

Programme Topic Group Social Housing

Theme Maintenance

Rotterdam 3 June 2026

Location (hybrid, the meeting will also be available on MS Teams):

Ortec Finance

Boompjes 40

3011 XB, Rotterdam

The Netherlands

Over the past few years housing associations have increasingly struggled with maintenance, driven by a "perfect storm" of rising material costs, labour shortages, and increasingly strict regulatory requirements. Maintenance is one of the key competences of housing associations and a neglect of maintenance is detrimental to the value of residential buildings.

The current situation (as of early 2026) is marked by record-high spending that is simultaneously weakening the financial stability of many housing providers.

In a dedicated workshop we will address:

- Key drivers of the maintenance crisis
- Impact on operations
- What the European Federation for Living can do to support mitigation of consequences of this crisis

With the support of some excellent guest speakers, we will have an afternoon where we will learn, discuss and create.

13.00 Introductions and setting the scene, Topic Group Leader Corne Koppelaar (Places for People)

13.30 Thomas Wagner, Board member B&O Services, Germany

14.15 Mike Turner, Executive Director Cardo Group, United Kingdom

15.00 Coffee and Tea break

15.30 Dr. ir. Ad Straub, Associate Professor of public organisations and public procurement in construction, Technical University Delft, the Netherlands

16.15 Discuss the next steps. What can we learn within EFL? can we do things together? Do we want any follow up meetings on this theme? Etc.

16.50 Summary and wrap up

17.00 Closure

Speakers profiles

Thomas Wagner

Executive Board, B&O Service, Germany

Driven by a passion for inspiring people and creating meaningful structures, I have built my career around shaping organisations, enabling growth, and delivering value through purposeful change. My professional path combines academic foundations with extensive hands-on experience across multiple sectors, particularly in construction, skilled trades, and the housing industry.



I have led and steered a decentralized company with around 2,000 employees and more than ten subsidiaries, developing strategic perspectives on sustainability and establishing scalable finance and HR structures for growth-oriented organisations. My background also includes building B2B sales frameworks, negotiating and structuring complex contracts, and assessing legal matters with confidence.

Beyond technical expertise, I am known for bridging the “old” and “new” economy, connecting generations within organisations, and approaching every challenge with high commitment, a hands-on mentality, and a strong desire to create impact. With a steep learning curve, strong communication and persuasion skills, and a readiness to travel, I bring both mindset and capability to drive meaningful transformation.

Mike Turner

Executive Director of Cardo Group, Abbeyfield Living Society and Orbit Housing Association, United Kingdom

Mike is a Chartered Engineer and Executive Director with over 25 years’ experience within the property maintenance sector. He has created strategic plans that have delivered significant organisational change resulting in service improvement, growth and profitability. He has particular expertise in procurement and the creation of asset management solutions. Mike is an advocate of relationship management, customer service and how great communication can deliver performance improvement.



He is an Executive Director of the NHMF and was Chair of the NHMF Service Providers Forum until 2024. Mike is an Executive Director of Cardo Group, Chair of the Board of Abbeyfield Living Society and a Board Trustee of Orbit Housing Association Limited. He was also an Executive Director of service provider Ian Williams Limited for over 20 years, Chair of The Housing Forum’s Retirement Living Policy Group and a judge of the West of England Business of the Year Awards.

Dr. ir. Ad Straub

Dr. Ad Straub is Associate Professor of Public organizations and Public Procurement in construction, Department Management in the Built Environment (MBE) at the Faculty Architecture and the Built Environment. His teaching and research interests are: methods and instruments for asset and property management, supply chain integration and collaborative relationships, circular public procurement strategies and business models for sustainable transformation.

