

Impact Report 2023/2024



Charities Commission Number: 1188164

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Executive Summary





Alamy

The Homelessness Crisis

On any given night in 2024, an estimated 354,016 people in Britain are facing the harshest forms of homelessness. Among them are 161,500 children living in temporary accommodation. This marks a 14% increase in just twelve months and a shocking 55% rise since 2020, when 227,000 people were recorded as homeless.

The numbers are only set to grow. With frontline services stretched beyond capacity and the cost of living crisis deepening, more families and individuals are being forced into homelessness across the country.

Homelessness is not just a social issue, it is a profound injustice. Life expectancy for people without a stable home is just 45 for men and 43 for women, compared to 78.6 and 83.1 years in the wider population.

This injustice also carries a huge financial burden. Temporary accommodation alone costs £2.3 billion every year.

Leaving Homelessness Behind For Good

We're opening doors out of homelessness every single day, offering more than temporary relief; we're creating the chance for people to rebuild their lives with security and purpose.

As a team of just 5 full-time staff members over the course of 2023-2024, we're really proud to have **helped over 100 people take large steps out of homelessness.**

This year, over **92% of our clients have sustained their tenancies 9-24 months** after our support. With an average cost of £1,767 against expected savings to the public purse of £39,590, our work represents an incredibly effective tool in the wider effort to solve homelessness.

Our long-term goal is to support over **3,000 people** out of homelessness in the next **2 years**, and **70,000** by **2033**.





How Greater Change Works



How We Work

1

Greater Change partners with charities and local authorities who refer clients to us for whom a relatively small financial boost will have a transformative impact.

2

The grants are designed by the client themselves alongside their support worker, returning the dignity of choice to them. Greater Change will provide some light touch financial planning support after the spending plan is submitted.

3

The funds are transferred to the referring organisation within one week of approval. As the money never goes directly into the client's pocket, this returns the agency to the individual in a supervised way.

4

By working with support workers and their clients, there is an **added layer of accountability** that ensures we are providing people with the funds they need to break out of the homelessness cycle.

Why do personalised budgets work so well?

More Than a Grant: Personalised Paths Out of Homelessness

Our personalised budgets allow clients to make *transformative and sustainable* steps out of homelessness. This is largely because our financial support is **personalised, fast, and avoids duplication**

Personalised

Our clients are the experts in their own lives.

Our funding often supports items that only the individual themselves could identify as essential. By trusting people to choose what they need, we avoid assumptions, respond faster, and most importantly, restore a sense of agency and dignity in decision-making.

Fast

We move at the pace people need, with no hoops to jump through.

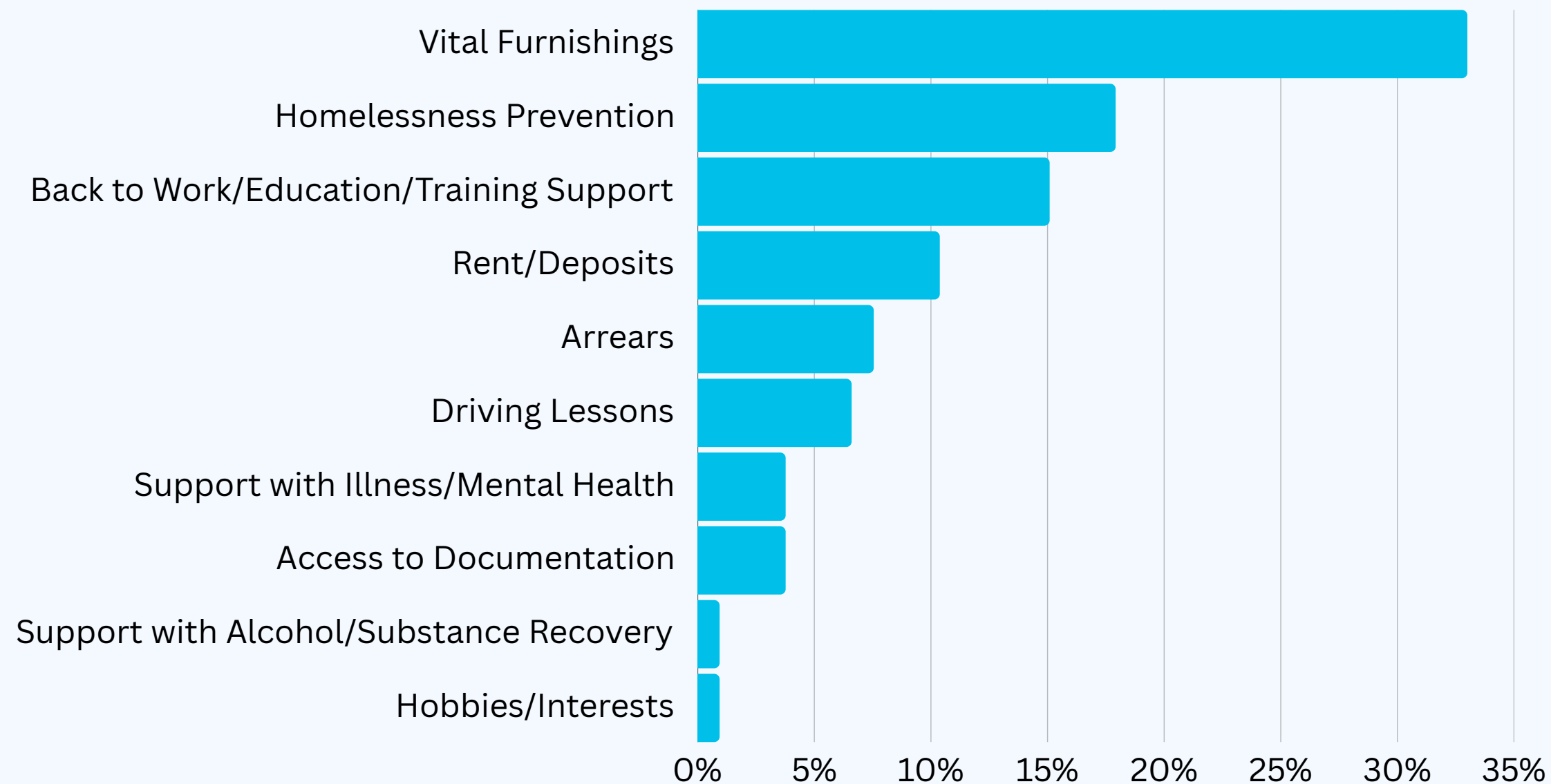
Most financial support is delivered within a week of agreeing the final spend. But when urgency matters, we act faster, sometimes even making same-day payments. This responsiveness means we can step in at the right moment, when support can have the greatest impact.

Avoids Duplication

We don't duplicate existing support systems.

By coordinating with existing services and respecting keyworkers' relationships with their clients, we avoid duplication and help reduce demand on stretched teams.

What do we help people with?



Spotlight: Vital Furnishings

While the types of support we provide is as diverse as our client base, this year, vital furnishings were the most common area of need.

Vital furnishings play a significant role in preventing or breaking the cycle of homelessness. They help people rebuild their lives and sustain their accommodation. Items like a bed, fridge, or washing machine are not luxuries, they're essentials for a safe, stable, and dignified home. Without support, many individuals are forced to go without these basics just to afford rent. Our approach goes beyond helping people survive; it's about enabling them to live healthy, fulfilling lives.

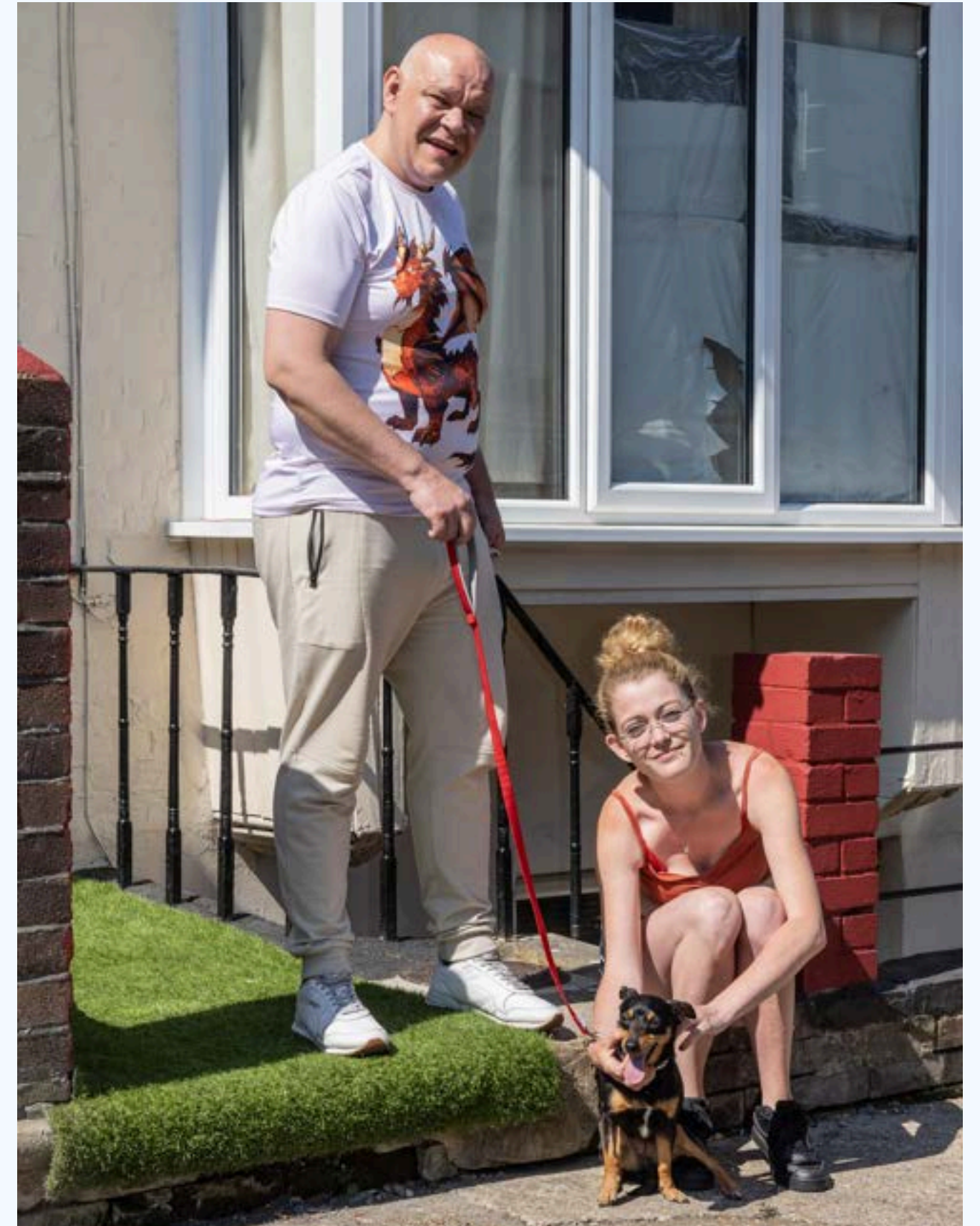
Ella's Story

After living in temporary accommodation for 3 years, Ella finally moved into a council flat. However, she spent the first three weeks sleeping on the floor because of the inhibitive costs of furnishing a home.

Ella's support services referred her to Greater Change, and we helped Ella to purchase beds and sofas for her new flat, which has helped her to sustain her accommodation months on.

“The impact of gradually seeing a blank canvas transform into your home brings you back to life and rebuilds your character that was taken from you when you were ripped to shreds going through homelessness. It was a really transformative experience.

The council gave a paint grant - selected colours, selected amounts, etc - [but] there was a serious lack of choice. Why do people who are homeless have personalisation taken away from them?”



Centre for Homelessness Impact - Challenging perceptions of homelessness.

Where we work

Greater Change works together with local partner charities to ensure that our clients receive support alongside the funding we provide.

We value our partners' experience and expertise and have intentionally avoided duplication of their services to ensure a better experience for our clients.

In 2023/24, we operated in:

- Greater London
- Oxfordshire
- Durham
- Essex

We currently operate in the following areas:

- | | |
|--------------|---------------|
| - Camden | - Bristol |
| - Basildon | - Sunderland |
| - Hounslow | - Castlepoint |
| - Richmond | - Wandsworth |
| - Manchester | |

If you are working in local government and are interested in bringing Greater Change to your council area, please email: enquiries@greaterchange.co.uk

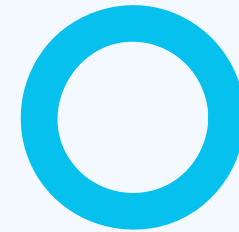


What our partners say



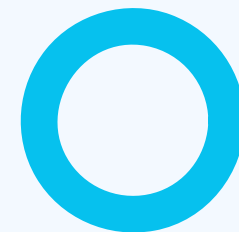
“When talking about the crisis of homelessness, it can be easy sometimes to forget that we are talking not just about statistics, but about the lives, the hopes, the dreams and the ambitions of countless individual people. Greater Change’s approach makes such oversights impossible. It is a tried and tested way of connecting people who can and want to give, to people who need financial help. And it works.

Paul Morrish, Chief Executive of LandAid



“It is always a pleasure to work with Greater Change, as they have always made it a warm, professional, inclusive and accessible process. We have referred many clients to them with profoundly positive impacts on their lives. The GC team is always there to answer any questions, and the referral process is easy and client-centred, making a big difference in referring staff. They have always shown flexibility and understanding of our client’s unique journeys, and receiving funds has always been smooth. I know that many colleagues and I are grateful for Greater Change’s existence and for the direct ongoing impact their funding has had on the lives of our clients.”

Pal, LGBT+ ISVA at Galop



“Greater Change has been fantastic for us. The way we have been able to use it and extend it to partners flexibly means that we’ve had huge success working with Greater Change, and will continue to do so in the future.”

Phil Warren, Head of Rehousing and Homelessness at Basildon Borough Council

Our journey so far and next steps



The Greater Change Team (Jon, Alex, Lauren, Katie, Steph, and Oli)

Our small team has made everything you have read so far possible, and we are incredibly proud of how much we have done with very little.

We have been able to prove the efficacy of our support programme and gain an incredible amount of traction with partner charities, local government, supporters and more.

But our ambitions go further than that. We want to make a significant dent in the homelessness crisis across the UK and beyond. We are continuing to grow our team of brilliant, enthusiastic staff members, with plans to support **over 130,000 people in the next 10 years, generating just under £5 billion in direct cost savings to the public purse.**

We remain deeply committed to making every donation count, continuously improving our efficiency and ensuring the greatest possible impact for the people we support. Our focus on collecting robust evidence is part of how we hold ourselves accountable and learn as we grow.

Thank you for taking the time to explore this report and for your interest in the work we do.

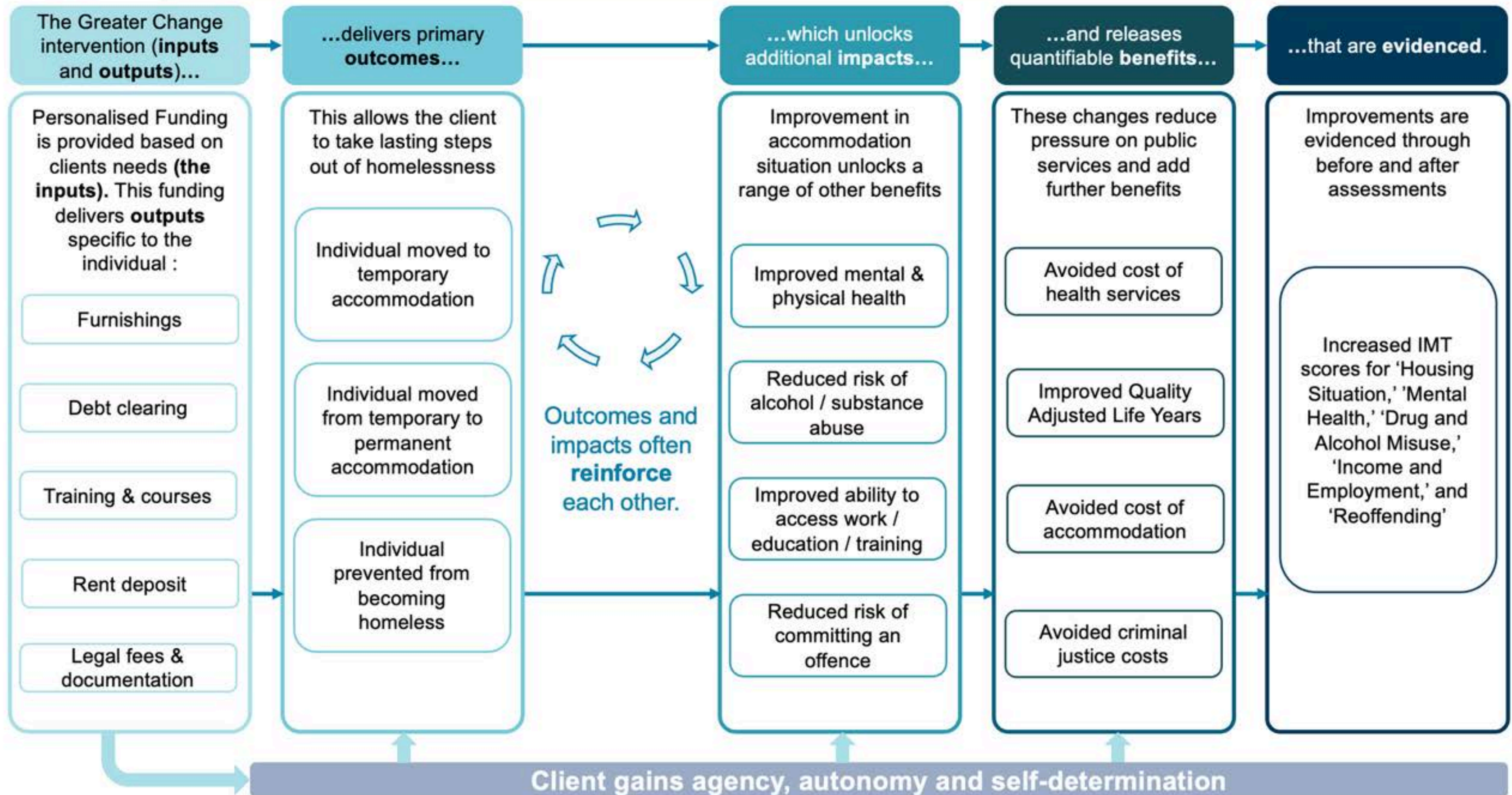
If you would like to help us grow and scale our work, do get in touch with us at enquiries@greaterchange.co.uk



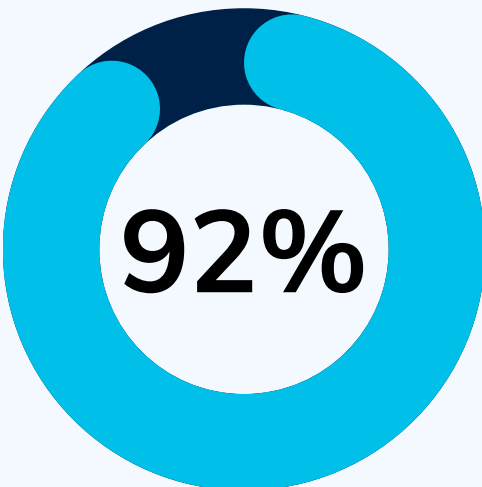
Our Impact



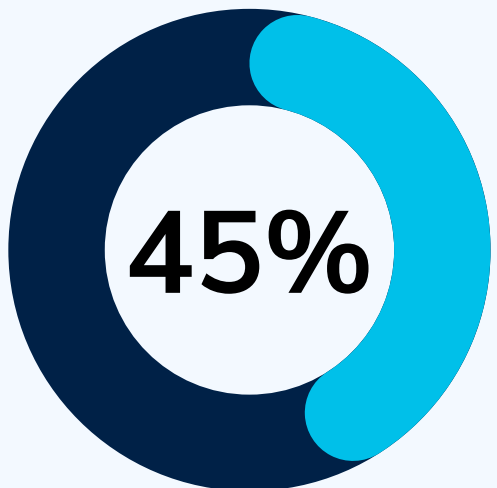
Theory of Change



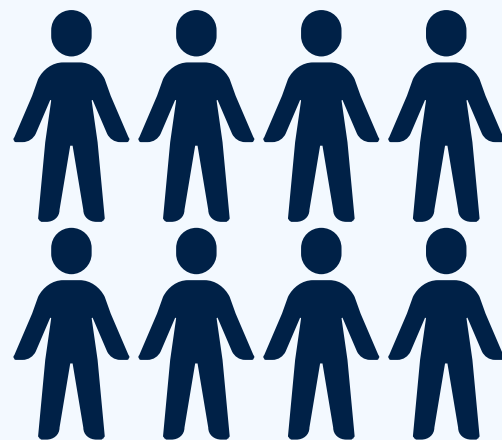
Impact Highlights



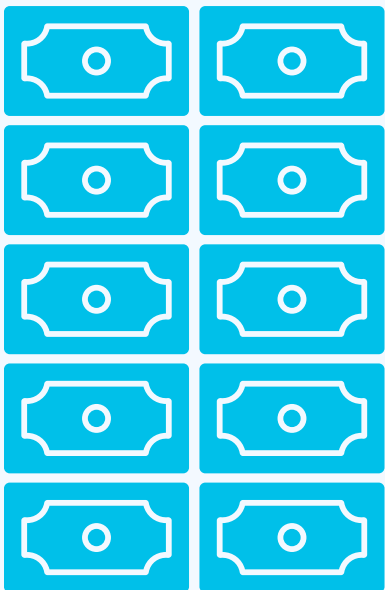
92.6% of our clients moved into **permanent housing or sustained stable housing** in 2023/24.



45% of our clients were from BAME backgrounds. In comparison, 33% of all statutorily homeless people in England were from BAME backgrounds at the end of 2024.



We supported **106 people** who were experiencing homelessness or at risk of becoming homeless throughout 2023/24.



In 2023/24, we unlocked an average of **£39,590 in potential cost savings per person.**

The total cost of supporting each person on average is £1,767. This includes our operational and personalised budgets costs.

Cost Savings

**Total Cost Savings
Unlocked:**

*Direct Cashable Benefits +
QALY Benefits*

£4,540,562*

**Total Cost of Running
Greater Change:**

£185,469

**Benefit for every
£1 donated**

£24

*We've assumed 100% attribution in this number. Refer to the next page to read about our cost-savings at different levels of attribution.

Measuring total cost savings

Our cost-savings research demonstrates that preventing homelessness is not just a moral obligation but also a sound economic decision.

£4,196,582

Direct Cashable Benefits

To understand the true cost of homelessness, we look at what it takes to support just one person across housing, healthcare, criminal justice, and social services. When support systems fail, these are the sectors that pay the price.

Our analysis is grounded in two key studies: a 2016 Crisis–University of Pennsylvania [report](#) that tracked real-time service use by 86 people experiencing homelessness, and a 2023 LSE [report](#) on the cost of homelessness services in London. Together, they give us per-person cost benchmarks across each metric, helping us quantify the total public savings driven by our work.

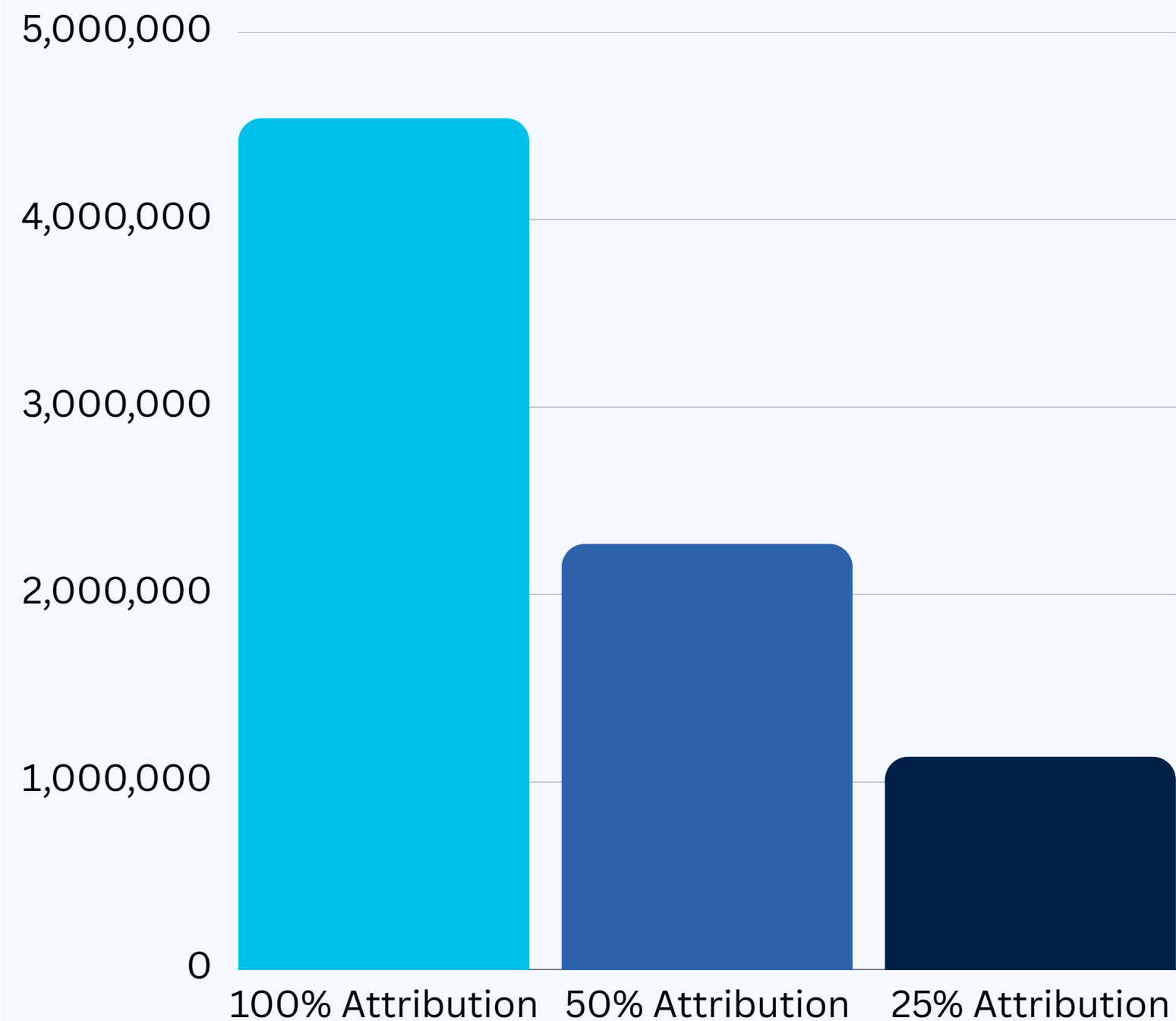
£343,980

Quality Adjusted Life Years

We’ve always tracked cost savings through cashable benefits—real reductions in government spending on things like healthcare, housing, or social care. This year, we went a step further.

For the first time, we’ve also captured the value of improved health and wellbeing through quality-adjusted life years (QALYs). That means we’re not just showing where money is saved—we’re showing where lives are improved, and putting a meaningful economic value on that impact.

Measuring total cost-savings: attribution

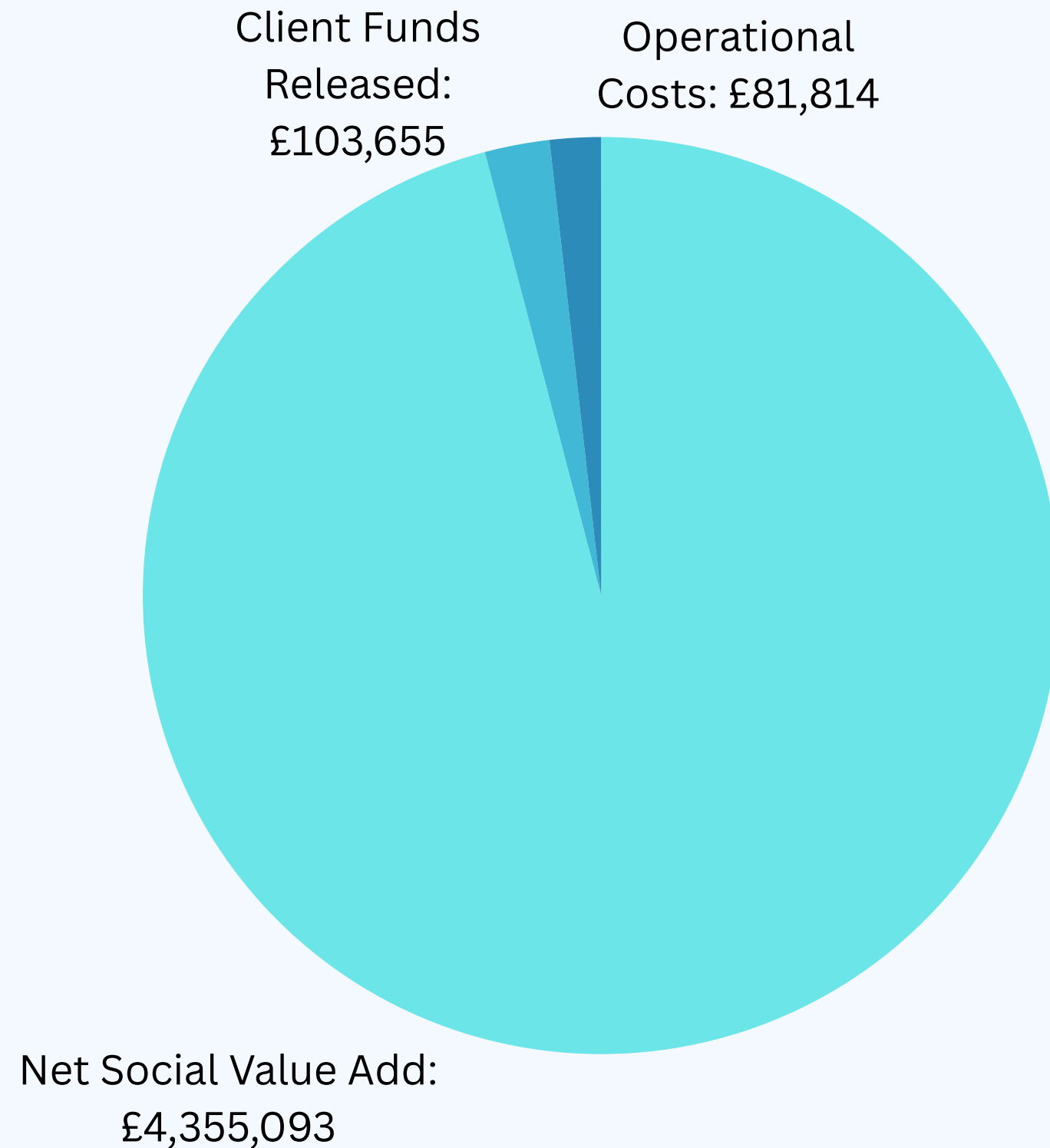


The cost-savings figure, £4,540,562 assumes 100% attribution of our work on cost savings. However, we are extremely aware that the impact of the Greater Change intervention has been achieved jointly with our partner organisations, as well as other support services that our clients may be accessing.

To reflect this, we have modelled cost savings at varying levels of attribution. This means we’ve scaled back the savings to account for the fact that outcomes are rarely achieved by one organisation alone. Even at a cautious attribution level of 25%, well below what is often used in impact measurement, the results still show over **£1 million in cost savings to the public purse**. When we assume 50% attribution, cost savings are over **£2 million**.

This demonstrates the strength and efficiency of our model, even when viewed conservatively.

Measuring the cost of running Greater Change



Donations spent directly on clients: Average funding size for the clients we paid out was **£996**; with a **total of £103,655 released to clients** in FY23/24.

Operational costs: It cost a total of **£81,814** in FY23/24 to run Greater Change.

Net social value add: This means that as an organisation Greater Change Foundation generated a net positive value of £4,355,093 to the public this year.

More details on our running costs can be found on our annual accounts published on the Charities Commission's register of charities.

Measuring Outcomes

Our Impact Measurement Tool (IMT) consists of eight categories in total, six of which are mandatory and two further optional categories which do not apply to all individuals supported:

Mandatory Measures:

- 1) Housing**
- 2) Income and Employment**
- 3) Motivation and Engagement**
- 4) Self-care and Living Skills**
- 5) Social Networks and Relationships**
- 6) Mental Health**

Optional Measures:

- 1) Alcohol and Drug Misuse**
- 2) Offending**

We developed our own impact tool based on Outcome Star's Homeless Star and in collaboration with Aspire Oxford, London Strategic Consulting, ThoughtWorks and The Social Innovation Partnership.

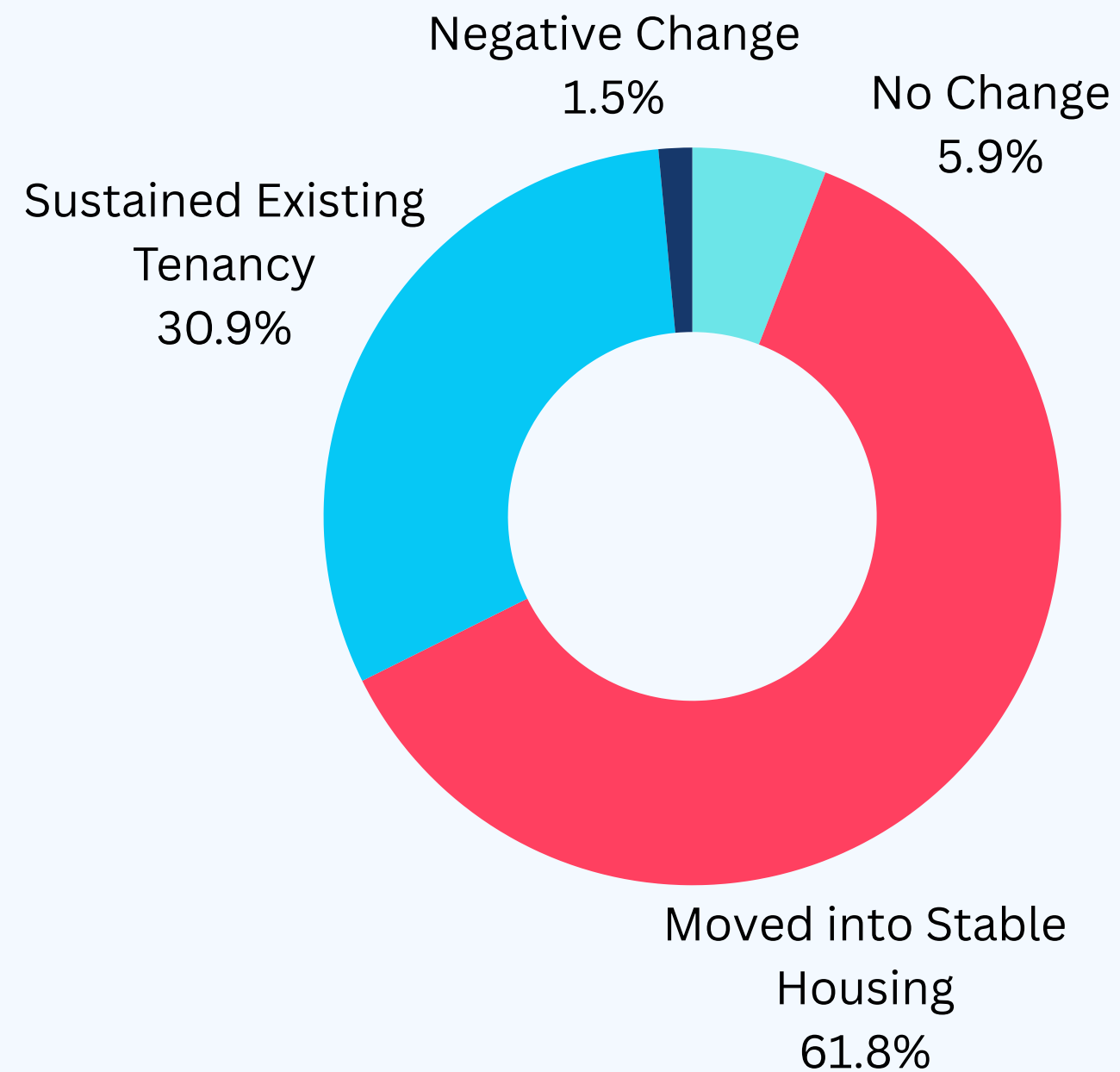
Our tool uses a five-point scale to determine the client's standing in each of the categories, both before Greater Change's intervention and 9-24 months post funding. We have consistently used our IMT to collect demographics and impact data in all our previous reports.

Additionally, we capture demographics data (e.g., race, sexuality, household composition).

Further details of our IMT tool and our data collection methodology can be found in the Appendix.

Impact on Housing Situation

Breakdown of Client Outcomes Post GC Intervention



Overall, **92.7% of clients moved into or sustained stable accommodation** after support from Greater Change.

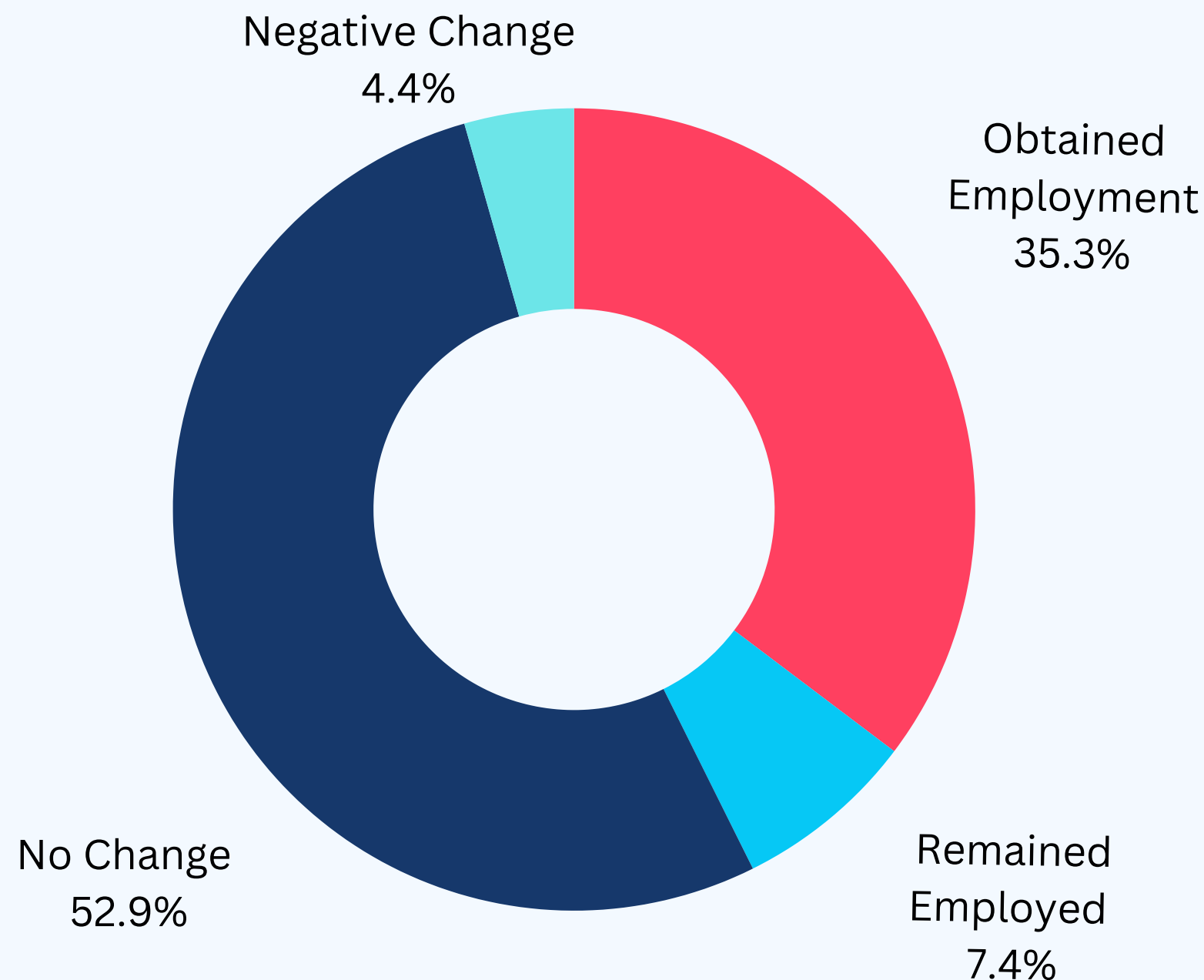
As the cost of living crisis continues, we've continued and expanded our prevention work. In 2023, a YouGov [poll](#) found that 50% of private renters in England were just one pay cheque away from homelessness. That's why our work goes beyond just supporting those already experiencing homelessness, we're equally committed to stopping it before it starts.



Centre for Homelessness Impact - Challenging perceptions of homelessness.

Impact on Income and Employment

Breakdown of Client Outcomes Post
GC Intervention



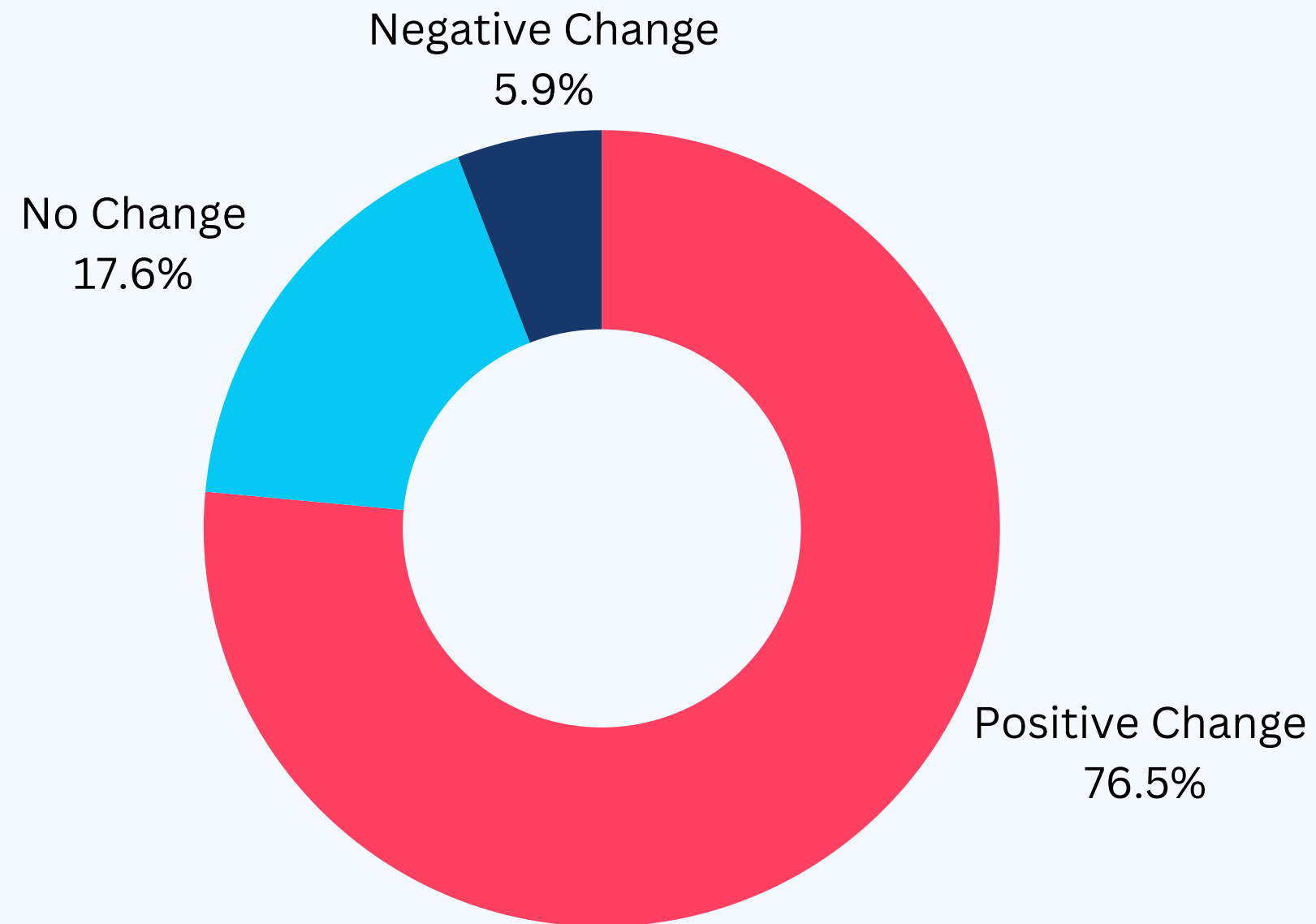
Finding employment after experiencing homelessness is often an uphill battle. Individuals face numerous barriers, including:

- 1) Lack of identification
- 2) Cost of travelling to interviews
- 3) Persistent stigma surrounding homelessness

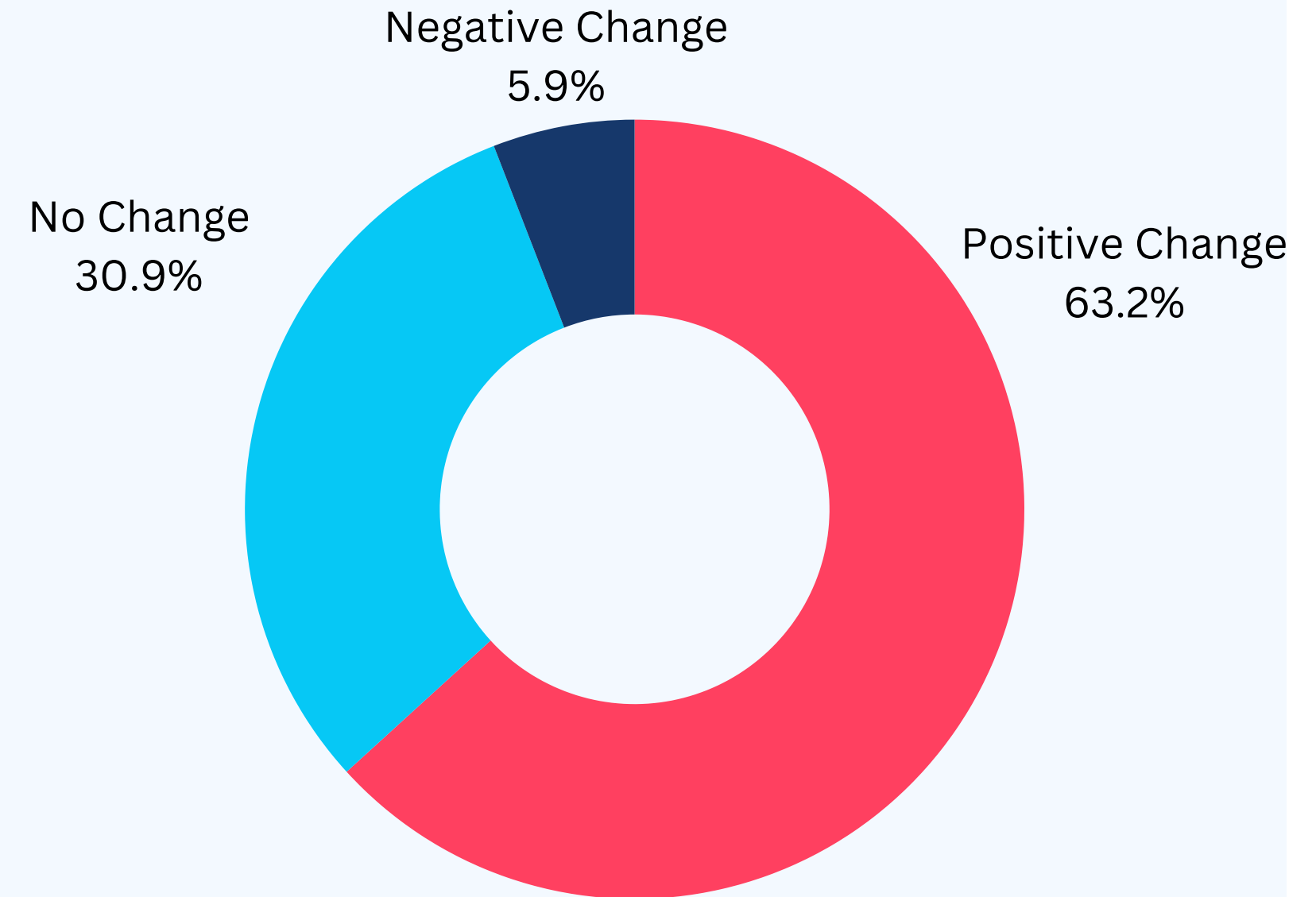
In 2024, just 25% of people owed a prevention or relief duty across England were in employment—a stark reminder of how systemic and structural these challenges are.

We're very proud to say that 42.7% of our clients make it into or sustain gainful employment after our support. Prior to working with Greater Change, over 88% of our clients reported being unemployed.

Impact on Motivation and Engagement

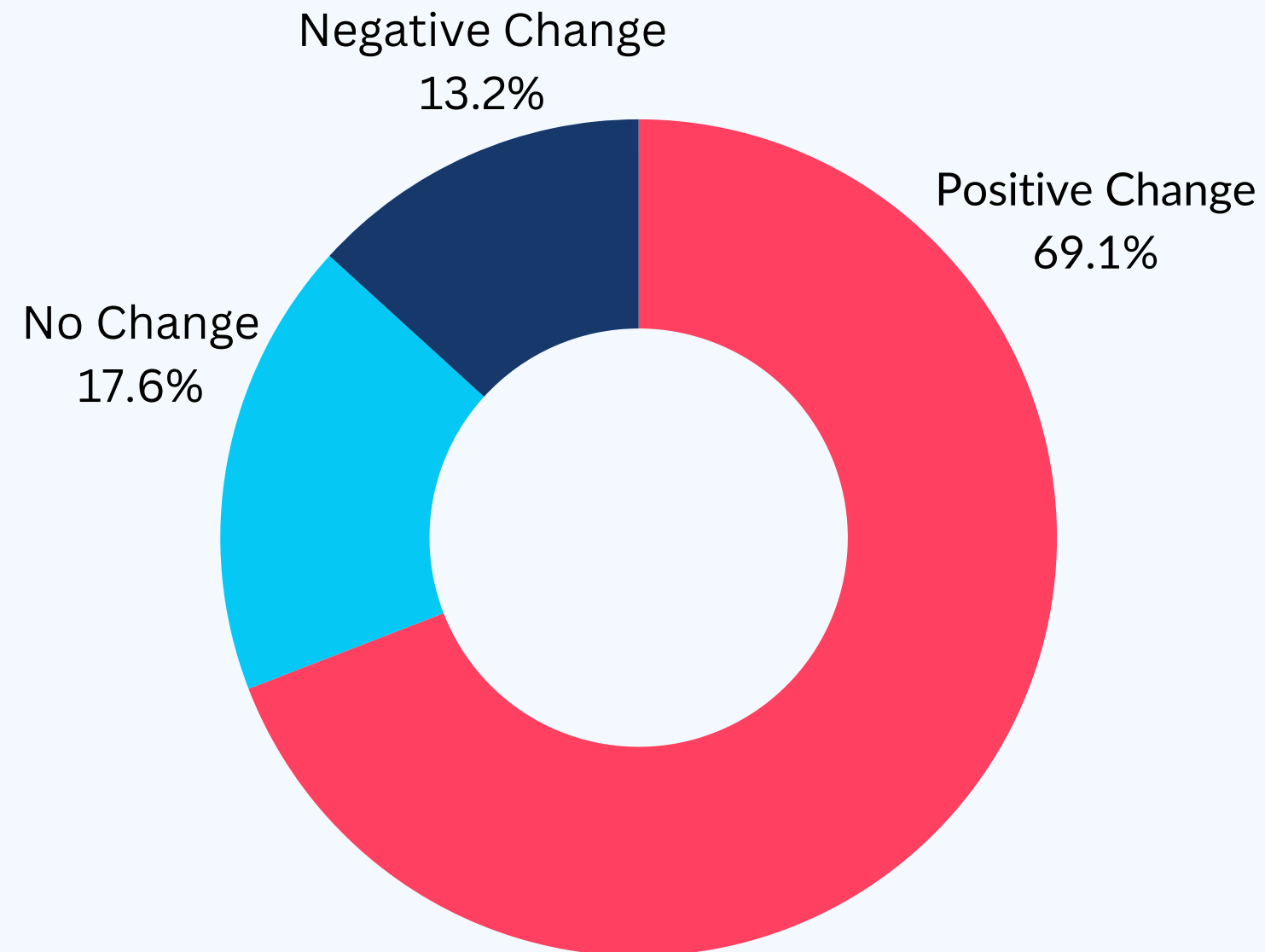


Impact on Selfcare and Living Skills

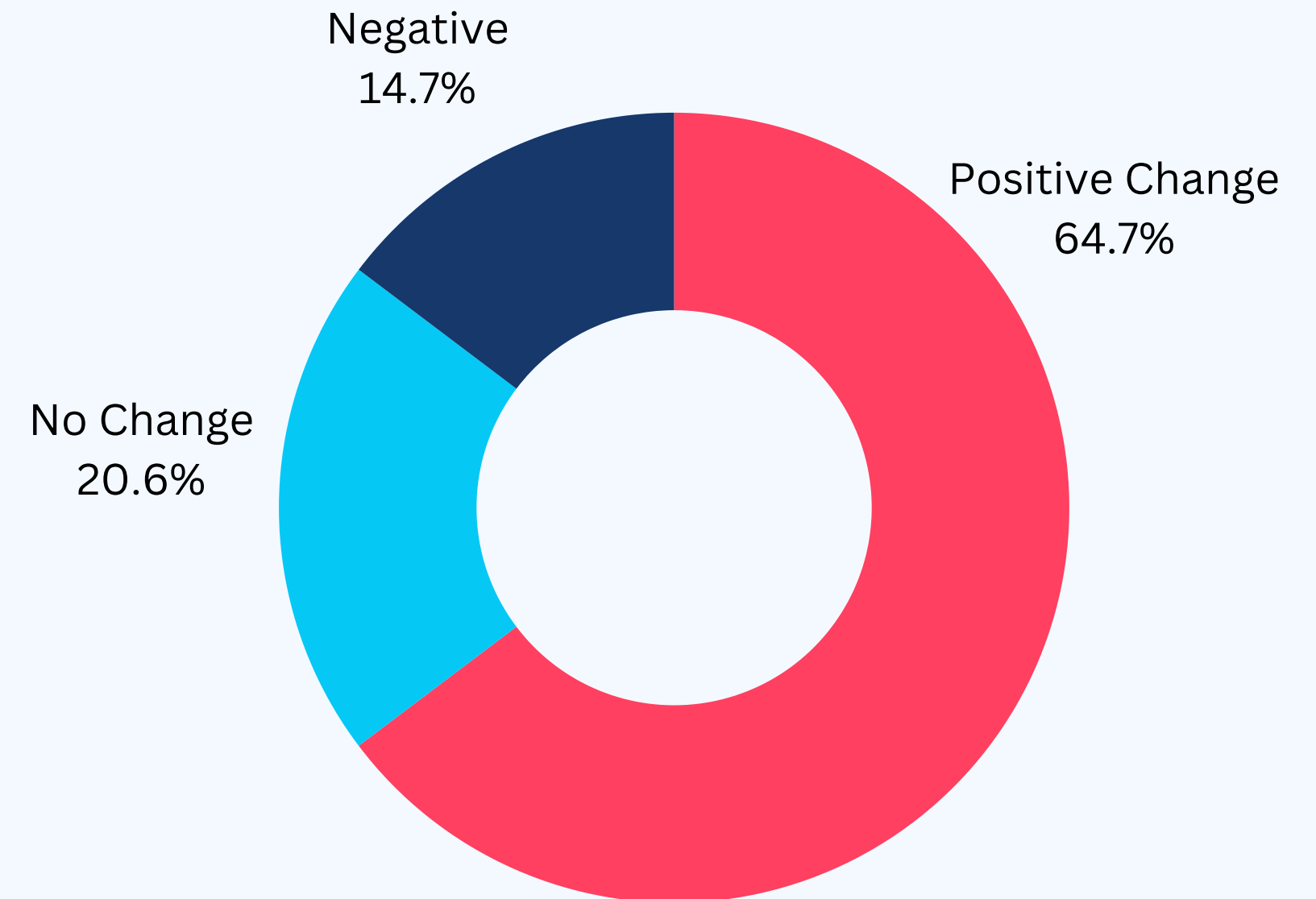


After raising funds through Greater Change, **76.5% of our clients experienced an increase in their motivation and engagement** and **63.2% saw an improvement in their selfcare and living skills.**

Impact on Mental Health



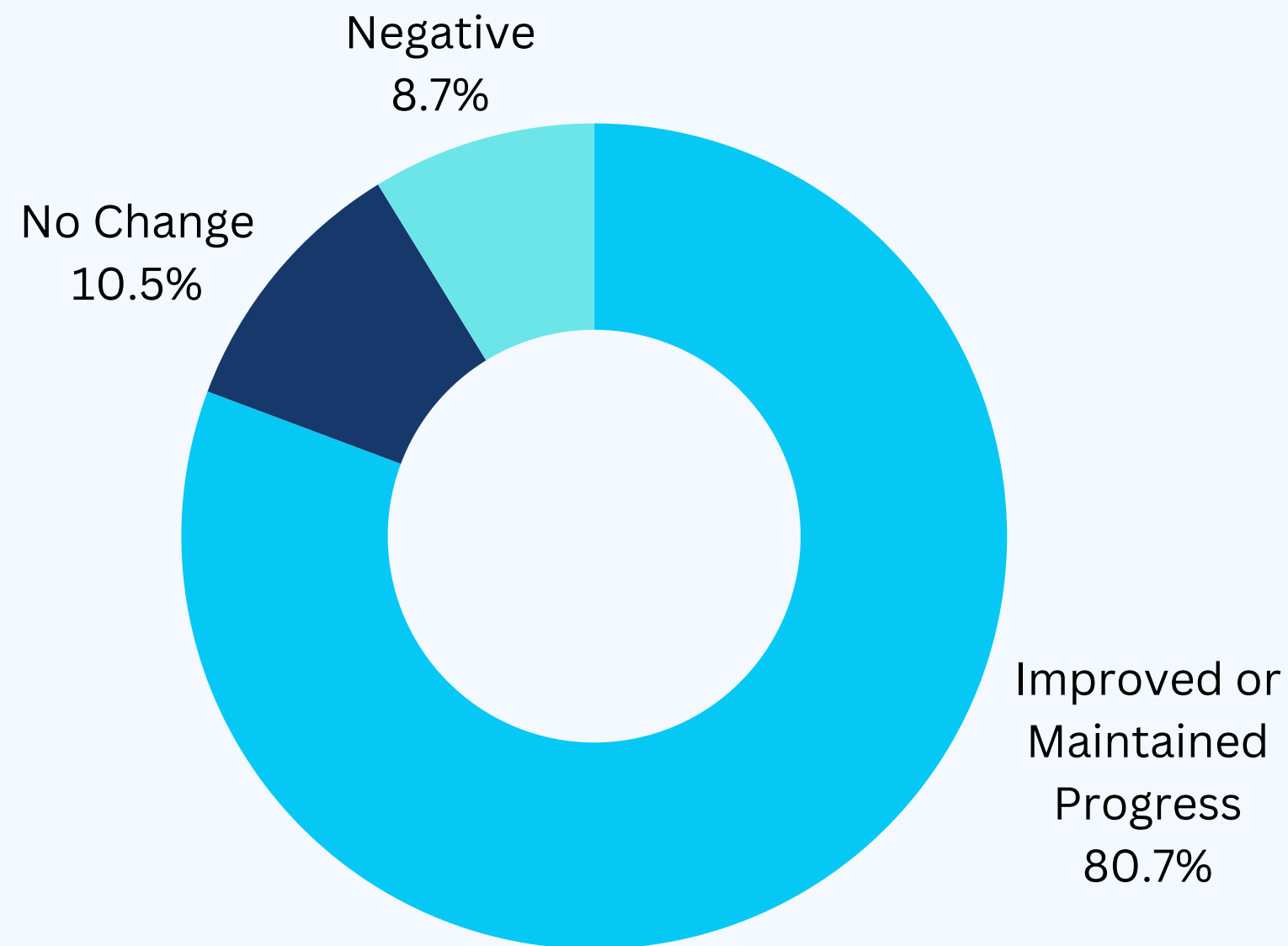
Impact on Social Networks



After receiving support from Greater Change, **69.1%** saw an improvement in their mental health and experienced a more positive outlook following our intervention. In addition, **64.7% of our clients built more meaningful relationships and created healthier social networks** after our support.

Impact on Substance Use

Outcomes of Client Cohort with History of Substance Use



47% of all our clients were actively struggling with substance misuse at the start of working with Greater Change.

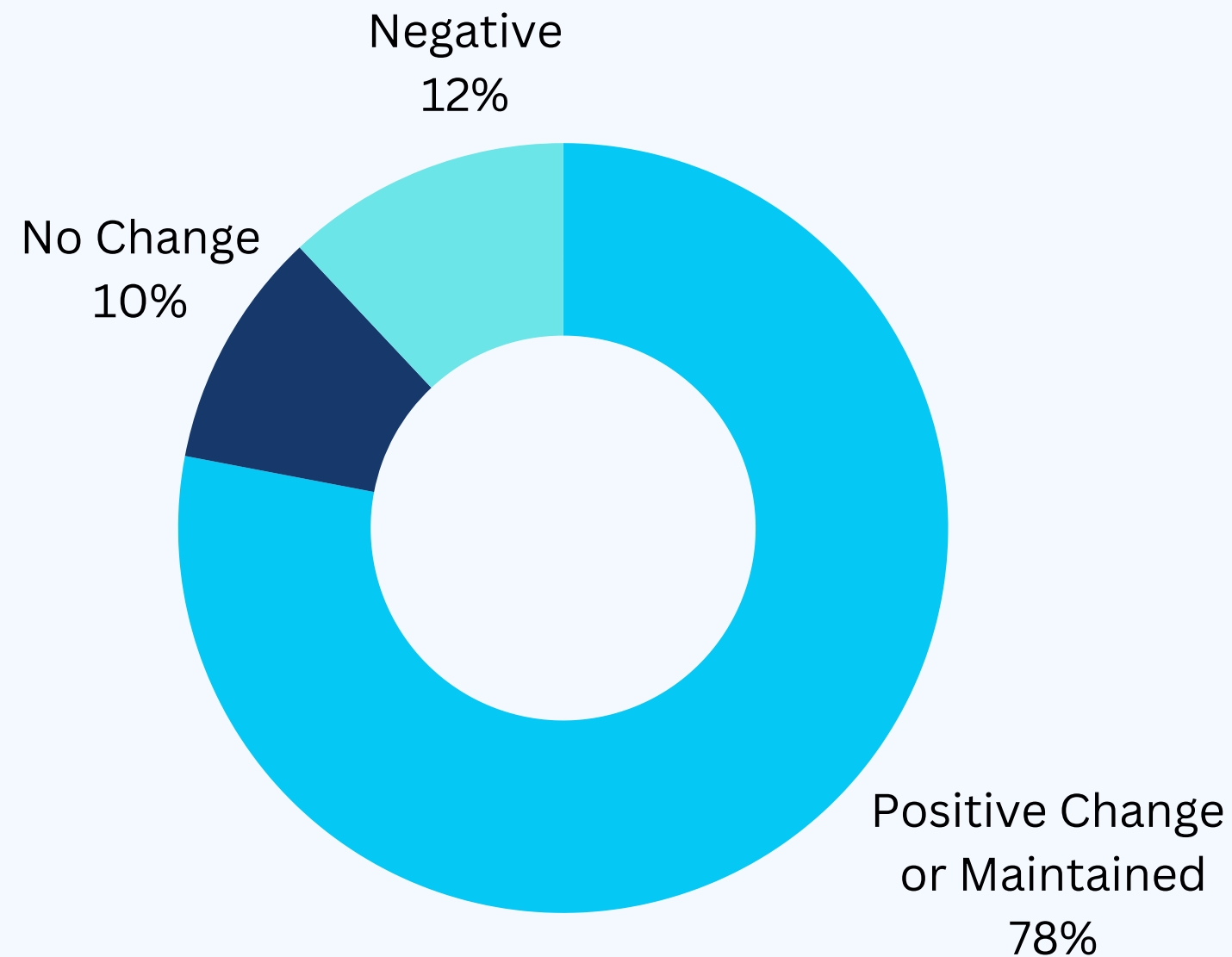
We're proud to state that of clients who were either actively misusing substances or had previously struggled with substance misuse, **80.7% either improved or maintained progress.**



Centre for Homelessness Impact - Challenging perceptions of homelessness.

Impact on Offending

Outcomes of Client Cohort with History with Criminal Justice System

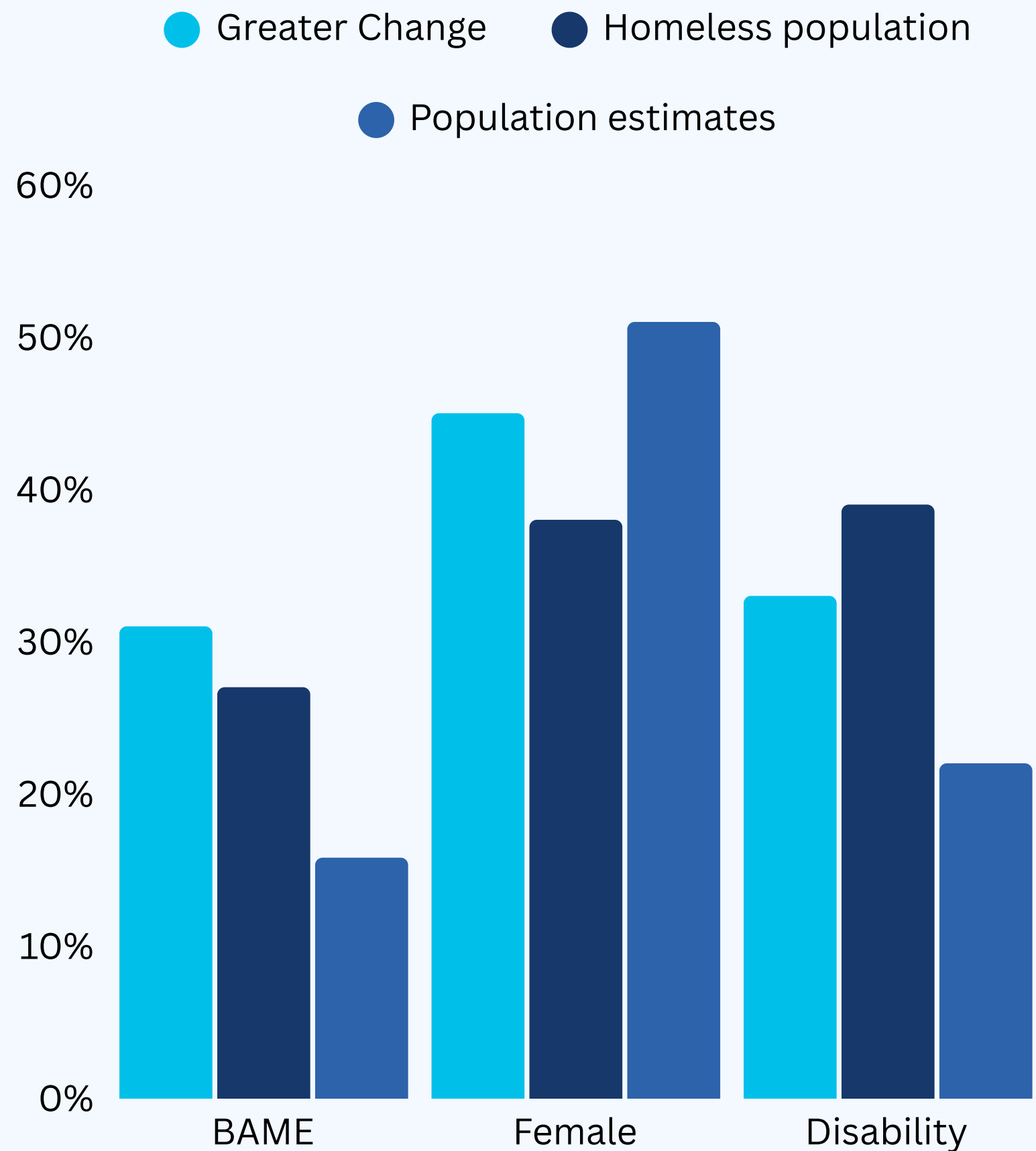


73.5% of our clients have had previous interaction with the criminal justice system. 12 months after our intervention, **none of our clients reoffended.**

According to the Ministry of Justice, in 2022, an average of 62% of people experiencing homelessness who had prior contact with the criminal justice system reoffended.



Centre for Homelessness Impact - Challenging perceptions of homelessness.



Equalities data compared against homeless population and general population

Equalities Data

Of all the people we supported in 2022/23:

44.7% were from BAME backgrounds*

44.8% identified as female**

33.3% identified as disabled**

11.8% of the clients we supported used the personalised budgets to support their children. **1.4%** of our clients used their personalised budgets to support their families.

Demographics of those who were statutorily homeless:

*33% of statutorily homeless people in England are from Black, Asian, and Minority Ethnic (BAME) backgrounds.

** 38% of statutory homeless single adults identified as female.

***39% of individuals who had a history of homelessness/were at risk of homelessness reported having a disability.



Next Steps

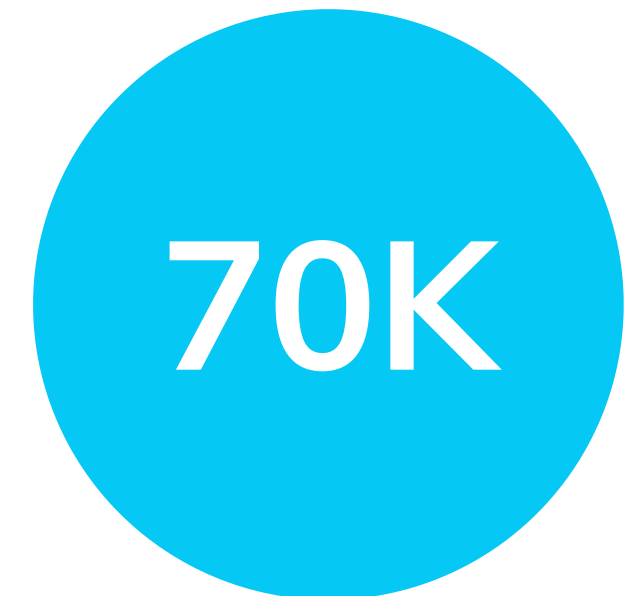


Individuals Supported
2023/2024

Individuals Supported
2024/2025

Annual Target
for 2025/26

Total Target
by 2033



We believe that Greater Change's innovative and efficient approach to tackling homelessness is highly scalable. After scaling our work fivefold between 2023 and 2024, we've built the infrastructure and systems needed to support continued growth, ensuring we can deliver high-quality support to even more clients without compromising on impact.

We aim to help over 1300 people in the next year and build up to 70,000 by 2033; generating over £4 billion in value to society and making a real dent in the problem.

Randomised Controlled Trial

In 2024, Greater Change launched a groundbreaking trial to evaluate the effectiveness of our intervention through a Randomised Controlled Trial (RCT) design. This gold-standard methodology will not only generate robust causal evidence about the impact of our work, but also provide valuable insights as we expand our model on a national scale.

The trial is one of 8 studies investigating new and innovative approaches to ending and preventing homelessness commissioned by the Ministry of Housing, Communities, and Local Government (MHCLG) to the Centre for Homelessness Impact (CHI). King's College London is conducting the evaluation alongside the trial's data collectors, IFF Research, and over a dozen frontline organisations and local authorities. Greater Change, alongside these frontline organisations, has worked to recruit more than 380 individuals with a history of rough sleeping. Participants were randomly assigned to either a treatment group, who received personalised budgets of a significant size, or a control group, who continued to receive services as usual. This structure enables a clear comparison of outcomes between those who access Greater Change's support and those who do not.



**Centre for
Homelessness Impact**



IFF Research

Results are expected to be released in late 2026.

“At a time of severely strained public finances, we are keen to learn whether we can use money more effectively and more efficiently to tackle deep-rooted societal problems like homelessness. What we’re trying to understand is the boundary conditions for cash transfers. When does it work? For whom does it work? What are the amounts you need to give people in order to make it work?” - Michael Sanders, Director of the Experimental Government Team in the King's Policy Institute

Our Contribution to Achieving the SDGs*

1 NO POVERTY



We offer outcomes-based guarantees in all of our contracted work ensuring that our success is tied in lockstep with the success of our clients.

3 GOOD HEALTH AND WELL-BEING



By preventing homelessness, we prevent premature death, improve mental health and contribute to treating substance abuse issues.

8 DECENT WORK AND ECONOMIC GROWTH



A high proportion of our staff have lived experience of homelessness. Our minimum pay is local living wage.

10 REDUCED INEQUALITIES



Of all the people we have helped in 2022/2023, 31% of our clients were from BAME backgrounds and 45% of our clients were female, which is high than the national average of 38% of all homeless applicants being female.

This work would not have been possible without



Thanks to valued partnerships with

St Mungo's
Ending homelessness
Rebuilding lives

**Sanctuary
Supported
Living**


New Horizon
Youth Centre

YMCA



THE GATEHOUSE


SHELTER


Beacon House
bringing hope


**One Roof
Leicester**

**CRAWLEY
OPEN
HOUSE**


aspire


**Colchester
Borough
Homes**



 **Peabody**

**THE BIG
ISSUE**

CHESS Homeless


Thank you!

Thanks to valued partnerships with



M O P A C

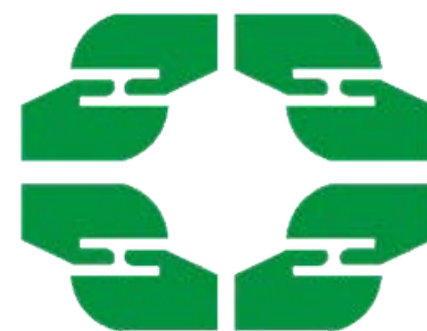
MAYOR OF LONDON
OFFICE FOR POLICING AND CRIME



Sunderland
City Council



Basildon
Council
BASILDON • BILLERICAY • WICKFORD



Camden



London Borough
of Hounslow

Thank you!