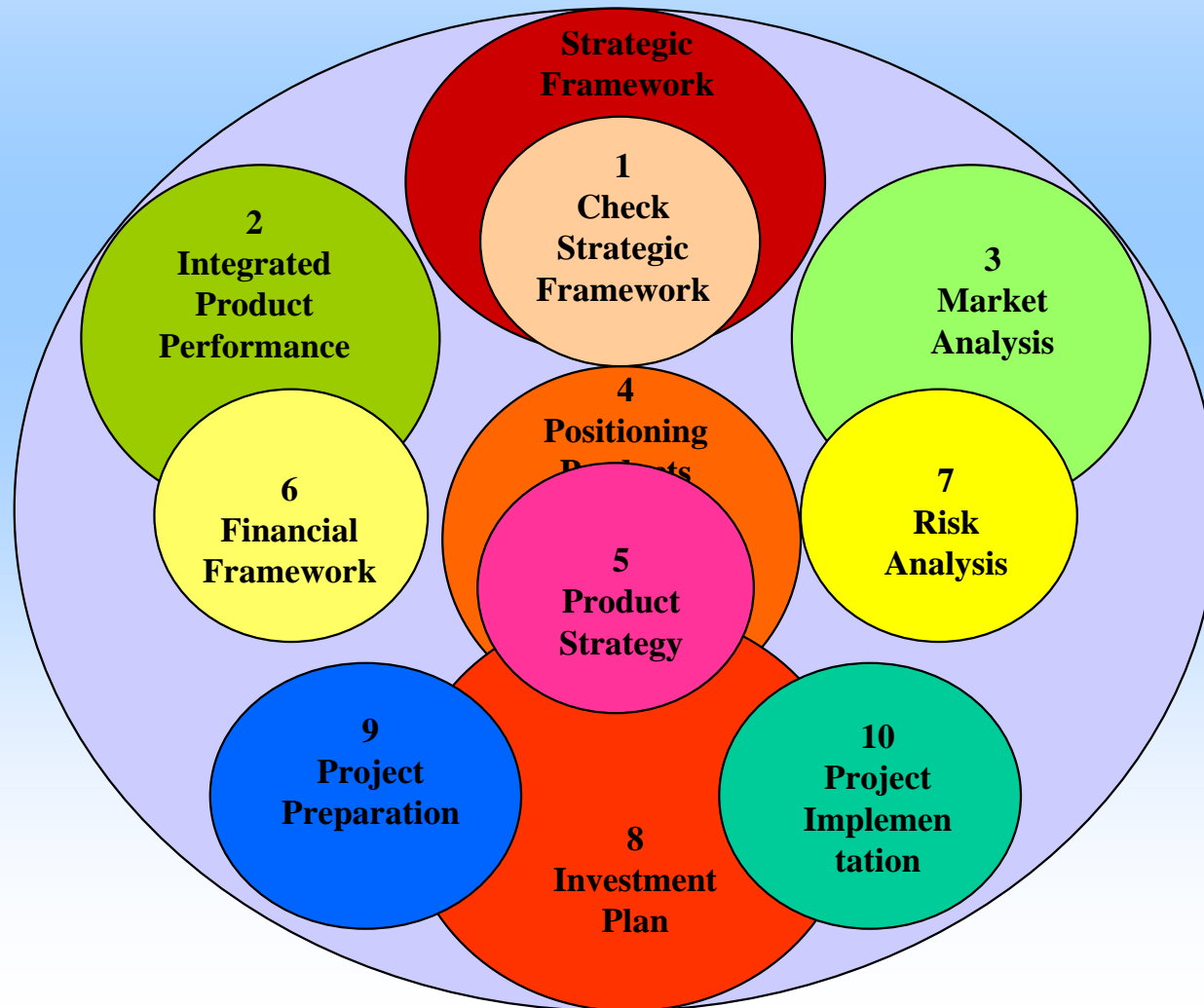
- **Portfolio level:**
 - Portfolio Management in 10 Modules
- **Estate / project level:**
 - Handbook & Tool Feasibility Analysis
 - Based on cases in Frankfurt and Copenhagen
 - Feasibility analysis in four phases; socio housing profile
 - Refurbishment Investment Appraisal (RIA)
 - Calculation model

Why an integrated strategic management approach ?

- Social housing organisations across Europe are more and more operating within constantly changing markets, presenting new opportunities and new challenges.
- An organisation can face collapsing demand, increasing demand or investment requirements within or beyond its available resources.
- To have the ability to strategically manage homes and to meet the service and financial objectives of the organisation, is in our opinion the key to success.
- Strategic management tools are creating the conditions, in order to be able to embed sustainability and a consumer oriented way of working.

PM10; a process model in ten modules

Implemented by “Knowledge-Exchange-Teams”
in WonenCentraal, Luwoge, Sandwell, Logirep,
Italy and assessed by Prague



Development game

- Game played in:
 - Helsinki (2002)
 - Sandwell
 - Ludwigshafen
 - Kalmar
 - Copenhagen / Paris
 - (Netherlands 2004)
- Step by step improvements



Playing the game

- structure game-

Briefing	Briefing the “job”, the 3 teams have to carry out
Part I – business	Develop a strategic framework, based on the business case “New Wave”
Part II – project	Tactical and operational choices, based on a project case
Part III – consult	Presenting the reports by the consulting teams
Debriefing	Assessment performance of each team

Management & co-operation tools

- Outline -

- Introduction Olaf
- Categories of management tools Olaf
- Portfolio Management in 10 Modules Valerie
- Co-operation Management (general) Bosse
- Co-operation Management (tools) Silke
- Sureuro Gaming Exercise Elsa
- Discussion and questions