



3 Year Business Strategy

2012 - 2014

CONTENTS

• Executive Summary	Page 3
• Background and Introduction	Page 4
1.1 Who are we?	Page 4
1.2 What do we do?	Page 4
• Vision, Mission, Values and Strategic Targets	Page 5
2.1 Vision	Page 5
2.2 Mission	Page 5
2.3 Values	Page 5
2.4 Desired impact	Page 5
2.5 What do we offer as a charity?	Page 5
2.6 Limitations	Page 6
2.7 Role model test bed and innovator	Page 7
2.8 Strategic targets Projects that will be	Page 8
• Filling a gap in existing provision	
• Meeting a social injustice	
• Providing a housing solution	
• Providing a learning opportunity	
2.9 New project preference areas 2013 onwards	Page 9
2.10 The criteria for accepting or rejecting potential projects	Page 10
• Organizational structure	Page 11
3.1 Trustees	Page 11
3.2 Chief Executive's <i>Advisory Panel</i>	Page 11
3.3 Meetings	Page 11
• Assumptions	Page 12
4.1 Core funding	Page 12
4.2 Resources Strategy	Page 12
4.3 Replication Strategy	Page 13
4.4 Communications Strategy	Page 13
• Outline Action Plan Priorities 2012 – 2015	Page 15

EXECUTIVE SUMMARY – PRIORITIES FOR THE NEXT 3 YEARS

- Commonweal Housing is a housing based **Action Research** charity.
- We have developed a **track record of working collaboratively** with expert service delivery partners to develop, establish and pilot new and innovative housing based solutions benefitting those that have experienced different forms of social injustice.
- We aim to **capture the learning from our pilot projects** and to **disseminate the lessons learnt** to encourage and **facilitate replication of successful models** maximising the impact and beneficiaries.
- In developing our pilot projects **our focus will be on the quality of the learning** we distil as well as the innovation and new solutions we hope to deliver.
- Our measure of success in terms of our projects is not **how many but how good**.
- **Our priorities** as set out in this 3 year Business Strategy are:
 - Maximise the **replication of Re-Unite** including exploring options for establishing it as a franchise or licence structure
 - Securing additional **third party capital funding and social investment** to enable delivery of more projects
 - Publication of the **Chrysalis Project evaluation** and establish successful replication model
 - Successful **delivery of the Peer Landlord model** including independent expert evaluation
 - **Raising the profile of Commonweal** further amongst policy makers, and leading third sector agencies and delivery partners
 - **Strengthening further the skills base amongst Trustees and the Advisory Panel**
- Subject to securing appropriate funding to deliver pilots projects of a meaningful and appropriate size, and identifying suitable project partners Commonweal aims over the period of this plan to **commence at least one and ideally two new projects**

1. BACKGROUND AND INTRODUCTION

1.1 Who are we?

Commonweal Housing is a unique charity. We use our resources to support and develop, in partnership with others (charities and housing associations), new and innovative role model pilot solutions to different forms of social injustice.

We are proactive strategic partners in developing the role model not the front line service delivery.

We then use some of our resources to commission independent external evaluation to test if our solution really is a role model and working as we hoped. If proven, we then play our third role of campaigning, promoting and lobbying others to replicate the successful model elsewhere, wherever a need exists.

Since 2007 we have spent over £4.5M with a further £4M of identified funding already earmarked for projects over the period of this plan.

Commonweal Housing Limited has a small core staff team of just two people who are overseen by a Board of Trustees.

The charity is extremely grateful to members of its voluntary Advisory Panel. These leading experts from across the fields of housing, charities and social injustice provide support, advice and guidance to our Chief Executive and staff team. We are grateful to these individuals for the generosity in their support of the work of Commonweal Housing.

1.2 What do we do?

Examples of our projects to date have included:

- **RESET (2006-2008)**– meeting the housing and support needs of young people existing young offenders institutes
- **Re-Unite (2007 – to date)** – providing housing with support to mothers who would be homeless upon release from prison. Cutting through the catch 22 of them being homeless and therefore unable to take custody and care of their children and because they don't have care of their children they are unable to secure suitable family housing. The Re-Unite model is already being replicated this year to benefit other mothers and their children across the country.
- **The Chrysalis Project (2009 – to date)** – working with women seeking to exit prostitution, especially street sex activity, providing quality transitional accommodation aiding the move on from high support hostels and helping secure the positive steps forward they have taken in their lives.
- **Peer Landlords (2011 to date)** – parallel supportive shared housing models being developed with two specialist delivery partners for young people and former hostel dwellers. The project aims to support growing self-esteem and peer mentoring to aid the transition to securing and maintaining independent housing and employment as well as reducing the risk of downward spiral once high support provision is withdrawn.

We are currently considering potential future project areas around:

- Those that have experienced a miscarriage of justice
- People with acquired brain injuries (ABI)
- Apprenticeships and employment

2. COMMONWEAL HOUSING'S VISION, MISSION, VALUES, VISION AND STRATEGIC TARGETS – RE-AFFIRMED BY THE BOARD OF TRUSTEES DECEMBER 2011

2.1 Vision:

'Developing innovative housing solutions to social injustices, capturing the learning and achieving replication of proven successes'

2.2 Mission:

'A housing charity established to continue a family philanthropic legacy that aims to work in partnership with others as a test bed, innovator, researcher and campaigner for new models and new ways of working to find housing based solutions to different forms of social injustice.'

2.3 Values:

- Innovative, rigorous, learning, campaigning
- Openness and integrity
- A genuine commitment to working with partners who can deliver work in supporting people who fall through the net because of social injustice

2.4 Desired impact:

'Achieving policy and operational change – *securing positive and enduring benefits for those experiencing social injustice.*'

2.5 What do we offer as a charity?

Housing – The flexibility to target and acquire housing options specifically for projects rather than trying to fit new housing schemes and projects in to an existing property portfolio.

Passion – A genuine sense as an organization and a Board of Trustees that demonstrably 'want to do good' and are determined to do just that.

Focus – Small portfolio of projects. Commonweal Housing will identify priority project areas on a periodic basis; seeking to maintain a balanced portfolio of projects especially in terms of areas of social injustice being addressed.

Innovation and Ideas – A willingness to identify and accept new and challenging ideas where it is felt they can deliver solutions.

Independence – The charity does not normally seek to deliver the solutions or replication itself and can therefore lobby and campaign for policy change or future replication funding from a position that does not impact upon (or could be seen as conflicted by) its own future business plans or income streams.

Learning and Evaluation – Commissioning of independent evaluation of all our projects as well as documenting learning from our partners as projects progress

Funding – Although adequate to commence the core priorities of this strategy, the amount of funding available is limited. There is a need to secure additional streams of capital investment funding if we are fully address some of the social injustices identified and to maximize the potential of our projects.

Others will need to supply the resources for replication of models shown by Commonweal Housing and its partners to be effective.

2.6 Limitations

A key limiting factor at this stage is **capacity** and the need for Commonwealth Housing not to overstretch in terms of financial or human resources. The risk of raising expectations which cannot be delivered would thus impact on credibility.

The Trustees will seek to grow capacity prudently and appropriately over the course of this business strategy period to ensure delivery of our ambitions.

Building and maintaining relationships with other organizations is key to addressing some of the concerns about capacity. We aim to enhance these relationships further and increase our empathy with and understanding of effective operating styles to secure delivery of our desired outcomes for projects and the individuals within them.

As part of our annual consideration of the world in which we are operating a full SWOT analysis is considered by Trustees. In summary as at December 2011 this looked like:

<p style="text-align: center;"><u>Strengths</u></p> <ul style="list-style-type: none"> • Available capital and operational revenue funding • Willingness to take (calculated) risks • Track record of how we want to operate • Connections • Unique Selling Point(s) – USP • Evaluation of projects 	<p style="text-align: center;"><u>Weaknesses</u></p> <ul style="list-style-type: none"> • Limited resources (£ and people) • Revenue funding for projects • Reliant upon partners for delivery • Relatively small scale pilot projects • Operating in a very wide field • Limited campaigning track record as an organisation thus far
<p style="text-align: center;"><u>Opportunities</u></p> <ul style="list-style-type: none"> • Growing demand – more social injustices • Building on success of Re-Unite • Public spending cuts increasing focus on new solutions that work • Replication of successful pilots • Lots of potential partners interested in working with us • Philanthropic investment funds 	<p style="text-align: center;"><u>Threats</u></p> <ul style="list-style-type: none"> • Public spending cuts – impact on revenue funding for partners • Property market – lack of property purchase funding and limited rental stock availability • No guaranteed funding • Overstretching • Potential dilution of delivery upon replication

2.7 Role model test bed and innovator

The notion of Commonwealth Housing as a test bed for innovation and role model projects is broadly welcomed and understood by the outside world – it is the right place for Commonwealth Housing to be.

This role carries certain expectations and requirements if Commonwealth Housing is to achieve credibility and become a known and **recognized brand**.

Constant pipeline – seeking new projects on a regular basis but always going back to the coal face and seeking new challenges; considering emerging areas of social injustice and new ways of tackling existing injustice.

Partnerships – Need to be seen as an organization that people can work with and will want to work with – partnership principles will aid replication. Commonwealth Housing is to operate future projects as an equal partner as a minimum, with the potential, where this is considered most appropriate, to run projects completely and buy-in, on a contractual basis, service delivery.

Project phases – Aim to have 6 / 7 projects running at any one time at different stages of development and requiring different input from Commonwealth Housing:

1. **Idea Sourcing** – To date experience has suggested a ratio of circa 30:1 in terms of ideas considered through to more detailed consideration and ultimate adoption.
2. **Detailed feasibility / due diligence stage** – Including business plan review and demand analysis up to contract negotiations.
3. **Project initiation stage** – Signing of contracts and fundraising if necessary.
4. **Project implementation stage** – Including process learning, constant internal evaluation and review and learning cycle.
5. **Evaluation stage** – Actual evaluation arrangements to be established at stages 3 and 4. Expert external evaluation to be a review of the project 'in full swing'.
6. **Promotion stage** – Campaigning and lobbying on the outcomes of the project and evaluation, seeking policy change / expansion.
7. **Replication stage** – increasing the number of beneficiaries of the model
8. **Exit stage** – enabling Commonwealth Housing to extract its capital investment to enable investment in new projects and tackling emerging injustices.

2.8 Strategic targets

Commonweal Housing has the ability (in terms of charitable objectives) and the willingness (on the part of Trustees) to consider potential projects across a broad range of different housing needs or areas of social injustice.

However, the limited resources mean it cannot do everything. Commonweal Housing will have a wide range of target areas it will consider but once one has been selected we aim to go in deep and have a significant impact. Our aim is summarised as:

– Achieving change –

This has been described as '*deep penetration into the subject rather than less fundamental impact across a broader front*'.

The fundamental consideration when considering new potential project will be is it:

- ***Filling a gap in existing provision***
- ***Challenging a social injustice***
- ***Providing a housing solution***
- ***Providing a learning opportunity and a hypothesis to be tested***

Commonweal Housing will then consider potential projects in relation to:

- a) The current list of *preference* areas to achieve a balanced portfolio (NB these will be 'preferences' rather than exclusive unequivocal lists).
- b) The revised *10 point criteria* for accepting or rejecting projects.

2.9 New project preference areas 2013 onwards

Commonweal's new project focus over the course of 2012 will be the completion of property procurement for our new Peer Landlord projects. This together with procurement for our extension Re-Unite North London programme will fully deploy available capital for 2012.

Commonweal is currently seeking to identify and work up projects for 2013 and hopefully then annually thereafter.

When considering new projects, Commonweal Housing puts a premium on new and innovative solutions.

With limited staff and other resources, Commonweal Housing seeks to focus its efforts and also wishes to maintain, wherever possible, a balanced portfolio of projects seeking solutions across a range of different social injustices. Therefore, on a regular basis (no less than every two years), the Trustees will review and publicise its project preference areas. It is stressed that these are 'preferences' rather than exclusive unequivocal lists.

The list below was agreed by the Trustees in December 2011 and covers the 24 months through to December 2013.

Commonweal Housing is interested in receiving proposals that may not fall neatly in to the areas noted below but which can demonstrate that they meet the Trustees overall target of filling a gap in existing provision.

As an illustration of potential areas of interest Commonweal Housing has identified the following as areas of social injustice and therefore possible areas for future projects:

- Those with a specific housing and support needs as a result of suffering a **miscarriage of justice**
- Women with housing and support needs due to **fleeing forced marriages**
- Solutions for those with **indeterminate immigration status** and / or **no recourse to public funds**
- Housing needs of severely **overcrowded multi-generational households**, especially with adult children;
- Working with people who have an **acquired brain injury (ABI)**
- **Trial tenancies** linked in with apprenticeships or other structured employment or training programmes;
- Medium term **leasehold options and equity build-up** opportunities;
- The **affordability** of housing
- Innovative solutions for **re-using empty properties** especially around **mutually supportive housing**.

2.10 The criteria for accepting or rejecting potential projects

The following '10 point criteria' is used as an initial guide to assess whether potential projects may be suitable for development by and support from Commonweal Housing:

1. The **pilot project should ideally be able to be established in London** or in those locations designated for easing housing stress in London, such as Thames Gateway or Milton Keynes. Commonweal will seek to replicate projects nationwide where needs exist.
2. The project must either solve a housing **need that is not currently being solved**, or endeavour to solve a need in a more significant and measurable way than is being achieved by current solutions.
3. The project must be supported by demonstrating a clear **understanding of the details of the housing need** being experienced by people with that need.
4. The project will be operated in a spirit of **openness** to offer learning and help for those who would want to replicate the prototype on a larger scale.
5. The project must be suitable for being developed as a **prototype role model**, striving for best practice at all stages.
6. The prototype project, when proven, should be **suitable for being replicated** on a larger scale by other organization.
7. The medium to long term performance of the project must be assessed according to the **criteria set by third party experts**, who will measure and report on performance at pre-determined frequencies.
8. Commonweal Housing will principally provide the housing or the **finance for the housing element** of the project, but will work with partners on securing revenue funding where necessary.
9. The project must go through rigorous levels of **scrutiny and due diligence** to test viability.
10. The project must, within a **7 to 10 year period**, return **Commonweal Housing's initial housing investment** according to agreed terms so that it can be recycled in other housing projects.

3. ORGANISATIONAL STRUCTURE

3.1 Trustees

During 2011, in line with good practice, the charity undertook a governance review, in particular assessing the skills and experience represented by Trustees. Trustees recognised the changing needs and skills required as the charity grows and becomes more diverse in its operations.

Whilst demonstrating that Commonweal overall had a very strong Board the decision was taken to expand the Board seeking an additional Trustee to help boost areas of relative weakness and to aid robustness and continuity going forward.

The Board will undertake similar skills audits no less than every two years.

3.2 Chief Executive's *Advisory Panel*

Commonweal Housing is a small charity with limited staff resources. Therefore, for the Chief Executive, there is a lack of internal 'sounding boards' as often found in larger staff teams to help bounce ideas and thoughts around before needing to take them to Trustees.

Trustees' time is precious and needs to be best used for the good of the organization. It is felt that primarily, this should be in undertaking the formal Governance role of the charity and in making the key strategic decisions.

Commonweal Housing has therefore established an informal '*Advisory Panel*'. The panel includes leading figures in the charity sector, housing, legal, social injustices and academic.

The Advisory Panel is an informal voluntary arrangement with no role at all in the governance of the charity. There is no remuneration offered for anyone joining the panel, although Commonweal Housing would cover reasonable travel expenses.

3.3 Meetings

Board meetings currently take place every quarter with the June quarter meeting also operating as the AGM. This frequency is considered appropriate for the effective Governance of the charity.

In addition to formal Board meetings Trustees meet periodically on a one to one basis with the Chief Executive. The Chair meets with the CEO on average once a month.

The Trustees aim to meet at least once a year as a group with the Advisory Panel.

Commonweal Housing holds an annual strategic away day in the autumn providing Trustees and invited guests an opportunity to consider key matters in greater depth.

4. Assumptions & Core Strategies

4.1 Core Funding

In making the proposals set out in this outline 3 Year Business Strategy, the following assumptions have been made:

- Grove End Housing Limited, for the duration of this strategy, will continue to be the principle funder for the activities of Commonweal Housing in terms of direct operational and revenue costs for the charity's core operation including rental subsidy for properties leased from GEHL for projects. (NB as opposed to project revenue costs incurred by project partners).
- GEHL will commit a sum in excess of £500,000 per annum for the duration of this strategy as capital finance for new property acquisitions.
- Continued trickle transfer of unencumbered freehold / long leasehold title to acquired properties from GEHL.
- Commonweal Housing will seek to identify new core income streams, where viable and appropriate, which may include, over the terms of this plan, options such as (but not necessarily specifically or exclusively):
 - Capital investment for property purchases via third party philanthropic and other investment funds and / or investors
 - Market renting of residential property not allocated to specific charitable projects (up to Charity Commission income limits);
 - Revenue return on invested project capital via rental income where this can be accommodated in individual project business plans;
 - Return on intellectual capital invested in role model projects, possibly via replication by franchise or license, but also including potential consultancy activity where fees may be charged by Commonweal Housing, focused upon the learning and unique business operations of the organization.

4.2 Resources Strategy

- To maintain positive relations with principle funder (GEHL) by demonstrating positive outcomes and activity:
 - i. *Maintain core office / operational costs*
 - ii. *Secure additional capital funding beyond current £9M for core project delivery up to 6/7 capital projects*
- Provide a secure medium term depository for philanthropic investment funds and companies' corporate social responsibility budgets / funds
- Target additional third party funding for *extras (including but not specifically)*:
 - i. Boosting pilot phase property portfolios – enhancing critical mass, increasing evidence base for proof of concept
 - ii. Acquiring property stock for replication projects
 - iii. Acquiring additional properties for existing role model pilots
- Hone investment model
 - i. Clarify realistic yield (if any)
 - ii. Clear SROI / CSR story
- Identify philanthropic investment funds
- Medium term (10 year +) deals to minimize risk of loss against capital investment
- Actively court other Trusts and Foundations for strategic tie-ins and relationships (capital)

4.3 Replication Strategy

- Key aim being to maximise the impact and the number of beneficiaries of successful projects
- Commonwealth Housing aims not to be directly involved with administration or coordination of replication projects within say 5-7 years
- Core activity to grow the market for replication projects by
 - i. Raising awareness amongst both potential providers of services and commissioners / purchasers
 - ii. Identifying clearly and promoting the cost benefits and social return of projects
- To provide replication partners with as much support as feasible to ensure projects are sustainable
- Ensure clarity on 'what the product is' – what do people have to do to say they are delivering a Commonwealth replication Project?
 - i. Constant theme throughout project development and evaluation
 - ii. What are the fixed deliverables and what are possible variations?
- Branding and identity – appropriate levels of protection
- Ethos of constant learning – 2nd stage evaluation
- Identifying possible sustainable revenue funding options
- Establishing clear 'product pack'
 - i. Project manual & documentation
- Detailed and binding legal Replication Agreements
 - i. Outlining expectations on all sides
 - ii. Monitoring & reporting requirements
- Facilitating and coordinating Replication Networks (ideas sharing and annual conferences)
- Provision of up to £20K year 1 seed corn (revenue) funding for replication partners
 - i. Staged payments at key points
 - ii. Not specific budget funding

4.4 Communications Strategy

Why a communications strategy?

- Key aim to ensure that the charity is:
 - **Visible** – more people will know and understand who we are, what we aim to do, how we do it and what our successes have been.
- AND
- A **Recognised brand** - as a kite mark for quality, tested projects.
- Therefore for Commonwealth the purpose of communications is ensuring that:
 - **Policy and decision makers** know who we are and value our views
 - **Funders** will support our activities
 - [communications] **Assist in replication** of projects and solutions
- Commonwealth will have a **two pronged communications strategy**:

i. Project specific communications

- This element of the strategy to be delivered via methods such as:
 - a. Maximising benefits from formal evaluation reports which will be published on our (and partners' websites) and distributed directly in full to relevant key contacts
 - b. Production of attractive summary version of report for wider circulation and 'lobbying'
 - c. Replication conferences and seminars with current, future and potential replication partners
 - d. Specific seminars and conferences
 - e. Seeking to secure editorial and feature coverage in relevant trade publications
 - f. Regular updates to Commonwealth Housing website

ii. Communications to advance the causes and aims of the Charity notably to demonstrate activity and momentum, enhance the credibility of the organisation and access a wider range of project interests

- This element of the strategy to be delivered via methods such as:
 - a. Regular updates to Commonwealth Housing website
 - b. Regular E-Newsletter
 - c. Regular press releases where possible
 - d. Seeking speaking opportunities
 - e. Display materials
 - f. Use of informal networking and profile raising opportunities by Chief Executive and all Trustees
- Specific use of Chief Executive's Advisory Panel to help promote and widen the 'circle of friends' of Commonwealth.
- Commonwealth will also identify and use other technology based communications methods as appropriate such as social networking sites, text messaging etc.

Costs

- Much of the communications strategy can be achieved at little direct cost to the organisation other than officer (and Trustee) time – itself something that should not be undervalued – there are however key elements where direct costs may and probably will be incurred. These will include:
 - i. Engagement of communications consultants to help deliver this strategy
 - ii. Commissioning professional writers / journalists to assist in producing summary evaluation reports
 - iii. Printing and distribution costs of publications other display materials
 - iv. Conference / seminar venue costs
 - v. Potential hospitality costs when seeking to optimise informal networking opportunities such as lunches or dinners.
 - vi. Travel costs to attend conferences or other formal speaking opportunities
- Commonwealth Housing will seek wherever possible to secure appropriate specific sponsorship or other support in kind to minimise direct costs to the charity as and when it undertakes such activities.
- Notwithstanding this Commonwealth Housing recognises the importance for this charity of an effective communications strategy and delivery to maximise our effectiveness and achieve its' learning and replication goals. Therefore it will ensure that adequate budgetary provision is made.

5. ACTION PLAN 2012-2015 (Priorities highlighted in bold)

2012

Re-Unite

- Satisfactory completion and submission of Re-Unite Year 2 reports to funders to secure year 3 funding commitment.
- **Successful establishment of further Re-Unite replication projects in key strategic priority areas.**
- **Establishment of clear service delivery / monitoring protocol – maintaining the brand.**
- Development of Commonweal exit strategy from front line Re-Unite promotion – including consideration of formal links with other strategic partners such as Women's Breakout.
- **Work with Housing for Women to ensure sustainable revenue stream in place for Re-Unite South London from April 2013 onwards**
- Ongoing campaigning / profile raising publicity where appropriate
- 3rd Re-Unite Replication Network Conference (June / July)
- 2nd Interim report on Phase 2 evaluation of Re-Unite South London and replication models - promotion and publicity of outcome

The Chrysalis Project

- **Final evaluation report to be available Q2**
- **Promotion and campaigning – including major Seminar in Q3/Q4**
- First replication proposal identified and progressed

Peer Landlords

- **Completion of property acquisitions by Q3**
- Ongoing evaluation and feedback process – active feedback and action research involvement from appointed evaluators
- Compilation of coherent project / procedure manual (including monitoring regime);

Social Investment Model

- **Successful model in place and investment / capital funding being received**

New Project Development

- **Conclusion of 2013 project development - Board sign off September**
- Commencement in late 2012 (if approved and funding available) / early 2013
- Ongoing process of idea sourcing, liaison with Advisory Panel for 2014 project

Organizational Management

- New Trustee appointed at AGM – June 2012
- Implementation of pro-active communications strategy with external consultants Matter & Co including production of Commonweal E-newsletter in January 2012
- Successful external audit – January
- Production of Annual Review for sign-off by Trustees – AGM June 2012
- Strategic Away Day - November

2013

Re-Unite

- **Final Phase 2 evaluation report Q2**
- Major campaigning / profile raising publicity where appropriate
- 4th Re-Unite Replication Network Conference (June / July)
- **Establish clear and sustainable exit strategy from Re-Unite South London (with effect from 2015 onwards) buy-out of properties / return on investment**

The Chrysalis Project

- **Replication of model elsewhere in place / momentum growing**
- Consideration of potential Phase 2 evaluation requirement
- Ensure adequate project funding in place via St. Mungo's.
- Commence discussions with St. Ms on buy-out of properties / return on investment.
- Promotion and campaigning for replication

Peer Landlords

- **Interim year 1 evaluation report received Q1**
- Promotion and campaigning – having established values / benefits and replication model

Social Investment Model

- **Ongoing investment / capital funding being received**
- **Successful reporting back to investors and positive feedback received**

New Project #1 (Miscarriages of Justice?)

- Commencement of property acquisitions Q1/Q2
- Commencement in late 2013 / early 2014 (subject to approval and funding)
- Clear evaluation brief / strategy in place and potential evaluators identified

New Project Development

- Conclusion of 2014 project development - Board sign off September
- Commencement in late 2013 / early 2014 (subject to approval and funding)
- Ongoing process of idea sourcing, liaison with Advisory Panel

Organizational Management

- E-Newsletter produced and distributed January
- Successful external audit – January
- Clear future capital funding / Social Investment structure in place to supplement ongoing support from GEHL.
- Production of Annual Review for sign-off by Trustees – AGM June 2013
- Bi-Annual Governance Review to be considered by Trustees – September
- Strategic Away Day - November

2014

Re-Unite

- **No further frontline promotion / facilitating activity from Commonweal.**
- Attendance (but not necessarily organizing or facilitating) at 5th Annual Re-Unite Replication Network conference

The Chrysalis Project

- **Replication of model in place / momentum growing**
- **Establish clear and sustainable exit strategy from Re-Unite South London (with effect from 2016 onwards) buy-out of properties / return on investment**
- Phase 2 evaluation project in hand if required
- Promotion and campaigning for replication

Peer Landlords

- Interim year 1 evaluation report received Q1
- Promotion and campaigning – having established values / benefits and replication model
- Seminar (Summer)

Social Investment Model

- **Ongoing investment / capital funding being received – growing investor portfolio**
- **Successful reporting back to investors and positive feedback received**

New Project #1 (Miscarriages of Justice?)

- Property acquisitions all completed by Q1
- **Evaluation contract in place and review / feedback process working well.**
- Initial interim evaluation findings by end Q4

New Project #2 (TBC)

- **Commencement of property acquisitions Q1/Q2**
- Evaluation contract in place by Q3

New Project Development

- Conclusion of 2015 project development - Board sign off September 2014
- Commencement in early 2015 (subject to approval and funding)
- Ongoing process of idea sourcing, liaison with Advisory Panel

Organizational Management

- E-newsletter distributed January 2014
- Successful external audit – January
- Clear future capital funding / Social Investment structure in place to supplement ongoing support from GEHL.
- Production of Annual Review for sign-off by Trustees – AGM June 2013
- Strategic Away Day - November

2015

- **Implementation of new three year business plan and strategy as agreed by Board December 2014.**