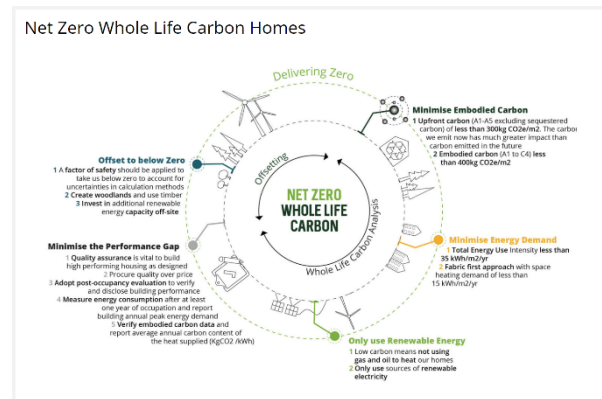


SOCIAL HOUSING PROJECT PORTFOLIO

1.Vision:

My vision is to develop a social housing project on land that I own. This project is driven by concerns around global issues, coupled with the lack of affordable housing for young families living in the community. This enterprise is likely to create or support an intervention that adds value to the world and has been sitting on view for everyone to see for many years. But as noted by strategic management theorists (Bingham and Eisenhardt, 2011) the rule following behaviour of discovering an opportunity, defining it and then hunting for it, in this case, was all but done. However, several key elements come into play with an enterprise of this nature, which requires huge financial investment. The risks associated with this are elements which ultimately have held up project development.

As part of my work at UWTSD I have been privy to intel shared by the Construction Wales Innovation Centre (CWIC), which is responding to increasing demands by the construction sector, to build better, smarter, and greener houses. In addition, I attended the Woodknowledge Wales conference, held on the Lampeter campus which showcased the importance of transforming Wales into a high-value forest nation, encouraging construction methods using locally sourced wood. In addition, their Wales Net Zero 2035 Challenge Group has submitted evidence on how Wales could heat and build homes and workplaces by 2035. I refer to their Net Zero Whole Life Carbon Homes chart which shows Wales can build net zero carbon social housing by following these five principles.



My social housing enterprise would see a maximum of 8 houses being developed. This would address the needs of the target group; young families with children attending the new junior school in the village, located within 100 yards of the project site. My long-term goals and aspirations, which ultimately drive this initiative, are to leave a legacy after my time. My project is more about impact and conscious awareness than profit. The project timeline would be based on planning process and public consultation. It is my desire to involve potential homeowners from the start, allowing for an element of owner engagement in the design and construction.

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2. Opportunity and Value Proposition:

As a result of living within the community where the enterprise will be developed and as a community councillor, I am already aware that there is a strong demand for affordable housing solutions within the community which can also address the issues faced by low-income families. By providing sustainable social housing options that prioritize affordability, energy efficiency, and community engagement, I can meet the housing needs of this target audience and contribute to a more sustainable and inclusive society. Throughout the MVP development process, as part of this course, it has highlighted the importance of clear and compelling messaging: Crafting a concise and compelling value proposition on the landing page of my website for instance would play a crucial role in capturing user interest. This would include iterative feedback and improvement: Regularly reviewing user feedback and making iterative changes to the landing page and value proposition would then lead to a more refined and appealing offering and leveraging partnerships and online marketing: *Ries, E. (2011)*

In addition, the Business Model Canvas framework by Alexander Osterwalder, is a strategic management and lean startup template for developing new or documenting existing business models. By using the framework, it would provide me with a visual representation of my business model and would highlight key aspects such as key partners, key activities, key resources, value proposition, customer relationships, channels, customer segments, cost structure and revenue streams.

When defining a housing value proposition, I can use this Business Model Canvas to clarify how my enterprise is going to create value for my target customers. Some aspects of that would be identifying the unique features of the housing product and service or understanding the specific needs and preferences of my target customers, and determining how I can offer and address those needs better than competitors.

In summary my Business Model Canvas would focus on articulating how I would create and deliver value to my customers through my products.

Sarasvathy, S.D. (2001) 'Causation and Effectuation: Toward a Theoretical Shift from Economic

3. Communication with Stakeholders:

Communicating a vision effectively is crucial for aligning teams, stakeholders, and partners toward a common goal. While Osterwalder's work primarily focuses on business model innovation and value proposition design, he also emphasizes the importance of testing concepts with customers to validate ideas and ensure you meet customer needs effectively. My first steps for communicating my idea therefore with stakeholders will be to hold a public meeting to invite potential stakeholders to include parents whose children attend the local school. This will provide me with an opportunity of exploring the feelings and gaining insight into how others perceive the project. By asking open ended questions and actively listening to their responses, I can gather qualitative feedback to refine my concepts. These one-to-one interviews can provide me with valuable insights into their needs, preferences, and potential pain

would work on the project to take calculated risks and learn from both successes and failures, I can drive innovation and adaptation.

5. Ethical Considerations:

Abraham Maslow's Hierarchy of Needs is a psychological theory that describes the five levels of human needs, arranged in a hierarchical order from basic physiological needs to higher-order psychological needs, and while Maslow's theory primarily focuses on human motivation and behaviours, it can also be applied to the realm of ethics and decision-making. At the base of Maslow's hierarchy are physiological needs such as food, water, shelter, and sleep. In an ethical context, ensuring that individuals have access to these necessities is a fundamental ethical consideration. The ethical considerations when developing my social housing project will be to ensure that the housing project provides equitable access to safe, affordable, and quality housing for all members of the community, regardless of their socioeconomic status, background, or other characteristic. This includes engaging the community and involving potential residents in the planning and development process. It will be important to be transparent in decision making processes, budget allocation and resource distribution is essential. In addition, it is vital that I address the environmental impact of the housing project. This must include promoting sustainable design and construction practices, minimizing environmental harm, and ensuring that the project contributes positively to the local ecosystem. Having lived in the village from a childhood it is important for me that I preserve the cultural heritage. This involves respecting local traditions, historical landmarks etc and ensuring that the project does not negatively impact the cultural identity of the community. Affordability and Fair Pricing will also be a consideration, and this should be reflected in the pricing of the housing units. It will be important to ensure that the housing remain affordable for the target population and that pricing structures are fair and transparent. Ensuring the quality and safety of the housing units is a fundamental ethical consideration. Adhering to building codes and safety standards, as well as providing adequate living conditions for the residents. Conducting a comprehensive social impact assessment to understand the potential effect of the housing project on the community, including both positive and negative impacts is an important ethical consideration.

Maslow, A.H. (1943). A theory of human motivation. *Psychological Review*, 50, 370-396

6. Personal Motivation:

There have been several scholars and researchers who have made significant contributions to the field of personal motivation. These are Abraham Maslow, B. F. Skinner, Edward L. Deci and Richard M Ryan, Carol Dweck and Clayton Alderfer, to name but a few. I feel that I can relate to Carol Dweck's mindset theory which distinguishes between a fixed mindset and a growth mindset, which shows how an individuals' belief about their abilities can impact their motivation, resilience and willingness to learn and grow. My project is driven by a profound sense of purpose, social responsibility, and a desire to make a positive impact on my community, whilst at the same time, learning the new techniques and knowledge required to enable me to do so. Having studied Social Science with the Open University I have a deep-seated concern for social justice and a commitment to addressing housing inequality and homelessness within my community. I am genuinely committed to community development with a strong belief in the

transformative power of safe, affordable housing in fostering thriving resilient neighbourhoods. Having always had a nice home and a safe environment to live in, I feel that I have a social responsibility to use whatever skills gained to influence and contribute positively to society and make a difference in the lives of others. To maintain motivation throughout the development of my social housing project I would employ several strategies to sustain my passion and commitment ranging from regularly revisiting the purpose behind my vision. Reflecting on the purpose and impact of the social housing project can reignite personal motivation. This can involve revisiting stories of individuals who will benefit from the housing as well as reminding myself of the broader community impact. It would be important also to celebrate milestones and achievements along the way as this can provide a sense of fulfilment and motivation to continue making a positive impact. It is however extremely important to practice an element of mindfulness management to ensure that my ideas do not run astray. Experts in the field of mindfulness have noted that this can ensure a more rounded approach to self-awareness.

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Salovey, P. & Mayer, J. D. (1990). Emotional intelligence. *Imagination, Cognition and Personality*, 9(3), pp. 185-211.

7. Financial Strategy

I am fortunate that I own the land where I plan to develop my social housing enterprise, and this will provide me with some leverage so that I can use that as security to get a bank loan to help move the project to its full potential. In addition, previous attempts to build on the land have received positive feedback from the Bank of Wales who were willing to consider supporting an application for an investment loan. Social housing enterprises can explore multiple revenue sources to ensure financial stability. These may include government subsidies, grants, donations, rental income, partnership with developers or investors and other funding sources. Identifying investors, as well as encouraging a buy in from potential community, who would like to play a part in the development, by investing in their own house is also a consideration. I feel that I would be able to communicate my vision to develop this enterprise in a way that would inspire and persuade external groups either as funders or partner organisations, volunteers, and my own family members, to gain their affiliation and support. Having also assisted in funding applications on several occasions, and at community level, I feel confident that I would have a project which could attract funding by way of community support and development. The bonus of introducing a rent to buy element on the houses to be sold would offer an incentive for young families to get a foot on the property ladder without that creating financial difficulties for them in those former years. I will develop a Long-Term Financial plan that outlines financial goals, projections, and strategies for achieving sustainability and growth. Elements that will need to be considered within this would be inflation costs, market trends, regulatory changes and community needs in my planning. I would need to ensure I identify and assess financial risks that could impact sustainability, such as funding cuts, economic downturns, regulatory changes, or unexpected expenses. By incorporating these components into a comprehensive financial strategy, a social housing enterprise can

enhance its financial sustainability, fulfil its social mission, and provide quality housing services to those in need. Regular review and adjusting the financial strategy in response to changing economic conditions, regulatory requirement, and community dynamics to adapt to evolving challenge and opportunities will be paramount to the success of the enterprise.

8. Resource Management:

When considering the management of resources, one must consider several elements. The greatest resource is my own time, developing the concept. Effective time-management will be crucial if I am to meet the specific needs of my value creating activity, the social housing project. I must also consider if I am able to make the most of limited resources available and at what cost to the overall project. Planning will be crucial if this is the case as developing a social housing project will require a wide range of resources. As part of that I will require financial resources either by way of investment or financial borrowing. This could be done via grant opportunities, private investors and even community fundraising efforts. All of which takes time and a lot of focus as there may be a range of avenues which need to be explored, and this can create a conflict of interest between what funders require and what investors need. 'There is debate within academic circles about the effectiveness of effectuation' which some people cruelly call the Ineffectual cycle, as this is a way of thinking and decision-making based on the idea that entrepreneurs create their future by taking action and making things happen. However, I am a qualified Chef by trade and therefore *mise en place* is embedded in my thinking and the way I plan activities and projects. This will depend on having the right skilled labour and expertise around me to help me reach my goal. One very important element for this project is the acquisition of land and as I am the landowner then I feel that I have an important element of the enterprise. Having purchased several properties over the years and managed the renovation, I have considerable understanding of how to navigate local planning authorities ensuring legal compliance for a smooth project execution. Building strong relationships with the local community and engaging potential residents in the planning process are also valuable resources, this can include conducting community consultations, gathering feedback and fostering a sense of ownership and pride in the project.

9. Team Building:

As noted from the course material, an effective leader is more likely to monitor and utilize emotions to regulate and motivate not only themselves but those around them (Madrid, Niven & Vasquez, 2019) Furthermore, George (2000) explains having a positive mood at work creates more effective and broader thought processes in certain types of decision-making abilities, while negative moods can even foster improved systematic information processing. It is important therefore to build a team around you who are positive and supportive of the project being developed as well as including those who may challenge certain elements by highlighting threats and complications. The team that I currently have on board for my project are my business partner, who has vested interest in the success of this project, was a graduate of St David's University in 1981 and went on to develop a business in partnership with me in Lampeter. I have an independent planning officer working on this project with us, who is also from the same village and understands completely the dynamics of the local community. In addition, my brothers are successful builders and live in the same village. I work at the University and already have a good relationship with staff members at

CWIC (Construction Wales Innovation Centre) which has links with Woodknowledge Wales. This will be important for ensuring the social housing project is developed in line with current thinking around ecofriendly and affordable homes. I would like to think the project could be used as a pilot project to influence other housing developments in the area. I have already had conversations with a consultant from the Bank of Wales regarding my project and I will be pursuing that avenue of conversation again once I am in a better position to share this vision fully. Clearly additional team building will develop as the project moves on and it will be of vital importance that any new additions to the team have the same mindset.

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10. Adaptability:

Working through this PG Certificate in Entrepreneurial skills I have been made to think outside the box in many ways and to not be too focused on my original idea for my social housing project. During the second assignment I had to consider 3 different uses for my land, and with that came 2 focus shifts.

The first focus shift was to offer luxury chalets for vacation experiences. The value proposition highlights personalized services and picturesque locations. The customer segments include high-income individuals and families seeking exclusivity, as well as companies for corporate retreats. The channels now involve online travel agencies, luxury travel agents, and social media platforms. The revenue streams expand to include additional services, such as catering and guided tours.

The second focus shift is on timber shepherd huts for a glamping experience. The value proposition emphasizes the quaint and cosy nature of the huts, made from sustainable timber. The customer segments include nature lovers and outdoor enthusiasts, as well as event organizers and wedding planners. The channels involve glamping booking platforms, wedding planning agencies, and social media marketing. The revenue streams expand to include hosting events and special occasions in the shepherd huts.

However, the value proposition for my original idea of a social housing project emphasizes energy efficiency and eco-friendliness. The customer segments include individuals and families looking for long-term sustainable housing, as well as enthusiasts and advocates of green building. The channels and key partners are aligned with the target audience, aiming to reach them through online platforms and collaborations with environmental organizations. Although there will be higher costs due to the need for sustainable materials and technologies this will be outweighed by the long-term savings on energy and maintenance costs. It has been quite a revelation to consider other uses for this land and this is still open to interpretation.

11. Agile Management:

I plan to use Agile management in my enterprise/venture by clearly defining my vision and goals for the social housing project. This requires my understanding of the problems which I will then need to solve, what key requirements and constraints I may be faced with. Hopefully my vision will guide my project and will help me to prioritise the tasks in hand. I intend to involve all relevant stakeholders, including community members, local authorities, housing experts, as well as potential residents. Their input and feedback will be crucial to the success of my project. Using the Agile management features, I will break down the project into manageable parts that represent specific features or aspects of the housing development. Working with stakeholders means I can use their stories to influence my decisions based on their key priorities and required impacts. This will be important for ensuring that the most critical aspects of the project are addressed first. I will continuously reflect on what has worked well and what could be improved after each iteration is delivered. I will also be open to change and ready to adapt my plans based on any new information or feedback. Agile methodologies are designed to accommodate changes in requirements or priorities and for this project it will be important for me to be aware of these key requirements if my project is to be successful. By applying Agile management principles to my social housing project, I can foster collaboration, adapt to changing needs, and ultimately deliver a housing solution that meets the needs of the community in a more efficient and responsive manner. During my time working at the National Library of Wales I was privy to learning about using the Agile methodologies to manage projects within the IT department and then adapted those principles as Head of Unit for the People's Collection Wales. I found that daily communication with my team to visit all elements of our projects helped to develop clear and positive communication between all.

Ries, E. (2011) *The Lean Startup: How Constant Innovation Creates Radically Successful Businesses*. 1st edition. London: Portfolio Penguin.

12. Leadership Perspective:

In an entrepreneurial context, leadership plays a crucial role in driving innovation, managing risk and fostering a culture of creativity and agility. I have explored a number of leadership views from Transformational Leadership, where leaders inspire and motivate their teams to achieve extraordinary outcomes. This is especially valuable for fostering a shared vision and empowering team members to take ownership of their work. Then there is the Servant Leadership where the leaders prioritize the well-being and development of their team members. This could be useful for my project because in an entrepreneurial setting, servant leadership can help create a supportive and collaborative work environment, where individuals feel valued and empowered to contribute their best to the overall success of that project. I do not feel that I would be a Risk-Taking Leader but find myself drawn to both Innovative Leadership and Authentic Leadership qualities as both provide genuine and transparent Leadership which are guided by strong ethical principles. In practice, effective entrepreneurial leaders integrate elements of multiple leadership views and with that in mind I would also find myself drawn towards the Visionary Leadership views as well as Resilient Leadership qualities as they both take responsibility for dealing with any adversities as well as driving the project towards its long-term goals respectively.

I include my extended list of Bibliography here:

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