



Investing in the Future



# **Housing Executive Landlord Services Division**

## **Social Housing Enterprise Strategy**

**2015-2018**

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## Key Drivers

- NI Assembly's Programme for Government: Priority 1 "Growing a Sustainable Economy and Investing in the Future"  
**"Invest in social enterprise growth to increase sustainability in the community sector"**
- DETI - strategic lead on Social Enterprise.
- New Councils - Community Planning/ Social Enterprise from April '15.
  - NIHE Corporate Strategy: Objective 3 - **"Enabling Sustainable Communities"** - growing the local social economy.
    - Landlord Services: Objective 3 -  
**"creating safe, welcoming, supportive and active neighbourhoods"**.

## What is Social Housing Enterprise?

Commercially viable activities which generate **economic & social value** for Housing Executive communities' benefit.

Their intended **Outcomes and Impacts** will grow social capital & create social value leading to transformational and sustainable change.

Value of **“return on (Housing Executive) investments”** will help address issues of social and economic deprivation, and isolation.

## **Social Housing Enterprise Strategy**

**Development of economically vibrant and self-sustaining Social Housing Communities through community-led social enterprise which will create Social Capital and Social Value.**

### **Objectives include:**

- Supporting social (housing) enterprises and social entrepreneurs to access **funding and business support**.
- Creating opportunities for key outcomes to **impact positively** on communities and neighbourhoods.
  - Facilitating collaborative initiatives with key stakeholders to **maximise social enterprise outcomes**.
- Encouraging Social Enterprise Sector to **grow within social housing areas** to build sustainable neighbourhoods.

## Social Housing Enterprise Investment Awards

<u><i>Business level</i></u>	<u><i>Awards</i></u>	<u><i>Target</i></u>	<u><i>Max. Value</i></u>	<u><i>Budget</i></u>
Education Grants	26		£500	£13,000
Start-up grants	26		£1,000	£26,000
Embryonic*	5		£10,000	£50,000
Emerging*	5		£20,000	£100,000
Established*	3		£50,000	£150,000
<u><i>Total</i></u>	<u><i>65</i></u>		-	<u><i>£339,000</i></u>

## **Assets Support**

- **Residential/ Commercial/ Garage Lettings – currently 300 + properties: let at nil rent & rates - equivalent £1.2m social investments annually.**
- **Leasing pockets of surplus land, often the preferred option.**
- **Flexible application of “Meanwhile use” presents opportunities e.g. short term “pop-up” shops.**
  - **Enhanced Asset Management.**

## Investment Support

- **Maintenance Contracts:** use Social (Value) Clauses to create **skills** and **employment** opportunities.
- **“Buying Social” Contracting** - social housing enterprises could provide services in line with “Buying Social” policy, as per the Sustainable Development Strategy for Northern Ireland (2010).
- **Social (Values) Outcomes Framework** - critical tool in assessment and decision making. Note: 5 Areas

**Note: Collaboration with key stakeholders critical - community, voluntary, statutory, philanthropic.**



# First 6 months

- **1st Tranche completed: 76 Applications & 34 awards - 95%+**
- **New Contracts = 6 new social housing enterprises (x2)**
- **Learning & Development Support Services - mapping the sector/ sign-posting: new providers being identified.**
- **“Social Innovations”- new opportunities/ new collaborations**
- **Communications/ Marketing Plan 2016 - challenges of concepts; language; social media: inter-active webpage.**
- **Mentoring & referrals - SE Hubs// HCN// Partnership Boards// SE Service Providers// Councils// ??**
- **Assets Register - vehicles for growth**
- **New Investment Tranches in 2016 - £250k x 2**
- **Plus Social Enterprise Agreements: additional <£35,000 & Community Grants Scheme: + £195,000/ 3**

**- Building narratives/ building legacies?**

## **Strategic Objective for the Housing Social Enterprise Strategy:**

**“Housing Executive investment in  
the creation of  
**self-sustaining** and  
**economically vibrant**  
social housing communities  
throughout Northern Ireland”**

**Social Investments Team**  
**@**

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