



Impact Report 2024-2025



GreaterChange



Charities Commission Number: 1188164

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Executive Summary

1



1

The Homelessness

Crisis Today



The UK spent over £2.8 billion directly on homeless accommodation in 2024/25. Yet, the crisis is worsening every single day.

On any given night in 2024, it is estimated that 354,016 people across Britain are experiencing the most severe forms of homelessness, including 161,500 children living in temporary accommodation. This represents a 14% increase in just one year – and a staggering 55% rise since 2020, when 227,000 people were recorded as homeless.

These figures are only expected to increase. As support services become increasingly overstretched and the cost of living crisis deepens, more individuals and families are being pushed into homelessness across the country.

Homelessness represents a profound injustice. The average life expectancy for someone who is experiencing homelessness is 45 for men and 43 for women, compared to 78.6 and 82.6-year life expectancies for men and women in the general population.

What we have achieved

We're unlocking doors out of homelessness for people every single day - offering not just financial support, but a real chance at a fresh start.

As a team of just 10 at the time of writing this report, we're really proud to have **helped over 1700 people take large steps out of homelessness**; a key milestone in our journey.

This year, over **85% of our clients have sustained their tenancies 6-9 months** after our support. At the cost of just £1,397 against expected savings to the public purse of £41,330, our work represents an incredibly effective tool in the wider effort to solve homelessness.

Our long-term goal is to support over 4000 people out of homelessness in the next **2 years**, and **130,000** in the next **10 years**.



How Greater Change Works

1

Greater Change partners with charities and local authorities who refer to us clients 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 then provides 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 and accountable way.

4

The client is then able to use the funds to take meaningful steps towards a stable and fulfilling life, **leaving homelessness behind for good.**

*Examples of what we fund includes rental deposits, clearing arrears, career progression tools, employment opportunities, vital furnishings

Why do personalised budgets work so well?

Our personalised budgets allow clients to take *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 one 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.



Avoid 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 strained support systems.

What do we help people with?



Sarah's Story

Sarah was placed into emergency accommodation after a devastating house fire destroyed her home and all her belongings. With no end in sight to the rehoming process, Sarah started to experience significant mental distress due to the rising costs of funding household essentials all over again.

When Sarah approached a partner charity for help, they referred her to Greater Change, where we provided £2,200 to help her afford furniture and white goods. The funding not only helped restore a sense of stability in her life but also significantly reduced her anxiety moving into a new home. This allowed her to move forward physically and mentally after her life had turned upside down.

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, refrigerator, or washing machine are not luxuries, they're essentials⁷ 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 everyone to live healthy, fulfilling lives.

Client Stories

Luke's Story

Luke found himself homeless after a sudden relationship breakdown. With no immediate support system around him, he was forced to sleep rough for several months. During this time, Luke faced numerous difficulties, including a lack of basic necessities and a decline in mental health, resulting in him losing his job.

After being placed in a hostel, he was able to work closely with support staff to regain stability. As part of his plan to regain some independence and get his life back on track, Luke decided he was ready to seek new employment, and was interested in roles that required a driving licence.

Greater Change funded £1,750, which allowed Luke to complete 20 hours of driving lessons and take his driving test. Having access to this funding has opened new doors. Luke has now received three job offers, all of which required a driving licence, and is on track to start full time employment again. His next goal is to save up enough money from his job to secure a deposit for privately rented accommodation and move out of the hostel.



Centre for Homelessness Impact -
Challenging perceptions of homelessness.

Eleanor's Story

Eleanor is a care leaver who became homeless after a relationship breakdown. She was living in supported accommodation and maintaining employment, working extra hours where she could. However, she was unaware of the impact this could have on her Housing Benefit, and fell into more than £3000 of arrears. Facing eviction, her mental health deteriorated and she had to leave her job.

Eleanor was at imminent risk of street homelessness, as she was unable to continue living in her supported accommodation with her arrears. Greater Change stepped in when she was referred by a partner charity to help clear these arrears. This enabled her to find further support in the mental health pathway, move into new, more appropriate supported accommodation, and avoid rough sleeping.

What our partners say



83% of our partners report that personalised budgets have been “very effective” or “effective” in supporting their clients.



80% of our partnering organisations report that it is “very easy” or “easy” to refer clients to Greater Change.



93% of our partners report that they are “very likely” or “likely” to recommend Greater Change to other organisations.

Where we work



In 2024/2025, we operated in the following areas:

- East of England
- London Region
- Southeast of England

We’ve recently started operations in the following areas:

- Northwest of England
- Southwest of England
- West Midlands
- Northeast of England

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



Our Impact



Theory of Change

The Greater Change intervention (inputs and outputs)...

Personalised Funding is provided based on clients needs **(the inputs)**. This funding delivers **outputs** specific to the individual:

- Furnishings
- Debt Clearing
- Training & Courses
- Rent & deposit
- Legal fees & documentation

....delivers primary outcomes

This allows the client to take lasting steps out of homelessness

- Individual moves into temporary accommodation or more permanent stable housing
- Individual has decreased material deprivation & increased financial resilience
- Individual prevented from becoming homeless

....that are evidenced.

Improvements are evidenced through before & after assessments

- Increased IMT scores for 'Housing Situation', 'Mental Health', 'Drug & Alcohol Misuse', 'Income & Employment', and 'Reoffending'

Outcomes and impacts often reinforce each other

...which unlocks additional impacts

Improvement in accommodation situation unlocks a range of other benefits

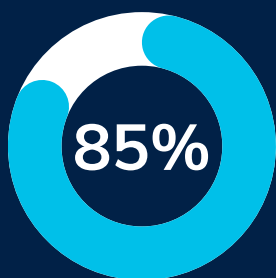
- Improved mental & physical health
- Reduced risk of alcohol/substance abuse
- Improved ability to access work/education/training
- Reduced risk of committing an offense

...and releases quantifiable benefits...

These changes reduce pressure on public services and further benefits

- Avoided cost of health services
- Improved Quality Adjusted Life Years
- Avoided cost of accommodation
- Avoided criminal justice costs

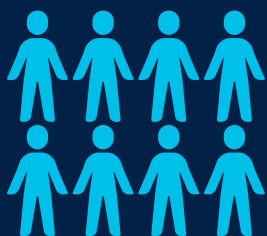
Impact Highlights



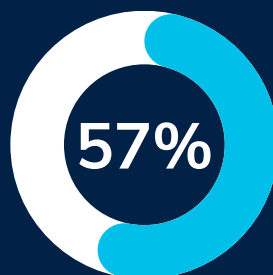
85.1% of our clients moved into permanent housing or sustained stable housing in 2024-2025.



In 2024/25, we unlocked an average of £41,330 in potential cost savings per person.



We supported 618 people who were experiencing homelessness or at risk of becoming homeless in 2024-2025.



57% of our clients were from BAME backgrounds. In comparison, 31% of all statutorily homeless people in England were from BAME backgrounds in the beginning of 2025.



The total cost of supporting each person on average is £1,397. This includes our operational and personalised budgets costs.

We believe that Greater Change's innovative and efficient approach to tackling homelessness is highly scalable. After scaling our work fivefold between 23/24 and 24/25, 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.

Individuals Supported
2023/2024



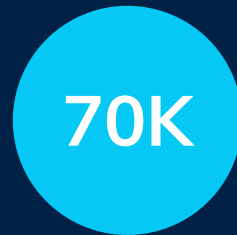
Individuals Supported
2024/2025



Annual Target
for 2025/26



Total Target
by 2033



Cost Savings

Total Cost Savings Unlocked:

*Direct Cashable Benefits +
QALY Benefits*

£18,317,587

Total Cost of Running Greater Change:

£621,140

Benefit for every £1 donated

£29

Measuring total cost savings

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

£17,441,257

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.

£876,330

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.

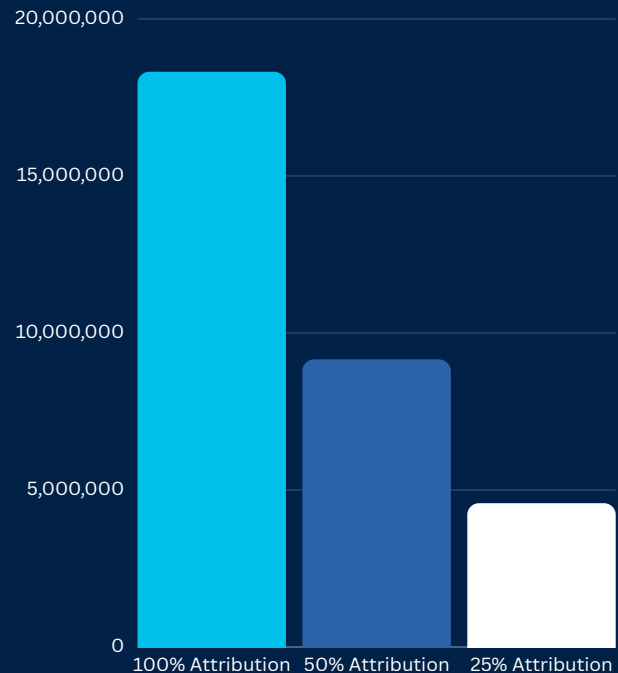
For the first time, we've also captured the value of improved health and wellbeing through quality-adjusted life years (QALYs). That means we're not just showing where money is saved, we're showing where lives are improved, and putting a meaningful economic value on that impact.

Measuring attribution of total cost savings

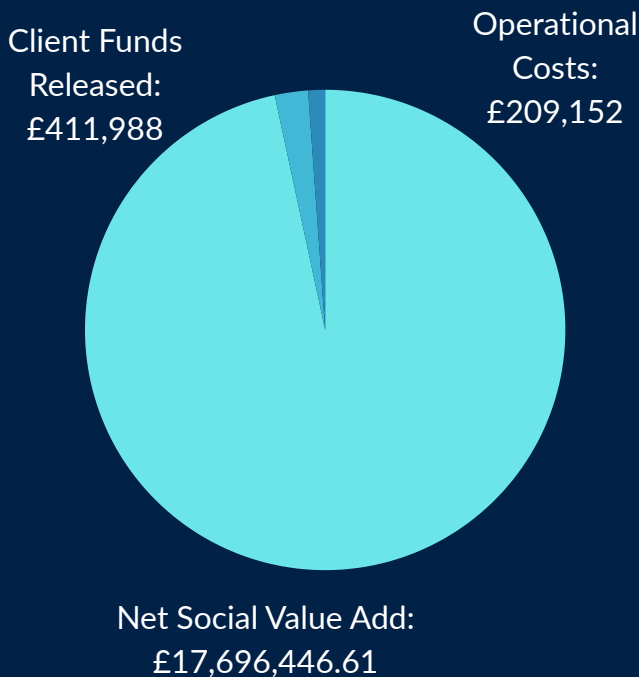
The cost-savings figure, £18,317,587 assumes 100% attribution of our work. However, we are extremely aware that the impact of the Greater Change intervention has been achieved jointly with our partner organisations, as well as other support services that our clients may be accessing.

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 **£4 million in cost savings to the public purse**. When we assume 50% attribution, cost savings are over **£9 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 **£901**; with a **total of £411,988 released to clients** in FY24/25.

Operational costs: It cost a total of **£209,152** in FY24/25 to run Greater Change.

Net social value add: This means that as an organisation, Greater Change Foundation generated a net positive value of **£17,696,446.61** 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

In addition to measuring cost savings, we also track **individual client outcomes** in the following categories:

Housing
Income & Employment
Mental Health
Self-care and Living Skills
Social Networks
Motivation and Engagement
Drug and Alcohol Misuse
Reoffending

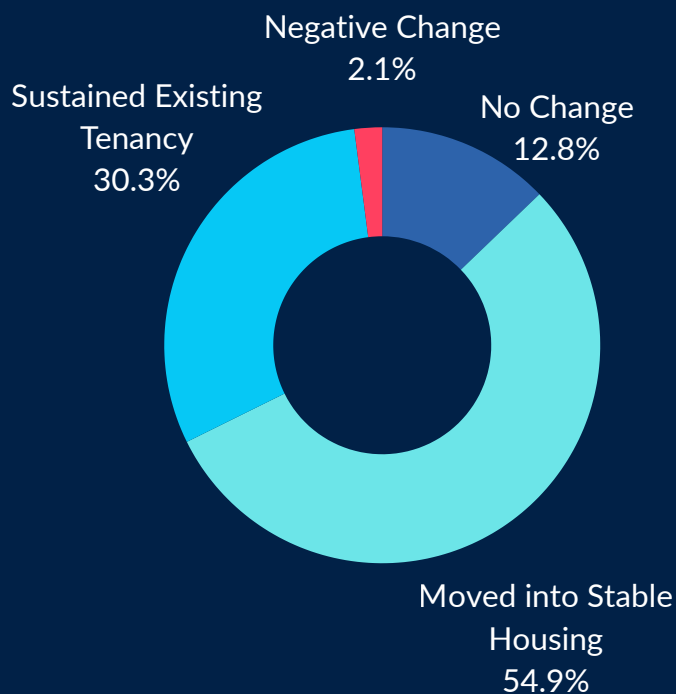
We developed our own impact tool based on Outcome Star's Homeless Star and in collaboration with Aspire Oxford, London Strategic Consulting, ThoughtWorks and The Social Innovation Partnership.

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 6-9 months post funding. We have consistently used our IMT to collect demographic (e.g. race, sexuality, household composition) and impact data in all our previous reports.

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, **85.1% of clients moved into or sustained stable accommodation** after support from Greater Change.

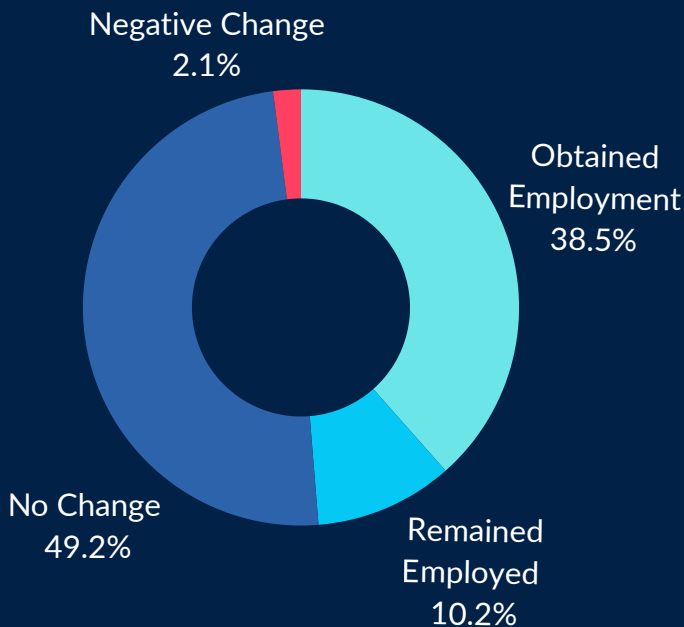
Our prevention work continues to grow, and it's no surprise. In 2024, 24% of adults in the UK were assessed as having low financial resilience, and **1 in 10** renters fell behind on rent at least once over the year. Stopping homelessness before it happens is not only the most sensible response, it's also the most just.



Centre for Homelessness Impact - Challenging perceptions of homelessness.

Impact on Income and Employment

Breakdown of Client Outcomes Post GC Intervention



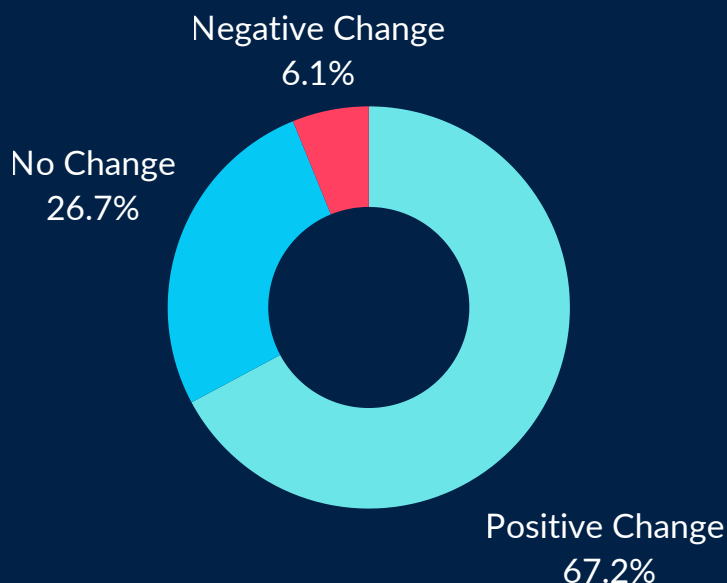
Finding employment after experiencing homelessness is often an uphill battle. Individuals face numerous barriers, including:

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

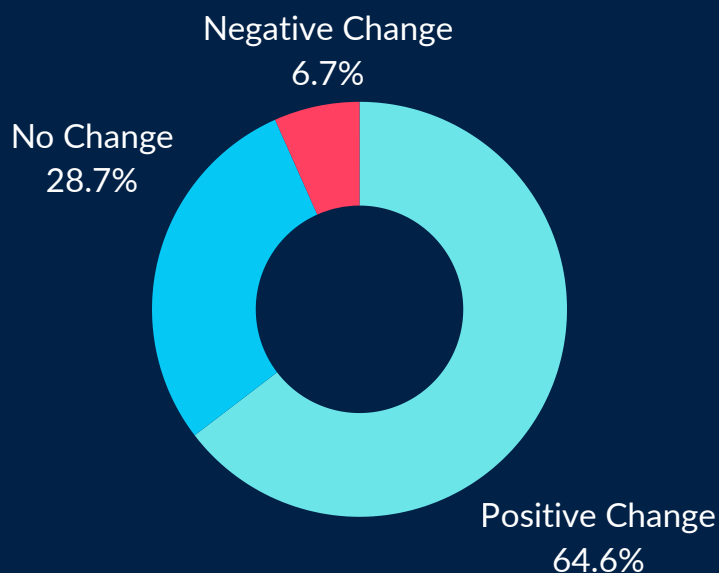
In the first quarter of 2025, only 12% of people owed a relief or prevention duty were in full-time work, highlighting how homelessness creates a vicious cycle, where a lack of stable housing makes it harder to secure employment, and the absence of work in turn deepens the risk of remaining homeless.

We're very proud to say that 48.7% of our clients make it into or sustain gainful employment after our support.

Impact on Motivation and Engagement

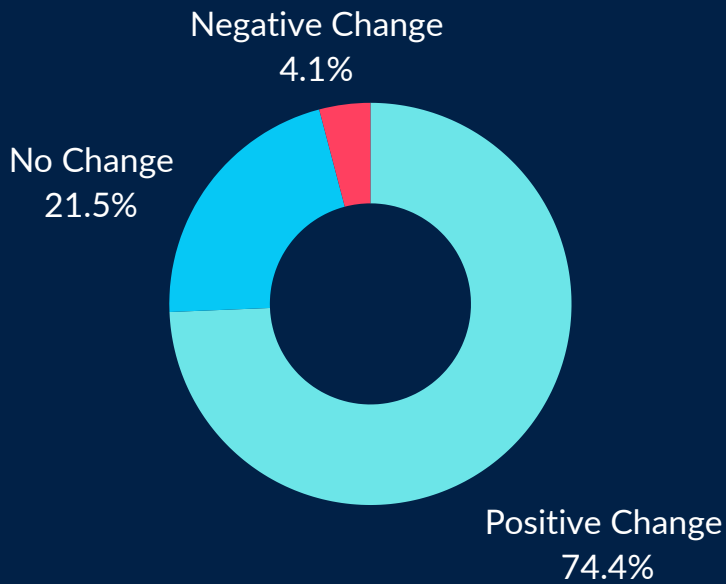


Impact on Selfcare and Living Skills

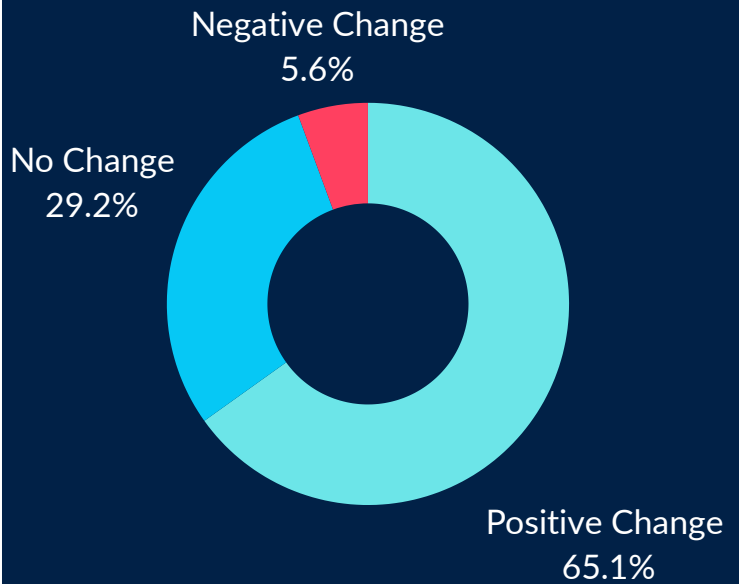


After being supported by Greater Change, **67.2% of our clients experienced an increase in their motivation and engagement** and **64.6% saw an improvement in their selfcare and living skills.**

Impact on Mental Health



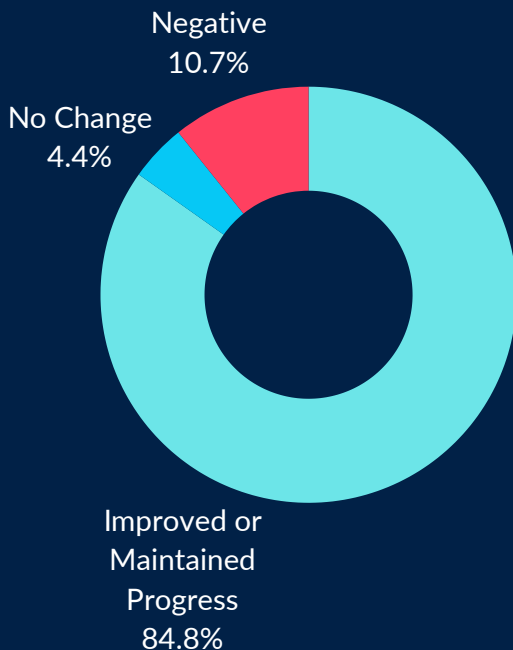
Impact on Social Networks



After receiving support from Greater Change, **74.4%** saw an improvement in their mental health and experienced a more positive outlook following our intervention. In addition, **65.1%** 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



37% of all our clients were actively struggling with substance misuse at the start of working with Greater Change.

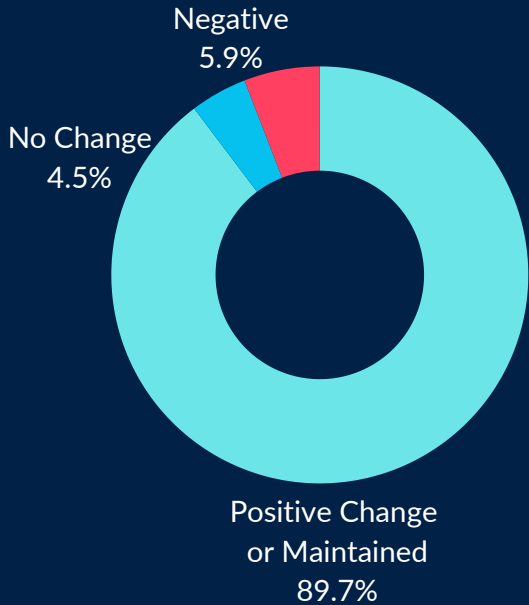
We're proud to state that of clients who were either actively misusing substances or had previously struggled with substance misuse, **84.8% either improved or maintained progress.**



Centre for Homelessness Impact - Challenging perceptions of homelessness.

Impact on Offending

Outcomes of Client Cohort with History with Criminal Justice System



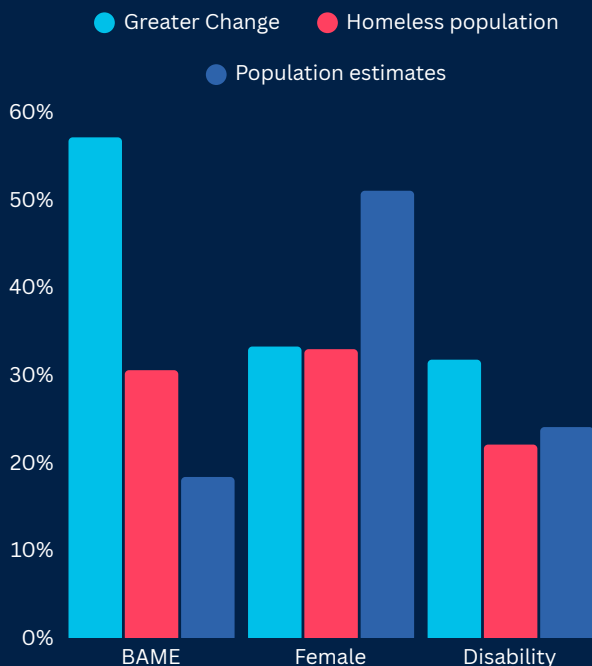
Of those that reported on their interactions with the criminal justice system, 90% of keyworkers noted that their clients were taking active steps out of the cycle of recidivism.

According to the Ministry of Justice, in 2023, those who had an accommodation status of rough sleeping after release from custody had a 70% reoffending rate.



Centre for Homelessness Impact - Challenging perceptions of homelessness.

Equalities Data



Equalities data compared against homeless population and general population

Of all the people we supported in 2022/23:

57.1% were from BAME backgrounds*

33.2% identified as female**

31.8% reported having a disability***

10.9% of the clients we supported used the personalised budgets to support their children and other family members.

Demographics of those who were statutorily homeless:

**30.5% of statutorily homeless people in England are from Black, Asian, and Minority Ethnic (BAME) backgrounds.*

*** 32.9% of statutory homeless single adults identified as female.*

****21.7% of households owed a prevention or relief duty in January to March of 2025 reported having a support need related to physical ill health or disability.*

Ongoing Research

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 MHCLG to the Centre for Homelessness Impact. 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, receiving personalised budgets of a significant size, or a control group, which is not receiving financial support. This structure enables a clear comparison of outcomes between those who access Greater Change's support and those who do not.

Results are expected to be released in late 2026.



**Centre for
Homelessness Impact**



IFF Research



“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



Next Steps



A Note from Our CEO

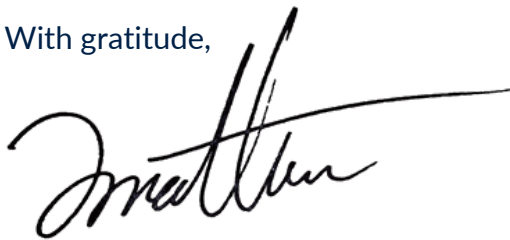
Homelessness across the UK is worsening at a frightening rate. Rising rents, the cost of living crisis, and overstretched support systems are pushing more people than ever into precarious situations. The scale of the challenge is daunting, but that means we cannot afford to be patient. Every day someone spends without a safe, secure home is another day of opportunity, dignity, and wellbeing lost.

Over the last year, we've grown from a team of just five to ten passionate people determined to change that reality. With this growth has come greater reach, stronger partnerships, and evidence that our approach is working. We know that with the right support, people can and do rebuild their lives.

But our ambitions go much further. While we are proud of our work so far, we are determined to make an even more significant dent in the homelessness crisis. That means acting with urgency, using robust evidence, and making sure every pound entrusted to us delivers the greatest possible impact.

And while our team works every day to deliver this change, none of it would be possible without our donors. Donations made to Greater Change power our growth, give us momentum, and help to prove that homelessness can be overcome. We can't thank you enough for standing with us and for believing in a future where no one has to live without a home.

With gratitude,



The Greater Change Team: Jon, Alex, Fadzai, Steph, Felix, Katie, Edie, Lauren, Katy, and Natasha

Our work would not have been possible

without the support of our trusted supporters

- 180DC
- Herbert Smith Freehills
- Hogan Lovells
- Horlock Trust
- Landaid
- Newton Foundation
- National Lottery Community Fund
- Oxford University Innovation Lab
- PA Consulting
- Pro Bono Economics
- Richmond Parish Lands Charity
- The Albert Hunt Trust

And valued partnerships with our

Local Authority and Charity partners

- Aspire Oxfordshire
- Basildon Borough Council
- Castle Point Borough Council
- Changing Lives Housing Trust
- Citizens Advice
- Connection Support
- Croydon Borough Council
- Croydon Somewhere Safe to Stay Hub
- Croydon Reach (Thames Reach)
- Evolve Housing
- Forward Trust
- Galop
- Glass Door Homeless
- London Borough of Hounslow
- Hounslow Reach (Thames Reach)
- Look Ahead
- Motivated Minds
- New Horizon Youth Centre
- Paradigm
- Peabody
- Response
- Richmond Foundation
- Riverbank Trust
- RUILs
- Safer London
- Shelter
- St. Mungo's
- Vineyard Community
- Your Place

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.

*For more information on the UN Sustainable Development Goals: <https://sdgs.un.org/goals>