

**Growth for
municipalities
and regions**

**Enterprise
with social
responsibility**

**Integration
through diversity
and freedom of
choice**

**Sustainable
development**

**Housing with
quality of life**

A CONCEPT PROGRAMME

SABO COMPANIES MOVING TOWARDS 2020

*– creating value for municipalities,
housing areas and tenants*



PREFACE

Public housing companies are a part of the Swedish welfare society that emerged following the Second World War. However Sweden is very different today compared to 60 years ago. New times and new demands mean, as a natural part of the process, change for housing companies. But what role should these companies play in the Sweden of today and the Sweden of the future? What must they achieve by the target year of 2020? In order to provide background material for this discussion, SABO initiated a future study in the spring of 2006. Ten CEOs of different SABO companies were each tasked to lead a project studying a number of different areas: the companies' operating world, the line between business and social responsibility, opportunities and variations within current legislation, finance and competition, developing housing for a new era, rental levels and negotiations, utility value system, good living, integration and segregation plus sustainable development.

The results of these studies have been presented in ten reports which have formed the basis of the Board's work of developing this concept programme. In the spring of 2007, four regional future conferences were carried out. Almost 600 elected officials and managers from SABO companies participated. This report presents the results of the ten studies and a draft concept programme that was discussed by all the conference participants in workshops. Their views were compiled and utilised in the

development of this concept programme. The proposal put by the Board to the Congress in June 2007 had, consequently, gained considerable acceptance among members and was unanimously adopted by the meeting.

Municipal housing companies work in different markets under different conditions. Clearly, goals and strategies must be designed based on local conditions, however it is our hope that this concept programme will stimulate companies' development activities, act as a source of inspiration for housing companies' long-term operations and business planning as well as supporting the companies in their dialogue with their owners.

Project Managers at SABO were Jörgen Mark-Nielsen and Hanna Larsson. However many, many people have contributed to the future studies and concept programme in different ways. We would like to express our gratitude to all the elected officials, CEOs and employees of SABO companies, members of the SABO Board and employees at the SABO Secretariat, plus external consultants, without whose efforts this programme would not have been possible.

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Chairperson of SABO

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BACKGROUND

Public housing companies are a part of the Swedish welfare society that emerged following the Second World War. Their task was to offer a good class of housing at a reasonable cost to all sections of the population – irrespective of income, ethnicity, age or type of household. This was the conscious adoption of a position that was for integration, and against the separation of the rich and the poor where those who could not succeed on the housing market were allocated welfare housing of the lowest standard.

Modern Sweden is a very different country to that of 60 years ago. The industrial society has now become a service and knowledge society. The population is better educated and multi-cultural. Many people take welfare for granted. This development has also brought extensive structural rationalisation and urbanisation. In many towns with a failing market, permanent housing surpluses have been established. At the same time the importance of national boundaries has decreased. In just a short period of time the EU goal of free movement and competition has changed the economic landscape of our country. National perspectives and bodies of regulations now have competition. Increased globalisation has, in the short term, contributed to increased welfare but in the long term it presents serious challenges. There is much that indicates that this trend will continue. The preconditions for a continued increase of the general financial standard are in place; however they require even more knowledge-intensive operations, urbanisation and expansion of regions. Neither is it self-evident that everyone will share in this increase. Sustainable econo-

mic development requires parallel steps within social development and ecological responsibility.

With societal development comes changes in values and desires. Individualistic values grow at the expense of the collective. An increasing number of individuals possess both the will and the energy to implement their own life projects exactly as they had planned. Requirements for good living conditions become increasingly varied. The traditional nuclear family no longer dominates. The number of single households is on the rise. Divorces and new relationships mean two homes for many children. At the same time the population structure is changing – slowly but steadily. The proportion of older people will increase towards 2020 and consequently also needs for housing and care. But even before this the large group of people born in the 1990s will want to move to their own homes. New times with new demands bring changes for public housing companies too. It is no longer their primary task to build new dwelling units, their task today is to manage their existing stock in a businesslike and sustainable manner by maintaining high levels of quality, providing good service and shouldering their social responsibility. But what will their role be in the future? Which tasks will be theirs in 2020? In an economically and demographically diverse Sweden there can be no general answer. These can only be formulated based on local conditions. Municipal responsibility for housing supply also includes adopting a position on whether the municipality should own a housing company at all and if so, what this company is to work with.

MOVING TOWARDS 2020

— CREATING VALUE AT THREE LEVELS

The point of departure for municipal housing companies' work with long term goals and strategies is naturally the individual company and the situation on the local and regional market. The aim of this concept programme is to provide inspiration for these activities and to act as support in dialogue with owners. This programme is

based on the concept that municipal housing companies can create value at three different levels:

- ✦ Municipal and regional level
- ✦ Housing area level
- ✦ Tenant/individual level

VISION

At municipal and regional level

Municipal housing companies are competitive, long-term actors on the housing market and consequently contribute to increased growth in their municipalities and regions.

At housing area level

Municipal housing companies act as an area development engine and consequently contribute, together with other actors, to vital housing areas providing secure and sustainable dwellings.

At tenant /individual level

Municipal housing companies offer high quality, good value housing to everyone – irrespective of income, ethnicity, age and type of household – with opportunities for choice and participation. Consequently the companies help individuals to be able to influence and develop their own life situations.

FIVE FOCUS AREAS

THIS CONCEPT PROGRAMME IS BASED ON FIVE FOCUS AREAS:

- 1. GROWTH FOR MUNICIPALITIES AND REGIONS**
- 2. INTEGRATION THROUGH DIVERSITY AND FREEDOM OF CHOICE**
- 3. ENTERPRISE WITH SOCIAL RESPONSIBILITY**
- 4. HOUSING WITH QUALITY OF LIFE**
- 5. SUSTAINABLE DEVELOPMENT**

Although all these areas are important to all municipal housing companies, the challenges within each area may vary considerably from company to company. There are municipal housing companies all over the country and their housing stock varies in size from 30 to 43 000 dwellings. They operate on different markets, in considerably different situations. It is against this background that this concept programme is to be read and its aim is to act as a source of inspiration and discussion material for the work that each company will base on its own local conditions.

GROWTH OF MUNICIPALITIES AND REGIONS

1

Access to housing is essential if a municipality is to become attractive and to grow.

The municipality that cannot offer good housing at reasonable prices risks losing both employment opportunities and labour force in a situation of increasing competition. Owning a housing company provides a municipality with the opportunity to act in various ways on the local housing and property market in order to strengthen municipal development. At the same time a gradual, but powerful, process is underway in which regions are developing joint labour and housing markets. This means that municipal boundaries are becoming, in practice, less and less important to both individuals and companies. In many places multi-municipality cooperation has been initiated and common infrastructure is under construction. There is a lot of evidence to suggest that this trend will continue and that competition for employment opportunities and labour force will be increasingly played out at regional level.

Regionalisation of housing supply responsibility is consequently becoming increasingly urgent. This may, for example, mean ensuring access to good quality, secure and good value apartments throughout the region, counteracting regional segregation or establishing a well-functioning, regional housing market. There are no legal barriers to the establishment of regional housing companies or groups with regional subsidiaries; however this does require sustainable agreements between the different municipal partners. In regions with a failing market there may be a need for collaboration between different municipal housing companies and sometimes also cooperation with the home municipality's property management function. In several cases there must also be a restructuring of the housing stock, which may include demolition of buildings as well as certain new construction in order, for example, to meet the need for housing for elderly people. The advantages of rentals include high levels of service, lack of capital risk, predictable living costs, mobility at the same time as renting saves time and can promote gender equality, consequently rentals may play a key role in the housing market of the future. With an increasingly mobile labour market, rental property will become important. Demographic trends and demand indicate that there is a continued need for production of new dwelling units. This need is naturally greatest in the growth towns where labour force and students need housing, however smaller places also need attractive housing. One challenge in this area has been to keep construction costs as low as possible as these have increased considerably over the last few years. Of course well-functioning infrastructure and good communications are also essential if the housing element is to be able to contribute to development. Modern town planning involves fairly extensive controls down to detail level. If

housing companies are to be able to adapt their new construction and remodelling to changes in housing needs and habits then there must be space for greater flexibility and specifications must not be too rigid as concerns the uses of, and equipment attached to, different properties.

Municipal housing companies can contribute at municipal and regional level by:

- ❧ ensuring access to good, secure, healthy and good value rental apartments, and consequently increasing the ability to attract and retain companies, labour force and students on their home market.
- ❧ ensuring that new construction occurs in the necessary areas.
- ❧ contributing to collaboration across municipal borders in order to increase the attractiveness and growth of the region.

Municipal housing companies can contribute at housing area level by:

- ❧ collaborating with other actors such as schools, police, social services and clubs/associations in order to create pleasant, safe and secure housing areas that are attractive to live in.
- ❧ developing solutions in cooperation with other actors to bring life to local squares and commercial centres and by providing services that are adapted to today's and tomorrow's needs.

Municipal housing companies can contribute at tenant/individual level by:

- ❧ ensuring access to rental apartments for those who want them, for example people who wish to move into the municipality for employment or studies.
- ❧ finding out how people use their housing and how they can be constructed or remodelled in order to gel with modern living habits and changing family situations.

INTEGRATION THROUGH DIVERSITY AND FREEDOM OF CHOICE

2

Promoting integration in society and counteracting alienation is an important social task for housing companies in order to contribute to a level playing field and to enable people from different backgrounds and with different preconditions to work together in society and to contribute to its development.

Offering diversity and freedom of choice in housing is one way to contribute to the mutual process that is integration. Housing areas that include different types of buildings, tenure and dwelling sizes provide everyone with opportunities to find the type of housing, living and location that suits them best. There are indications that in the not too distant future there will be four forms of housing tenure in multi-storey buildings – rental, tenant-owner associations, cooperative tenancy and apartment ownership.

Through sales, acquisitions and new construction, a greater diversity and freedom of choice can be achieved at the same time as the historically determined connection between type of building and type of tenure may begin to fade. For some municipal housing companies the opportunity to offer buying-while-renting may also be interesting. If diversity is to be realised and integration promoted, it is vital that the various different housing tenure forms co-exist on the small scale as well – for example around the same square.

Municipal housing companies can contribute at municipal and regional level by:

- ensuring that all new construction, acquisition and sales of property is carried out in a strategic manner so that all municipal districts achieve an inclusive composition of tenure types and buildings, and consequently an increase of choice and improve their contribution to integration.

Municipal housing companies can contribute at housing area level by:

- transferring ownership of property whenever necessary in order to introduce other forms of tenure.
- acquiring property and building new housing in areas where rental properties are under-represented.
- building up good customer relationships and introducing practical measures such as network construction, housing academies, cooperation concerning refugee reception, job placements, job centres, meeting places and activities for children and young people – by themselves or in cooperation with others.

Municipal housing companies can contribute at tenant/individual level by:

- finding out how today's and tomorrow's tenants would like to live in order to be able to offer freedom of choice that works in practice.
- allowing a basic apartment of good quality with a good standard of kitchen and bathroom to function as a point of departure for the individual tenant's choices. The framework for freedom of choice is defined by relevant legislation and by demands for businesslike operations.
- promoting participation and influence through good, direct relationships with tenants via, for example, everyday contact with housing managers, provision of meeting places, block meetings for information and dialogue or consultations with an elected tenant council.

ENTERPRISE WITH SOCIAL RESPONSIBILITY

3

Enterprise with social responsibility covers several different dimensions for municipal housing companies. This social responsibility primarily consists of offering everyone irrespective of income, ethnicity, age or type of household, good quality, safe housing at a reasonable cost. However social responsibility may also concern measures to strengthen housing areas and individual tenants. At the same time the municipal housing companies operate on a competitive market which means that they must work in a businesslike manner i.e. with a long term profitability perspective. Anything else would be to contribute to the deterioration of these companies' financial situation and consequently their ability to run operations or to take social responsibility. It is the municipality who bears the final responsibility to ensure that those who live within the municipal boundaries receive the support and help they need.

Many of the buildings constructed during the record years – from the beginning of the 1960s to the middle of the 1970s – are in serious need of repair. Up until 2020 extensive measures must be taken in order to maintain a good quality living environment and to avoid the reduction of these properties' capital value. Most common measures needed are repair of installations and technical systems such as plumbing, electricity and ventilation as well as facades, roofs, windows, balconies and, inside the apartments, kitchens and bathrooms. Their outdoor environment and accessibility also needs improvement. This modernisation must be carried out in a cost-efficient manner, sustainability must be taken into account and legal requirements for tenant influence must also be fulfilled. One central issue is how this modernisation is to be financed. There are no large-scale reserves to take from, neither is it possible to finance it all through rental increases; in quite a few areas it will be necessary to realise capital through sale of property.

Responsibility for the environment is dealt with in the focus area entitled Sustainable development.

Municipal housing companies can contribute at municipal and regional level by:

- ❧ running operations so that they make the surplus necessary to achieve good financial strength in order to be able to construct new property on market conditions and reserve funds for future maintenance.

Municipal housing companies can contribute at housing area level by:

- ❧ creating safe, secure housing areas with meeting places for their residents.
- ❧ creating good growing-up environments and increased participation for children and young people.
- ❧ working to establish a rental level structure that is in agreement with tenant values.
- ❧ offering opportunities to influence what happens in each housing areas.

Municipal housing companies can contribute at tenant/individual level by:

- ❧ offering good quality apartments at competitive rental levels.
- ❧ providing housing for homeless people plus trial and training apartments in cooperation with the municipality.
- ❧ taking preventative measures in order to decrease rental arrears and consequently risk of eviction.
- ❧ building up customer relationships based on well-accepted ethical guidelines and routines that ensure that no form of discrimination occurs within company operations.

HOUSING WITH QUALITY OF LIFE

4

The basic element of good housing areas is that people are happy there, that the surroundings are attractive and well-kept, they are safe and secure and that daily life works well for their residents. This concerns access to

services and a reasonable range of shops as well as good communications and meeting places of various types. Such characteristics mean that residents can feel proud of their home area and it is possible to develop their own quality of life and, as a consequence, contribute to the successful development of their municipality. The area is especially important to all the children who often move only limited distances from where they live; experience and insights gained from your home area are taken with you throughout your life.

The housing of the future is, generally speaking, already here; however the households of the future will be different to when these buildings were first constructed. People's needs and interests will increasingly vary – between individuals and through the various phases of life. There will be a large group of older people with great interest in becoming involved in their living situation and a large group of young people who want to leave home to live in cheap apartments. There will be a great number of one-person households as well a several different types of families and children who divide their time between parents at different locations. By offering diversity of housing types and sizes, and of equipment and services connected to this housing, individual tenants gain the opportunity to create living conditions that bring them quality of life.

In the future households will not merely be consumers; they will also produce various services themselves. One key to this development is modern technology and especially broadband connections. The enormous amounts of information that can be transmitted, and the interactivity and participation this enables, will radically transform the home into a type of workplace, a school, a shop, a health centre, a cultural centre and an amusement park!

Municipal housing companies can contribute at municipal and regional level by:

- ✿ creating safe and secure housing areas in order to increase the attractiveness of the municipality.
- ✿ acting as an engine for local development and collaboration with public sector actors such as schools, social services and police and private actors such as sports and cultural associations/clubs, religious communities, business people, private landlords and tenant-owner associations.

Municipal housing companies can contribute at housing area level by:

- ✿ providing cost-efficient but first class property management, service and maintenance.
- ✿ designing the outdoor environment in order to create a pleasant and secure area that is available and possible to use as recreation, meeting and activity spaces for everyone, and especially for children and older people.
- ✿ working to minimise disturbance levels and for zero tolerance of vandalism.
- ✿ involving the tenants in security activities. The support provided for each other by committed tenants and the trust that this creates means that more people are able to become norm bearers and to set limits.
- ✿ offering different forms of housing, for example cooperative rentals, collective responsibility or “self-management”, which provides tenants with the opportunity to combine voluntary activities with something that is useful to their own lives.
- ✿ making the dwelling units and outside environments accessible so that older people are able to stay in their homes and, as far as possible, receive the care and treatment they need while still living in normal housing.

Municipal housing companies can contribute at tenant/individual level by:

- ✿ offering the tenants tailor-made rental agreements with individual rental conditions, equipment and services outside the collective negotiation system.
- ✿ developing the rental apartment concept in order, for example, to provide tenants with opportunities to carry out decorating and repairs to the apartments themselves and consequently decrease their housing costs.
- ✿ supplying rental tenants with a more extensive service content, for example by offering services that meet the tenants' needs and payment conditions.
- ✿ adapting apartments to the service and knowledge society through, for example, including infrastructure for modern IT.
- ✿ working to help break up the existing oligopoly situation within the IT area and replace it with a neutral infrastructure so that competition and freedom of choice increase to the benefit of the tenants.
- ✿ providing special forms of housing such as housing for seniors or for students.
- ✿ creating good quality housing for older people including, for example, different forms of service, security solutions and meeting places, customer-oriented property management, preventative measures to improve health, prevent falling accidents and counteract isolation as well as enabling care and treatment in the home – both physical care and IT-supported care. This can contribute to making housing more attractive to those who are considering selling their houses and moving to something more manageable when they become older.

SUSTAINABLE DEVELOPMENT

5

Sustainable development concerns satisfying current needs in a manner that does not ruin the opportunities for future generations to satisfy their needs. In accordance with the EC directive, requirements for sustainability reporting have been introduced into Swedish accounting legislation. Sustainable development has three dimensions – the economic, the ecological and the social. The economic dimension concerns careful management of resources, the ecological deals with decreasing environmental impact and resource utilisation and the social dimension includes promotion of participation and counteracting alienation.

Working for sustainable development means interweaving these three dimensions into one whole. This requires well-considered goals and careful follow up down to the individual property level. Basic elements such as budget, accounting, annual closing and auditing are used

within all three areas. When these three dimensions have been combined, there is a good foundation for improvement and quality development.

The municipal housing companies apply, as property owners, an expressed long-term perspective to their task. Buildings are constructed in order to be managed and maintained throughout their entire lifetime. Companies are not bound to the cost price principle, but attempt to achieve a surplus that is used to improve and develop operations in various ways. This long-term approach means that it is natural to encourage developments as concerns technology and the environment. Strong, long-term sustainable company economies are a precondition for being able to make the ecological and social investments necessary to create sustainability within these areas. Investments that, in turn, help to increase property values and companies' economic sustainability.

Social and economic dimensions are covered in the focus area Enterprise with social responsibility.

Municipal housing companies can contribute at municipal and regional level by:

- ❧ decreasing their emission of greenhouse gases by reducing total energy use for heating of buildings and for all the transports included in operations.
- ❧ changing to renewable energy sources.
- ❧ leading the field in modern environmental technological solutions.
- ❧ making life cycle financial calculations for investment decisions.
- ❧ contributing to the fulfilment of the national environmental quality goals, especially the goals concerning a good built environment.

Municipal housing companies can contribute at housing area level by:

- ❧ using healthy materials and ecologically adapting material and working methods in new construction and remodelling activities.
- ❧ taking into consideration the sustainability perspective and especially the importance of more efficient energy use when renovating the buildings constructed during the "record years" (1960s and early 70s).
- ❧ working to achieve certification according to the environmental management system in order to secure the ecological dimension within operations.

Municipal housing companies can contribute at tenant/individual level by:

- ❧ providing tenants with the opportunity to measure and exert influence over their own energy utilisation.
- ❧ working to encourage new behaviour patterns that reduce environmental impact and resource utilisation by both employees and tenants.
- ❧ working to establish well-functioning and cost-efficient systems of waste management that reduce environmental impact and facilitate for the tenants.
- ❧ allowing maintenance costs for property to be distributed over a period of time, i.e. be paid regularly via rental charges and placed in funds rather than postponing these expenses and transferring them to future tenants.

PRECONDITIONS FOR SUCCESS

If municipal housing companies are really going to create value for their municipalities, housing areas and tenants then there must be a stable, neutral body of regulations in place, clearly-defined relationships between the companies and their owners, cooperation within the business area and a secure source of future competence.

A stable, neutral body of regulations

Providing a stable, neutral body of regulations is the task of the state. Stability requires that the body of regulations has gained such broad political acceptance that it will apply considerably longer than each government mandate period of four years. Neutrality means that individual consumers must be able to select the form of housing they require without having to take into account current or future public conditions applying to the housing market. Consequently this body of regulations should encompass the following principles:

- ✎ Municipal and private property owners must operate according to the same conditions in all contexts. In addition municipal housing companies are bound by the principle of public access to official documents, the principle of local operations, the ban stated in the Municipalities Act concerning profit-making operations plus the Public Procurement Act.
- ✎ The subsidies which were previously granted for the construction of rental apartments with the aim of decreasing housing costs have been the equivalent of the tax deduction rights for interest on loans that other housing tenure types enjoy. If rental apartments are to be a competitive alternative in the future, it is essential that this neutrality is restored, for example within the framework of the taxation system.
- ✎ Housing wears out continuously at the same time as large-scale maintenance expenses occur at regular intervals. Costs for wear and tear could, consequently, be included in the rent over a number of years and saved for major maintenance inputs through, for example, tax deductible funds for future property maintenance.

Clearly-defined relationships between the companies and their owners

Each municipality that owns a housing company should clearly state the aim of this ownership and the value that the company is expected to create for the municipality and its residents. This ownership directive should cover basic issues such as operational emphases, economic, social and ecological points of departure plus the coordination that is to occur between the company and other parts of municipal operations. Based on such a strategic ownership directive the municipal housing company is then able to develop operational and business plans for the benefit of the municipality, the housing areas and the tenants. The financial relationship between housing companies and municipalities is to be based on independence. Housing company operations may not be subsidised with taxpayers' money and vice versa – any surplus generated by the housing companies may not be used for other municipal operations. Their value to their municipalities is that the companies' operations generate added value that contributes to the development of the municipality as a whole.

In towns where the market is failing and there are large numbers of vacant apartments it may be necessary to gain government support for municipal and private landlords in order that they can, in the longer run, adapt to future market situation. Such government support must be designed in a competitively neutral manner and consequently not affect the relationship between a municipal housing company and its owner. The Municipalities Act provides municipalities with a clearly-defined space in which to run commercial operations connected with public operations if there is no profit motive. Consequently housing companies may not make a surplus; however this is essential in order to achieve good levels of financial strength, to be able to build new buildings on market conditions and to be able to reserve funds for future maintenance inputs.

Companies must work in a businesslike fashion, which means applying a long term profitability perspective to their operations. It is the municipality that bears the final responsibility for ensuring that the people who live there receive the support and help they need. If, with this aim in mind, the municipality needs to take special measures that require commitments from property owners, then these must be financed by municipal funds and responsibility distributed to all the actors on the housing market.

Business area cooperation

In that there is a greater mix of different housing tenure forms in municipalities, cooperation with other actors in the housing business has become increasingly important. As concerns product development of rental property it is necessary for there to be both cooperation and competition with private landlords. Modern cooperation concerning basic technical, legal and financial matters should be developed at the same time as the importance of stimulating competition cannot be overemphasised. Through constant competition to offer tenants the best combination of quality and price, the rental apartment as a product is continuously developed, thus promoting well-functioning competition that, at the end of the day, will benefit the residents.

Secure competence supply

Future competence supply is a key issue for housing companies. Without skilled and motivated employees it will not be possible to create value, especially as the service content of the product is increasing. People working in the property business have a fairly high average age and up until 2020 extensive recruitment will be necessary in order to ensure that there are competent employees in the housing and property companies and with the contractors.

Social development, and especially current demographic changes, indicates that there will be increased competition for labour force in the future. Consequently it will become increasingly important to strengthen brands and be able to offer attractive workplaces and interesting jobs. Diversity among employees is essential in order to be able to deal with diverse tenants. Business area cooperation is currently underway aimed at disseminating knowledge about the property business and all its various professions among young people and to promote the establishment of educational courses at both upper secondary school level and university level. This activity needs to be developed and strengthened. At the same time it is valuable that the municipal housing companies offer young people job placements when in school, summer jobs etc. and provide the opportunity to carry out university projects as this will encourage interest and provide insights into this field.

With a stable, neutral body of regulations, clearly-defined owner governance, business area cooperation and good levels of competence supply, the municipal housing companies can contribute much - at municipal and regional level, at housing area level and at tenant/individual level – today and in 2020!

A CONCEPT PROGRAMME

SABO COMPANIES MOVING TOWARDS 2020

– creating value for municipalities, housing areas and tenants

What role will the municipal housing companies play in the future? In what way can they contribute? What will their tasks be when 2020 rolls around? Work with long-term goals and strategies is underway within the municipal housing companies and the situation in each particular company and on the local and regional market is used as their specific point of departure. The aim of this concept programme is to provide inspiration for this work and to act as support in the companies' dialogue with their owners.

By promoting the growth of municipalities and regions, integration through diversity and freedom of choice, enterprise with social responsibility, housing with quality of life and sustainable development, these housing companies can be valuable on three different levels:

✦ the municipal and regional level

✦ the housing area level

✦ the tenant/individual level

The prerequisites for these companies to succeed in this mission are that there is a stable, neutral body of regulations in place, there are clearly-defined relationships between the companies and their owners, cooperation within the entire business area is undertaken and that future competence requirements are met. This concept programme is the result of an extensive future study carried out by SABO over the course of a year. Under the leadership of ten CEOs from ten SABO companies, ten studies have been carried out concerning the issues of the future. The contents of this concept programme have been discussed and developed at four regional conferences for elected officials and SABO company management. This programme was adopted unanimously by the SABO Congress in June 2007.

