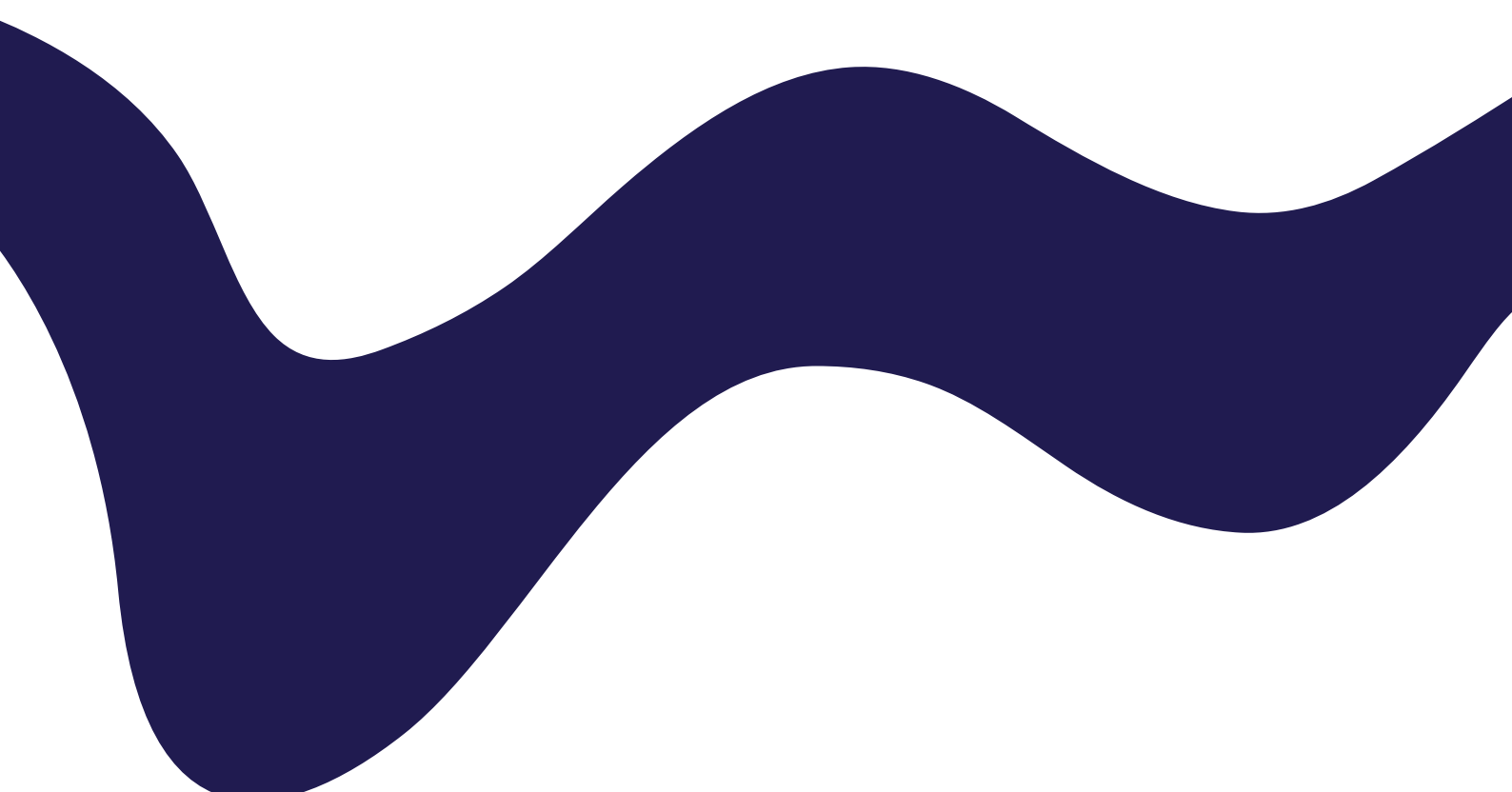


Commonweal Housing Annual Review

2010/11



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“Without Commonwealth, our vision would not have been realised to help women coming out of prison reconnect with their children. They are a great organisation to work with – supportive, challenging and stimulating.”

Elizabeth Clarson
Chief Executive, Housing for Women

Summary of the year 2010/2011

JUNE 2010	<ul style="list-style-type: none"> • Two new Trustees appointed at the charity's AGM – Laurence Newman and Robert Nadler. • Re-Unite featured in <i>Inside Housing</i> magazine, the main social housing trade paper • Commonweal, together with Housing for Women, present a session at the main Institute of Housing Annual Conference in Harrogate • Prof. Roger Matthews from London South Bank University appointed to lead the two year evaluation of the Chrysalis Project – our partnership with St. Mungo's, addressing the housing and support needs of former street sex workers • Establishment of Chief Executive's Advisory Panel – a range of high profile associates and experts to support and provide a sounding board for the CEO – widening the support base. • Commonweal awarded Carbon Smart award for environmental awareness and seeking to reduce carbon emissions in line with published environmental policy
JULY 2010	<ul style="list-style-type: none"> • First <i>Re-Unite Replication Network</i> seminar held in Oxford for partners delivering and seeking to deliver Re-Unite programmes across the country • Successful fund-raising programme for Re-Unite South London continues – eventually securing donations and commitments totalling £350,000 over three years
SEPT 2010	<ul style="list-style-type: none"> • National Re-Unite dissemination seminar held at County Hall London for 30+ representatives from central and local government, the criminal justice system, women's centres, housing providers, third sector partners, funders and magistrates
OCT 2010	<ul style="list-style-type: none"> • Completion of acquisition programme for the Chrysalis Project • Ongoing discussions with potential Re-Unite replication partners in Birmingham, Manchester, Gloucester, Calderdale, Brighton and North London
NOV 2010	<ul style="list-style-type: none"> • First strategic Away Day for Commonweal Trustees and members of the Advisory Panel – reflecting upon the changed world post the general election and reviewing the early 3 Year Business Strategy • Development of Peer Landlord model • Further development of Commonweal's innovative model of social investment.
DEC 2010	<ul style="list-style-type: none"> • Re-appointment of Prof. Loraine Gelsthorpe from the Institute of Criminology at the University of Cambridge to undertake a second stage evaluation of Re-Unite. This will provide a longitudinal evidence base that early promise is being fulfilled and to include an evaluation of the new replication projects • Approval by Trustees and publication of new 3 Year Business Strategy 2011-14
JAN 2011	<ul style="list-style-type: none"> • Notification that Re-Unite has been shortlisted for the prestigious Centre for Social Justice Annual Awards
FEB 2011	<ul style="list-style-type: none"> • Publication of article on the Commonweal model for social investment in <i>Welsh Housing Quarterly</i>
MAR 2011	<ul style="list-style-type: none"> • Approval by Trustees of new Peer Landlord Projects and new Re-Unite Replication Project in North London for delivery in 2011/12.
APR 2011	<ul style="list-style-type: none"> • Commonweal awarded Carbon Smart Silver status – demonstrating our efforts to reduce further our carbon footprint and positive steps taken over the course of the year
MAY 2011	<ul style="list-style-type: none"> • Signing of Re-Unite replication agreements with Midland Heart and Anawim, establishing Re-Unite Birmingham

Chair's Message

The year from June 2010 to May 2011 saw a focus on internal change for Commonweal. In our first full year with a full-time staff team and an expanded Board of Trustees, we recruited a voluntary Advisory Panel of experts and supporters, and we thank them for using their knowledge and experience to guide us in finding ways to address social injustice in housing.

External changes made our work more challenging as spending cuts and the plans of the coalition government got under way. It has been a difficult year for any voluntary organisation dealing with homelessness and housing. People who are already marginalised and vulnerable are losing support structures designed to help them build a constructive future before any alternative is in place.

The work of Commonweal is now more important than ever because we have the freedom and will to test initiatives and to find new solutions to address social injustice.

The scale of cuts to the public and voluntary sectors has accelerated the pace of change. I am determined to avoid the risks that come with that. Opportunities to replicate the effective solutions Commonweal has pioneered to tackle social injustice will not be lost because potential partners are overstretched or cannot get access to resources. When specialist housing projects can be overwhelmed with demand, the small but vital contribution of Commonweal must be protected to support innovation and resilience.

We are committed to transparent reporting. Below are the four goals we presented in last year's annual review and my view on how we have performed.

Our Goals for 2010/11 were:

1. *Maximise the benefits of the Re-Unite evaluation for achieving change*
We have helped Re-unite to become widely known through publications, conference presentations and seminars. This has helped us to begin to work with support providers and housing providers to help replicate this successful model across the country. This government's commitment to continue much of the work initiated as a result of the Corston review of vulnerable women in the justice system provides a context which makes replication more possible.
2. *Embed the role model principles within the successful operation of Chrysalis*
Analysis is ongoing – the evaluation by Prof. Matthews and his colleagues will report finally in 2012, and we aim to use his report to show how this model can help prostituted women to build stable and constructive lives.
3. *Continue to build wider relationships with others to deliver the organisation's vision*
The Advisory Panel has involved senior figures from across housing, homelessness, the charity sector, academia and the law. Building such links has helped Commonweal communicate its achievements. We have joined representative and special interest groups such as London Funders.
4. *Develop and commence our next project meeting the Trustee's strategic target*
This will be the supportive shared housing model – Peer Landlord – that we are developing in partnership with both Thames Reach and Catch 22, leading organisations in their respective fields of single homelessness and young people. We believe this timely scheme will enable people who have overcome challenges to take more responsibility in helping others along the same journey.

"Delivering projects is good but it is not good enough... Replication of what we have developed will be the true success for Commonweal"

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We will continue to focus on the core purpose of Commonweal as restated by trustees at our first strategic away day at the end of 2010: "Delivering projects is good but it is not good enough... Replication of what we have developed will be the true success for Commonweal."

Therefore our goals for the coming year can be summarised as:

1. **Replication** – growing the number of Re-Unite projects across the country and focusing the second year of the Chrysalis evaluation on what replication of this project will look like.
2. **Dissemination of learning** – working with and challenging project partners to identify and share key features of all our projects. Being clear on what works for a role model project and, just as importantly, what doesn't work.
3. **Capital funding** – we aim to develop our capital funding model and secure additional funds to supplement the generous support which we continue to receive from our principal benefactor, Grove End Housing.

I want to add special thanks to all the charitable Trusts and Foundations that have generously funded the revenue requirements of our flagship Re-Unite South London project. The Trustees are delighted that our work has won support from a wide range of organisations. We aim to build upon those relationships and consider further strategic partnerships and activity in the future.

I wish to record my thanks to all my fellow Trustees for their hard work and support over the last year. In particular I am grateful to Laurence Newman and Robert Nadler for agreeing to join us as Trustees last June and for the generous gift of their time to Commonweal throughout the year.

Fiona Mactaggart MP

June 2011

Chief Executive's comments

Commonweal Housing... so what?

This is a question we as an organisation constantly ask ourselves and we assume others will also ask of us. It is a vital question to ask – vital to ensure we remain relevant, effective and of value.

So what...do we do?

We see the emphasis of this charity as being innovation, learning and replication. We want to be trying new initiatives and finding new housing-based solutions to different manifestations of social injustice. We want to learn from how we and our partners put projects together and deliver the new services. We want to ensure that our innovation and learning enable others to replicate what works and to maximise those benefiting from new services. I'm delighted that replication of our flagship Re-Unite project has moved forward this year.

So what...impact do we have?

We can see the positive impact on the lives of those women and children being helped by our Re-Unite project; the strides forward by the women living in our Chrysalis flats and the interest in our new projects at focus groups with clients of Catch 22 and Thames Reach, our new project partners. We have raised the profile and awareness of Re-Unite amongst policy makers, funders and practitioners – highlighting the solutions to one area of social injustice. We have reviewed and refined the core Commonweal funding model, something we recognise is also innovative and ground-breaking in itself – a form of new venture philanthropy and a model of social investment in tune with a Big Society ethos. We have also increased our interaction with government, making formal submissions to a range of Green Papers and government consultations including those from

the Ministry of Justice and the Cabinet Office, and our work has been referenced by others in their submissions as well.

So...what's next?

Over the coming year, our focus will be on successfully establishing our new Peer Landlord supportive housing models with Thames Reach and Catch 22 – and further replicating Re-Unite across the country. 2011/12 will also see Commonweal developing further its financial model and promoting our form of housing-backed social investment – enabling the charity to support even more projects over the years ahead.

I would like to add my personal thanks to Minee Pande, my colleague at Commonweal, for all her invaluable help and support over the last year.

Ashley Horsey – June 2011

"Our new relationship with Commonweal Housing has been one of the most enriching experiences of the last twelve months for us at Thames Reach. The opportunity to think imaginatively about how to meet the needs of people who have suffered gross social injustice has been greatly appreciated.

"Commonweal has a special approach which encourages open dialogue and exchange of ideas so that projects can be developed through genuine collaboration. There is also structure and challenge, to make sure that concepts are turned into a practical, deliverable project."

Jeremy Swain

Chief Executive, Thames Reach

Re-Unite

Our flagship project Re-Unite South London delivered, in partnership with Housing for Women Housing Association, continues to develop.

Over the course of 2010 we were successful in securing over £300,000 in charitable funding from a range of Trusts and Foundations that recognised the pioneering nature of the project and the evaluated successes it was achieving. We are very grateful to all those organisations and we are pleased to formally record our thanks at the end of this Annual Review.

Securing this funding enabled the completion of the staff team, with the permanent recruitment of Lilian Stevens as the Re-Unite Project Co-ordinator.

Our Re-Unite Dissemination Seminar in September 2010 attracted figures from central and local government, magistrates, housing associations, academics, the voluntary sector, specialist women's centres and support providers.

Professor Gelsthorpe and Dr Sharpe, the evaluators of the original pilot, set out the success and the key learning from the pilot whilst Juliet Lyon, Director of the Prison Reform Trust, set the needs of women and mothers in the criminal justice system in context.

We are delighted that our aim of replicating Re-Unite across the country has moved forward in 2010/11 despite the very

"The situation of mothers leaving prison who are unable to regain custody of their children without a suitable tenancy, but remain ineligible for the appropriate tenancy without custody must be addressed,... through learning from projects such as Commonweal Housing's Re-Unite project in South London."

Corston Independent Funders Coalition: Response to "Breaking the Cycle: Effective Punishment, Rehabilitation and Sentencing of Offenders", MoJ Green Paper, December 2010

challenging funding environment faced by many potential partners.

Anawim, the women's community project in Birmingham that is supported by the Ministry of Justice, has recognised the value of the Re-Unite approach as a vital additional benefit that helps to meet a previously unmet housing need for some of its clients. Anawim is working with Midland Heart housing association, one of the largest housing providers across the city, which is making 10 homes available specifically for women and their families on a Re-Unite programme. This relationship, captured in a formal nominations agreement including other Anawim clients, was initiated originally by Commonweal using our network of contacts and facilitating links between new partners.

Anawim and Midland Heart have jointly signed up to deliver Re-Unite Birmingham.

In North London, 2010/11 has seen a growing relationship between Commonweal and Harrow Churches HA, a community-based housing association serving the needs of people in Harrow and surrounding areas. HCHA delivers different programmes of housing plus support provision for a growing range of groups, including young people, extra care and sheltered housing.

With HCHA, Commonweal aim to deliver Re-Unite North London over the year ahead.

All the Re-Unite projects will be included in the Phase II evaluation by Prof. Gelsthorpe commissioned by Commonweal Housing. Further reports will be published in 2012 and 2013. ■

Re-Unite South London is delivering change:

- 18 mothers have participated; 9 have moved on from the project, 8 of those in a planned way and one relinquished her tenancy and moved abroad.
- Of those 9, 8 have been reunited with their children and still have them in their care.
- 1 mothers' programme tenant was not re-united with her children due to concerns for her mental health and was instead re-housed by Housing for Women.
- None of the tenants that have moved on from the project have reoffended.
- Of the 9 current tenants, all 7 on the Mother & Child programme have their children in their care.
- In complete contrast with national statistics on rates of re-offending, none of these women have been charged or investigated in respect of committing a crime. Only one woman was unable to cope, breaking her bail (but not committing any crime) and returned to prison.



Re-Unite
SOUTH LONDON



The Chrysalis Project

The Chrysalis Project is our partnership with St Mungo's, providing secure and stable third stage, self-contained accommodation for former street sex workers. We completed the final purchases for the property portfolio in the second half of 2010 and the project is now fully operational.

The work of Chrysalis is providing valuable evidence to support the under-researched field of good practice and solutions for helping women in particular exit from prostitution.

We were pleased to appoint Professor Roger Matthews and his team, led by Helen Easton, as evaluators for this project. Roger and Helen have produced many influential reports on prostitution

and the routes out for women. Their insight and experience are proving valuable as we go through the constant review and refinement of the project – genuinely road-testing the assumptions and model-improving it for the benefit of clients at every stage.

The positive outcomes from the Chrysalis Project were recognised this year by Lambeth Council which, notwithstanding cuts in Supporting People and other publicly funded programmes, has agreed three-year funding for St. Mungo's to deliver this ground-breaking and successful initiative.

The final report from Roger and his team is due in 2012 and their findings will shape how we and our partners seek to replicate and disseminate the learning. ■

"Chrysalis offers women exiting prostitution a structured programme of support specifically targeted to their individual needs. The provision of good quality accommodation within a framework of emotional and practical support allows women to envisage a future where prostitution is not a central component of their lives.

"The Chrysalis flats offer women a staged move-on with a free-floating support worker available for those women who feel they require further support. This accommodation based approach is innovative and unique, and meets a very specific need which is often identified as a key barrier for women exiting prostitution."

Helen Easton, Chrysalis evaluator and Senior Research Fellow, Crime Reduction & Community Safety Research Group, London South Bank University

Sarah's story

When Sarah entered the service in 2007, she was homeless with a severe history of domestic violence and crack use over fifteen years.

She attended a community programme over a three month period, residential detox and six months rehab.

Now a tenant of a Commonweal flat, Sarah is engaging well and is reunited with her immediate family. She is taking an active responsible role as a mother to her six children as well actively looking into college work.

Her personalised support has allowed Sarah to successfully maintain her tenancy and she is now in a position to start regaining custody of her children.

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Peer Landlords

In March 2011 the Trustees of Commonweal Housing approved our next new project, Peer Landlords, which seeks to test a model of shared housing provision where more advanced clients are able to provide informal, positive, role model peer-support to other clients in a structured, supportive accommodation arrangement.

We are delighted to be testing this innovative model with two leading organisations:

- Catch 22, delivering 'OurSpace MySpace' – a Peer Landlord project for young people, and;
- Thames Reach, delivering 'The Peer Landlord London' project, focused on those moving on from hostels and seeking to secure employment.

The model

Peer Landlord accommodation will offer an alternative to the traditional models of shared, supported housing, whilst challenging the notion that private, rented shared housing is an unattractive option.

However it is an option that current government policy is forcing more and more people into – many without the skills and experience to make such accommodation work for them.

By working with our partners we aim to have a dozen houses in north and south London let by Catch 22 and Thames Reach on a shared tenancy basis, providing people at risk of becoming homeless with quality and affordable private accommodation, supported by a Peer Landlord. It provides an opportunity for clients to learn from each other, learn the skills required for shared housing, understand the costs and budgets of living in private accommodation and better prepare them for sustaining independent living arrangements in the future while holding down a job.

The Peer Landlord

The Peer Landlord will not be a professional but another service user or ex-service user. They are not being paid to provide any formal

support to the lodger. They are there as a positive role model and as someone with a responsibility for making 'their house' run smoothly. This is about *supportive housing*, not supported housing.

Peer Landlords will be trained in key areas such as basic housing management and maintenance awareness, as well as financial literacy – from paying bills to managing money, critical for supporting lodgers and the shared housing model. Example of modules include: Looking after your home; being safe in your home; you and your tenancy; organising your time; utility bills; what's out there, and; active citizenship.

Prepare to Share

The opportunity to live in a house with a Peer Landlord will be used as a progression opportunity and incentive. Only once clients who are already known to and supported by our partners have demonstrated some progression will they become eligible for this option. As part of the eligibility to this programme, they must 'prepare to share': to anticipate the sorts of situations and challenges they will face, and agree in advance to strategies for dealing with them. It provides a formal agreement for sharers and the right to seek help and mediation if either sharer is unhappy with how things are going.

Commonweal Housing will be appointing external expert evaluators by the end of 2011 to ensure we capture all the learning from this exciting new venture. ■

It provides an opportunity for clients to learn from each other, learn the skills required for shared housing, understand the costs and budgets of living in private accommodation and better prepare them for sustaining independent living arrangements in the future while holding down a job.



Statement of financial activities

For the year ended 31 December 2010

	2010 £	2009 £
Incoming resources		
Voluntary income	363,914	200,000
Donated assets	395,000	190,000
Rental income	61,336	50,230
Total incoming resources	820,250	440,230
Resources expended		
Direct charitable expenditure	446,470	258,592
Cost of generating voluntary income	12,489	12,655
Governance costs	6,347	5,036
Total resources expended	465,306	276,283
Net incoming resources for the year	354,944	163,947
Fund balances at 1 January	404,427	240,480
Fund balances at 31 December	759,371	404,427

Balance sheet

For the year ended 31 December 2010

	2010 £	2009 £
Fixed assets		
Tangible assets and unlisted investment	587,290	194,127
Current assets		
Debtors	41,320	136,452
Cash at bank	177,139	92,300
Total assets	805,750	422,880
Current liabilities		
Creditors: amounts due within one year	(46,379)	(18,453)
Net assets	759,371	404,427
Income funds		
Restricted funds	86,798	
Unrestricted funds	672,573	404,427
Total Charity funds	759,371	404,427

Notes

The above Statement of Financial Activities includes restricted income of £143,664, analysed with Voluntary income (2009: nil) and restricted expenditure of £56,866, analysed with Direct charitable expenditure (2009: nil).

Trustees' Report and Accounts

The summarised accounts on the previous page have been extracted from the audited financial statements of Commonweal Housing Limited for the year ended 31 December 2010 which were approved by the Board of Trustees on 8 March 2011. These summarised accounts may not contain sufficient information to allow a full understanding of the financial affairs of the charity. For further information the full annual financial statements, including the unqualified report of the Auditors, should be consulted.

A copy of the full audited financial statements has been submitted to the Registrar of Companies and the Charity Commission and can be obtained from the Charity's registered office at:
Grove End Gardens, 33 Grove End Road, London, NW8 9LN.

Signed on behalf of the Board of Trustees



G S Medazoumian FCA
Secretary Commonweal Housing Limited
13th June 2011

Report of the Auditors to the Trustees of Commonweal Housing Limited

We have examined the summarised accounts set out on the previous page.

Respective Responsibilities of the Trustees and the Auditors

Our report on the full financial statements of the charity includes information on the responsibilities of the trustees and the auditors relating to the preparation and the audit of those financial statements and on the basis of our unqualified opinion on those financial statements.

You are responsible as Trustees for the preparation of the summarised accounts. We have agreed to report to you our opinion on the summarised accounts' consistency with the full financial statements, on which we reported to you on 13 April 2011.

Basis of opinion

We have carried out the procedures we consider necessary to ascertain whether the summarised accounts are consistent with the full financial statements from which they have been prepared.

Opinion

In our opinion, the summarised accounts are consistent with the full financial statements for the year ended 31 December 2010.



H W Fisher & Company
Registered Auditor
Acre House, 11-15 William Road, London NW1 3ER
13th June 2011

Legal & Administrative details

Commonweal Housing Limited is a company limited by guarantee and a registered charity governed by its Memorandum and Articles of Association. The directors of the charity are its Trustees for the purposes of charity law and throughout this report are collectively referred to as the Board of Trustees.

Company registration number: 5319765

Charity registration number: 1113331

Principal address: Unit 207,
The Blackfriars Foundry,
156 Blackfriars Road,
London SE1 8EN

Registered office: Grove End Gardens,
33 Grove End Road,
London NW8 9LN

Directors and Trustees: Fiona Mactaggart MP
(Chair)
Sir John Mactaggart Bt.
Gary Medazoumian FCA
Jane Slowey CBE
Laurence Newman
Robert Nadler

Secretary: Gary Medazoumian FCA

Bankers: Barclays Bank plc,
7th Floor,
180 Oxford Street,
London BX3 2BB

Solicitors: Bates Wells & Braithwaite,
2-6 Cannon Street,
London EC4M 6YH

Bircham Dyson Bell,
50 Broadway,
London SW1H 0BL

Auditors: H W Fisher & Company,
Acre House,
11/15 William Road,
London NW1 3ER

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e: office@commonweal.org.uk
w: www.commonwealhousing.org.uk/

Registered in England: Number 5319765.
Registered Charity: Number 1113331

Thanks and funding acknowledgments

Commonweal Housing gratefully acknowledges the ongoing capital support and core funding it receives from Grove End Housing Ltd Limited.

Commonweal also thanks its project partners Housing for Women, St. Mungo's, Anawim and Midland Heart, the Asha Centre and Nexus Housing for helping us deliver our role model projects and for their continuing support and positive contributions. Thanks also to Thames Reach and Catch 22 for their efforts and enthusiasm in developing our new Peer Landlord projects which will be delivered in the year ahead.

Thanks to members of the Chief Executive's Advisory Panel over the year, including:

- Jeremy Swain
- Joyce Moseley
- Keith Jenkins
- Andy Gale
- Elizabeth Balgobin
- Lisa Greensill
- Melanie Shad
- Prof. Tony Warnes
- Belinda Porich
- Lynne Duval

Particular thanks to Keith Jenkins and colleagues at Winkworth Sherwood solicitors for the generous use of their meeting room for our 'Strategic Away-day' in November 2010 and to H W Fisher for sponsoring our seminar brochures.

In addition, we specifically record our thanks to the Trustees and administrators of the following organisations that have provided generous project funding in support of Re-Unite South London:

- The Draper's Company
- The Goldsmith's Company
- The Mercer's Company
- Lankelly Chase Foundation
- The 29th May 1961 Charitable Trust
- The Wates Foundation
- Wakefield and Tetley Trust
- Garfield Weston Foundation
- The Bromley Trust
- Tudor Trust
- Saint Sarkis Charitable Trust
- Charles Hayward Foundation
- Henry Smith Charity
- Beatrice Laing Trust

Carbon Smart status certifies the practical actions we have taken to actively reduce our carbon footprint

