

Annual Impact Review 2014 - 2015



Commonweal Housing

Contents

Our Vision

Developing innovative housing solutions to social injustices, capturing the learning and achieving replication

03	Welcome from our Chair Rt Hon Fiona Mactaggart MP	09	Chrysalis Impact on: People, partners, policy
04	Introduction from our CEO Ashley Horsey	12	Peer Landlord Impact on: People, partners, policy
05	Commonweal Housing overview	16	Re-Unite Impact on: People, partners, policy
06	Looking forwards	18	No Recourse to Public Funds Impact on: People, partners, policy
07	Targets	21	Financial Review 2014
08	Current project overview	23	Commonweal's project journey



Chair's welcome

Rt Hon Fiona Mactaggart MP

During the past year Commonweal Housing has continued to make a positive impact on the lives of disadvantaged groups and individuals. And we have helped to develop new ways to tackle long standing problems.

A safe place to call home should be a basic right; yet in these austere times many people still don't have such a home, and often are unable to succeed in other aspects of their lives as a result. These are the challenges Commonweal and our project partners seek to address on a daily basis.

This Impact Review outlines the achievements of our current projects over the last year and describes how we are meeting our charitable objectives of testing and developing innovative housing based solutions to social injustice.

We are willing to try new ways of solving long standing conundrums as we are doing with our latest project No Recourse to Public Funds to support vulnerable and destitute migrants. The Peer Landlord shared housing model is providing evidence of an effective way to help young people and the formerly homeless to rebuild their lives; and our Chrysalis project supporting women exiting prostitution to move on can inform learning and change in other organisations who are concerned with this vulnerable group.

Julianne* recently described her experience of living in a Commonweal flat as part of the Chrysalis project, she told us **"There is nothing like this where I am from...I wouldn't have been able to do this without these guys, I don't know where I would be now if I hadn't come here."** It's fantastic to see Julianne and others helped by projects we support to have a stable home, and to develop the skills and confidence to build a happy future.

Our expert partner charities are key to the success of our work, and I want to thank them for their commitment and insight that allows us to develop and evaluate our models.

I would also like to thank our core investor Grove End Housing for continuing to support the work of Commonweal Housing – we are in a strong position because of their groundbreaking support for us. I am delighted that yet more social investors have come on board this year helping to make our projects possible. I also want to thank my fellow trustees for sharing their time and expertise, the staff team for their continued hard work, and to our advisory panel for generously sharing their wide ranging knowledge.

We continue to achieve against the targets we set, we continue to ask questions of ourselves and our partners and we continue to focus on what model solutions we can develop to the housing problems of people facing social injustice and we will continue to share what we have learnt so that we can have a wider impact.



CEO's introduction

Ashley Horsey

What is Commonweal's impact? Quite rightly this is a question regularly asked by my Trustees and staff. We have carved out a specific niche as a housing based action-learning charity. Our aim is to support and facilitate the testing of new projects, new models or services. We learn from these pilots and then promote the findings to enable others to replicate successes or amend future activities learning from our mistakes.

As set out in this our latest Annual Impact Review, we aim to have a positive impact on people (those individuals directly helped by the projects we support); **partners** (giving those organisations we support the opportunity to genuinely test new ideas in a spirit of openness and collaboration without fear of failure) and **policy** (identifying what works and what doesn't and crucially sharing that widely - enabling others to learn and further develop solutions that work).

Each of our projects has continued to develop over the last year. We have outsourced the day to day operation of our flagship Re-Unite project; we have taken forward the key learning from our Chrysalis project - supporting the wider call of support for women exiting prostitution. The Peer Landlord shared housing model continues to receive positive external acclaim and awards; our latest No Recourse to Public Funds project has commenced as we start to turn the £2.5M external social investment funding in to new homes. We are also taking forward the learning from our previous Miscarriages of Justice project we scaled back last year - whilst our initial model did not work as we hoped the injustice still remains – so we are working with experts at the London School of Economics to identify better policy initiatives.

I am delighted that Commonweal, with the help and cooperation of all our project partners, are also working with Get the Data to develop our own social impact evaluation tool; I look forward to seeing this develop further over the coming months.

I want to thank all my colleagues, staff and Trustees, for their support and hard work over the last year.

A handwritten signature in black ink, appearing to read 'Ashley Horsey'. The signature is fluid and cursive, written over a light grey background.

Overview

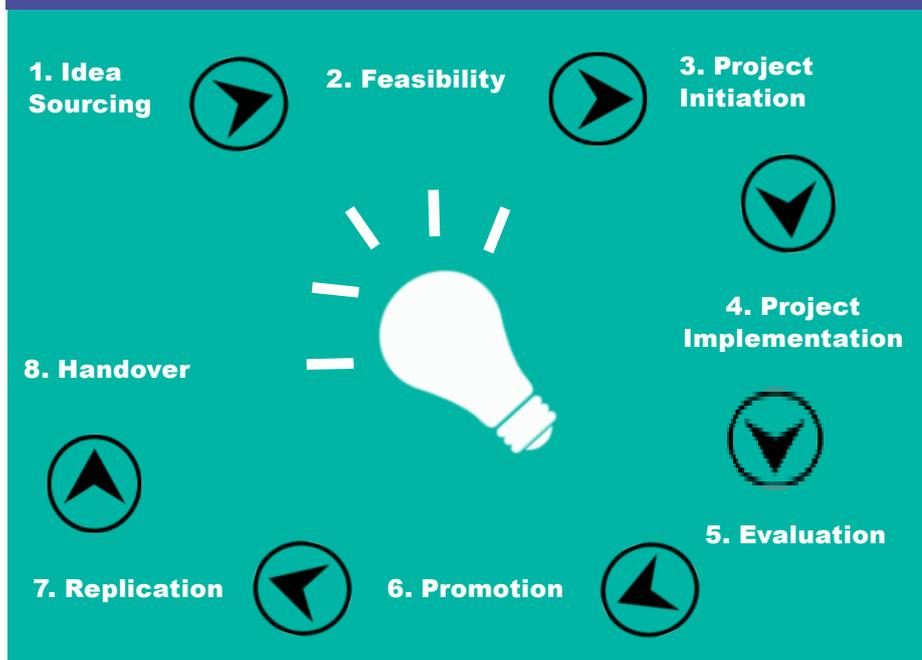
A brief overview of our main aims and outcomes

Aim:

- Our **vision** is to develop innovative housing solutions to social injustices, capture the learnings and achieve replication of results. Through working with expert partner charities we have been able to test and develop these solutions.
- Each of the projects has a **clear intended outcome**, ensuring that projects we support do have a positive impact on those people they intend to help.
- *How* a project is developed and *how* it helps people is something we challenge our project partners to continually explore and learn, we ask them for insight and also commission independent evaluation.

Commonweal Housing's Project Journey

The typical life-cycle our projects go through as they develop:



Intermediate project outcomes

At the start of projects we work with charity partners to set project outcomes. The key thing that shows us whether individuals we want to help are achieving positive changes in their lives.

80% of all tenants, across our projects achieved the main intended project outcome.

71% of current Chrysalis tenants have not reverted to their previous behaviour - i.e. drug use and/or prostitution.

Less than 20% of women supported through Re-Unite have re-offended.

81% of current Peer Landlord tenants have entered education, employment or training.

We have commissioned further impact evaluation this year, including looking at the well-being of individuals that take part in our projects, we look forward to reporting on this in next year's Impact Review.



Tenants stay in Commonweal homes for 1.4 years on average.

This is across all projects and does vary from project to project.

Looking forwards

Feasibility studies

We regularly identify new areas of social injustice where we believe there to be a key role for safe, secure, accessible or affordable housing as part of the solution. Commonweal are pro-actively engaging with a number of potential partners to explore whether this is the case and whether new action learning projects can be developed or new replication models can be rolled out.

As a charity we are willing to provide small amounts of up front support to help potential partners take the next steps and support feasibility studies. Regardless of whether formal Commonweal action-learning projects emerge or not we hope that such studies will help. One example of this work is our current engagement with Stonewall Housing - facilitating a feasibility study enabling them to develop a model meeting the housing needs of older lesbian, gay, bisexual and transgender (LGBT) individuals.

Commonweal's current areas of interest:

- Housing needs of the growing elderly population.
- Increasing take up of **lodger and short-term hosting schemes** for a broader range of client groups where such schemes may be beneficial to both lodgers and hosts.
- **Trial tenancies** linked in with apprenticeships or other structured employment or training programmes.
- The housing and support needs of **young people and difficult transitions to adulthood**.

Miscarriages of Justice - news

We have recently commissioned the London School of Economics (LSE) to report on the housing challenges faced by many victims of miscarriages of justice. The report, to be presented to ministers following the general election, will call for policy and operational change in the treatment of individuals who can find themselves homeless as a result of their wrongful imprisonment by the State.

This report flows on from key learnings from the joint Miscarriages of Justice (MOJ) project developed in partnership with the Miscarriages of Justice Support Service.

Replication

“Delivering projects is good but it is not enough.....replication of what we have developed will be the true measure of success for Commonweal.”

This was said by our Trustees back in 2010 and it remains our mantra today.

We are continuing to support the replication of Re-Unite across the country - five years after the initial positive evaluation report.

More recently we have supported groups like SASE (Stand Against Sexual Exploitation), St Mungo's Broadway and Solace Women's Aid to take forward the learning from the Chrysalis Project - influencing the policy environment and supporting new replication projects.

The emerging positive evaluation of the Peer Landlord model and the increasing demand for successful shared housing schemes is already attracting interest from our social investment partners to support further business development and replication activity.

Commonweal is excited by the future possibilities for this award winning model and will be working with current investment and delivery partners to maximise the future impact.

Targets

Targets for 2015 / 16

1. Promote the learning and evaluation gained from the Peer Landlord project and encourage more supportive shared housing models to develop.
2. Build upon our existing positive reputation with social investors and others to secure further capital funding, enabling the delivery of yet more Commonwealth Housing supported projects.
3. Complete our property acquisitions for the NRPF project and support our partners to provide quality accommodation for those destitute with insecure immigration status.
4. Ensure that the learning from Chrysalis helps to shape violence against women and girls strategies specifically for helping women exiting prostitution.

How we performed against last year's targets

1. Secure a future for Re-Unite independent of Commonwealth.

Commonwealth handed over the coordination of Re-Unite in October 2014 to a partnership between Anawim and Women's Breakout.

2. Develop a project replicating the principles learnt from the Chrysalis model.

The St Mungo's Broadway East London Women's Project now has dedicated provision for women exiting prostitution.

We also continue to support SASE (Stand Against Sexual Exploitation) who lobby for policy and operational change around women exiting prostitution.

3. Influence policy through what we have learnt, starting with achieving better support for victims of miscarriages of justice leaving prison.

Following up on our previous Miscarriages of Justice project, we have commissioned the London School of Economics to evaluate and report on the challenges faced by this wronged group. Findings will be used to lobby government for changes in the unfair system.

4. Deliver a successful start to our new No Recourse to Public Funds project utilising new social investment.

We have acquired half of the properties for our No Recourse to Public Funds project, financed partly through a successful social investment bid totaling £2.5 million, the remaining properties will come over by summer 2015.

5. To increase Commonwealth's profile amongst our target audience of decision makers and policy shapers.

We raised our profile through publishing and launching two insight reports examining key trends in housing. We are also actively engaging with relevant All Party Parliamentary Groups.

Current Projects

Re-Unite (2007 – to date)

Delivered by 12 project partners across the country, coordinated by Anawim and Women's Breakout

Re-Unite provides housing and holistic support to mothers, many of whom would otherwise be homeless upon release from prison. The project cuts through the catch-22 of mothers being unable to take custody and care of their children because they don't have secure suitable family housing. The Re-Unite model is already being replicated to benefit other mothers and their children across the country.



The Chrysalis Project (2009 – to date)

Delivered by St Mungo's Broadway

Chrysalis works with women seeking to exit prostitution, providing quality transitional accommodation, aiding the move on from high support hostels and helping them to secure the positive steps forward they have taken in their lives.

Chrysalis was positively evaluated in 2012 and replication, expansion and use of the learning from the project is increasingly becoming known and embedded within exiting services.



Peer Landlords (2011 – to date) Delivered by Catch22 and Thames Reach

Parallel supportive shared housing models being developed with two specialist delivery partners focusing respectively on young people and those either formerly homeless or living in hostels. The project aims to support growing self-esteem and peer mentoring to aid the transition to securing and maintaining independent living and employment, education or training. The project also reduces the risk of downward spiral once high support provision is withdrawn.

Still in its initial evaluation phase, the Peer Landlord project has already received recognition - project partner Thames Reach secured one of the top awards in the prestigious 2014 Andy Ludlow Awards.

No Recourse to Public Funds (2014 onwards) Delivered by Praxis Community Projects

Our newest project - NRPf tests cross-subsidised models of providing vital free accommodation for those caught in enforced destitution within the asylum system, those with no recourse to public funds and no ability to gain employment to support themselves and their families. NRPf intends to support victims of Domestic Violence and trafficking, parents of British children, Human Rights applicants, asylum seekers, and migrants granted Leave to Remain with NRPf.



Impact on People



Aims

The Chrysalis project is a three-stage project, which aims to support women to exit street based prostitution.

Challenges

There are a multitude of barriers to be crossed when women are attempting to exit prostitution the main being those related to mental health, substance use and housing.

Approach

Project Partner St Mungo's Broadway adopt a holistic approach in supporting these women, ensuring they have the opportunity to access support in all areas needed.

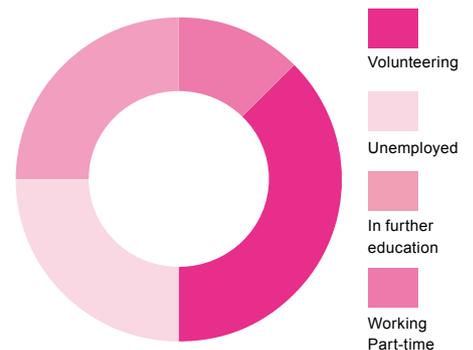
Accommodation

We have provided seven flats for the final stage of a women's journey in the Chrysalis project, and the flats play an integral part in the support offered to residents across all three of the areas mentioned (above right). Commonweal flats give women the opportunity to live independently in the community, which enables them to prove to the local authority that they can maintain a tenancy. Ensuring the women are ready for independent living increases long term positive outcomes.

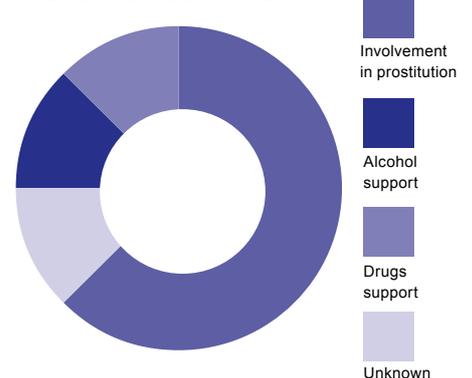
52 women in total have been helped by the Chrysalis project in the last 12 months

Eight women have moved through the project to last stage Commonweal flats

In employment, education or training



Reason for referral



Demographics of residents in Commonweal flats

Age



2 aged 18-25
2 aged 26-35
2 aged 36-50
2 aged 51-60

Ethnic make up

4 Black British
2 Mixed Ethnic Origin
2 White British

Voice of our Partner

St Mungo's Broadway explain what they gain from their partnership with Commonwealth Housing

“

- The dedicated third stage accommodation provided by Commonwealth Housing is crucial to the success of the Chrysalis project. Having access to independent accommodation with ongoing support assists with the process of 'role exit' by introducing women to new experiences, responsibilities and associated emotional experiences at a manageable pace.
- Due to this unique approach both internal and external professionals often seek the specialist opinion of those working at the Chrysalis project. We are able to provide specialist support to others working with this client group, deliver training and inform policy within our organisation.
- Commonwealth Housing are very hands on and have taken a special interest in our project. Wherever possible they present opportunities for us to raise the profile of the Chrysalis project, for example recently a meeting was organised between ourselves, Commonwealth and the Mayor's Office for Policing and Crime (MOPAC) where we were given the opportunity to feed into the Mayor's *Violence Against Women and Girls* strategy.
- Additionally, they have built strong links with the wider organisation at St Mungo's Broadway and made an effort to assist in any way they can.

”



“ **We have a particular service user and the way she has appreciated being in a flat after the hostels is just inspiring, you know. She's really happy, really looking after the flat. She has made lot of changes in believing in herself by living in that flat you know. And I think that's how it should be.** ”

Chrysalis Project Worker

Policy environment



Independent evaluation¹ of the Chrysalis project has shown that there are wider benefits for society from helping women in the Chrysalis project to exit prostitution, and overcome their personal challenges.

- Project evaluation found that many of the women who have been through the Chrysalis Project will move on (either immediately or sometime in the future) from requiring any form of mainstream, state funded support such as housing or unemployment benefit, providing a return for society in general.
- It is widely recognised that the social costs of women's involvement in street prostitution are high. They experience poor health, have substance misuse and mental health problems, have often been the victims of violence and have been involved with the criminal justice system or had children taken into care.
- Women involved in street prostitution, including those involved with the Chrysalis project are often involved in substance misuse – this makes it possible to estimate the social costs to society by using as a proxy a measurement of the costs of substance misuse. It has been estimated that the total cost per year to society for each problematic drug user was £61,000². Helping women to turn their lives around through Chrysalis would then clearly lead to wider societal gain.

¹Evaluation of the Chrysalis project: Providing accommodation and support for women exiting prostitution, Easton and Matthews, 2012.

²Casey et al (2009).

Impact on People



What is it?

Peer landlord is an innovative shared housing scheme that is run simultaneously by two project partners - Catch22 and Thames Reach. This offers the opportunity to compare and contrast learnings for two parallel schemes, helping two distinct groups of individuals.

Project Aim:

To provide good quality, affordable housing and live-in peer support that enables tenants to gain life skills and confidence for when they are ready to move on from Peer Landlord homes.

Benefits for residents include:

- The ability to access high quality accommodation, of the kind that would normally be very hard for them to access in the current housing market.
- Added value provided to the tenants by the support they receive from the peer landlord.
- Having a peer landlord in the home, rather than a support worker they see occasionally, means tenants can get support on a whole range of issues, adding real value e.g. taking joint responsibility for communal space, planning their finances, managing conflict and supporting others in seeking advice about education, employment or training.
- Feedback from residents shows that this kind of support arrangement helps them to develop on their path towards independent living. Tenants have a good level of independence, yet they are not isolated, building on communication skills and levels of responsibility.

Catch22



We provide 6 houses for Catch22's young tenants

69% of tenants are in education, employment or training



42% of tenants were previously in care

Impact on People



© Jo Mieszkowski

“ I know how difficult I found it when I first started renting: bills, new neighbours, how to fill your time. So it is a real privilege for me to be able to support and help someone else. I really enjoy it and the training I am receiving will also help me as I move back into education and try to get my own flat. ”

Seyi - Peer Landlord

Thames Reach

73%
of current tenants
are in employment,
education or training



**We provide 7 houses
for Thames Reach's
tenants**

Charlene's story

Peer Landlord Charlene* went from being homeless to taking steps towards setting up her own business

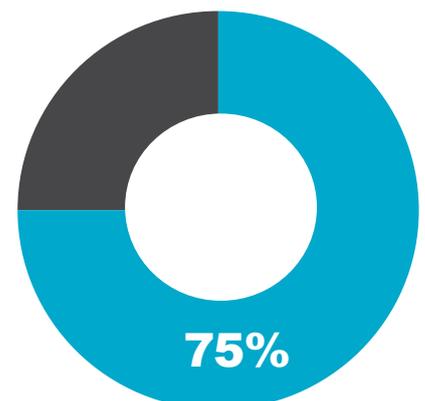
Whilst sleeping rough at Heathrow airport Charlene met a Thames Reach outreach worker. After accessing temporary accommodation Charlene was offered a room in one of our Thames Reach Peer Landlord properties. Although she had been rough sleeping Charlene was working as a carer for a charity in North London. However, she did not have savings which meant that she was unable to access private rented accommodation. Peer Landlord London allowed her to move into accommodation without the need for a deposit or to pay rent in advance.

Once settled in her new home Charlene continued to work as a carer and started an online curtain making course. Fabric design had always been Charlene's passion and she has ambitions to set up her own business. Living in the Peer Landlord property gave her the space to develop this and she has also secured a grant from Thames Reach to buy equipment that she needed to start working from home.

In November 2014 the Peer Landlord of the house Charlene was living in moved out, she was invited to become the landlord and she has agreed. Thames Reach have supported Charlene to set up systems for bills and monitoring the health and safety of the house; she is also attending peer support training. Charlene is regularly in contact with delivery partner Thames Reach and is proving to be a very responsible Peer Landlord.

*Name has been changed.

**Tenant's with
a history of
sleeping rough**



Voice of our Partners

Catch22 & Thames Reach explain what they gain from their partnership with Commonweal Housing

Catch 22

- Throughout our partnership Commonweal Housing have emphasised the importance of the learning that can be extracted from the scheme, whatever that learning may be, in order to test the wider applicability of the model.
- Historically our housing work has been delivered using traditional support worker models. This project has given us the opportunity to think differently, something that we embrace as an organisation even if on occasion it is a challenge. We have adopted a mind set of considering how a Peer Landlord would address a situation, rather than a worker or manager, where appropriate to do this.
- We have found that the learning from this pilot is also relevant to a number of the other services we deliver.
- We have been able to talk to commissioners about how this model might add value in other accommodation schemes, in leaving care work or even in justice and resettlement services. As further evidence emerges from this scheme, we hope that it will influence thinking.

Thames Reach

Thames Reach explain what they have learnt from delivering Peer Landlord in partnership with Commonweal:

- The project was originally conceived as move-on accommodation from hostel and supported housing schemes, but in fact we have found that it has been used as an alternative to this type of accommodation.
- Peer Landlord has allowed people who would otherwise move into a supported housing pathway to exercise control over their lives and move into supportive accommodation where they are in control.
- Peer Landlord has supported a growing focus in Thames Reach on the need to question the levels of support we provide, recognising that too much support can be just as damaging as too little.
- The project has also taught us that we need to take a more commercially rigorous approach to 'private sector' housing management, and we have been successful in securing grant funding to employ a Property Manager from a commercial background on a two year pilot.
- One of the key indicators of success of the Peer Landlord project is to create a model which is replicated by other housing providers both nationally and internationally. Thames Reach has promoted the project at the Homeless Link Conference and spoken to other homeless organisations in Newcastle, Oxford, Canada and Ireland about how to set up a scheme.

Recognition

Peer Landlord delivered by Thames Reach was recognised as a runner up in the 2014 Andy Ludlow Homelessness Awards.

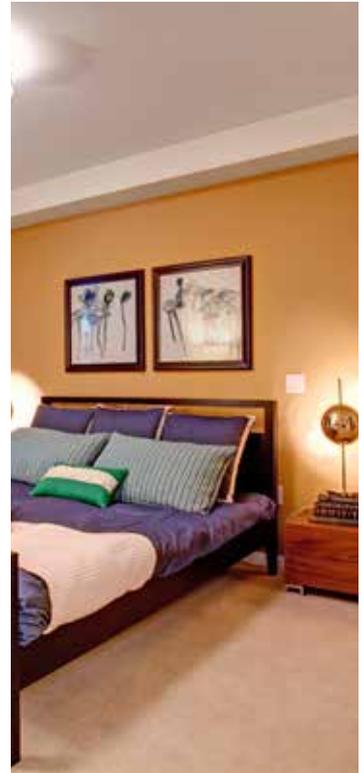


The judges praised Thames Reach for a “scheme to help homeless people back into work” through providing “settled accommodation unhindered by the challenges of unaffordable rents or large deposits”.

Policy environment

Thames Reach

- **Issue:** Accommodation for those who have experienced homelessness continues to be a challenge. In fact the number of rough sleepers in London has increased by 79% since 2010.
- **Solution:** 75% of current tenants have been referred to the project from Thames Reach's outreach teams. These are people who are new to the street and who have experience of working and living independently.
- The ability to move people quickly off the streets prevents them from developing some of the behaviors and risks associated with rough sleeping such as substance misuse, deterioration in physical and mental health, offending and becoming a victim of violence.
- **Issue:** In reality, the level of rents, requirements for deposits and expectations of landlords often make private renting in London impossible for the people who use our services. The average rent for a room in a shared house in London last year was £500 per calendar month.
- **Solution:** Innovative schemes like Peer Landlord offer a solution to this financial barrier.



Young people - Catch22

This project is particularly timely given the significant concerns at present for young people in accessing good quality (or indeed any quality) housing. This is particularly relevant in London, but also resonates in many areas outside of London.

Given the rising costs of rental properties this means that **many young people are forced to stay at home**. Many of those Catch22 works with do not have this option. This may be because they have been in care or that there has been some form of family breakdown.

This scheme provides a route to bridge between the kind of intensive support that would have been provided in care, towards fully independent living in the community.

Standard local authority housing policy would mean that single homeless people would end up in an undecorated room or bedsit, which would also be unfurnished, whereas Peer Landlord properties are furnished and decorated to a high standard, they actually look like a welcoming home.

The added incentive of allowing a portion of the peer landlord's rent to be used as savings for future move on, is an innovative, useful and well thought initiative which is an incentive for a peer landlord to lead by example.

Impact on People

Re-Unite has reached a key milestone, now independent of Commonweal, we report on both the national impact of the scheme and provide an update on Re-Unite London, (Previously Re-Unite South London), delivered by Housing for Women, the first project partner who were instrumental in developing the successful model.

Commonweal will still continue to fund Re-Unite until November 2016.

Aim

Re-Unite works with mothers leaving prison who would otherwise be homeless, unable to regain custody and care of their children on release.

Need

Once released, a woman ex-offender is generally unable to get her children back from social care or family arrangements, unless she has suitable family housing to live in. However, she is often not entitled to suitable housing, unless her children are living with her, and so is stuck in a Catch22 situation.

Re-Unite London

Re-Unite London has been successfully running since 2006 and currently supports on average 18 women and 27 children a year.

Mothers supported by Re-Unite London have a re-offending rate of less than

2%

65% of mothers have been involved in meaningful activity at the point of move-on from the project. This includes education, training, volunteering and employment.

Re-Unite Nationally

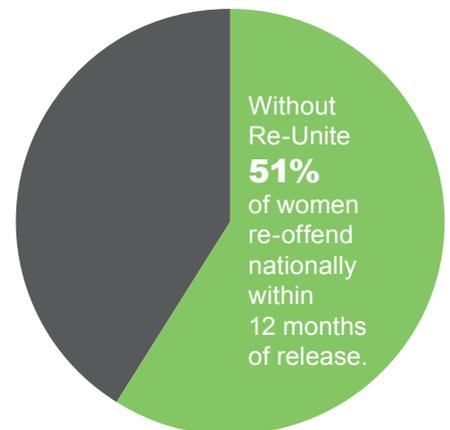
12 organisations now deliver Re-Unite nationally

Less than **20%**

of the women supported by Re-Unite nationally have re-offended, disengaged or the relationship has broken down; demonstrating positive outcomes from the support received.

Over **100**

women across the country have been helped by Re-Unite since 2011.



Voice of our Partners

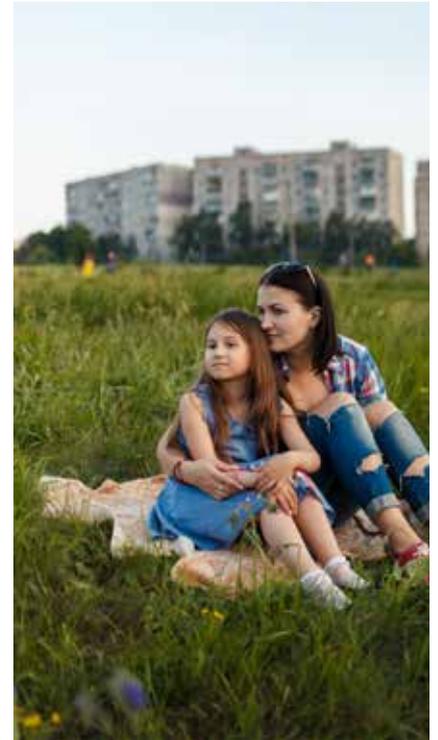
Re-Unite Coordinators explain what they gain from their partnership with Commonweal Housing

The next steps - handover

In October 2014 Commonweal handed over the day to day coordination and future development of Re-Unite to a partnership between Anawim (Birmingham Re-Unite Partner) and national membership body Women's Breakout. This experienced Midlands based partnership brings many years of experience of supporting women in the criminal justice system, has an effective network and proven expertise in delivering both strategic and local excellence. They will still be supported by Commonweal until the end of 2016.

Women's Breakout and Anawim work on Re-Unite coordination jointly with a Re-Unite development worker who has been appointed on a part time basis.

Re-Unite partners are a mix of womens' centres and housing associations. The new coordinators offer support to other partners e.g. in discussion with accommodation providers, and can also provide network support in issues relating to children. In return they ask partners quarterly for a small amount of monitoring data to gather a national perspective and make analysis.

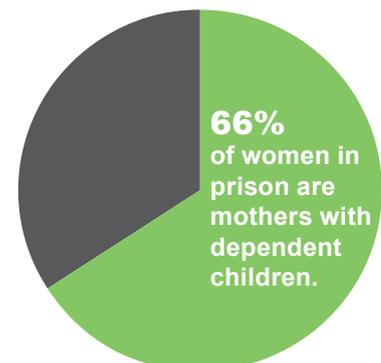


Policy environment

177 children have been supported to be re-united with their mother's in more stable accommodation. This creates considerable savings for Local Authorities as a child in their care costs several thousand each year.

The aim of the Re-Unite team is to continue expanding with new partners and to widen the reach to women of all areas nationally, including Scotland. This growth will impact positively on the desire to reunify mothers and children, making savings to the public purse.

Each year around
17,700 children are
separated from their
mother by imprisonment



Impact on People



The No Recourse to Public Funds project is currently in the early stages of the Commonwealth Project Journey.

The scheme has successfully provided a home for its first families as we go to print.

Here we discuss aims and intended project impacts.



Seven, three-bed properties have been bought through social investment.



It is anticipated that individuals and families will reside in NRPf homes for an estimated average of 3-12 months.

Aims - this project aspires to:

- Provide housing to individuals and families with insecure immigration status, those who are trapped in enforced destitution within the asylum system.
- Offer bespoke individual support - including immigration advice and casework.
- Coordinate meaningful and integrated activities, including peer support across NRPf homes, raising the potential for positive integration.

Voice of our Partner

Praxis Community Projects explain what they gain from their partnership with Commonweal Housing



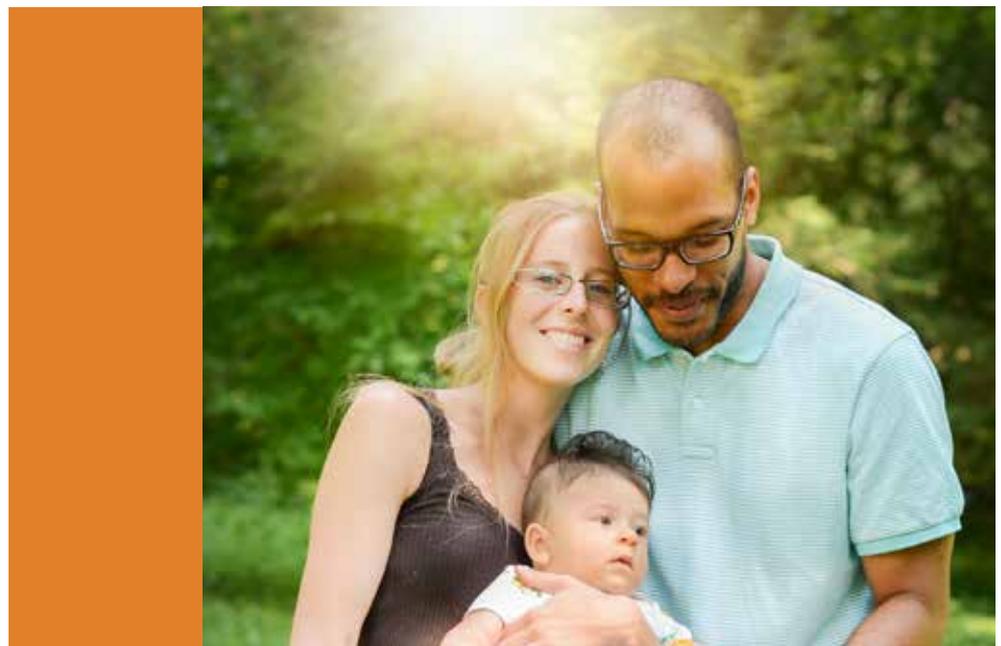
“Commonweal has always addressed Praxis as a partner rather than a grantee and so manages to drive us forward whilst not imposing anything.”

- Without Commonweal, we would not have been in a position to seek social investment of the nature that has enabled us to take an award-winning pilot project to the next level of service delivery and strategic influencing.
- In addition to the guarantees Commonweal gave social investors, they also contributed some of their own funds into the project, which Praxis would not have been able to frontload.
- We would like to highlight that at all times during project development, Commonweal has addressed Praxis as a partner rather than a grantee, and so manages to drive us forward without imposing anything. Review meetings and fluid communication have been key to this.
- Our partnership with Commonweal has strengthened Praxis' delivery of housing - allowing us to buy appropriate homes for vulnerable migrants. We have also been challenged to learn as we develop the scheme. This approach is vital for the timing of the project, which is undergoing a phase of scaling up, something Commonweal expects from its partners.
- We have been able to build the team further, with the creation of a Housing Coordinator role - the development of an income stream and increasing sustainability have made this feasible.
- Finally, the element through which we are most likely to grow as an organisation, but also as a partnership, is the importance placed on action-learning, which is essential to project development. Commonweal's expertise, ongoing encouragement and support for this match Praxis' desire to engage in a reflective and learning environment.

Policy environment

The NRPF project aspires to change policy and practice in housing provision for destitute migrants:

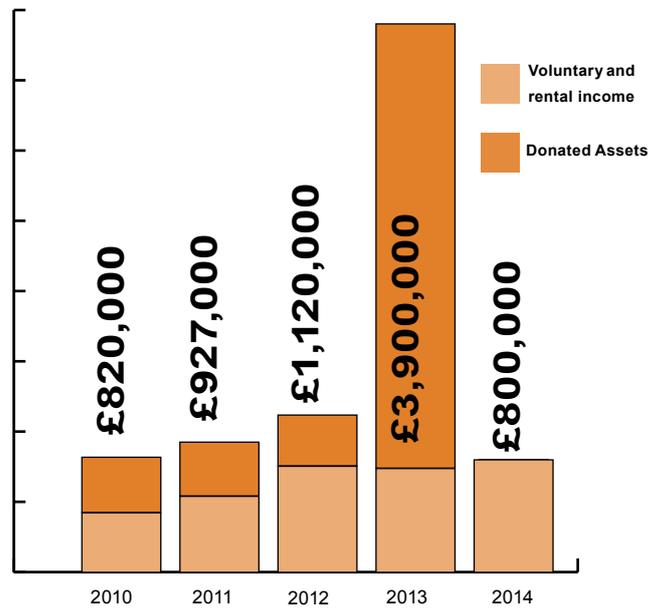
- To achieve higher quality provision for those with No Recourse to Public Funds, as delivered by Local Authorities and Third Sector organisations working with this group.
- Provide better coordinated and appropriate responses to the issue of destitution and homelessness of vulnerable migrants.
- The project offers a robust and sustainable financial model to fund the provision of temporary housing to vulnerable migrants with No Recourse to Public Funds.
- Disseminate the innovative financial model of the project to other organisations in the housing / homelessness sector, with a view to increasing the number of beds available to those with NRPF.
- Influence Local Authorities, Greater London Authority and other change makers in the policy and Third Sector – to highlight the plight of destitute migrants and change the environment in which we operate.



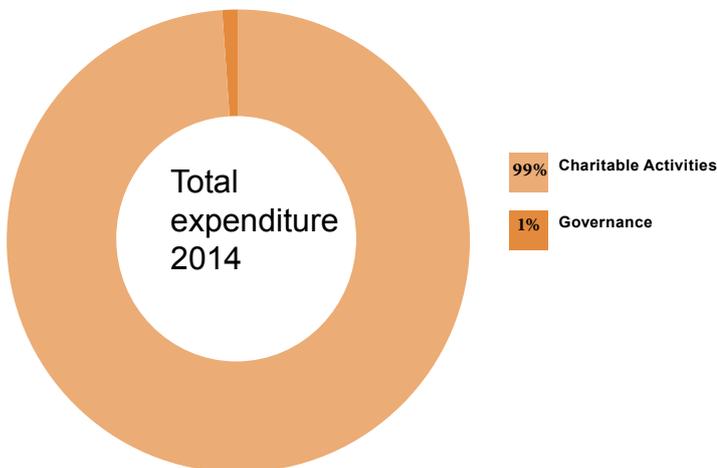
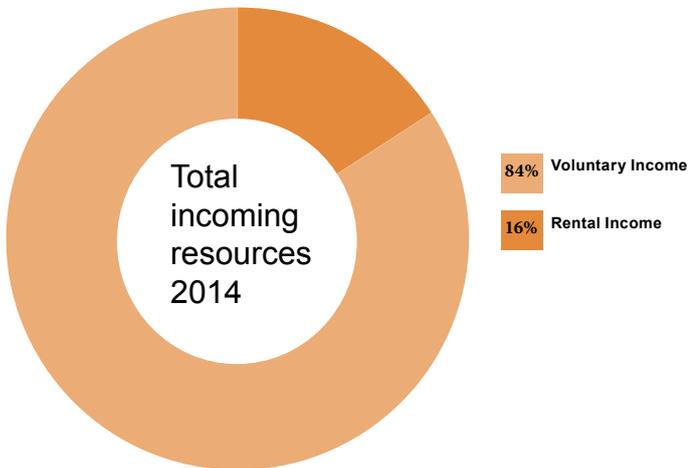
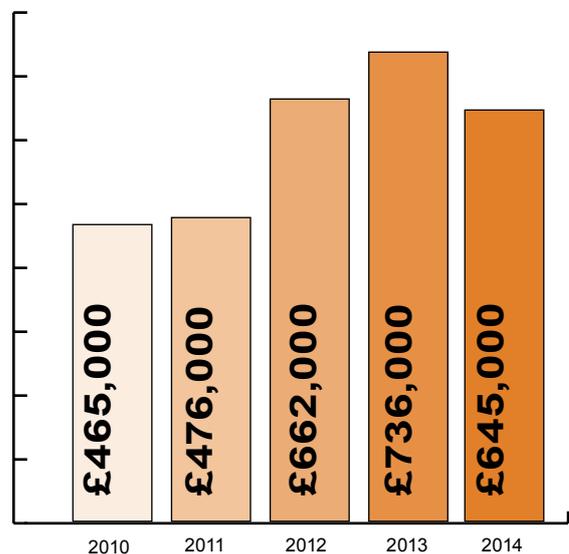
Financial Review

Income and expenditure

Incoming Resources 2010 - 2014



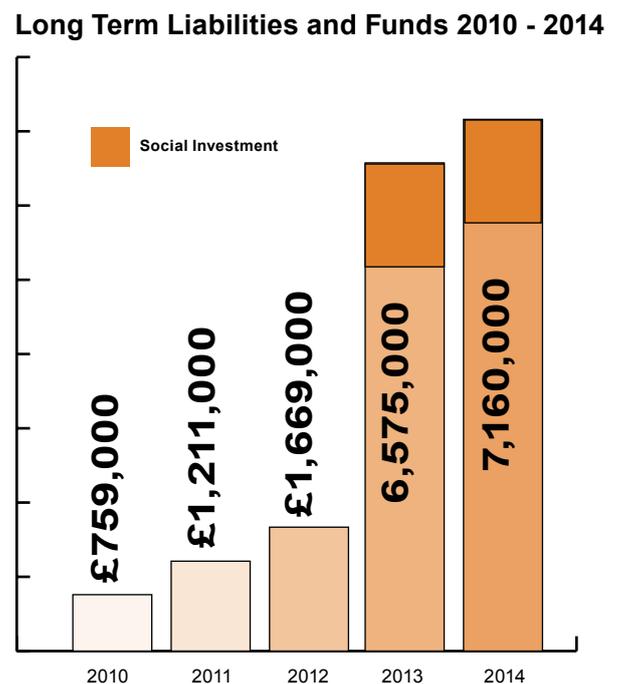
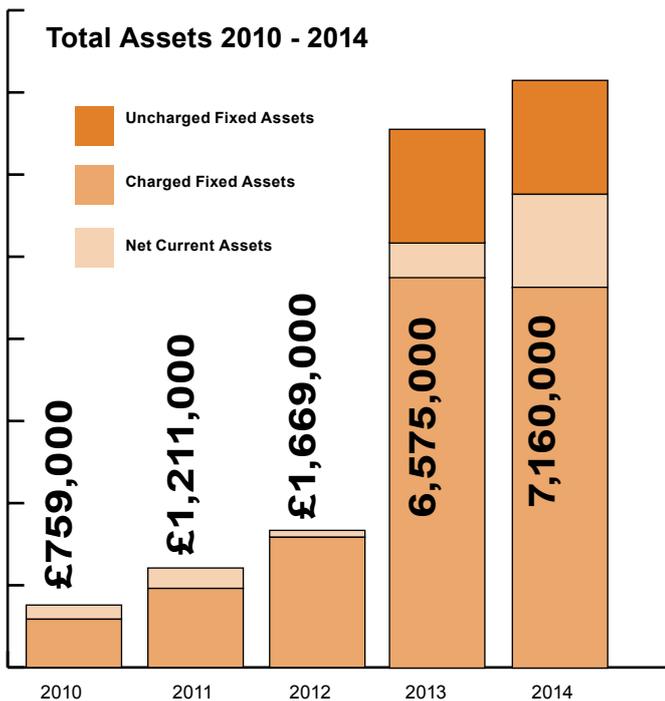
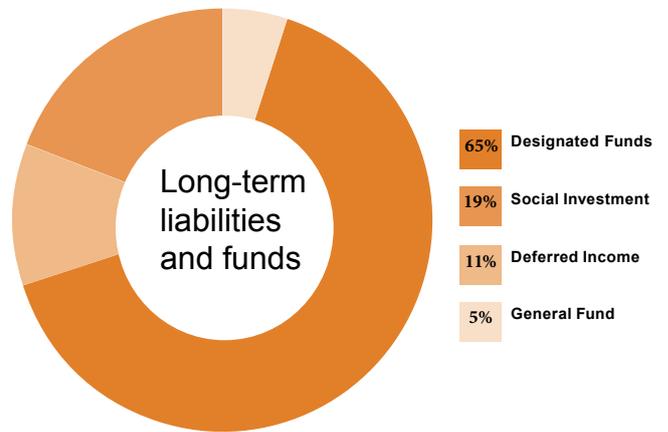
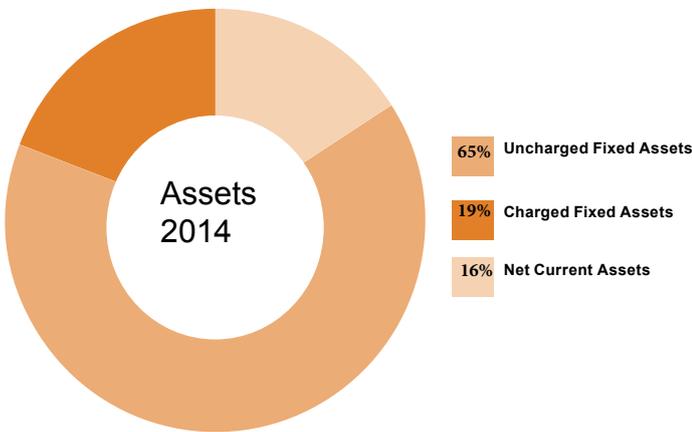
Total Expenditure 2010 - 2014



Full details of Commonweal's financial statements are available at www.commonwealhousing.org.uk

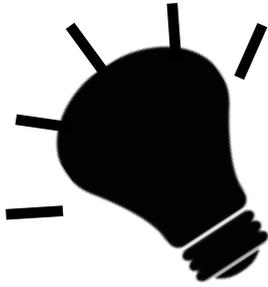
Financial Review

Balance Sheet



Full details of Commonweal's financial statements are available at www.commonwealhousing.org.uk

The Commonweal Project Journey



Idea sourcing

1. We welcome and consider many ideas and suggestions coming from both Commonweal staff and diverse external sources. Around 30 ideas are considered for every one ultimately adopted.



Feasibility

2. This can include everything from reviewing the business plan, to demand analysis, to contract negotiations.



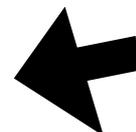
Project initiation

3. Signing of contracts and fundraising comes under this stage.



Project implementation

4. We work with partner charities who can use the housing we provide to deliver projects on the ground. At this stage we undertake process learning, constant internal project evaluation and review, and go through a learning cycle.



Evaluation

5. While evaluation is ongoing from stages 3 and 4; at this stage external evaluation provides an opportunity to review the project in full swing.



Promotion

6. Campaigning and lobbying on the outcomes of the project, evaluation and seeking policy change / expansion.



Replication

7. After we have tried and tested projects that we know work, we make sure that we share and replicate the key principles of the model; so we can help as many people as possible overcome social injustice.



Handover

8. When a project has gone through elements of the project-life cycle we evaluate the best way for Commonweal Housing to step back. This then allows us to extract our capital investment, enabling us to invest in new projects and tackle emerging injustices.

Typical Project Life-cycle

Legal and 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 311,
The Blackfriars Foundry,
156 Blackfriars Road,
London, SE1 8EN

Registered office: 2 Babmaes Street
London, SW1Y 6HD

Directors and Trustees: Rt Hon Fiona Mactaggart MP
Sir John Mactaggart Bt
Gary Medazoumian FCA
Jane Slowey CBE
Laurence Newman
Robert Nadler
Steven Douglas

Company Secretary: Gary Medazoumian FCA

Bankers: Barclays Bank plc,
7th Floor,
180 Oxford Street,
London, W1D 1EA

Solicitors: Bircham Dyson Bell,
50 Broadway,
London, SW1H 0BL
Bates Wells & Braithwaite,
2-6 Cannon Street,
London, EC4M 6YH

Auditors: Haysmacintyre
26 Red Lion Square
London, WC1R 4AG

Thanks and Acknowledgments

Commonweal Housing remain extremely grateful for the ongoing capital support and core funding it receives from Grove End Housing Limited

Commonweal also thanks its project partners Housing for Women, St Mungo's Broadway, Anawim and Women's Breakout, Thames Reach, Catch 22, Praxis, Real Lettings and the RCJ Advice Bureau for helping us deliver our role model projects and for their continuing support and positive contributions.

Members of the Chief Executive's Advisory Panel over the year included:

Elizabeth Balgobin, Elizabeth Clarson, Neil O'Connor, Kate Dodsworth, Lynne Duval, Helen Easton, Andy Gale, Keith Jenkins, Jeremy Swain, Joyce Mosley, and Heather Petch.

We would like to extend our thanks to our social investment partners who have shown confidence in our work:

Bridges Ventures, Esmee Fairbairn Foundation, Trust for London, City Bridge Trust and Big Society Capital.

We are grateful to the Trustees of the Bircham Dyson Bell Charitable Trust and the Blyth Watson Charitable Trust for their generous grant funding of our work.

Commonweal Housing Ltd

Unit 311, The Blackfriars Foundry
156 Blackfriars Road, London SE1 8EN

t: 020 7199 8390

e: office@commonweal.org.uk

w: www.commonwealhousing.org.uk

twitter: @CommonwealTweet

