

Plenary 7

Tech in Practice - Germany and the UK

Speakers:

Thomas Wagner, B&O Services

Danny Bird, Aster Group

Jo Hills, Disruptive Innovators Network (DIN)

Chaired by: Mike Turner, Cardo Group

Room: Ballroom



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2026



A german perspective

Thomas Wagner, B&O Service

Translation Real Estate

"Real estate" translated to german is
"Immobilie" - which means not moveable

Provided services must be completed
directly at the place / can't be provided
abroad

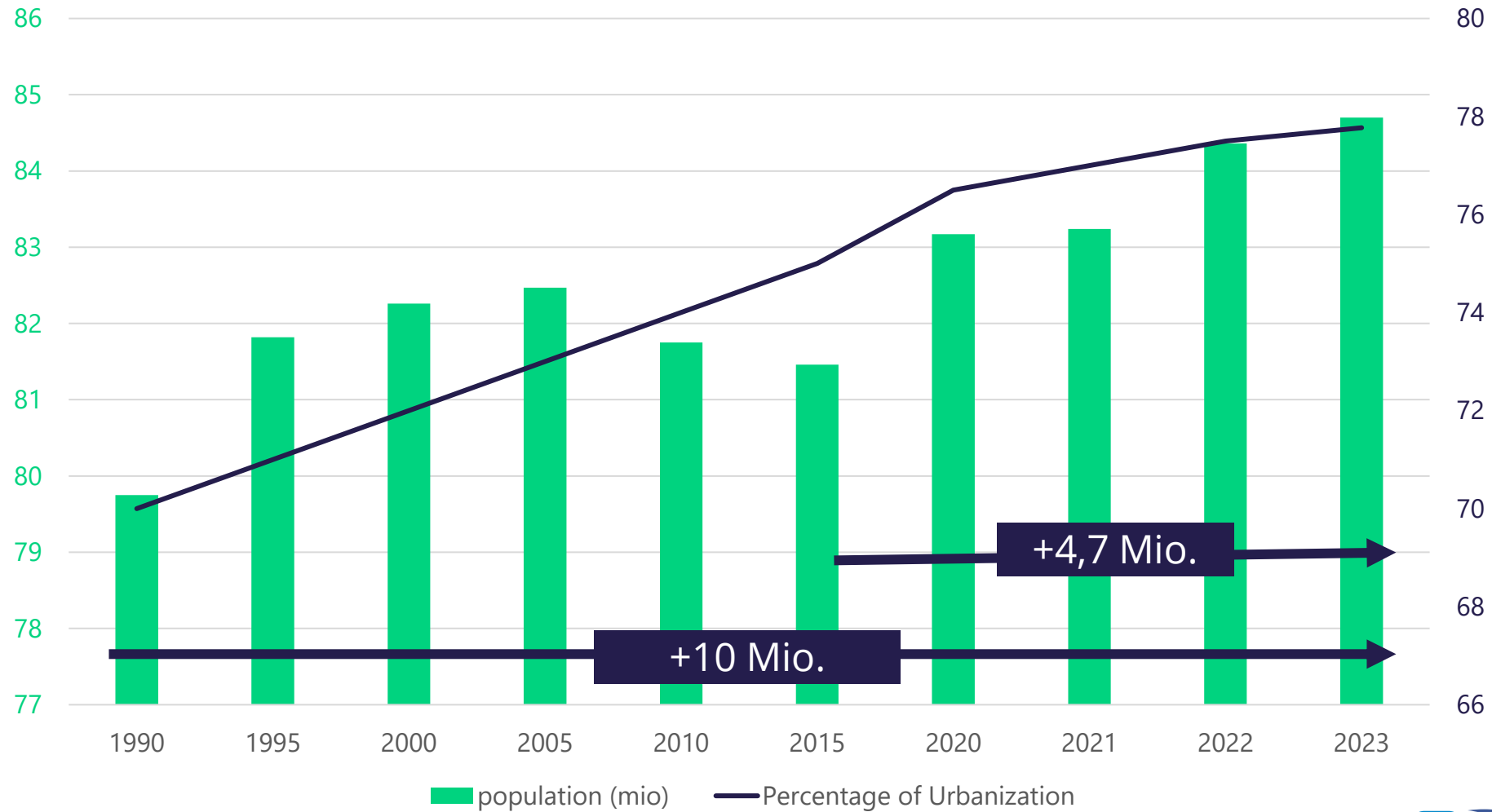
German housing market in figures

units: 42,0 Mio.

rental units: 21,2 Mio. (thereof 8,1 Mio.
professional housing providers)



Development of urbanization



Source: Bundesinstitut für Bevölkerungsforschung



Additional effects

High rental quote

Most people in Germany do live in a rental unit (54%) and not in an own property. Especially in big cities (e.g. Berlin ~85%)

Energy-efficient Renovations

to meet climate goals, the renovation rate would need to be doubled (from 500,000 to 1 million)

More space

The average sqm / person in Germany has increased from 35 to 48 (1990 to 2025).

Need for Age-Appropriate Housing

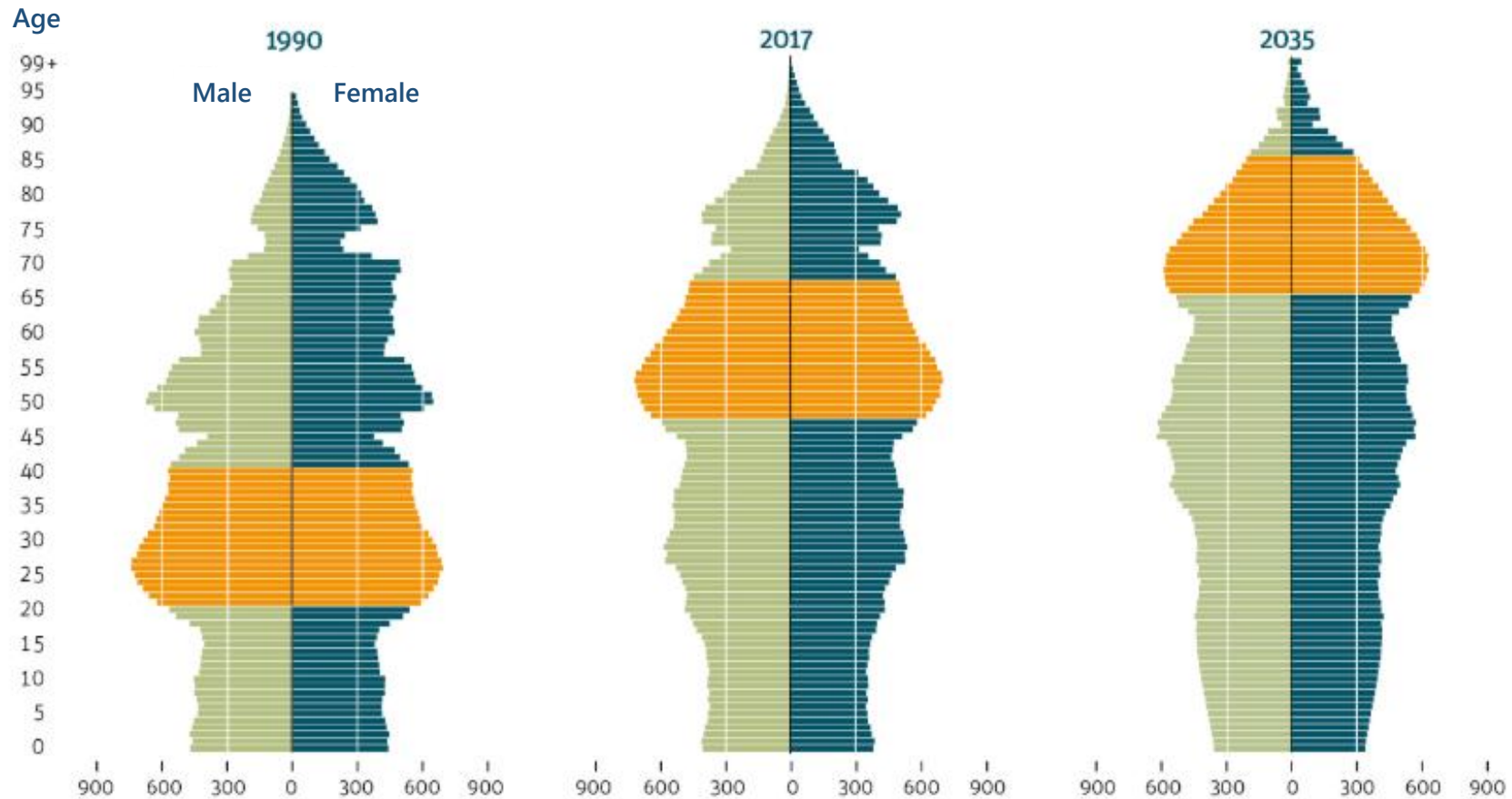
about two million age-appropriate apartments are missing in Germany

Sources: Statistisches Bundesamt, Bundesarchitektenkammer e.V.,
Die Wohnungswirtschaft Deutschland



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Demographic change

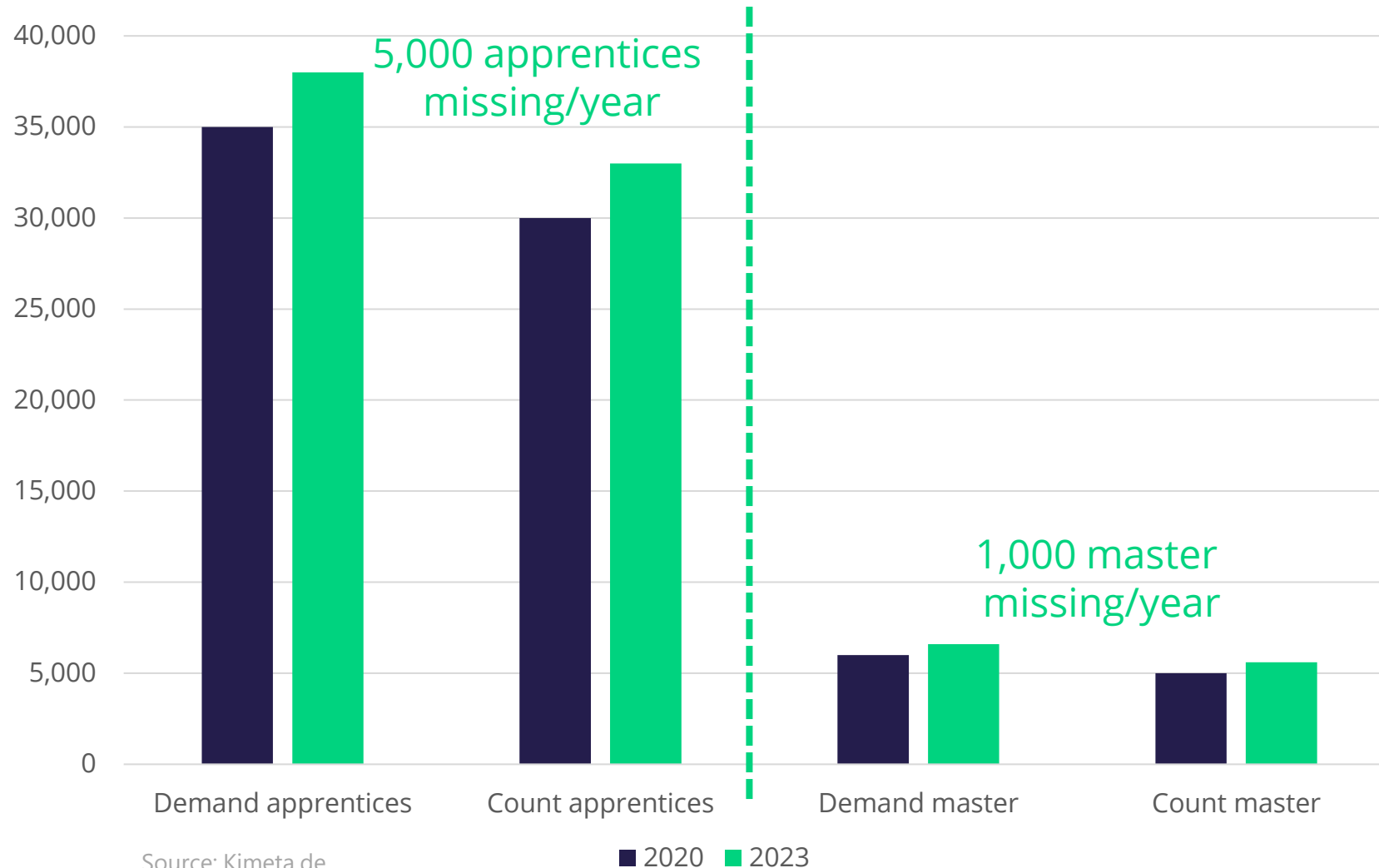


Age-Groups in 2025	Germany (%)	UK (%)
>65 years and older	23,5	19,5
15–64 years	63,3	63,3
<14 years	13,2	17,2

Source: <https://www.berlin-institut.org/themen/national/demografischer-wandel>

Demand vs. Actual number

Apprentices & Masters - plumbing/heating trade



Conclusion

If we summarize all relevant aspects of (shortage of skilled workers, rising urbanization, change of heating systems, expansion of electric energy, etc.) the conclusion must be:

The Input (manpower of skilled workers) will be constant or falling.

How can the output (repaired damages / refurbished apartments) be maximized?

What we do (our Services)



Maintenance

Full Repair Service for Tenants

For our customers' tenants, we handle the entire process from A to A – from the first call to the final invoice.

620.000

residential units under contract

over 1 Mio.

Repairs per year

Voids / Apartment Refurbishment

Thanks to lean processes, standardized service catalogs and high capacities, we implement renovation projects within 4-6 weeks.

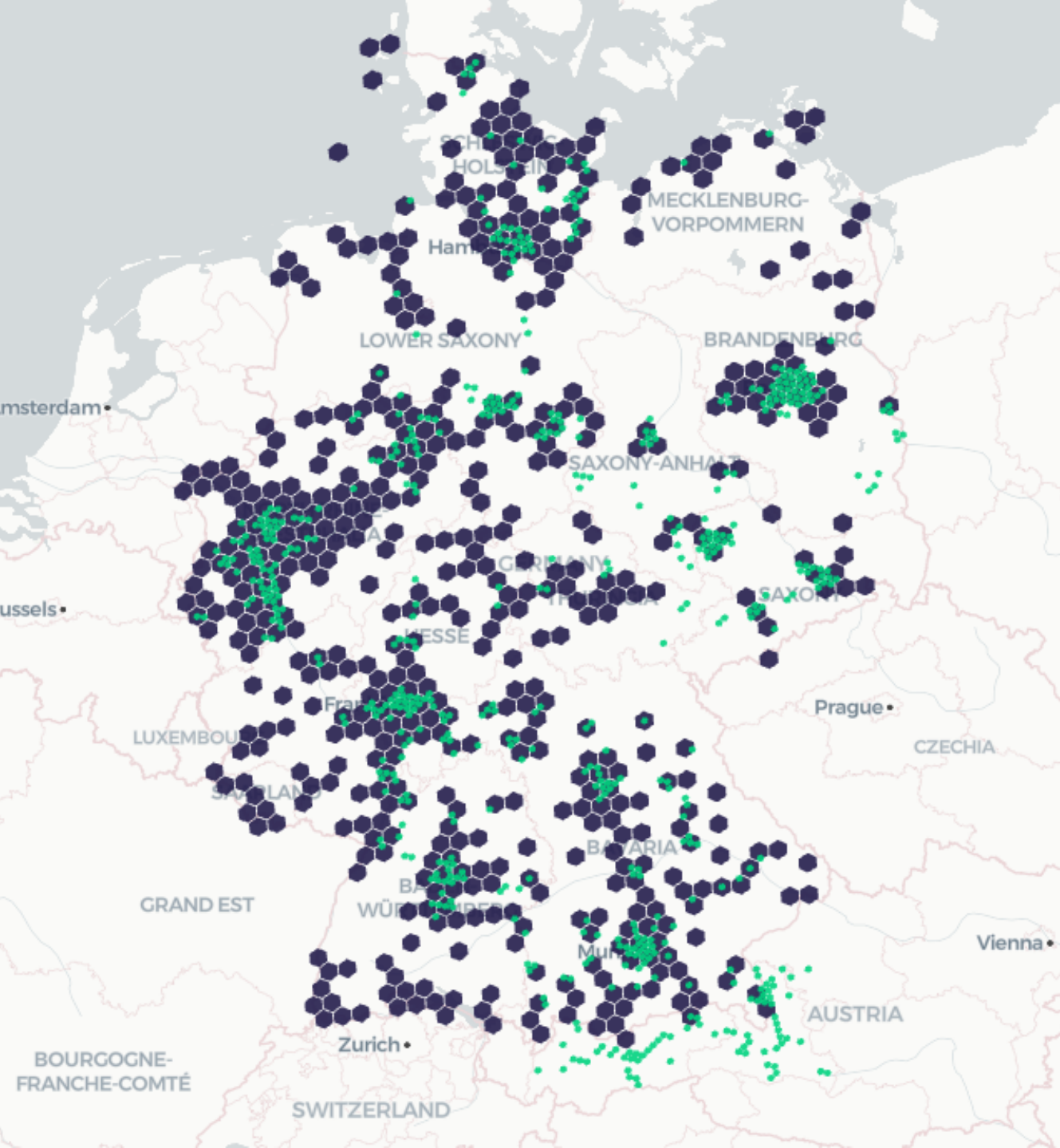
Every project is transparent for all project participants from the initial inspection to acceptance.

over 5.000

modernized apartments per year

Where we are now

with 2.000 employees (thereof 1.000 craftsmen) and over 1.000 subcontractors



⬡ Reactive Maintenance

● Refurbishments

provide carefree and functional living

our challenge

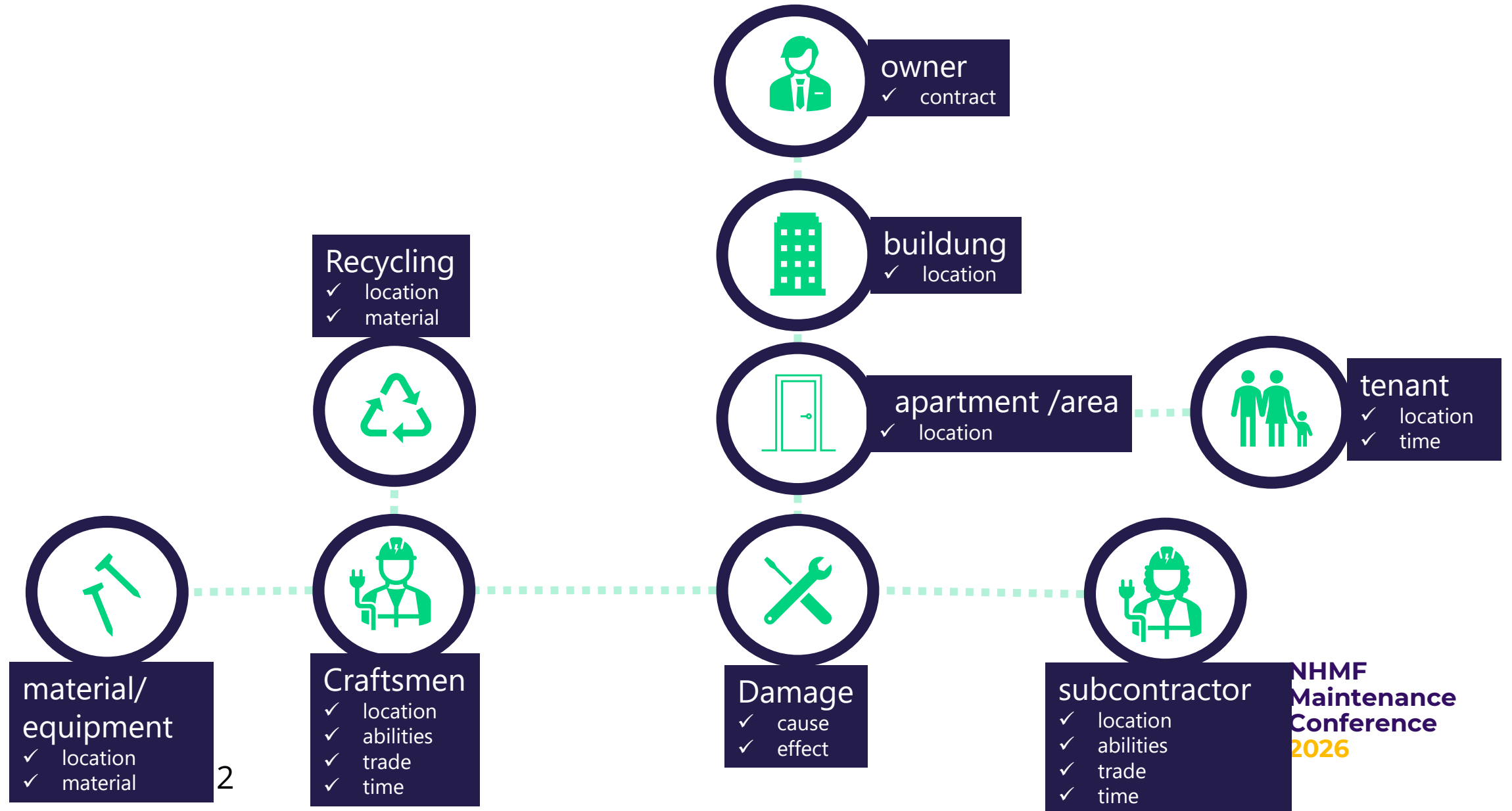


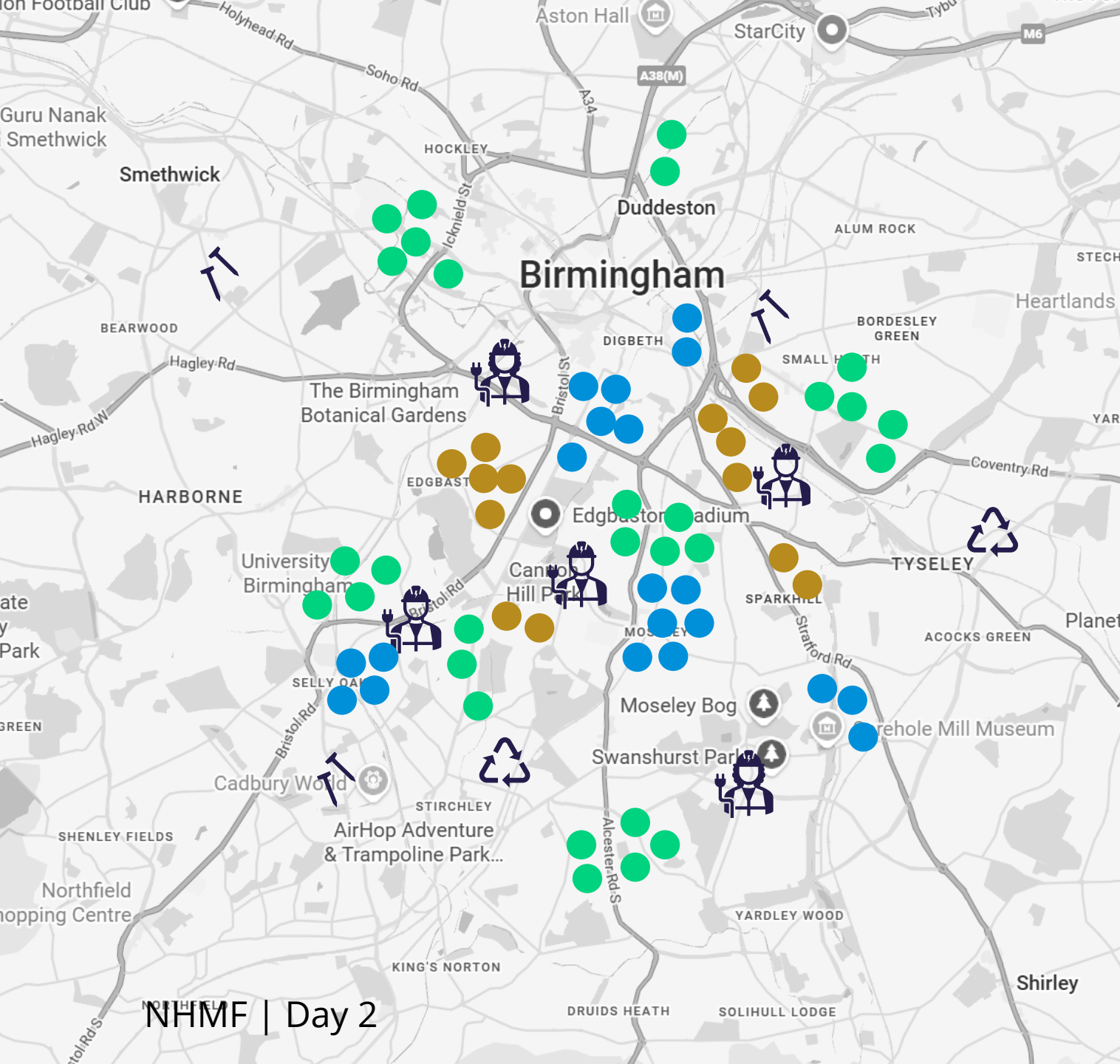
Send the

- right craftsman with the required skills,
- the necessary tools and materials,
- the relevant information,
- to the right place at the right time.

It's all about connecting dots...

Dots to be combined





... combining
the dots the
most efficient
way ...

And how can we do that ?

Our goal

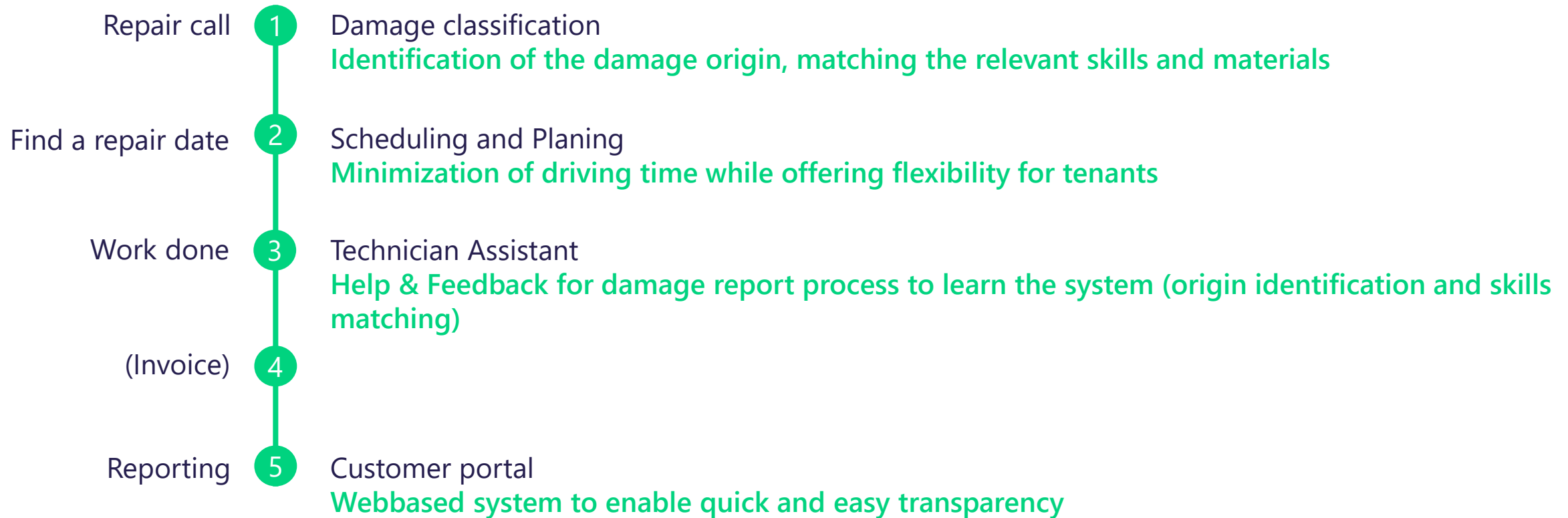


Building the best combined tools to improve the efficiency of every single step of the damage repair process in the real estate

and

Build a product for the customer which delivers the **best value** (cost-benefit ratio via contract model)

Optimizing the Workflow



Virtual AI Agents in Practice

In Office Life



For our employees

Copilot Chat

Smart email assistant, fast problem solver, translator and summarizer

Kiwi

Smart advisor for intent handling in contact center

Boki

B&O Service expert, comprehensive knowledge provider

Field Day Chatbot

Contact finder for your on-site experience day

Service Center Voice Bot

Efficient information provider

Support Voice Bot & Chatbot

Clever problem solver, solution finder and ticket pro

On the go



For our craftsmen

Technician Assistant

Targeted troubleshooting, repair and process helper, documentation specialist, customer-specific information manager

On Site



For our tenants

Service Center Voice Bot

Intelligent request recognizer and authenticator

Tenant Portal

Predictive question responder and fast damage image recognizer

We turn every craftsmen into a B&O Service expert!

This way, we increase first-time fix rate, efficiency, and skills - regardless of individual experience.

Main causes of efficiency loss



Lack of Experience

Due to insufficient experience, craftsmen cannot repair damages immediately (e.g., troubleshooting, repair assistance, component identification, part availability), which leads to follow-up appointments.



Missing Capture of Process-Relevant Information

Technicians fail to record important information, such as whether tenants have home insurance, which is crucial in case of water damage.



Inaccurate and Individual Input in Reports

Input in reports are often inaccurate and written in an individual style, making subsequent processing more difficult.

Feature Scope of the Technician Agent (MVP)



Multilingual Support



Guided Troubleshooting & Guidance for Damage Repair with Process-Relevant Questions



Image Upload & Analysis for Assisted Damage Diagnosis



Multilingual Report Creation → Final report is always in German!

Apartment refurbishment - magicplan



Innovation isn't about waiting for perfect conditions.
It's about starting, learning, and adapting faster than
the world changes.

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Danny Bird, Aster Group



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Learning from one another



Have you ever heard of Stoßlüften?

Stoßlüften involves fully opening windows for a brief time period to quickly replace indoor air with fresh outdoor air, reducing humidity effectively

Seasonal ventilation timing

Recommended ventilation times are 5–10 minutes in winter and 20–30 minutes in summer for optimal moisture control

Benefits and health impact

Stoßlüften prevents mould growth, reduces condensation, and improves indoor air quality while conserving energy

Practical implementation

Cross-ventilation and education help housing associations reduce damp issues and comply with health regulations





Current requirements

Broad sector process

- Receive report of damp and mould
- Logged on the system (with some triage including Customer vulnerabilities)
- Assign an initial categorisation (hazard level)
- Investigate or inspect and confirm categorisation
- Written summary
- Make safe
- Start further safety works & wider remedial repairs
- Keeping accurate records

All timestamped and evidenced to ensure compliance, with full end to end visibility.

Current need

**We need a case management system –
“a single source of truth”**

Parent case

One case per UPRN, with either an open or dormant status avoiding duplication but allowing full transparency with all interactions and subsequent jobs linked

Case management

A complete and unified case tracks all jobs and stages from capture to closure, through systems that works for Operational Teams, DLO or Contractors

Case progression

Mapped statuses with trigger points, flags and countdown alerts to track key stages with exception reports for overdue actions or missing evidence

Dashboards and reporting

An “at a glance” view for the Operational teams on performance whilst providing business assurance and reporting





Operational Teams

- Accurately assign Operatives in line with skillsets increasing first time fix rates
- Operatives can view the key points within parent case, including previous jobs, hazards, notes, vulnerabilities and follow up actions
- Live system updates, tells Customer's when Operatives are on route, delayed or requires rescheduling. Vice versa, informing the Operative when Customers reschedule, cancel, school run. etc
- Operative flows through steps within case to capture dynamic risk assessment, pre-visit checks, mandatory photos, checklists, information and evidence (providing advice and awareness) including timestamps through to job completion or further works
- Allowing the Operative to escalate or de-escalate hazards accordingly

Contracted Services

- Accurately assign Contractors through an interface, depending on skillsets and coverage
- Access to an interface to access Contractor jobs working live within the case providing key points for awareness including history and hazards to keep safe
- Interface will differ from Operatives to allow for Contractor's risk assessments but still uploading mandatory photos, documents and checklists with accurate timestamps
- Ability to update live within the system with appointment details, no accesses, relevant information, job progression, follow on and closure. Vice versa re. the Customer
- Evidencing works completed for compliance including safety information, variations and invoicing



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Intro to DIN



disruptiveinnovatorsnetwork.co.uk

The membership community for social housing organisations wanting to think differently and innovate to transform.



International context for the UK

Similar challenges: Aging demographic, shift to sustainable build and retrofit, skills shortages

But also: Regulatory and financial pressures



Efficiencies and innovation



UK tech innovation in housing property

Tech and best practice - a round-up of examples

ArcAirTech

Fast-acting air systems designed to eliminate up to 99.9% of mould spores and other contaminants both in the air and on surfaces.

A portable unit for a rapid response — simply deliver and switch on to eliminate up to 99.9% of mould spores. Tenants can remain in their homes during surveys and repairs.

Or a fixed wall-mounted unit is for long-term protection, ideal for properties with recurring mould. It eliminates up to 99.9% of spores and helps prevent future growth, reducing repeat maintenance and offering tenants peace of mind.



 ArcAirTech.

UK tech innovation in housing property

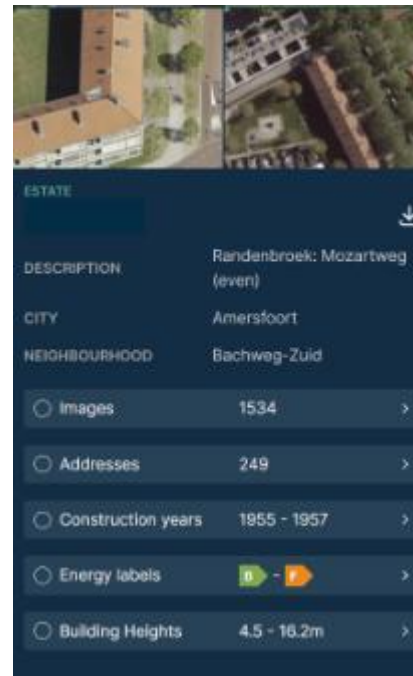
Tech and best practice - a round-up of examples

Spotr

AI-powered property insights platform that helps housing providers carry out virtual stock condition surveys of entire property portfolios, combining AI with streetview, satellite, aerial, open data sources, photos and scanning properties.

Gives visibility on condition, compliance and potential risk plus remedials needed, without endless site visits.

<https://www.spotr.ai/>



ESTATE	
DESCRIPTION	Randenbroek: Mozartweg (even)
CITY	Amersfoort
NEIGHBOURHOOD	Bachweg-Zuid
Images	1534
Addresses	249
Construction years	1955 - 1957
Energy labels	B - F
Building Heights	4.5 - 16.2m



In partnership with
switchee

UK tech innovation in housing property

Tech and best practice - a round-up of examples

Octopus Energy

Tenant Power Tariff

The tariff gives social housing tenants cheaper electricity by linking rooftop solar and battery storage directly to their bills, saving around £200 a year. Landlords benefit too, earning income from surplus energy to reinvest in more upgrades. Fairly shares the benefits of renewable power between landlords and tenants.

Zero Bills

A tariff for specific, highly energy-efficient new homes, guaranteeing no home energy bills for 5-10+ years by integrating solar panels, batteries, heat pumps, and smart tech to generate and store their own energy

<https://octopus.energy/>



UK tech innovation in housing property

Tech and best practice - a round up of examples in the property sphere

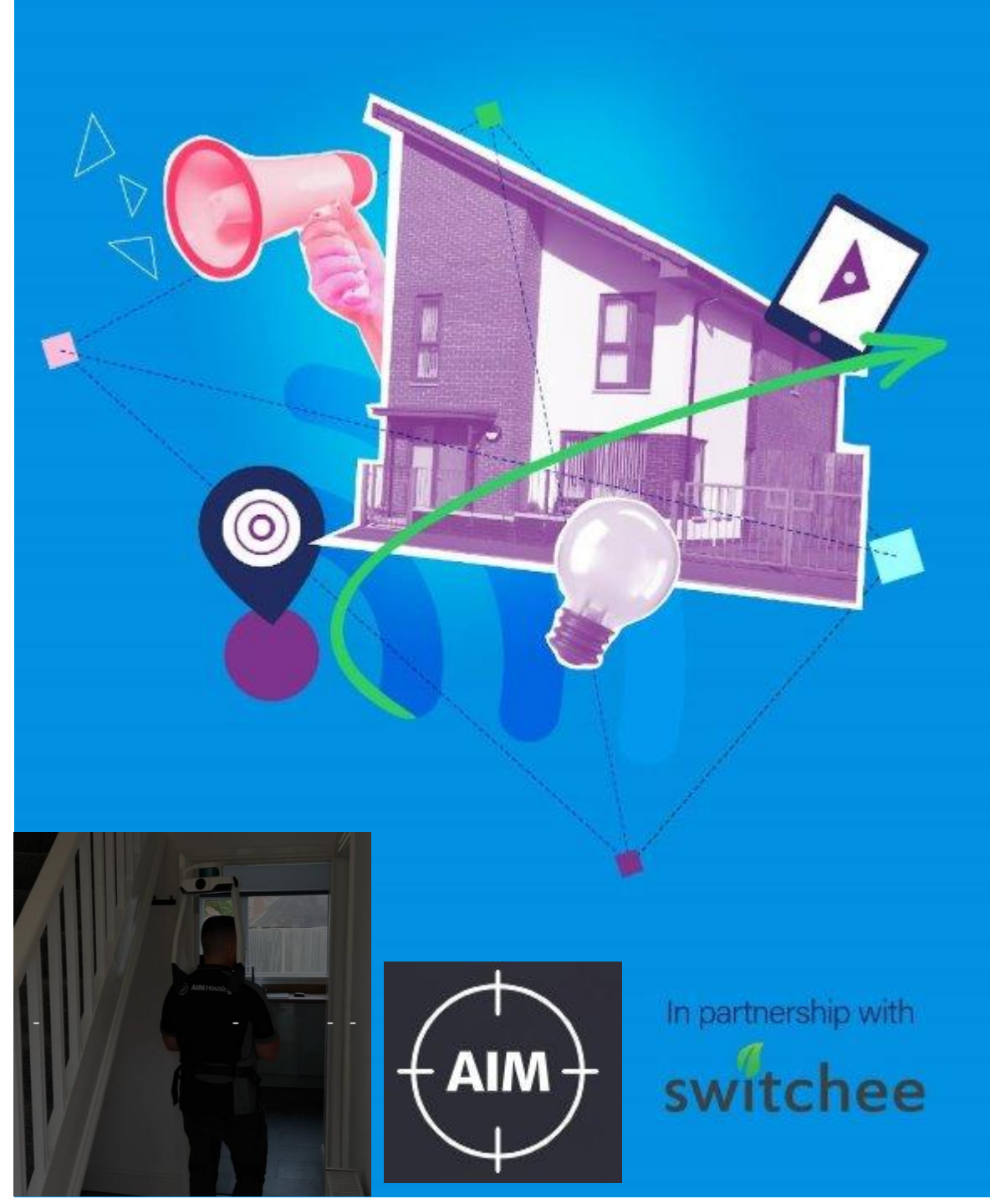
AIM Capture and AIM Visualise

Saves time on repeat site visits, simply by walking round and capturing a 360° virtual model of a home in minutes, complete with measurements, photos, and voice notes - and then managing it all from one central dashboard.

EPC surveys and remote surveys, with drone, light detection and AI integration, making portfolio oversight easier.

Measure anything directly from the AIM Visualise viewer — window widths, wall lengths, ceiling heights, or socket spacing.

<https://aimplatform.co.uk/>



UK tech innovation in housing property

Tech and best practice - a round up of examples in the property sphere

Broad Group

When Broad Group says 'fast build', it means it. The company's modular construction system allowed it to build a ten-storey apartment block in just 28 hours and 45 minutes in Changsha, China.

Its 'living building' system uses prefabricated, bolt-together modules that fit into shipping containers. The result? A low-cost, earthquake-resistant structure that's ten times lighter and 100 times stronger than conventional steel builds.

If ever there was proof that modular construction is the future, this is it.

Watch the process here: <https://lnkd.in/eyRzrcPy>



UK tech innovation in housing property

Tech and best practice - a roundup of some other examples in the property sphere

Resident facing and internal AI agent to solve repairs



App-based, panel-less intercom system and access control

Real time actionable insights on properties from sensor-driven data



Building information management for the golden thread



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How to make tech happen in practice

- Create the right conditions
- Culture of curiosity
- Invest in skills
- Reward experimentation (accept failure!)
- Align with strategy



Thank you.

See you at the
next conference!



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