



GreaterChange

Trustee Report 2023

GREATER CHANGE FOUNDATION

TRUSTEES' REPORT

FOR THE YEAR ENDED 31 MARCH 2023

The Trustees present their annual report and financial statements for the year ended 31 March 2023.

The financial statements have been prepared in accordance with the accounting policies set out in the notes to the financial statements and comply with the charity's governing document, the Charities Act 2011 and "Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2019)"

Objectives and activities

The objects of the CIO are the prevention or relief of poverty in England by providing: grants, items and services to individuals in need and/or charities, or other organisations working to prevent or relieve poverty.

The Trustees have paid due regard to guidance issued by the Charity Commission in deciding what activities the charity should undertake.

The Trustees have assessed the major risks to which the charity is exposed, and are satisfied that systems are in place to mitigate exposure to the major risks.

Structure, governance and management

The charity is a charitable incorporated organisation and was established in England on 25 February 2020. It is registered with the Charity Commission under charity number 1188164.

The Trustees, who served during the year and up to the date of signature of the financial statements were:

J Tan	
A McCallion	
S Dufouleur	
Dr E Natan	(Resigned 24 February 2023)
Z G Ong	(Resigned 24 February 2023)
S S Cole	(Appointed 20 April 2023)
N Sriharan	(Appointed 20 April 2023)
T J S Hill	(Appointed 20 April 2023)
R J Whalley	(Appointed 14 September 2023)

The Trustees' report was approved by the Board of Trustees.



J Tan

On behalf of the trustees

Dated: 29/01/2024...

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Trustee's Statement

In the past few years, everyone has felt the high level of uncertainty due to current events (pandemic, wars, natural catastrophes, environmental crisis). There is a clear anxiety about the future. It is also clear that some people got hit just a little harder than others.

Loss of their jobs, a family member, increase in mental health issues.... One little thing after another put them in a situation where they lose their stability and eventually their home.

Greater Change has always had the purpose to "reduce homelessness with a pragmatic approach" by stepping in when a person needs a lump sum of money to get back on track. Whether it be a house deposit, some furniture, a driving license to go to work or most recently getting rid of arrears following the pandemic to move to more affordable housing.

It's never been about the financial help only, but more about believing in their project and ensuring they have the support needed to see it through and that everyone deserve a little help and the chance to get a home back.

As detailed in our most recent Impact Report, this year we are proud to have helped another 211 individuals on top of the 452 we've helped since the start of Greater Change in 2018.



More than ever, in those precarious times, our mission feels stronger than ever, and this is why we have ambitious target for the future. We believe we can do better & faster and in a more cost-effective way for society.

I encourage you to read our report and engage in our cause.

Thank you,
Sophie Dufouleur
Chair of Trustees

Our Aims

Homelessness is deeply unfair, unjust and entirely avoidable. At Greater Change, we have a well-evidenced and flexible solution, enabling people to leave homelessness behind with dignity.

We want to support over 40,000 people permanently out of homelessness by 2033.

More concretely, our ambitions are to focus on getting our next 10x growth in number of people supported and to lower the cost of supporting each person out of homelessness to ~£1200 by 2027, primarily focussed on lowering our average operations costs.



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

How We Work

Our model provides an innovative solution to tackling the issue of increasing homelessness. By providing personalised funding, we enable exit pathways for client's seeking to move on from homelessness for good, and provide vital funds to prevent and divert paths from joining the homeless pathway.

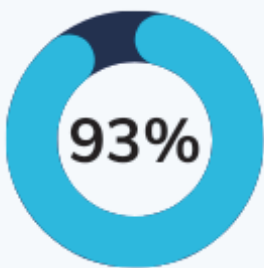
100% of donations we raise go to the client's fund and we build strong partnerships with local services who provide the essential ongoing support to ensure that clients achieve their goals. Often individuals need a cash injection as a catalyst to break out of the cycle of homelessness or to prevent falling into homelessness in the first place. That is what we provide.



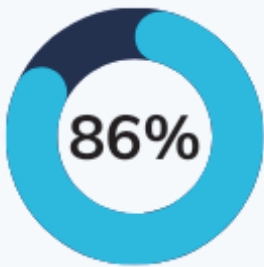
Summary of impact



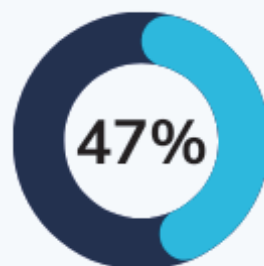
We supported **211 people** who were experiencing homelessness or at risk of becoming homeless throughout 2022/23.



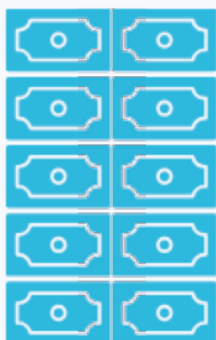
53.9% of our clients have had previous interaction with the criminal justice system. **12 months after our intervention, 92.8% of all the people we supported in this client group had not re-offended.**



86% of our clients moved into **permanent housing or sustained stable housing** in 2022/23.



We're very proud to say that almost half of our clients make it into or sustain gainful employment after our support in 2022/23.



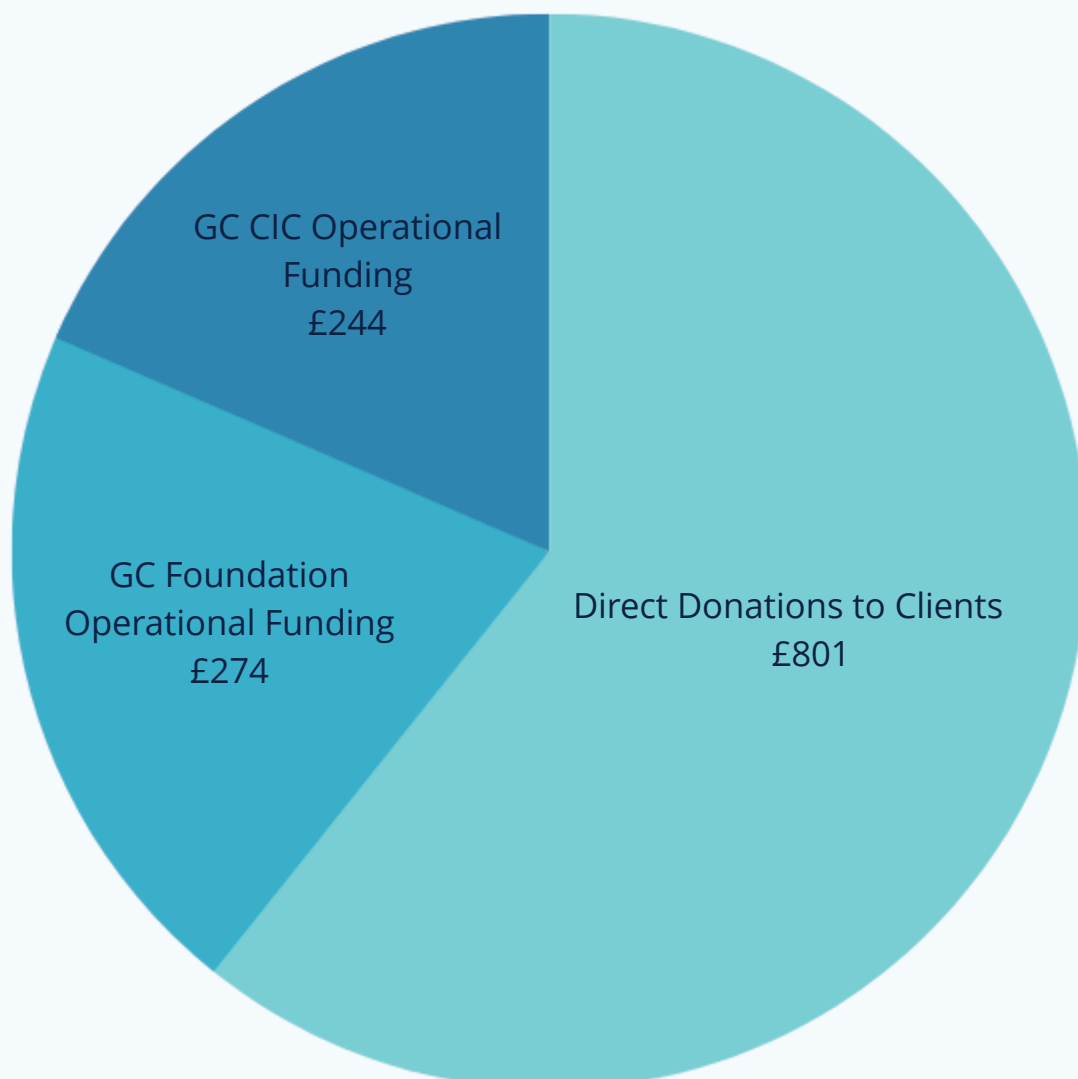
We unlocked £35,177 in average cost savings per person to the public purse or a total of £7,422,357. These are savings as a result of reduced supported accommodation needs, reduced health needs, re-offending and more.

Our Funding

On average, it costs £1,319 to support one client out of homelessness. £35,177 in cost savings to the public purse is generated per client supported, an over 20x return on investment.

£1075 of these costs are funded by the Foundation, with a further £244 funded by the Greater Change CIC. More detail on how these numbers are derived can be found in our latest impact report, available on our website.

Breakdown on how the £1,319 in costs is funded



Strategic Report

Achievements and Performance

We're very glad to be able to say that Greater Change's positive impact and growth has continued through 2022/23, with 211 individuals helped out of homelessness this year. We also continue to be highly efficient in helping individuals out of homelessness for good and providing a long term solution, as can be seen in 86% of our clients moving into permanent or sustained stable housing 6 months to a year after our support.

The Cost of Living Crisis has contributed to an increased need for our services across society. Not only has there been a significant increase in the number of individuals threatened with and becoming homeless in 2022/23, many of these individuals were in stable positions prior to the shock of the crisis.

We are proud of our ability to help tackle this expanded need, however we recognise that much more remains to be done. Over the past 12 months, Greater Change has become more efficient as an organisation; decreasing our operational costs per client supported and putting us in a good position to pursue our next stage of growth.

Financial review

An overwhelming portion of our expenditure has been on the grant-giving front with minimal operational overheads.

We have been able to continue taking on fairly low overhead costs as the principles of grant funding release are realised via Greater Change CIC who bear most of the administrative costs. Grants are awarded to the CIC as its work is entirely in line with the principles and purpose of the Foundation and it is able to pursue this work in an extremely cost effective manner.

Future plans

Our focus in the next 12-months is pushing on into our next stage of growth. We aim to support another 1000 people by 2025 and reach our target of supporting over 40,000 by 2033.

We aim to build on the work done this year to continue Greater Change's growth through philanthropy, trusts and foundations in particular. We aim to expand into different local areas, expand the scale of our work in existing local areas and continue improving our efficiency.

Financials

GREATER CHANGE FOUNDATION

INDEPENDENT EXAMINER'S REPORT

TO THE TRUSTEES OF GREATER CHANGE FOUNDATION

I report to the Trustees on my examination of the financial statements of Greater Change Foundation (the charity) for the year ended 31 March 2023, which comprise the Statement of Financial Activities, the Statement of Financial Position and related notes.

This report is made solely to the charity's trustees, as a body, in accordance with section 145 of the Charities Act 2011. My work has been undertaken so that I might state to the charity's trustees those matters I am required to state to them in this report and for no other purpose. To the fullest extent permitted by law, I do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for my work, for this report, or for the opinions I have formed.

Responsibilities and basis of report

As the Trustees of the charity you are responsible for the preparation of the financial statements in accordance with the requirements of the Charities Act 2011 ('the Act').

I report in respect of my examination of the charity's financial statements carried out under section 145 of the Charities Act 2011 ('the Act'). In carrying out my examination I have followed all the applicable Directions given by the Charity Commission under section 145(5)(b) of the Act.

An independent examination does not involve gathering all the evidence that would be required in an audit and consequently does not cover all the matters that an auditor considers in giving their opinion on the accounts. The planning and conduct of an audit goes beyond the limited assurance that an independent examination can provide. Consequently, I express no opinion as to whether the accounts present a 'true and fair' view, and my report is limited to those specific matters set out in the independent examiner's statement.

Other matters

Your attention is drawn to the fact that the charity has prepared the accounts(financial statements) in accordance with the relevant version of the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland(FRS102) in preference to the Accounting and Reporting by Charities: Statement of Recommended Practice issued on 1 April 2005, which is referred to in the extant regulations, but has been withdrawn. We understand that this has been done in order for the accounts to provide a true and fair view in accordance with UK Generally Accepted Accounting Practice.

Independent examiner's statement

I have completed my examination. I confirm that no matters have come to my attention in connection with the examination giving me cause to believe that in any material respect:

- 1 accounting records were not kept in respect of the charity as required by section 130 of the Act; or
- 2 the financial statements do not accord with those records; or
- 3 the financial statements do not comply with the applicable requirements concerning the form and content of accounts set out in the Charities (Accounts and Reports) Regulations 2008 other than any requirement that the accounts give a 'true and fair' view which is not a matter considered as part of an independent examination.

I have no concerns and have come across no other matters in connection with the examination to which attention should be drawn in this report in order to enable a proper understanding of the financial statements to be reached.

Financials

GREATER CHANGE FOUNDATION

INDEPENDENT EXAMINER'S REPORT (CONTINUED) TO THE TRUSTEES OF GREATER CHANGE FOUNDATION



Richard Thacker
Beavis Morgan LLP
Accountants, Business and Tax Advisers
82 St John Street
London
EC1M 4JN

Dated: 29/01/2024...

Financials

GREATER CHANGE FOUNDATION

STATEMENT OF FINANCIAL ACTIVITIES

FOR THE YEAR ENDED 31 MARCH 2023

	Notes	Unrestricted funds 2023 £	Restricted funds 2023 £	Total Unrestricted funds 2023 £	Unrestricted funds 2022 £	Restricted funds 2022 £	Total 2022 £
Income from:							
Donations and legacies	2	22,500	212,640	235,140	73,202	176,063	249,265
Expenditure on:							
Fundraising activities	3	6,844	-	6,844	24,396	-	24,396
Charitable activities	4	22,275	289,753	312,028	72,000	185,338	257,338
Total resources expended		29,119	289,753	318,872	96,396	185,338	281,734
Net expenditure for the year/ Net movement in funds		(6,619)	(77,113)	(83,732)	(23,194)	(9,275)	(32,469)
Fund balances at 1 April 2022		12,906	84,461	97,367	36,100	93,736	129,836
Fund balances at 31 March 2023		6,287	7,348	13,635	12,906	84,461	97,367

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

Financials

GREATER CHANGE FOUNDATION

STATEMENT OF FINANCIAL POSITION

AS AT 31 MARCH 2023

		2023		2022	
	Notes	£	£	£	£
Current assets					
Debtors	8	10,824		10,734	
Cash at bank and in hand		7,311		89,633	
		<u>18,135</u>		<u>100,367</u>	
Creditors: amounts falling due within one year	9	<u>(4,500)</u>		<u>(3,000)</u>	
Net current assets			<u>13,635</u>		<u>97,367</u>
Income funds					
Restricted funds	11		7,348		84,461
Unrestricted funds			6,287		12,906
			<u>13,635</u>		<u>97,367</u>

The notes on pages 6 through 11 form part of the financial statements.

The financial statements were approved by the Trustees on 29/01/2024



J Tan
Trustee

Trustee

Charity Registration No. 1188164

Financials

GREATER CHANGE FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS FOR THE YEAR ENDED 31 MARCH 2023

1 Accounting policies

Charity information

Greater Change Foundation is a charitable incorporated organisation in England and Wales. The registered office is Buxton Court, 3 West Way, Oxford, Oxfordshire, OX2 0JB.

1.1 Accounting convention

The accounts (financial statements) have been prepared in accordance with the relevant version of the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011 and UK Generally Accepted Accounting Practice. The accounts (financial statements) have been prepared to give a 'true and fair' view and have departed from the Charities (Accounts and Reports) Regulations 2008 only to the extent required to provide a 'true and fair view'. This departure has involved following the relevant version of the Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) rather than the Accounting and Reporting by Charities: Statement of Recommended Practice effective from 1 April 2005 which has since been withdrawn.

The charity has taken advantage of the provisions in the SORP for charities applying FRS 102 Update Bulletin 1 not to prepare a Statement of Cash Flows.

The financial statements are prepared in sterling, which is the functional currency of the charity. Monetary amounts in these financial statements are rounded to the nearest £.

The financial statements have been prepared under the historical cost convention. The principal accounting policies adopted are set out below.

1.2 Going concern

At the time of approving the financial statements, the Trustees have a reasonable expectation that the charity has adequate resources to continue in operational existence for the foreseeable future. Thus, the Trustees continue to adopt the going concern basis of accounting in preparing the financial statements.

1.3 Charitable funds

Unrestricted funds are available for use at the discretion of the Trustees in furtherance of their charitable objectives unless the funds have been designated for other purposes.

Restricted funds are available for use for the designated purposes only.

1.4 Income

Income is recognised when the charity is legally entitled to it after any performance conditions have been met, the amounts can be measured reliably, and it is probable that income will be received.

Cash donations are recognised on receipt. Other donations are recognised once the charity has been notified of the donation, unless performance conditions require deferral of the amount. Income tax recoverable in relation to donations received under Gift Aid or deeds of covenant is recognised at the time of the donation.

1.5 Expenditure

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is accounted for on an accruals basis and has been classified under headings that aggregate all costs related to the category. Where costs cannot be directly attributed to particular headings, they have been allocated to activities on a basis consistent with the use of resources.

Financials

GREATER CHANGE FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

1 Accounting policies

(Continued)

1.6 Cash and cash equivalents

Cash and cash equivalents include cash in hand and deposits held at call with banks.

1.7 Financial instruments

The charity has elected to apply the provisions of Section 11 'Basic Financial Instruments' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the charity's balance sheet when the charity becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

Basic financial liabilities

Basic financial liabilities, including creditors, are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future payments discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Debt instruments are subsequently carried at amortised cost, using the effective interest rate method.

2 Donations and legacies

	Unrestricted funds	Restricted funds	Total Unrestricted funds	Restricted funds	Total
	2023 £	2023 £	2023 £	2022 £	2022 £
Donations and gifts	22,500	212,640	235,140	73,202	249,265

3 Fundraising activities

	Unrestricted funds	Unrestricted funds
	2023 £	2022 £
<u>Fundraising and publicity</u>		
Advertising	6,844	24,396
	<u>6,844</u>	<u>24,396</u>

Financials

GREATER CHANGE FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

4 Charitable activities

	2023 £	2022 £
Charitable expenses	780	338
Accountancy fees	1,500	1,500
Independent examination fee	1,500	1,500
	<u>3,780</u>	<u>3,338</u>
Grant funding of activities (see note 5)	308,248	254,000
	<u>312,028</u>	<u>257,338</u>
Analysis by fund		
Unrestricted funds	22,275	72,000
Restricted funds	289,753	185,338
	<u>312,028</u>	<u>257,338</u>

5 Grants payable

	2023 £	2022 £
Grants to institutions:		
Other institutions	72,048	-
Greater Change Community Interest Company - operations	104,900	69,000
Greater Change Community Interest Company - clients etc.	131,300	185,000
	<u>308,248</u>	<u>254,000</u>

6 Trustees

None of the Trustees received any remuneration or benefits from the charity during the period.

7 Employees

There were 0 (2022: 0) employees during the year.

8 Debtors

	2023 £	2022 £
Amounts falling due within one year:		
Other debtors	<u>10,824</u>	<u>10,734</u>

Financials

GREATER CHANGE FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED) FOR THE YEAR ENDED 31 MARCH 2023

9 Creditors: amounts falling due within one year

	2023 £	2022 £
Accruals and deferred income	4,500	3,000
	=====	=====

10 Taxation

The charity is exempt from tax on income and gains falling within section 505 of the Taxes Act 1988 or section 252 of the Taxation of Chargeable Gains Act 1992 to the extent that these are applied to its charitable objects.

Financials

GREATER CHANGE FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

11 Restricted funds

The income funds of the charity include restricted funds comprising the following unexpended balances of donations and grants held on trust for specific purposes:

	Balance at 1 April 2021 £	Movement in funds		Balance at 1 April 2022 £	Movement in funds		Balance at 31 March 2023 £
		Incoming resources £	Resources expended £		Incoming resources £	Resources expended £	
Just giving	7,670	10,981	(10,981)	7,670	-	(7,419)	251
Greater							
Change CIC							
Foundation	-	3,313	(3,313)	-	1,100	(1,096)	4
CAF							
corporate							
donor	2,995	6,105	(6,105)	2,995	-	(2,490)	505
Landaid	-	500	(500)	-	10,000	(10,000)	-
Mace							
Foundation	-	925	(925)	-	5,000	(5,000)	-
Horlock							
Education							
Trust	-	85	(85)	-	15,000	(15,000)	-
New Horizon							
Youth Centre	-	1,145	(1,145)	-	25,000	(25,000)	-
The 1485							
Charitable							
Trust	-	13,530	(13,530)	-	1,000	(1,000)	-
Gift aid							
received from							
HMRC	-	12,287	(2,194)	10,093	877	(9,153)	1,817
The Albert							
Hunt Trust	-	2,000	(2,000)	-	10,000	(10,000)	-
Trenchant Ltd	43,368	49,447	(68,815)	24,000	-	(23,515)	485
The Tides							
Foundation	-	30,000	(30,000)	-	5,184	(5,184)	-
Living Bridge							
Foundation	-	30,000	(30,000)	-	15,000	(14,976)	24
Bellway							
Homes	-	14,400	(14,400)	-	10,000	(9,675)	325
Small client							
donations	39,703	-	-	39,703	27,479	(65,060)	2,122
Affinity							
Fragrances	-	-	-	-	1,500	(1,500)	-
Great							
Western							
Railway	-	-	-	-	54,800	(54,045)	755
Newton							
Europe	-	-	-	-	30,000	(28,965)	1,035
	93,736	176,063	(185,338)	84,461	212,640	(289,753)	7,348

Financials

GREATER CHANGE FOUNDATION

NOTES TO THE FINANCIAL STATEMENTS (CONTINUED)

FOR THE YEAR ENDED 31 MARCH 2023

12 Unrestricted funds

These are unrestricted funds which are material to the charity's activities made up as follows:

	Movement in funds - 2022				Movement in funds - 2023			
	Balance at 1 April 2021	Incoming resources	Resources expended	Transfers	Balance at 1 April 2022	Incoming resources	Resources expended	Balance at 31 March 2023
	£	£	£	£	£	£	£	£
General fund	36,100	73,202	(96,396)	-	12,906	22,500	(29,119)	6,287

13 Related party transactions

During the year, the Trust entered into the following transactions with related parties:

Payments of £236,200 (2022: £254,000) were made to Greater Change Community Interest Company, a community interest company registered in England and Wales, in which J Tan and A McCallion are directors and shareholders.

The funds were transferred for the purposes of direct distribution to individuals in need £131,300 (2022: £185,000) and a separate grant £104,900 (2022: £69,000) to cover the overhead costs in delivery of the services to the individuals, by the Community Interest Company.

Governance

The Board of Trustees

The Board of the Greater Change Foundation has ultimate decision making power over who and how the Foundation's funds are directed towards. It is also responsible for managing the fundraising efforts of the Foundation.

Trustees have been recruited from a pool of mentors who provide the Foundation with advice and pro-bono work, allowing us to establish a good working relationship prior to their inclusion as trustees.

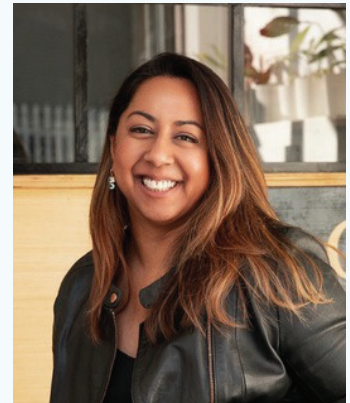


Sophie Dufouleur, Chair Of Trustees

Sophie is the Head of Commercial for PMI and has brought a deep expertise in marketing and growing a community to Greater Change. She has a Master's in Communication from Ithaca College and a Business degree from Burgundy School of Business.

Nilani Sritharan, Trustee

Nilani is Group Head of Healthy and Sustainable Diets for Sainsbury's Plc and has previously mentored a number of social start ups. She brings valuable experience to Greater Change in advocating for better policy outcomes through forming sector coalitions



Jonathan Tan, Co-Founder and Trustee

Jonathan started working with Alex on Greater Change in 2017. He was a full time Management Consultant in 2018 at Newton Europe and joined Greater Change full time in 2019. he graduated form Oxford with a BA in Philosophy Politics and Economics.

Governance

Theo Stevenson-Hill, Trustee

Theo is an established leader within the global financial services with 10 years of technical consulting and management experience. He is currently a Director at BlackRock based in London and brings Greater Change valuable expertise in financial governance.



Sion Cole, Trustee

Sion is a Managing Director at BlackRock focusing on helping pension fund trustees reach their long term funding goals. He has worked within financial services for 22 years and brings Greater Change valuable experience and expertise .

Alex McCallion, Founder and Trustee

Alex began working on Greater Change as a concept in 2017 and has been working in the sector full-time ever since. He graduated from Oxford with a BA in Economics and Management.



Governance

Ric Whalley, Trustee

Ric is a physicist by background, having always been fascinated by understanding complex systems, but more broadly is passionate developing teams to act on that understanding and make changes that stick.

Ric is a Partner at Newton and currently leads Newton's work in health and integration.



Greater Change Foundation is a charity registered with the Charity Commission of England and Wales (No. 1188164)

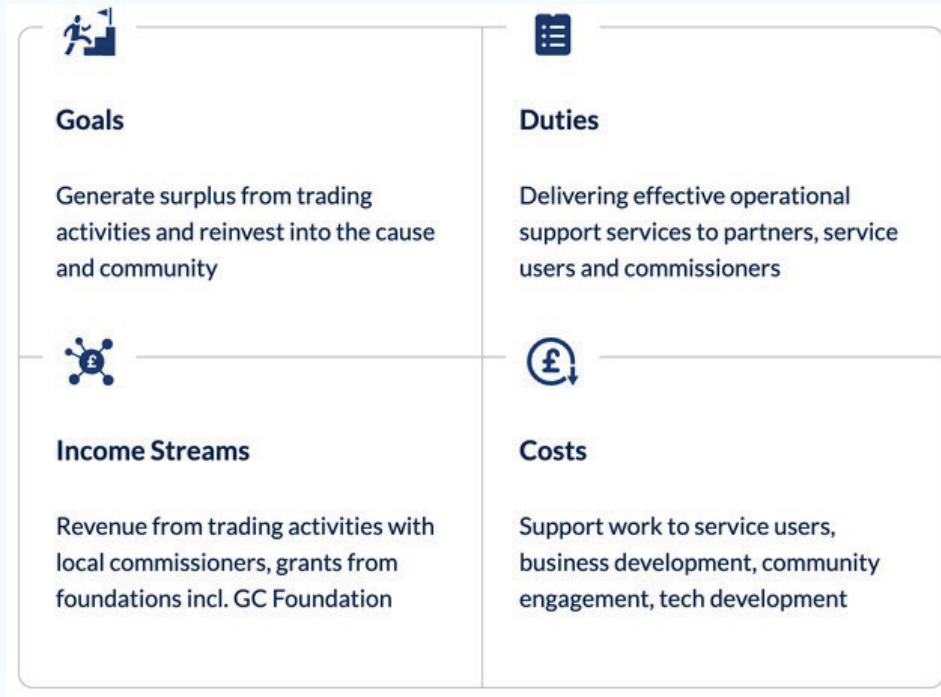
The Foundation is governed by a founding Constitution as a charitable incorporated organisation (CIO) and is recognised by HMRC for the purposes of Gift Aid.

The Foundation can be contacted via its website at www.greaterchange.co.uk or at its working address at Buxton Court, 3 West Way, Oxford, OX2 0JB

The Foundation banks with Barclays and receives accountancy help from BM Connect. Legal registration was performed on the Foundation behalf by Pennington Manches Cooper LLP

Governance

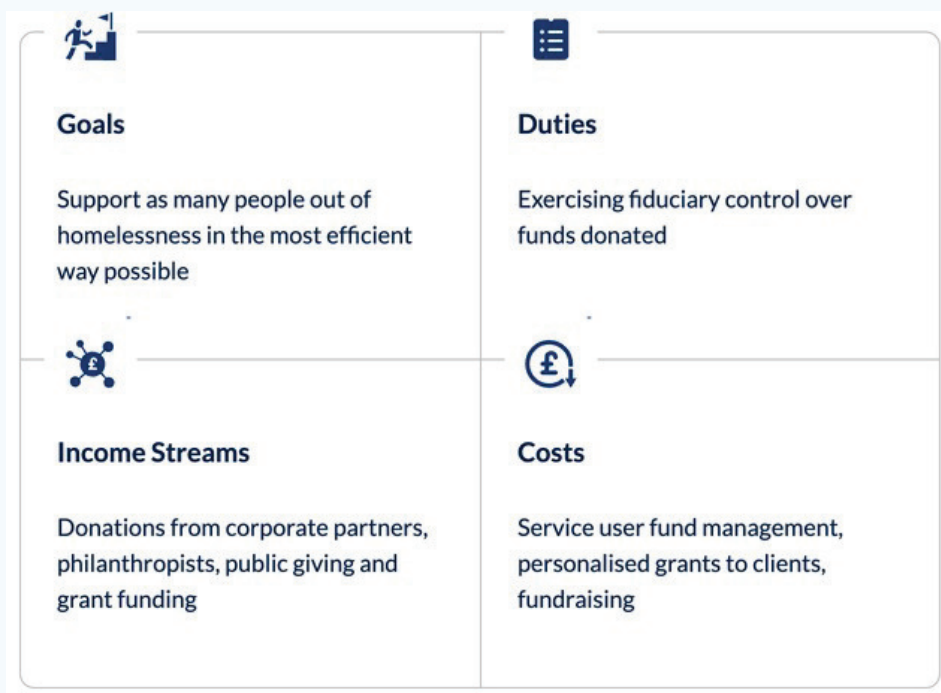
Our Structure



**Greater Change
Community
Interest
Company**



**Cost Sharing and
Licensing Agreement**



**Greater
Change
Foundation**

Our Contribution to 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 and we have capped the wage ratio of our highest paid employees to at most 14x of our lowest paid employee.

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.

Reserves Policy

Greater Change has never aspired to keep a large amount of cash in the bank as we are still a small, growing organisation, and are committed to continuing to grow our impact in a sensible manner.

The purpose of the reserves policy is to ensure that Greater Change is able to always help extremely urgent client cases rapidly and to ensure that we can steadily help clients in the event of poorer fundraising returns in any particular period of time.

As a secondary goal, we want to avoid any hysteresis resulting from overspending. We believe that Greater Change is an organisation that can sustainably help clients, however, if funds were to be run down overly quickly, what would result is a period of stagnation where we are unable to help clients for significant periods of time, which would damage partnerships and potentially harm future work even as funds were to become available again.

The Policy:

We are currently aiming to keep the equivalent of 3-6 months of projected expenditure in free reserves.

This translates this year to roughly £44,000 - £88,000 in reserves with expected a projected £14,700 being spent on clients and fundraising costs each month.

At each quarterly Trustees' meeting, we review our accounts and approve budgets for each 6-month period ahead. If at any point, our reserves were to dip below the 3-month limit, all trustees will be immediately informed and a meeting would be convened to ensure that we are indeed taking the right line of action.

Reserves Policy - Approach

When determining an appropriate free reserves policy for the Company we considered the philosophy we applied to our work and how we would respond in various scenarios, with the free reserves being kept ultimately to simply enable the execution of these various plans.

The important problematic scenarios we have considered are:

- We face some temporary cash flow issues: We need to be able to see this coming well ahead of time to not run out of cash before we can take urgent action such as taking on coronavirus business loans or significantly cut costs to extend the runway until additional revenue, grant or investment funds become available
- Our runway runs out, even as we grow: In this scenario, we would want to avoid any significant damage to our infrastructure, relationships and systems caused by a sudden stoppage of services. Actions we might take would include the slowing down of any growth-related spend in order to buy time for revenue or investments to come in.
- We experience waning traction: In this absolute worst-case scenario, where our revenue is coming in far below expectations and/or the impact of the work starts to become less compelling, we would have to consider temporarily furloughing staff until such a time when we believe activity will pick up again or winding up the company entirely. In both cases, we would need time to explore additional funding options or to fund administrative staff to fully distribute any remaining client funding and perform a final round of impacting to fully evaluate our work.

In all of these 3 scenarios we need a range of time between 3 - 6 months in order to fully realise our change in direction in order to allow us to either keep the company afloat or to meaningfully distribute the remainder of the assets in a maximally impactful way.

Grant Making Policy

Our general philosophy on grant making is extremely simple: We want to be very selective about the partners that we work with and trust their professional expertise and experience.

We do always apply some basic financial sense checking principles to ensure that plans for the usage of the grants made are sensible and efficient.

However, this is always done with the client and their case worker and we believe that this works because:

- 1) The frontline support workers we partner with are amongst the best in the country and are the best way for us to understand the client and their situation. In other words, there is no better way to do any KYC check than to speak to the client's case worker.
- 2) Putting clients in the driving seat means that they are more bought in and will work harder at actualising their plan.
- 3) Personalising the budgets and grants means that clients get exactly what they need, when they need it. By eschewing any pre-fixed constraints, we are able to flexibly provide the most suitable support for each and every client.

Grant Making Policy

The Process:

- 1) Support workers from partner charities fill in a client referral form to explain the details of the case to us
- 2) The form will request details on the current situation, the ambitions of the client and plan to get out of homelessness
- 3) Greater Change sense checks the plan and ensures that the costs described are accurate.
- 4) If there are any parts of the application that seem to warrant additional thought, a member of the Greater Change team will speak to the support worker in question to understand more detail and assist in the planning process.
- 5) Once the story and plan are confirmed, the client's campaign is uploaded to our site, provided that we are given consent from clients to share their stories.
- 6) Once the funds have been raised, they are transferred to the partner charity or a nominated third party to be spent in accordance with the plan. If the situation were to change in any way, support workers need only pick up the phone to discuss the necessary changes with Greater Change.
- 6) If the client's case is unsuitable for online public fundraising (due to security concerns, case urgency or simply a lack of complete comfort) they are allocated urgent funding from a central flexible pot of funding to enable clients to move quickly.