

# FIVE-YEAR IMPACT REPORT

**VENTURE  
STUDI**   
FROM CRISIS



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## Chief Executive's introduction



We must be realistic about the housing challenge we face across Britain. Record numbers of households are living in temporary accommodation, more people are being forced to sleep rough, and demand for Crisis' services continues to rise.

Our 10-year strategy is about thinking bigger to overcome the barriers to progress. It focuses on ending homelessness in three key ways: securing the policies that end homelessness, delivering services that end homelessness for people and places, and building a community of people across Britain committed to ending homelessness for good.

Collaboration across sectors and communities has always been integral to our approach. Through the Venture Studio, we are continuing to mobilise the UK's startup and impact ecosystem, accelerating connections between entrepreneurs, investors, partners and people with lived experience to develop practical, long-term solutions to homelessness. This approach has resulted in over 650 individuals and households gaining access to housing through our portfolio companies, whilst also attracting over £2m of new funding to support Crisis' mission.

The Venture Studio's mission is to fund and support sustainable businesses creating bold, long-term solutions to help end homelessness for good. Over the last five years, we have continued to grow our

portfolio and strengthen our impact — from supporting a company working with dozens of public sector organisations to develop software that helps meet housing targets, to backing an ethical financial technology company that has financed 165 homes for people who would otherwise be financially excluded. These portfolio companies align closely with our mission and wider strategic goals.

Central to this approach is the involvement of people with lived experience of homelessness, helping to ensure that our investment and growth activity is grounded in real needs and focused on solutions that can deliver meaningful change rather than simply manage it.

We can be proud of what has been achieved in the first five years of the Venture Studio, while recognising there is still much more to do. This report highlights the progress, insights and partnerships built so far and outlines the next phase of our ambition for the future.

I want to thank our generous supporters, partners and wider community for making this work possible.

A handwritten signature in black ink that reads "Matt Downie". The signature is written in a cursive, flowing style.

**Matt Downie**  
Chief Executive Crisis

# Our mission

Since 2021, Crisis' award-winning Venture Studio has invested in and supported startups developing innovative solutions to homelessness and the housing crisis. This work complements Crisis' nearly 60 years of impact through policy, research and frontline services, offering a new way to drive long-term, systemic change by helping grow and scale solutions that address some of the root causes and drivers of homelessness.

Almost 300,000 households are now experiencing the worst forms of homelessness in England, trapped in unsuitable temporary accommodation, staying on sofas night after night, or sleeping rough. This is an increase of 21% since 2022 and a 45% increase since 2012. The scale of the problem is so vast that Crisis will this year, for the first time, begin to provide homes for its members experiencing homelessness. The Venture Studio aims to end or prevent homelessness for up to one million people and for that we need scalable, sustainable solutions that increase access to quality, affordable homes.

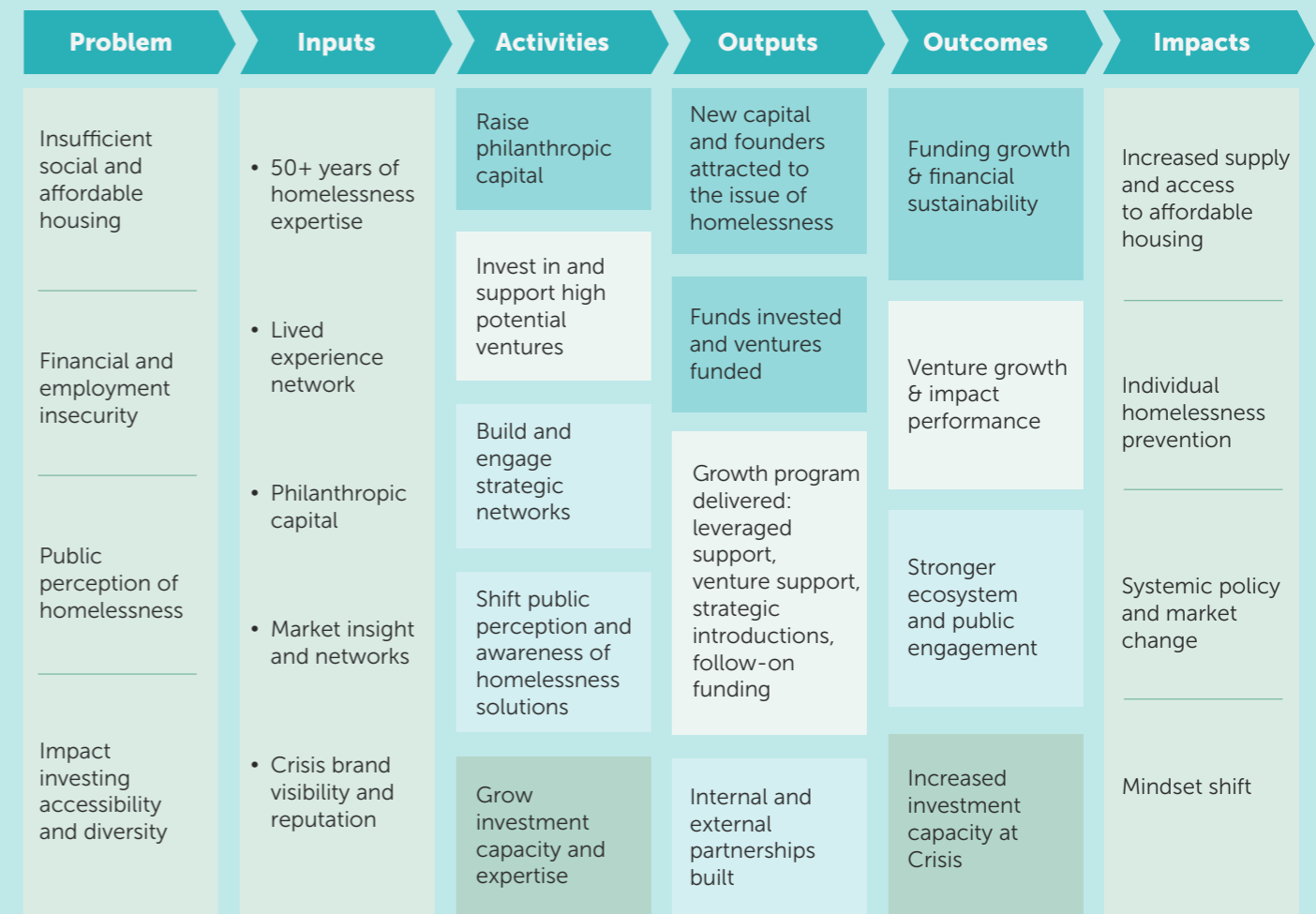
The Venture Studio was created in response to a complex set of challenges, from the shortage of social and affordable housing to financial insecurity, employment barriers, public perceptions of homelessness, and the need for more access to impact investment and funding.

This report demonstrates how we are addressing some of these challenges. We developed a comprehensive theory of change framework, that has mapped the activities required to build momentum around practical, investable solutions to homelessness and the systems that contribute to it. These activities include raising philanthropic capital, leveraging research and homelessness expertise, supporting portfolio companies, and building and engaging a strategic network of partners, investors and donors.

An integral part of the Venture Studio's approach is making sure that we embed lived experience of homelessness in all aspects of our work. This ensures that our activity is grounded in real needs and focused on delivering meaningful impact for people experiencing homelessness.

This includes co-designing our strategy with people with lived experience of homelessness and involving them in our investment due diligence. As an example:

## Venture Studio Theory of Change



**For me it is so important that lived experience is taken on board right from the very beginning.**

**If you give me a survey with the wrong questions, you're just going to get the wrong answers.**

**Being homeless doesn't define who I am, but it gives me answers to some of the questions you need answers to.**

**It gives me the opportunity to give you strength, hope, and positivity.**

**We're looking to streamline the process of someone ending homelessness as quickly as possible and asking the right people is the way forward.**

Crisis Expert by Experience

# Our impact

Over the last five years, these activities have translated into measurable impact across the Venture Studio's portfolio, partnerships and wider ecosystem.



**650+** individuals and households housed through our portfolio companies.



**8** companies invested in ranging from delivering modular housing, to developing software to support local authorities to meet their housing targets.



**£2M+** of new funding attracted to Crisis to help end homelessness.



**570+** hours of dedicated support delivered across our portfolio to impact driven startups to help them grow, scale and make more impact to address the drivers of homelessness.



**44%** of founders we've backed are black or ethnic minority background.



**370** of these hours were leveraged across our extensive partner network.



**300+** new ventures assessed



**40** businesses and social enterprises supported outside of our portfolio in recognition of their impact on homelessness.



**56%** of founders we've supported are women.



**3000+** people convened across public, private and third sectors raising awareness of our work.



**3 awards** won and shortlisted for six more.



**£380,000** of follow-on funding and pro bono support enabled for one company alone.

The team was also shortlisted for awards including ESG Collaboration of the Year, PropTech Investor of the Year, and Social Enterprise Businesswoman at the Great British Businesswoman Awards 2025.



**Winner**

Proptech Impact Partner Award



**Winner**

Social Impact Award (Finalist for Proptech Investor)



**Finalist**

ESG Collaboration of the Year



**Finalist**

Social Investment Champion



**Winner**

Social Investment Champion (2024)



**Finalist**

Social Enterprise Businesswoman

# Portfolio impact

Our focus is on backing founders and businesses that can deliver meaningful, long-term change to the drivers of homelessness. We use philanthropic capital, enabling us to back unproven early-stage ideas and startups that have the potential to help end homelessness.

Over the last five years, our portfolio companies have collectively delivered measurable impact across homelessness prevention, housing access, and financial inclusion.

pfida

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**I just felt that Pfida's model was clear cut, there's no debt involved. You have the option to just pay rent for as long as you like. We lived in a small one-bedroom flat before, me and my family two children and it was very cramped.**

**So, this has given us an opportunity to move to a bigger place. We have three bedrooms now and the children can have a garden to play in. And that's probably the biggest thing, seeing them run around in the garden and enjoy themselves and be happy.**

Umair, purchased a home with Pfida in February 2022

Pfida is an ethical financial technology (fintech) company working with local communities to provide debt-free homes and interest-free financial products that are accessible to all. Their mission is to provide everyone with equal and fair opportunities to save and own a home without interest and debt. The Venture Studio was attracted to Pfida's groundbreaking, community-driven model to providing debt-free homes.

- **165 homes financed** for people who would otherwise be financially excluded, with another 284 homes in the pipeline. 29% per cent of their customers are in receipt of benefits.

As one customer said: *"I don't feel the pressure of having that debt on my head, because it's debt-free."*

- **17,717 people** on the waiting list, demonstrating the very real need for this type of product.
- **Granted their Financial Conduct Authority approval in May 2026**, a legal requirement which means they meet strict standards for consumer protection, integrity, and risk management.



**Raza Ullah,**  
CEO & Founder of Pfida



Pfida's impact is often best understood through the households it supports, particularly those who fall between the gaps of traditional finance. In many cases, these are individuals and families who are financially excluded by choosing not to engage with interest-based lending for faith reasons. As a result, they often remain in the private rental sector, where rising costs and insecure tenancies can create a persistent risk of housing instability.

Through Pfida's co-ownership model, customers can access home ownership without taking on debt. Instead of borrowing to purchase a property, Pfida enters into a partnership with the customer, who gradually increases their ownership share over time. Crucially, the model introduces flexibility often absent in traditional finance.

Customers can adjust their contributions depending on their circumstances, paying less in more difficult months and increasing their share more quickly when their situation allows, giving them greater control over their financing journey.

The impact is both practical and structural. Customers transition from insecure renting to stable, long-term housing, while building equity in a way that reflects real ownership, contributing to more resilient and sustainable pathways into homeownership.

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**It's absolutely debt-free. I own my house, or a percentage of it, and I rent the other part. And I can staircase or buy it as much as I want when I am comfortable. It's always at the same price I purchased it at in the beginning, so it doesn't inflate.**

Joynul, purchased a home with Pfida in August 2023



**Daniel Mohamed,**  
Founder & CEO of Urban Intelligence



**I continue to be passionate about our work in solving the housing crisis. I am proud that we can work with Crisis to go about achieving this very tricky goal. Crisis has provided us with a lot of food for thought in improving the social value aspects of our offer.**

Daniel Mohamed, Founder & CEO of Urban Intelligence

## Urban Intelligence

By harnessing the power of technology and cutting-edge software engineering, Urban Intelligence help local councils create smarter plans to meet the shortfall in housing provision.

The Venture Studio was attracted to Urban Intelligence's ability to increase potential capacity for social housing in local authorities.

### Impact:

- **30 public sector organisations** using their PlaceMaker (geospatial data) software to help meet housing targets.
- **3,000+ sites identified** as suitable for new social housing developments.
- **86% reduction** in site assessment time for Northeast Derbyshire District Council, saving weeks of work.

### Impact Story: Somerset Council 2025

As a recently merged authority creating its first Local Plan for the area, Somerset Council was looking for a digital solution to transform their manual, traditional approach to call for sites into a digital, data-driven process.

With a housing target increase of 41%, Somerset needed an efficient and user-friendly tool to speed up their call for sites and site assessment. Graeme Thompson, Principal Planning Policy Officer shared, "PlaceMaker is a one stop shop where the public can submit their sites through a form, mapping it themselves so they're in charge of whether it's accurate or not. It takes a huge part of the process out of the way and lets us concentrate on what we do with that information - reviewing all of the constraints and opportunities that we've already mapped, all in one place, without switching between systems."

PlaceMaker's user-friendly digital Call for Sites form enables external users to draw and submit sites directly into the PlaceMaker platform.

**Using this digital call for sites process is estimated to have reduced officer time spent mapping, filtering and assessing sites by 70%.**

There is broad-reaching ambition to be a more data-driven council in Somerset. Having innovative tools to bring these ideas to life builds internal momentum for wider improvements in data management and digital planning, to fully realise the opportunities that are now possible with PlaceMaker.

Graeme shared how there is "great potential to significantly help us streamline processes and have everything in one place", something that will help the team work collaboratively and efficiently through every stage of their local plan development. "The process enabled us to understand what other datasets were available to use that we were previously unaware of and it also kickstarted a process of improving our GIS datasets which will benefit the whole of Somerset Council."





Husmus is an AI-first financial profiling and embedded insurance platform that supports private rented housing provision and access for both landlords and tenants. Their proprietary AI reduces bias in landlord decision making by assessing tenants on true affordability, looking at income sources such as gig earnings, pensions and housing benefit alongside behavioural metrics, rather than relying on traditional credit scoring alone. Their insurance products give landlords stronger protection for their income and property while giving tenants greater security. The result is a private rental market that is fairer, more affordable and more inclusive.

The Venture Studio was drawn to Husmus' mission to widen access to housing through a financially inclusive and innovative product.

### Impact:

- **41% of tenants assessed** through Husmus are from marginalised groups.
- **50% increase** in tenant eligibility, opening access to people who would otherwise be excluded.
- **£10.8 million of rent protected** so far this year.
- **Co-hosted a webinar with Crisis' Policy and Social Change team** sharing insights with individuals and organisations about how the Renters' Rights Act protects tenants in the private rented sector.
- **Husmus has collaborated** with Crisis' front-line staff to provide tenant insurance to our members.



**Sarah Werner,**  
Founder and CEO,  
Husmus



GoodPAYE is a 100% charity-owned payroll giving platform co-founded by Crisis alongside Barnardo's, Royal British Legion, Royal National Institute for Blind People and WaterAid. Using technology and digital fundraising techniques, it aims to make payroll giving easier for employees and employers, with the ambition to double the number of UK payroll givers and raise an additional £150m for charities by 2030.

The Venture Studio was attracted to GoodPAYE's potential to increase the accessibility and uptake of payroll giving, driving exponential benefit to charities, employers, and their employees.

### Impact:

- **£19+ million pounds raised** for charities in the last financial year by GoodPAYE and its subsidiary StC Payroll Giving.
- **£440,000 pounds disbursed** to over 761 charities since July 2024.
- **353 UK employers supported** to donate a portion of their salaries to charity via payroll giving on behalf of 265 charities.

### GoodPAYE and Bates Wells Case Study

GoodPAYE's comprehensive Payroll Giving platform provided the perfect solution for Bates Wells – a purpose-driven law firm and the first UK law firm to be a B Corp. The platform offered an intuitive, fully online experience, making it easy for employees to select charities, monitor their donations, and adjust their contributions at any time.

Key features of GoodPAYE's solution included:

- **Automation:** The platform streamlined the administrative process, enabling the HR team to quickly download payroll reports and manage deductions without the need for paper forms.
- **User-friendly design:** Bates Wells employees appreciated the platform's sleek design and ease of use, which encouraged greater participation.
- **Marketing support:** GoodPAYE worked with Bates Wells to promote the scheme internally, including in-office visits before the launch, helping employees learn more about Payroll Giving and how it works.

### Results:

Since launching the revamped scheme with GoodPAYE, Bates Wells has seen a positive response from employees.

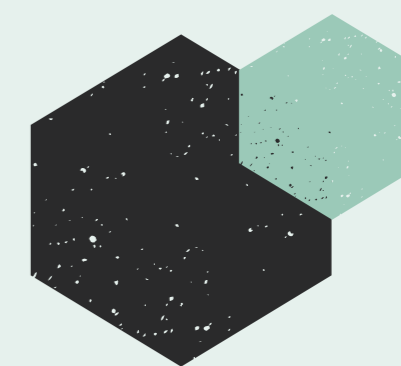
- Engagement rate: **12.4% and rising**
- Number of donors: **31**

Employees have embraced the simplicity and flexibility of the platform, and with continued internal communication support, participation continues to grow.



**We were immediately drawn to the ease of use of GoodPAYE's platform and how seamless their admin process was. Getting started was super quick, and the support from the GoodPAYE team has been outstanding. It's a quick and easy way to make a difference. More companies should be offering this to their employees.**

Employee Feedback – Gemma New, HR Operations and Inclusion Manager



Grand Bequest is a property technology company using data analytics and sustainability to unlock the redevelopment of vacant buildings. This helps transform empty and derelict properties into affordable housing and ESG-aligned impact investments. Founded in 2020 by Dr Katherine Gunderson, the company is Scotland's first PropTech B Corp, operating at the intersection of housing supply, community regeneration and climate.

The Venture Studio was excited to invest in a registered B Corp business that is repurposing empty properties as a very real solution to help end homelessness.

**Impact:**

- **7,000 buildings graded** for development potential with 273 live projects, powering communities to regenerate empty buildings into social homes.
- **81% reduction** in feasibility assessment timelines (from ~ two years).

*"Over a million buildings across the UK stand empty, representing a major untapped low-carbon opportunity while communities need space to live and work. Through Contracts for Innovation funding, improvements to our proprietary platform, RegenerationOS, has reduced feasibility assessment timelines from two years to an average of 20 weeks, making sustainable reuse of empty buildings across the UK faster, clearer, and commercially viable."*



**Dr Katherine Gunderson,**  
Founder, Grand Bequest

Agile Homes build high-quality, low carbon, affordable homes using modern, rapid construction methods. The Venture Studio was attracted to Agile Homes' capability to deliver affordable and dignified homes at speed whilst involving the community in every step of the process.

**Impact:**

- **38 high-quality, affordable homes built** for those at risk of homelessness.
- **14 people trained** who were released from prison on temporary license in offsite construction skills. One graduate said:

*"This opportunity helped so much in the latter stages of my prison sentence. I have been able to pay for school uniforms, mortgage payments and provide for my family."*



**Craig White and Linda Farrow,**  
Founders, Agile Homes

# Working together



The Venture Studio's approach has always been collaborative, recognising that long-term impact is created not only through investment, but through the relationships, expertise and networks built around our portfolio companies as they grow. Over the last five years, this has involved a continuous exchange of support between the Venture Studio, Crisis and the portfolio companies themselves — helping founders strengthen and scale their work, while also creating wider value for Crisis, the homelessness sector and the broader impact ecosystem.

This has taken many forms: practical support, strategic introductions, events, partnerships and public engagement activity, alongside opportunities for portfolio companies to work directly with Crisis and its frontline expertise. These collaborations have helped strengthen the work of our portfolio companies, raised the profile of homelessness solutions, and created new opportunities for learning, innovation and impact across the wider system

## Supporting venture growth and collaboration

Through our growth programme, we supported portfolio companies through coaching and mentoring, legal support, access to our expertise and networks, introductions to customers and follow-on investors, and connections to Crisis' wider network — all of which helped amplify their impact on homelessness.



**Showing that we're supported by Crisis gives us a lot of credibility and helps us build trust with customers. If a big charity has done the due diligence to invest, then it gives us legitimacy.**

CEO & Founder, Pfida



We found the team at Crisis hugely supportive when we have needed to lean into them for additional support whether that has been the team exploring Homelessness Alliance Corporate partner opportunities, or delivering bespoke training to our fundraising team or the Executive Director providing their expertise and knowledge on our board of Directors. We very much feel part of the Crisis community.

I also wanted to say a big thank you to you for all your support this year, which has been hugely appreciated. Being invited to attend or speak at events and your help with securing pro bono legal support make a really big difference to us here, particularly as a startup.

Managing Director, GoodPAYE

Further examples of our growth programme impact include the following:

- **Organised** a webinar for portfolio companies with PUBLIC, a company helping the public sector turn innovative ideas into practical solutions. The session focused on helping ventures understand public procurement processes and how to position their products and services to secure local authority clients tackling housing and homelessness challenges.
- **Facilitated** business support and connected our portfolio companies with over 80 partner organisations in our extensive network to deliver support, enable funding, share product feedback and develop client relationships.

For example, we brokered pro bono legal support to GoodPAYE and Husmus freeing up more resources to centre on building their businesses and increasing their impact.

Agile Homes developed and refined their go-to-market (GTM) strategy via workshops with EY, our strategic collaborator.

*“Enormously helpful. It gave the team room to align our strands of thinking around how to approach the public sector. There is such immense expertise in that room.”*

Grand Bequest produced a theory of change roadmap and GTM strategy working closely with TPXimpact. This case study provides an example of what this support can look like in practice.

Our portfolio companies have received coaching and mentoring to grow their businesses and shape their offerings.

Pfida received support from Laurie Felker Jones, Director of Modern Tender which helped them raise their next round of funding:

## Case Study: Grand Bequest

The investment process highlighted the need to strengthen Grand Bequest’s theory of change to clearly articulate its social impact to investors and partners. In response, we partnered with TPXimpact to deliver sessions on theory of change and impact management framework development. TPXimpact also provided additional follow-on support driven by their conviction in Grand Bequest’s potential to catalyse housing delivery at scale.

The theory of change and impact management framework underpinned grant applications and opened dialogue with local and central government. These government connections in turn catalysed revenue and market validation. The framework also enabled engagement with students and volunteers, strengthening links with academia to support research and product development.

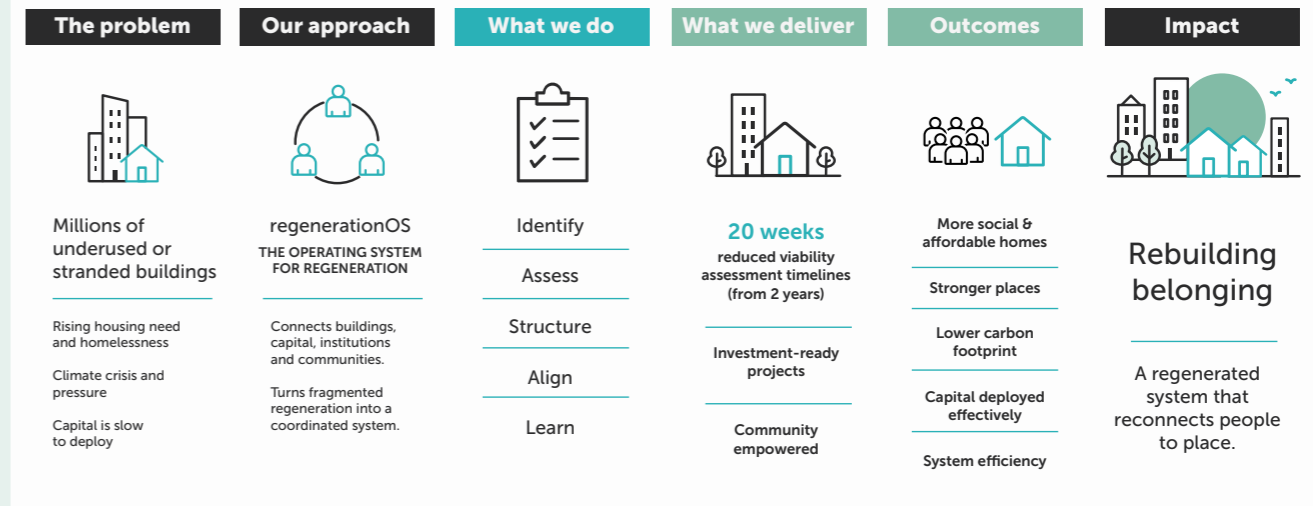
As Grand Bequest progresses towards its next funding round, this framework has become a key part of the company’s strategy and the way it aligns impact in homelessness and business growth.

### Grand Bequest

## Theory of Change

Fixing the regeneration system to unlock buildings, homes and community value.

Our mission is to get empty buildings back into use to deliver social and affordable housing, sustainable places and empowered communities.



#### OUR ENABLERS



#### WE CONTRIBUTE TO



#### OUR PARTNERS



"I've worked with some of the world's leading accelerators and incubators, including Techstars and Antler, but what sets Venture Studio from Crisis apart is that they bring the financial rigour of an investor to back founders and portfolio companies that are building things that actually matter. Their work requires expertise to hold a delicate tension: innovating at pace, while knowing we can't 'move fast and break things', when the 'things' are people.

I've had the privilege of watching their impact in action as a fractional advisor working directly with several of their founders. I point to Pfida regularly as both an outstanding example of a highly innovative model delivering housing and financial inclusion to underserved markets in the UK, and one that the Venture Studio is uniquely positioned to help scale.

Five years on, the Venture Studio is a testament to the head and heart of the team. For anyone serious about where impact capital goes next, this is the work worth watching."



Laurie Felker Jones  
Director, Modern Tender

Husmus' Founder received coaching from Peter Ptashko, CEO & Founder of Cambio Consultancy. She had resisted getting an executive coach for years until an investor asked: "You talk to your team about their growth. Who do you talk to about yours?"

After ten sessions, this is what she had to say:

"I found it really useful, it's helped me highlight professional and personal blind spots, manage my time, and delegate better. It's been great to work with someone who sees patterns I can't see, and Peter was really helpful guiding me through the engagement."

Peter shared that: "Supporting Sarah's development as an entrepreneur and a leader in her business was a joy and seeing her grow her business and herself through our coaching partnership is an opportunity that every founder should have the chance to access. I'm excited to see where Sarah goes next in her journey!"

While we provide significant support to portfolio companies, this relationship is by no means one sided. Portfolio companies have also helped shape our thinking around product access, service delivery and innovation. Examples of this included:

- Husmus participated in a joint workshop with Crisis and the Tenancy Deposit Scheme (TDS) to explore product development and assess if there was a fit for their insurance products for people who are typically excluded from insurance.
- We also introduced Husmus to a number of councils and homelessness services, with one in late-stage discussions about a three-month pilot to provide insurance to their beneficiaries.

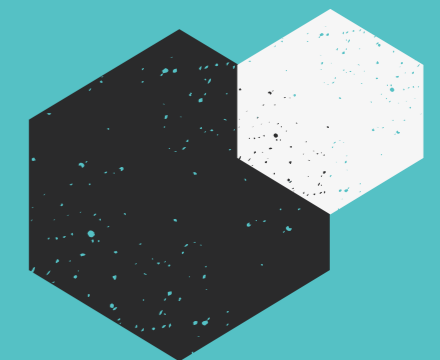
## Building community, partnerships and wider impact

Alongside supporting portfolio companies directly, the Venture Studio has helped strengthen Crisis by convening events, building community and creating opportunities for collaboration across sectors, introducing new people to our work. In the same way that Crisis' brand recognition enables us to attract investment and build community, the relationships built through the Venture Studio have also supported Crisis' wider mission to end homelessness.

Here are a few examples of what this looks like in practice:

- **£150,000+** of pro bono legal support secured for Crisis.
- **4+ pro bono** partnerships secured to help deliver Crisis' new housing ambitions worth tens of thousands of pounds
- **4+ donors** introduced to fund other areas of Crisis' work.

- **38 people** across seven teams at Crisis were supported through strategic introductions, partnerships and speaking opportunities. This included legal guidance on branding, intellectual property and social enterprise setup, meetings with key foundations, and speaking opportunities at conferences such as PropTech Connect.
- **Supported** Client Services team through targeted introductions, including connecting a Crisis member interested in construction with portfolio company Agile Homes to explore employment opportunities.
- **Supported** development of Crisis' Race and Homelessness research by introducing the founder of a black-led housing organisation to provide lived experience input.
- **Convened meetups** and sector networking for our portfolio companies, as well as pitching opportunities at events to raise their business profiles and attract investment.



# Homewards x London Tech Week partnership

In June 2026 the Venture Studio collaborated with Homewards, the homelessness programme led by the Royal Foundation of the Prince and Princess of Wales, to profile Crisis and its portfolio companies across two sessions at London Tech Week. The event draws over 30,000 attendees from over 90 countries.

## Changing Lives Through Tech: Innovations to Prevent Homelessness

This session featured pitches from five entrepreneurs using data and technology to prevent homelessness — including three from our portfolio.

## Connecting the Dots: How Data, Technology and Partnerships Can Prevent Homelessness

This session explored how data, technology and cross-sector partnerships can help prevent homelessness and improve service provision, with Crisis' Executive Director of Commerce & Enterprise forming part of the discussion.



homewards



## Ecosystem

We have supported over **40 businesses** and social enterprises outside of our portfolio with introductions, guidance on homelessness expertise and access to funding opportunities. These are impactful businesses that do not fit our funding criteria, but we recognise their impact in homelessness. These include Fat Macys, Labre's Hope, My Landlord Cares, Old Spike Roastery, Standing Tall, and SWIM enterprises.

"Venture Studio has provided Labre's Hope with so much professional and pastoral support over the last year. The team always leads with positivity and are incredibly helpful when it comes to problem solving. Who knows where we would be without the Venture Studio!"



# Our partners

## STRATEGIC COLLABORATOR



Since Venture Studio's inception, EY has been a key partner and critical friend, offering hands-on support, as well as leadership through participation in our Strategic Advisory Board. Together, we've co-designed an impact measurement framework, refined go-to-market strategies, and continuously improved our investment approach.

Their technical expertise and advisory support — including fund modelling, workshops and process development — have been vital to our operations. Beyond this, EY has also provided immense support directly to our portfolio companies.

## PARTNERS

Our partnerships with funders, and the private and public sectors are key to ending homelessness. These collaborations play a key role in bringing fresh ideas, skills, and resources to make a real impact in tackling homelessness.

By working together, we can build a movement across Britain dedicated to ending homelessness, harnessing our partnerships and networks to drive real change.

Our strength is convening people who want to make a difference and are aligned with our mission.



# Key learnings

Operating a venture studio means treating our own model as something to test, refine, and improve, much like the early-stage ventures we back. Five lessons stand out from this period, each now actively shaping our future strategy.

## Impact takes time — and that’s the nature of the work.

Five years can feel like a long time, and the journey from investment to measurable impact has been longer than our initial expectations. However, in a field as complex as homelessness and in early-stage venture-building, where ideas must be tested, proven, and scaled, it is a realistic horizon. Rather than treating this as a setback, we’ve built it into how we plan, fund, and report by committing to longer time horizons, managing partner expectations openly, and resisting pressure for premature results. This is risk-taking, long-term work, and we’ve had to commit to it and be honest about the timeline.

## Mission alignment of founders is the most reliable predictor of success.

Balancing purpose and profit always involves trade-offs, but we’ve learned that the deciding factor is rarely the initial business model as early-stage ideas inevitably pivot and evolve. What endures is the founder’s commitment to the mission. We now weight founder mission-alignment heavily in how we assess and select ventures, knowing the idea may change but the conviction must not.

## Mission-aligned partners are essential, and the learning runs both ways.

A community of partners who share our goal of ending homelessness makes a profound difference in complementing our skills, validating our thinking, and helping bring portfolio companies to market. Crucially, this is not a one-directional relationship as our partners learn from us as much as we learn from them. We’re investing further in these relationships with funders and subject-matter experts who can help us increase the supply of affordable, high-quality homes across the UK.

## Dedicated, risk-taking leadership is non-negotiable.

Because impact and financial returns won’t be realised overnight, this work demands leadership willing to hold its nerve over the long term. Like any startup, we must keep iterating and continually testing that what we offer and deliver stays relevant and grounded in real need. Our commitment to operating and reporting as transparently as we can is part of this as it enables the whole ecosystem to learn and grow alongside us.

# Future focus



The Venture Studio will play a direct role in delivering Crisis’ ten-year strategy, which aims to:



## 1. Secure policies that solve homelessness



## 2. Deliver services that end homelessness for people and places



## 3. Build a community of people across Britain helping to end homelessness

The Venture Studio will primarily support these ambitions by investing in businesses tackling the root causes of homelessness, while helping to build the wider ecosystem needed to create long-term change. This includes supporting Crisis’ ambition to provide over 1,000 homes for members, backing place-based businesses that strengthen local approaches to ending homelessness, and supporting portfolio companies whose products and services contribute to policy influence, service delivery and systems change.

We will continue to identify and back promising startups developing innovative solutions to homelessness, providing both funding and hands-on support to help accelerate their growth and increase their impact.

## Join us in scaling what works

We've proven the model works. The pipeline of ventures is strong and the demand is clear — what we need now is the funding to grow.

Over the next three years, we are seeking to raise up to **£3 million** to back new ventures tackling the root causes of homelessness.

A donation to the Venture Studio does more than fund a single venture. It backs founders building solutions to homelessness, strengthens local approaches across Britain, and helps deliver the systems change that Crisis' ten-year strategy depends on. And because any returns we realise will be recycled to support more companies, your generosity doesn't stop at one venture. It continues to work, backing the next generation of ventures and extending your impact well beyond the original gift.

We are looking for partners who share our conviction that ending homelessness requires more than services alone. It requires innovation, long-term thinking, and the courage to back bold ideas before they are obvious. If you would like to support this £3 million ambition, whether by funding the next cohort of ventures, backing a specific area of our work, or exploring a multi-year giving partnership — we would welcome a conversation.


Together, we can move from proving what's possible to delivering it at scale.

## Thank you

Thank you to our incredible advisors, lived experience experts, partners and community who have supported us on this pioneering journey so far.

If you want to play a role in our mission to end homelessness — whether you're a startup with a product or service that could end homelessness or a funder who can help us further the impact of our work — please get in touch.

### Follow us

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[www.crisis.org.uk/get-involved/venture-studio](https://www.crisis.org.uk/get-involved/venture-studio)

### Email us:

[venture.studio@crisis.org.uk](mailto:venture.studio@crisis.org.uk)



**VENTURE**  
STUDIO   
FROM CRISIS

**Crisis head office**

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