



GREATER CHANGE

Give Smarter

IMPACT REPORT 2018/2019

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Key Figures



Our evaluation has found that our work has had an overwhelmingly positive impact on the material conditions of the lives of our clients, with over **85% of clients successfully moving into long-term sustainable housing** and **nearly 40% getting into work** after a long period of unemployment.

Furthermore, clients generally become more engaged and involved with support services, after signing up to work with us. And support workers at our partner charities have often attributed this improvement in attitude to the fact that Greater Change is giving them a chance to take control of their lives for the first time in years.

It has also been found that Greater Change's impact, when evaluated jointly with the non-financial support work provided by our partners, has amounted to **between £466,728 and £572,260 in cost avoidance** to local government annually so far.

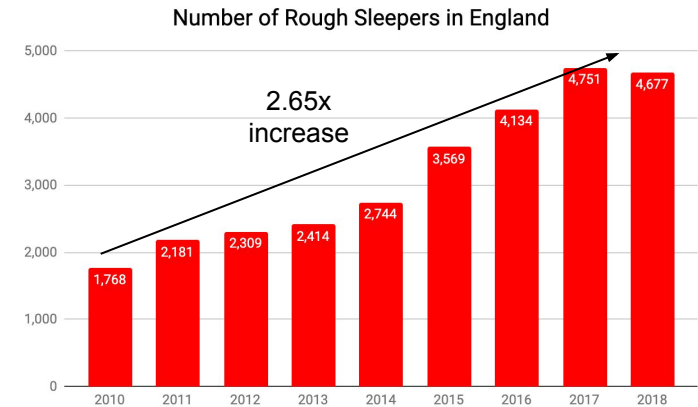
Why Our Work Matters



The average age of death for a single homeless person is 47; nearly half of the UK life expectancy. ¹

There are at least 159,900 homeless people in Britain. ²

There were 4,677 rough sleepers in England in 2018. This is 2.65 times higher than in 2010, and this is widely accepted to be an underestimate with the true figure estimated by crisis at 9,100. ³



Studies estimate overall cost of homelessness as £24000-£30000 per person per year; anything up to circa £1bn annually. ⁴

¹ https://www.crisis.org.uk/media/236799/crisis_homelessness_kills_es2012.pdf

² https://www.crisis.org.uk/media/237582/crisis_homelessness_projections_2017.pdf

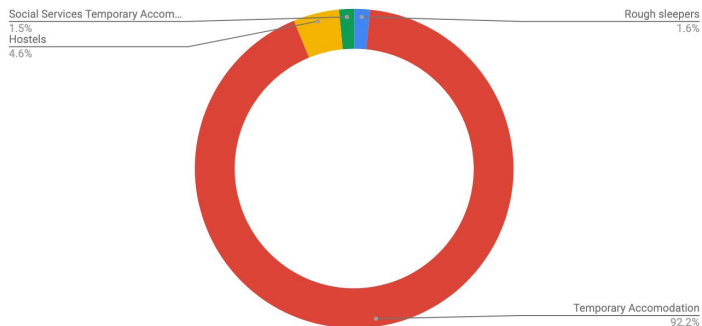
³ <https://www.gov.uk/government/statistics/rough-sleeping-in-england-autumn-2018>

⁴ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/7596/2200485.pdf

Breakdown of client backgrounds



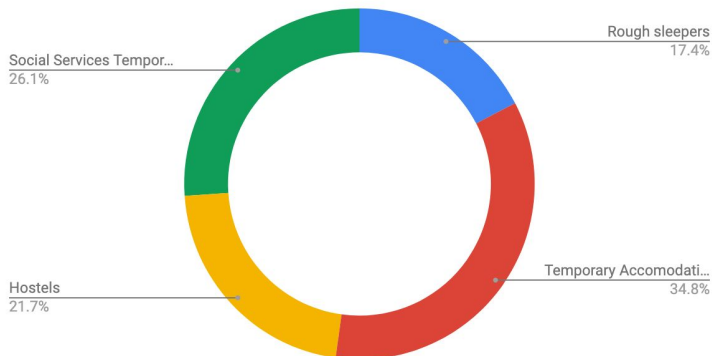
Proportion of Homeless in Various Forms of Accommodation
(National)



Compared to the national average, Greater Change works with clients from significantly more complex backgrounds.

A far larger proportion of our clients are rough sleepers, in temporary accommodation and hostels - environments that are usually far less safe and conducive for someone to improve their lives from.

Proportion of Homeless in Various Forms of Accommodation
(Greater Change)



For the rest of this report, when comparing our impact against that of other national charities and quantifying cost avoidance figures, we have assumed that our clients' backgrounds closely fit that of the national proportions on average.

This means that many of the figures discussed will be conservative estimates of the true impact of our work.



Purpose of Report

Greater Change's process was shaped heavily by our partners at Aspire Oxford and by the study undertaken by the Joseph Rowntree Foundation in 2010, where St Mungo's and the City of London provided personalised funding to rough sleepers in the City.¹

The purpose of this impact report is to understand the efficacy of Greater Change's work in terms of:

- How well clients are moved out of homelessness
- How much of that work is sustained over time
- The cost effectiveness of achieving these results; in terms of cost-avoidance to government, offset against Greater Change's costs

In particular, the report seeks to develop **insight into best practices around moving people out of homelessness**, as well as determine the impact that helping individuals has on the wider ecosystem.

¹ Hough, J., & Rice, B. (2010, October 28). Joseph Rowntree Foundation: Providing personalised support to rough sleepers. Retrieved from <https://www.jrf.org.uk/report/providing-personalised-support-rough-sleepers>

Our Evaluation Tool



The Tool:

- We developed our own tool, based on Outcome Star's Homeless Star and with the help of Aspire Oxford, London Strategy Consulting, ThoughtWorks and The Social Innovation Partnership (TSIP)
 - This was considered to be necessary as existing tools, including the Homeless Star, were felt to be impracticable due to methodological difficulties and the sheer length of time required to run studies longitudinally.
- The client's life was described before and after their involvement with Greater Change
 - on a 5-level scale
 - from 1=most severe (e.g. 'rough sleeping') to 5=least severe (e.g. 'in stable housing')
 - along 7 metrics
 - Housing Situation; Motivation & Taking Responsibility; Self-care & Living Skills; Income & Employment; Social Networks & Relationships; Mental Health; Drug & Alcohol Misuse

For further details on the Evaluation Tool, see Appendix A

Our Evaluation Tool



Example metric and scale:

	1	2	3	4	5
1. Tenancy	<ul style="list-style-type: none">- Have been rough sleeping for a long time- Sleeping in cars- Leaving prison with few housing options	<ul style="list-style-type: none">- Sofa-surfing- Likely to lose housing in near future, legal action threatened- Living with abusive family/partner- In severe debt	<ul style="list-style-type: none">- Stable housing but have built up significant rent arrears- Threat of eviction starting to be considered- Will be asked to leave social housing or shelter in a number of months	<ul style="list-style-type: none">- Just about able to support housing with financial support- Paying off arrears slowly- Living in stable but not ideal housing for family, social situation- Living in stable social housing/dry house	<ul style="list-style-type: none">- Fully stable housing- Comfortably able to pay for housing with financial support- No arrears

Using our Evaluation Tool



Data Collection:

- Where possible, the tool was filled out with the client and their support worker present
 - Failing that, the support worker filled out the tool using case files and latest updates from clients

Data Analysis:

- We aim to develop an accurate picture of where and how Greater Change's work impacts our clients' lives
 - We consider success rates and clients' progress on each of the 7 metrics
 - We also share full stories of the people we have helped throughout this report
 - These stories will be available online via our website and we aim to continue to provide these updates when they come in through our newsletters and other social media posts



Secondary Research - comparisons

Where possible, we discuss **comparisons between our impact and impact from other forms of support** provided to people experiencing homelessness

- based on past impact reports from Shelter, Crisis and St Mungo's
- using the following format:

	Greater Change	Other Homelessness Service
Example Metric	% people whose situation improved	% people whose situation improved

Accurate impact comparisons are often hard to carry out because:

- Many charities provide absolute numbers of people helped, rather than proportions of cases that were successful
- Greater Change's data was very detailed (each metric had 5 levels), whereas other charities' reports often used binary success/failure or 'generally improved' measures without specifying detail
- Greater Change's sample was much smaller than the sample used in other charities' impact reports



Secondary Research - cost avoidance

Where possible, we also discuss **estimates of cost avoidance** (based on past studies, such as the MHCLG's 'Evidence review of the costs of homelessness'¹). Further details of how these costs arise and difficulties in calculating are discussed in Appendix B.

Accurate cost figures are also hard to come by because:

- Little data is available on service use by the homeless population, especially in health costs
- Homelessness status is often not recorded, making it the common issue preventing accurate cost estimates¹

Studies estimate overall **cost of homelessness** as **£24,000-£30,000 per person per year**; adding up to circa £1bn annually¹

- This is likely an underestimate because it **does not include health costs**
- The longer/more frequently someone is homeless, the more they will cost the taxpayer (e.g. due to deterioration in mental/physical health). Thus, preventing and rapidly resolving homelessness always costs less public money than allowing homelessness to become sustained or repeated²

¹ https://www.feantsaresearch.org/download/feantsa-studies_03_web8038170339305812402.pdf

² https://www.crisis.org.uk/media/237022/costsofhomelessness_finalweb.pdf

Cost of Homelessness to Local Government



- **Department for Work and Pensions:**

- **£3,328 to £11,856 per year** per claimant of out-of-work benefits ¹
- **£4,310 to £5,398 per year** per claimant of housing benefits ¹
 - This may be a conservative figure as about 21 local authorities may overpay by £71/week (i.e. **£3,962 per year**) to those in exempt accommodation ¹
 - How these costs arise for people experiencing homelessness is explained in Appendix B

- **Department of Health:**

- There is little data on the numbers of homeless people using these services, but costs are likely to be high due to mental health problems, substance misuse and alcohol dependency
- Case study evidence suggests that moving from a state of homelessness with piecemeal support to stable accommodation with more comprehensive and coordinated support **can reduce drug treatment and mental health support costs by an average of £21,150** ¹
- Of note, the report that this figure is based on had a potentially questionable sample size. However, due to lack of a better estimate, this figure has still been used in this report.

- **Accommodation-based services:**

- Mean support service including housing benefits: **£13,559-£16,983 per person per year**, as calculated from figures provided by MHCLG ¹ and outlined in Appendix B
- More detailed costing figures (including ranges) are available in Appendix C

¹ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/7596/2200485.pdf

² https://www.crisis.org.uk/media/237022/costsofhomelessness_finalweb.pdf

Cost of running Greater Change



Donations spent directly on clients

- The average size of the funding targets needed to move our clients out of homelessness is £1,106
 - The total spend on the clients discussed in this study was **£16,276**
- The most common fundraising target is for a rent deposit and first month's rent in order get the client into stable accommodation

Operational costs

- It cost a total of **£32,700** in FY18/19 to run Greater Change
- The team has recently grown in size and we have undertaken a number of additional software, marketing, accounting and other spends to set us up for the next phase of growth
- We currently estimate that it will cost between £20,000 - £30,000 to bring the system to a new location in the UK; this figure includes the capital expenditure necessary

Capital Expenditure

- Greater Change has spent just over £43,000 on the development of our software and hardware platform, including our website, mobile app and contactless donation terminals
- It should be noted that most of the clients in this study were funded before a lot of the investments in technology came into effect
 - The amount that had been spent on capital that directly affected the clients in this study was **£16,150**

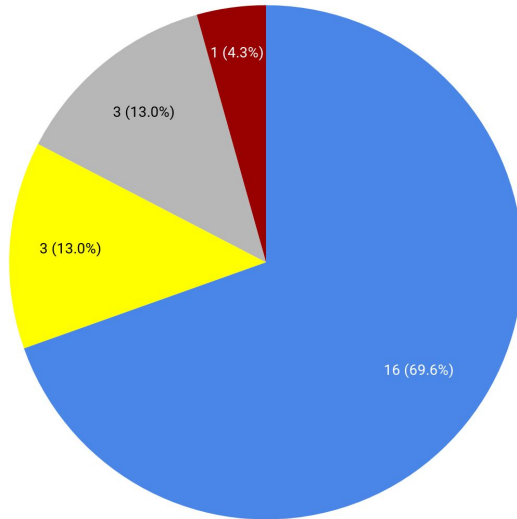


ANALYSIS OF IMPACT

General trend: how the money was used



How the money has been spent by 23 clients



- People who used their money towards their set goals(s)
- People whose funds have yet to be released
- People whose funds have been reallocated
- People who received funds but could not use them

Of the initial **23** people that Greater Change had helped to successfully complete a fundraising campaign:

16 have used the money towards their set goal(s)

3 are still waiting on a suitable time for the money to be spent (E.g. The clients are still in rehab and cannot yet effectively spend the money)

3 have had their funding reallocated due to a drop off in engagement or otherwise

1 has received funds but could not use them (due to death of client)

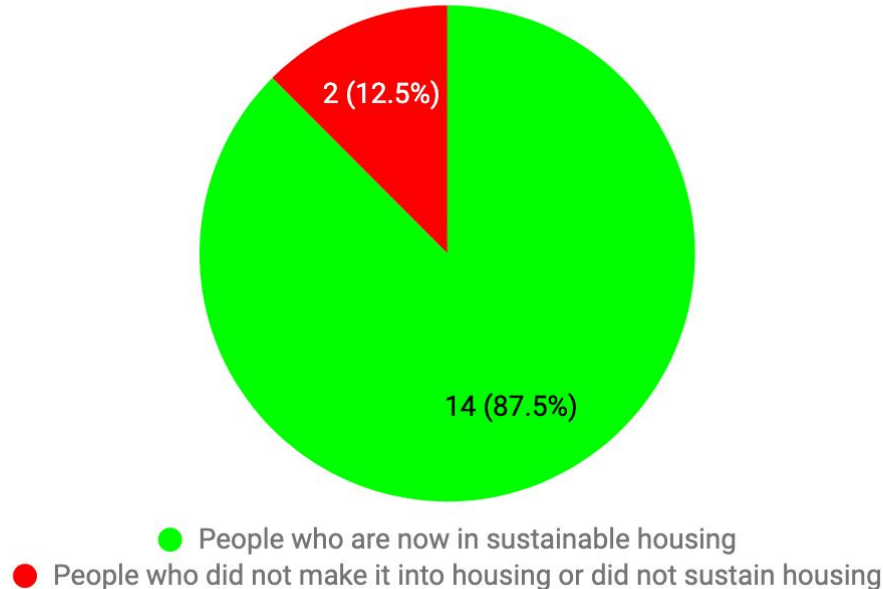
*Subsequent analysis only considers success rates among the 16 people that used the funds.



1. Impact on Housing Situation

On our Tenancy metric, we have defined a successful intervention as one where our clients have **made it into or maintained sustainable housing** (at the point this study was conducted). On our scale, this means a rating of 4 or 5.

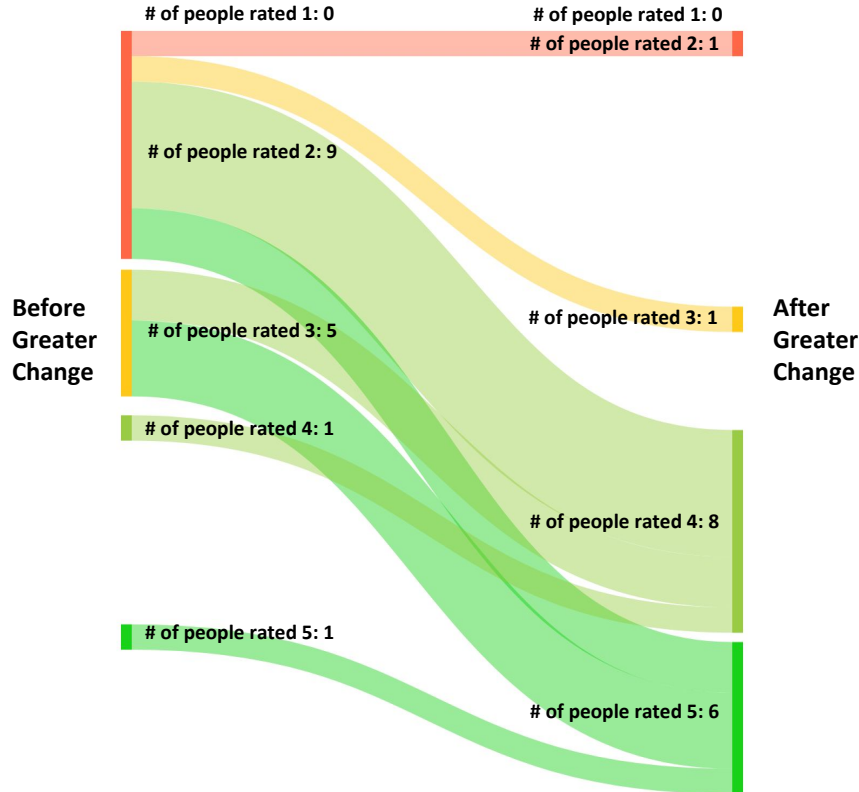
Of those who have actually spent the funds raised





1. Impact on Housing Situation

Change in ratings of Greater Change's clients



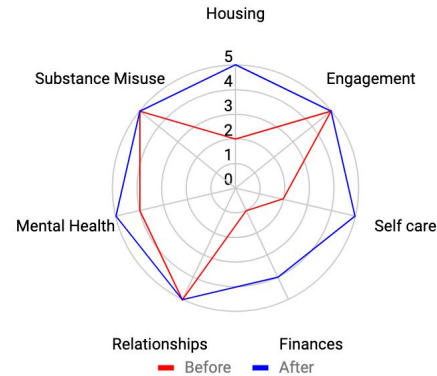
The diagram on the left shows the change in Housing Situation ratings of Greater Change clients over time.

For example, of the 16 people we have released funding to, 14 have gotten into or maintained a stable housing situation.

The thickness of each section represents number of clients. The colours of the sections represent the ratings that the client ended up in and are coloured using the following scale:



Understanding our impact on clients



Mary was homeless for over 35 years and was 4 years into recovery from substance misuse when she joined Greater Change’s programme as **our fourth client ever**. She needed to raise £1000 for her rent deposit and first month’s rent in order to move out of her ex-partner’s house where she was sleeping on the sofa.

We managed to **successfully crowdfund the amount she needed in 2 months** which allowed her to secure her own flat, that she is able to afford with her monthly benefits payments and salary. She has now been living there for a year. **She is now working for Greater Change** part-time as our partnerships liaison and is working on building her financial resilience and independence.



1. Impact on Housing Situation

Below is a comparison of Greater Change's success rate against other organisations' success rates.

	Greater Change	Other Homelessness Service
Overall success rate in improving Housing Situation	87.5% of homeless clients and clients at immediate risk of homelessness have successfully moved into sustainable housing	50% of homeless households found somewhere to live (Shelter, 2018), but whether this is sustainable remains unknown
Preventing homelessness among those with significant arrears and threat of eviction (i.e. rated 3 on our tool)	100% progressed to rating 4 or 5 (i.e. kept or entered fully sustainable housing, no arrears)	68% halted eviction proceeding and kept their homes (Shelter, 2018), but whether this is sustainable remains unknown



1. Impact on Housing Situation

Our best estimate for the average cost avoidance accrued, per successful campaign/client, is £13,559-£16,983 per annum in accommodation and housing welfare service costs.¹

For 14 successful clients, this results in an average saving **between £189,926 and £237,762 per year in accommodation service costs saved.**

We believe this to be a conservative figure, and the actual benefit is likely to be a larger number:

- Our cases are more towards the 'severe' end of each metric (see slide 5), so cost savings of moving them into sustainable housing may be higher than average

(Detailed calculations are presented in Appendix C).

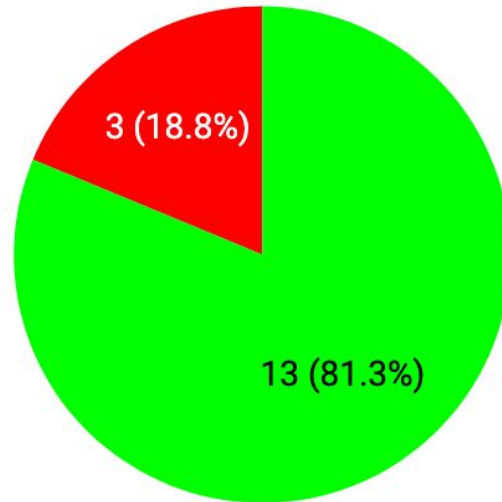
¹ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/7596/2200485.pdf



2. Impact on Motivation and Engagement

On our Motivation & Engagement metric, we have defined a successful intervention as one where our **clients have improved their motivation and engagement** (by at least 1 rating point) or managed to maintain it at a rating of 4 or 5.

Of those who have actually spent the funds raised

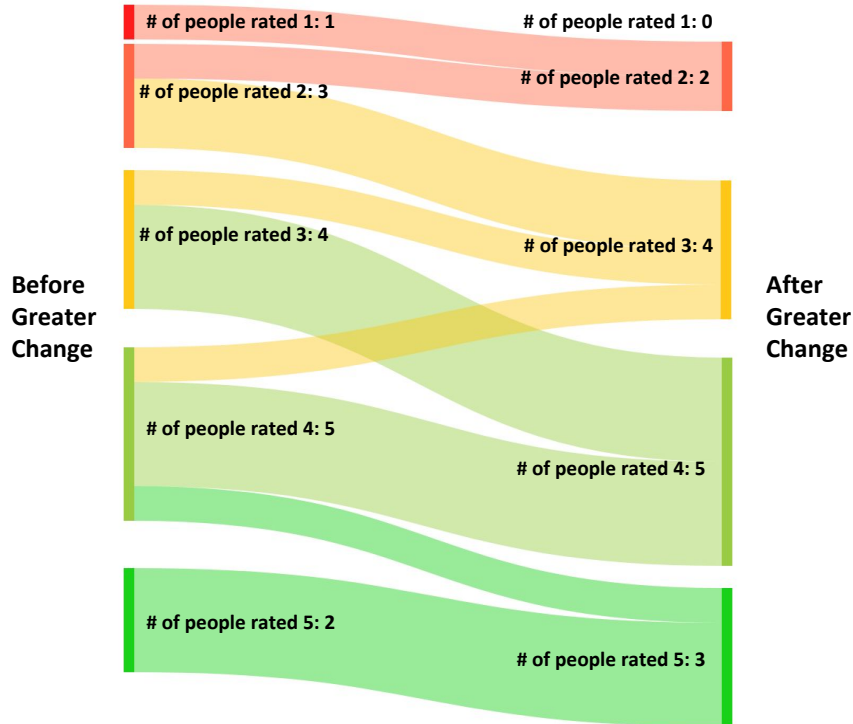


- People who improved their motivation and engagement or maintained level 4 or 5
- People who did not improve their motivation and engagement

2. Impact on Motivation and Engagement



Change in ratings of Greater Change's clients



The Sankey diagram on the left shows the change in Motivation & Engagement ratings of Greater Change clients over time.

Success on Motivation & Engagement metric = improvement and/or maintenance of rating 4 or above.

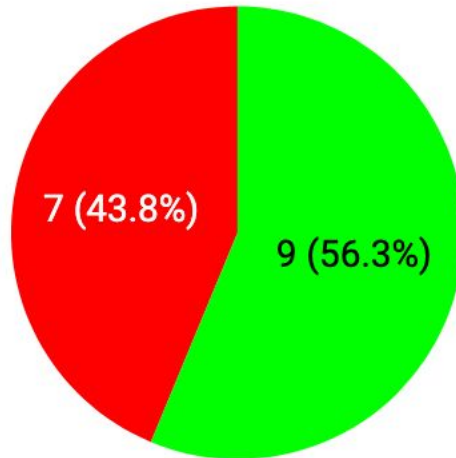
Comparison figures from other homelessness services or costing figures were not available for the Motivation & Engagement metric.

3. Impact on Self-Care & Living Skills



On our Self-Care & Living Skills metric we defined a successful intervention as one where our **clients started or continued to have a stable daily routine**. On our scale this means a rating of 4 or 5.

Of those who actually spent the funds raised

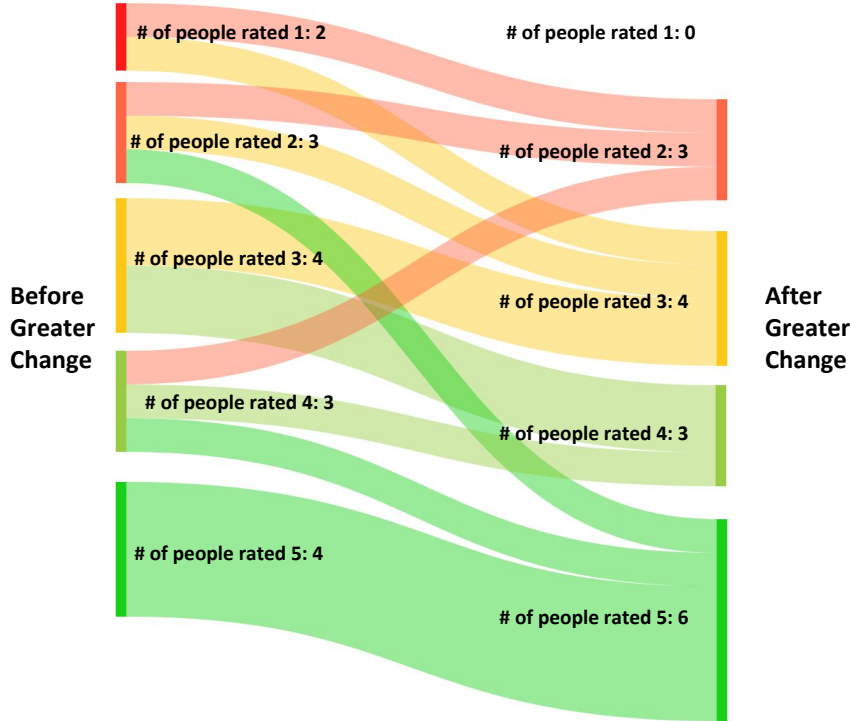


- People who improved their self-care & living skills
- People who did not improve their self-care & living skills

3. Impact on Self-Care & Living Skills



Change in ratings of Greater Change's clients



The Sankey diagram on the left shows the change in Self-Care & Living Skills ratings of Greater Change clients over time.

Success on Self-Care & Living Skills metric = 4 or above.

Most clients were generally able to sustain or improve their self care skills, with the notable exception of one client. This person is still receiving after-care support and is engaging well, after our support had helped to keep them in stable housing.

Comparison figures from other homelessness services or costing figures were not available for the Self-Care & Living Skills metric.

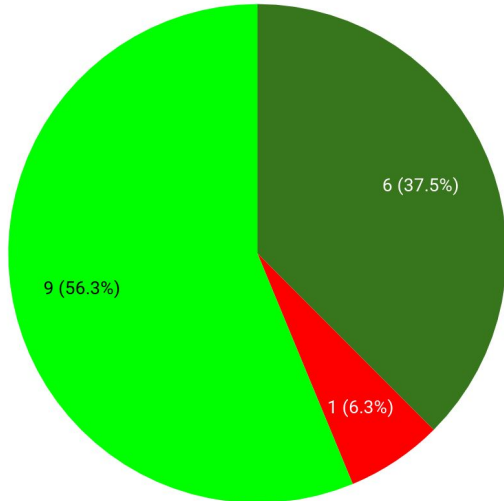
4. Impact on Income & Employment



On our Income & Employment metric, we have defined a successful intervention as one where our clients either:

- **improved their employability and/or finances** (by at least 1 rating), or
- **maintained** part-time or long term **employment** (i.e. maintained ratings 4 or 5).

Of those who actually spent the funds raised



- People who got into long term employment
- People who did not see an improvement in their employability
- People who saw an improvement in employability

Almost all of our clients (93.8%) saw an improvement in their employability.

Of all our clients, 37.5% also maintained or got into gainful employment, allowing them to grow more financially independent and build forms of financial resilience that will prevent them from falling into homelessness again.

4. Impact on Income & Employment



Change in ratings of Greater Change's clients

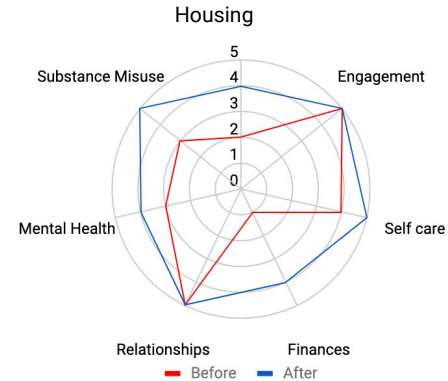


The Sankey diagram on the left shows the change in Income & Employment ratings of Greater Change clients over time.

Success on Income & Employment metric = improvement by at least 1 rating, or maintenance of rating 4 or 5.

Comparison figures from other homelessness services were not available for the Income & Employment metric.

Understanding our impact on clients



When Natalie started fundraising with Greater Change, she had finished rehab after several years of drug addiction. She needed money for further training to get back into paid employment, and to ensure she could pay her housing bills. She was sofa surfing and in debt.

With our help, Natalie was able to get the **training she needed to secure her job**. After 9 months, with paid employment, Nathalie is **no longer at risk of homelessness** and has been able to successfully move on with life.



4. Impact on Income & Employment

Below is a comparison of Greater Change's success rate against other organisations' success rates.

	Greater Change	Other Homelessness Service
Overall success rate in improving Employment	37.5% of clients have successfully entered or maintained part-time or long term employment	No direct comparison
Success rate improving Financial Situation	93.8% of clients improved their employability and/or finances.	60% of households improved their financial situation (Shelter, 2018)

4. Impact on Income & Employment



Our best estimate for the average cost avoidance accrued, per successful campaign/client, is £4310 - £5398 per year in housing benefits ¹ and £3,328 - £11,856 per year in out-of-work benefits.¹

For 6 clients who entered part-time or long-term employment after working with Greater Change, this results in an average **saving between £45,828 and £103,524 per year in benefits saved by the Department of Work and Pensions.**

We believe this to be a conservative figure, and the actual benefit might be quite different

- Our cases are more towards the 'severe' end of each metric (see slide 5), so cost savings of getting them into stable employment may be higher than average.
- MHCLG found that 21 local authorities were overpaying up to £71/week (i.e. **additional £3962 per year**) to those in exempt accommodation ¹ - these costs may also be saved by Greater Change.

(Detailed calculations are presented in Appendix C).

¹ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/7596/2200485.pdf

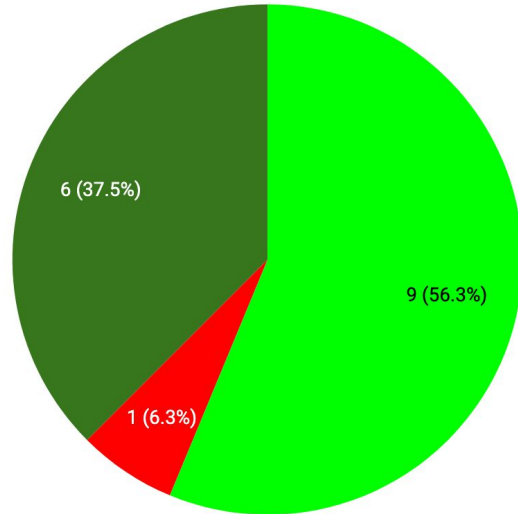
5. Impact on Social Networks & Relationships



On our Social Networks & Relationships metric, we have defined a successful intervention as one where our clients either:

- **improved their relationships** (by at least one rating), or
- **sustained positive relationships** with support workers, friends or family (i.e. rated 4 or 5).

Of those who actually spent the funds raised



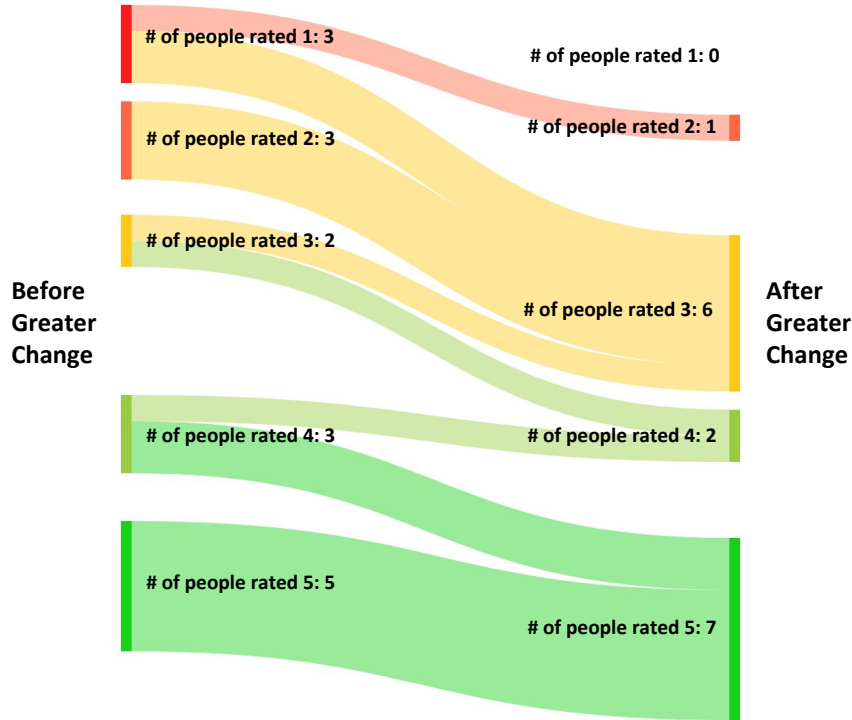
● People who improved their relationships ● People who did not improve their relationships beyond ratings 1-3
● People who sustained positive relationships (i.e. ratings 4 or 5)

Importantly, out of the 10 clients who started at ratings 1-3 and could have improved their relationships (at the point when measurements were taken), 9 managed to do so. This represents a 90% success rate.

5. Impact on Social Networks & Relationships



Change in ratings of Greater Change's clients



The Sankey diagram on the left shows the change in Social Network & Relationships ratings of Greater Change clients over time.

Success on Social Networks & Relationships metric = improvement by at least 1 rating, or maintenance of rating 4 or 5.

Costing figures were not available for the Social Networks & Relationships metric. Comparisons with other homelessness service providers are made subsequently.

5. Impact on Social Networks & Relationships



Below is a comparison of Greater Change's success rate against other organisations' success rates.

	Greater Change	Other Homelessness Service
Overall improvement Social Networks & Relationships (i.e. those who moved up one rating)	90% of clients improved their relationships (i.e. moved upwards from ratings between 1 and 3)	68% of clients in need of more holistic support saw their family life and relationships improve (Shelter, 2018)

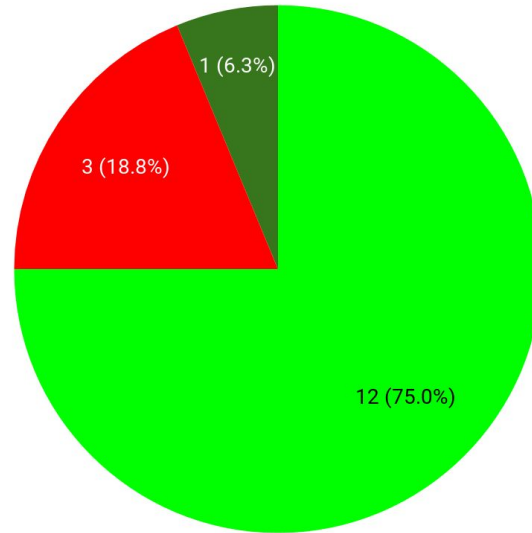
6. Impact on Mental Health



On our Mental Health metric, we have defined a successful intervention as one where our clients either:

- **improved their mental health** (by at least 1 rating point), or
- managed to **maintain it** at a rating of 4 or 5.

Of those who have actually spent the funds raised

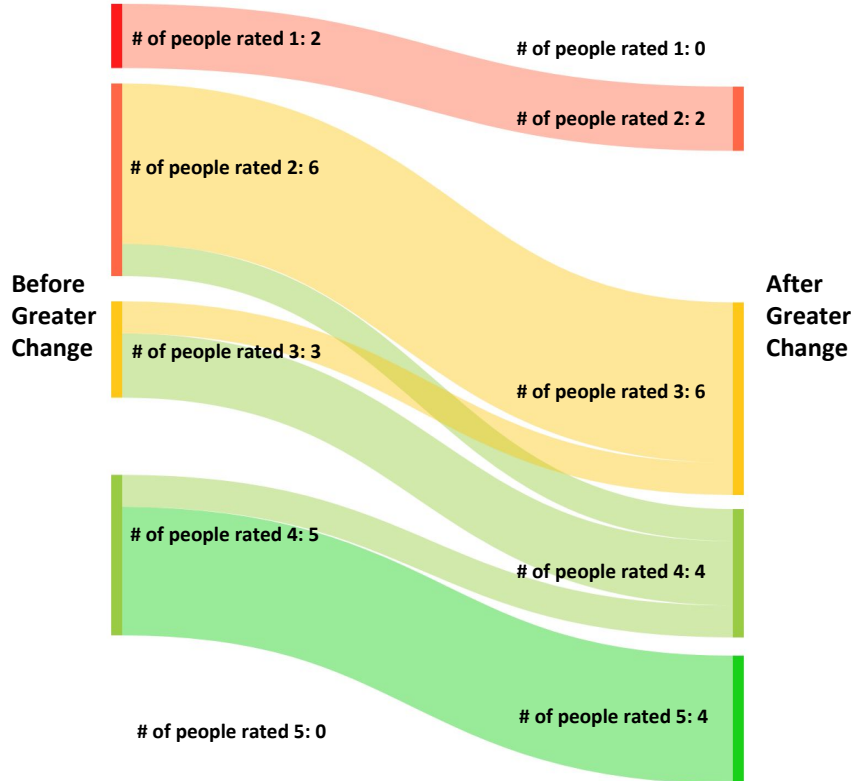


- People who improved their mental health
- People who did not improve their mental health beyond ratings 1-3
- People who sustained a mental health rating of 4 or 5

6. Impact on Mental Health



Change in ratings of Greater Change's clients



The Sankey diagram on the left shows the change in Mental Health ratings of Greater Change clients over time.

Success on Mental Health metric = improvement by at least 1 rating, or maintenance of rating 4 or 5.

6. Impact on Mental Health



Below is a comparison of Greater Change's success rate against other organisations' success rates.

	Greater Change	Other Homelessness Service
Overall success rate in improving Mental Health (i.e. those who improved by at least 1 rating point)	87.5% of clients have successfully improved their mental health (by at least 1 rating point)	52% of clients involved in Birmingham Changing Futures Together (a 12-month programme) saw an improvement in their mental health (Shelter, 2018)

6. Impact on Mental Health



Health costs are the hardest to estimate due to lack of data describing service use by the homeless population. However, these costs are likely to be high due to mental health problems being comorbid with substance misuse and alcohol dependency.

Evidence of costs is only available from case studies ¹ and in combination with drug treatment costs. These are therefore discussed in section 7.

(Detailed calculations are presented in Appendix C).

¹ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/7596/2200485.pdf

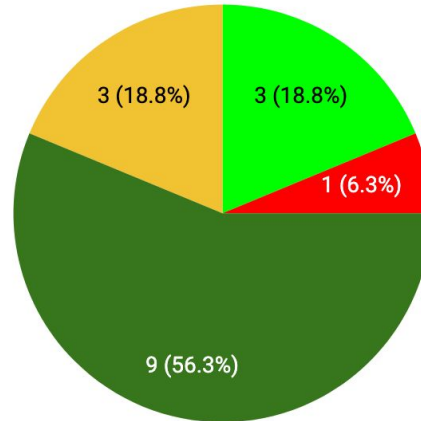
7. Impact on Drug & Alcohol Misuse



On our Drug & Alcohol Misuse metric, we have defined a successful intervention as one where our clients either:

- continued to **stick to the rehab programme** and stay abstinent outside of rehab (i.e. maintaining a rating of 4 or 5)
- **reduced their drug and alcohol misuse** (i.e. improving by at least 1 rating)

Of those who have actually spent the funds raised

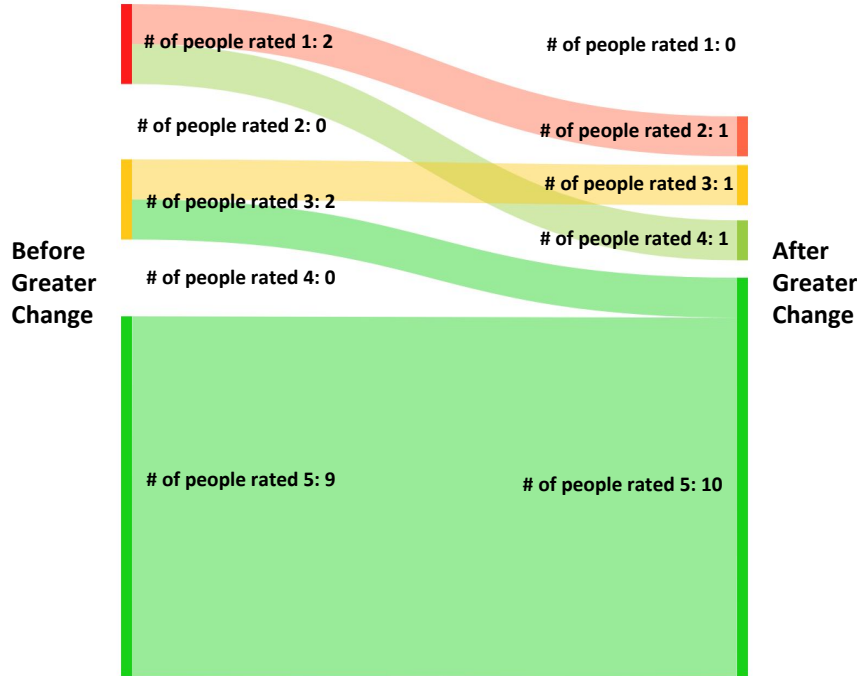


- People who reduced their drug and/or alcohol misuse (i.e. improving at least 1 rating)
- People who failed to stick to the rehab programme and stay abstinent outside of rehab
- People who continued their rehab programme and stayed abstinent outside (i.e. maintaining a rating of 4 or 5)
- Not applicable

7. Impact on Drug & Alcohol Misuse



Change in ratings of Greater Change's clients



The Sankey diagram on the left shows the change in Drug & Alcohol Misuse ratings of Greater Change clients over time.

Success on Drug & Alcohol Misuse metric = improvement by at least 1 rating, or maintenance of rating 4 or 5.

Of the 4 clients who started at ratings 1-3 and could have reduced their drug & alcohol misuse (at the point when measurements were taken), a total of 3 managed to do so. This represents a **75% success rate**.

7. Impact on Drug & Alcohol Misuse



Below is a comparison of Greater Change's success rate against other organisations' success rates.

	Greater Change	Other Homelessness Service
Overall success rate in reducing Drug & Alcohol Misuse (i.e. those who achieved ratings 4 or 5)	75% of clients ,where relevant, successfully reduced their drug and/or alcohol misuse	56% of clients in need of more holistic support saw an improvement in their ability to manage drug and alcohol issues (<u>Shelter, 2018</u>)

6+7. Impact on Drug & Alcohol Misuse (& Mental Health)



Drug & Alcohol treatment support costs are hard to estimate because of lack of data describing service use by the homeless population. However, these costs are likely to be high due to substance misuse and alcohol dependency being comorbid with mental health problems.

Case study evidence suggests that moving from a state of homelessness with piecemeal support to stable accommodation with more comprehensive and coordinated support **can reduce mental health support and drug treatment costs by an average of £21,150.** ¹

For 14 successful clients who we moved out of homelessness (see section 1), this results in a potential saving of up to **£296,100 per year in mental health support and drug & alcohol treatment costs saved by the Department of Health.**

We believe this to be a conservative figure, and the actual benefit might be quite different

- Our cases are more towards the 'severe' end of each metric (see slide 5), so cost savings of moving them out of drug and alcohol abuse may be higher than average

¹ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/7596/2200485.pdf

Joint Impact



Alongside Aspire Oxford, of our initial 16 clients:

14 people obtained **stable accommodation**

9 people began to engage with all self-care services offered and **have developed stable daily routines**

11 people started or were able to **stick to their rehab programme** and continued to stay abstinent outside of rehab

And **7** have also **found stable employment** along with a whole host of other improvements to their quality of life and health

Joint Cost Reduction



Based on published figures, in FY18/19 we saved:

- **between £189,926 and £237,762 per year** in accommodation-based service costs (local authorities)
- **between £45,828 and £103,524 per year** in housing and/or out-of-work benefits costs (Department for Work and Pensions)
- **up to £296,100 per year** in mental health support and drug and alcohol treatment costs saved by the (Department of Health)

Therefore, our **net yearly cost avoidance** accounting for operational costs, capital expenditure and actual funding spent on the individual is **between £466,728 and £572,260.**

(Detailed calculations are presented in Appendix C).

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