



Investing in the Future





**Social clauses
in
Public Service Contracts**

**Housing
Executive**

**Housing Executive's
Housing Services**

**Social Housing Enterprise
Strategy 2015-2018**

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Strategic context and Corporate Mission

- Programme for Government - Assembly's encouragement to build a sustainable economy and invest in social enterprise.
- Housing Executive's Corporate Objectives focus "on creating safe, welcoming, and supportive and active neighbourhoods".
- Housing Division working to achieve excellent Customer Services
- Complementary community-facing strategies support the development of stable communities: impact positively on quality of life experienced by tenants and local communities.
 - Community Involvement, Community Safety, Community Cohesion.
- Now implementing this important new Strategy for its communities.
- Assets Management maximising utility and value of housing stock.

- Regional Housing Authority for Northern Ireland
- 5 Divisions/ 3 Regions/ 13 Areas
- Landlord Services delivering
 - comprehensive housing services &
 - maintaining the housing stockvia Housing Services & Assets Management Divisions
- 85,591 households, urban & rural
- 56,754 (66.3%) – full Housing Benefit
- 10,456 (12%) – part Housing Benefit
- 73,608 (86%) on <£15,600 per annum (CTOS -2014)
- 500 + Social Housing Communities

The Challenge

Despite the significant investments in the social housing over many years, profound issues remain

- social and economic deprivation,**
- our communities most likely to be the most socially disadvantaged & excluded from wider economy,**
- with consequent economic vulnerability and complex social needs**
 - often at the heart of the most disadvantaged communities, and**
- contributing to tenancy and community breakdown.**

most critical issue is POVERTY

Social Housing Enterprise Strategy

*“the development of economically vibrant
and self-sustaining
Social Housing Communities
through community-led
social housing enterprises
which will create
Social Capital and Social Value”.*

Key **Objectives** are to:

- Develop local social (housing) enterprises and social entrepreneurs.
- Support them to access the funding and business support they require.
- Create opportunities for social enterprises to delivery key outcomes which impact positively on their communities and neighbourhoods.
- Encourage and facilitate partnering arrangements with other key stakeholders to optimise local social enterprise initiatives and outcomes.
- Encourage and support the Social Enterprise Sector in Northern Ireland to grow within social housing areas to build sustainable neighbourhoods.

Key Concepts

- **Social Housing Enterprise** is a business set up to tackle social problems experienced by social housing communities*, and to deliver *socially and economically beneficial outcomes* of value to those communities. Those outcomes will impact on different aspects of individual communities.
- * **Social Housing Communities** are those within the Housing Executive's housing stock, whether urban or rural.
- **Social Capital** is the value/ benefits that extend to individuals and communities that co-operate through networking and collective interactions. Social capital contributes to meeting social needs, and is utilised for the public good or benefit of individuals within that group or network.
- **Social Economy** is that business sector geared to creating social capital, and producing social and economic value and social impacts/ outcomes through the trading of goods and/ or services by social enterprises.
- **Social Impacts** are the effects or outcomes of activities which effect social change or benefit for a community.

- **Social Investment** is an investment in a business activity intended for a social outcome and a financial return: may be monetary or non-monetary.
- **Investment Ready Projects/ Communities** are those which have the capacity, skills and organisational arrangements to best manage and deliver on a social investment or loan.
- **Social Firms** are a particular form of social enterprise whose social purpose is creating employment for individuals who find it hardest to get jobs.
- **Social Return on Investment** is the value of the social outcomes resulting from investment activity. Valuation is likely to involve use of financial proxies for social capital, social value and social impacts created to establish the full value of the social and financial returns.
- **Social Entrepreneurs/ ship** are individuals who bring a focus and energy to a social enterprise/ business activity which creates social value for a community (ies), and bring about social change which is transformational and benefits those communities.
- **Health and Well-being** is the quality of life experienced by a community including the physical and emotional health of residents; sense of being safe, free from crime and fear of crime; general and positive sense of place; and their expectations of the future.

5 areas identified as the key Social Outcomes, bringing **Social Value** and benefit to local social housing communities.

- ***Social Capital*** - is the community infrastructure and capacity to represent itself.
- ***Social Economy*** - is the economic activity arising from the enterprise, with activities in relation to employability and employment, and volunteering evident.
- ***The Environment*** - refers to the social and physical environment experienced by the community.
- ***Health and Well-being*** - includes critically important outcomes - **confidence and sense of place**; - **crime and the fear of crime and anti- social behaviour**; - **cohesiveness and inclusivity** of the community, and its **intra- and inter-community relations**; - **physical, emotional and mental health** experienced within the community; and - its **social deprivation and feeling of isolation**.
- ***Services development and delivery*** - best characterised by – ***the development of services of value to the community, but which would not otherwise exist.***

Social Value is the

- transformational benefit arising from a social enterprise
- an element of the social return (on investment)
- its impact should be lasting and sustainable
- measureable through a metric or framework of social value.

A **social enterprise's performance** is measured in terms of

- its contribution to the increase or improvement in one or more of those Outcomes within the community of interest.

Contract Term requires as part of a contract

“the tenderer to create a social enterprise within the lot award area within 12-18 months” from contract commencement date.

Involving:-

- identification of community of interest
- identification of/agreement on viable & sustainable business idea
- investment in development & initiation of that business idea
in collaboration with the community concerned & including
 - provision of employment & training opportunities
 - participation with NIHE’s community involvement framework

- **Liaison** between Communities & Contractors
- **Providing** advice & support re Social Enterprise development
- **Assisting** in identifying & creating opportunities
- **Identifying & creating** skills & learning opportunities
- **Reviewing & reporting** on social outcomes & impacts
- **Identifying & sharing** best practice
- **Supporting** engagement with the wider sector
- **Recording** the narrative of our journey

Collaboratively creating new & innovative approaches to:

- building relationships between Contractors & Communities
- new form of Social Investor
- building skills & capacity within communities
- building community-owned businesses
- increasing income & wealth within & for communities' benefit
- increasing employment & employability
- responding to social & economic deprivation
- achieving stable, vibrant & sustainable Housing Communities
- achieving social outcomes benefiting the wider community

- a new and challenging working environment