

Our Strategy in brief

WE WANT TO END HOMELESSNESS

Our Vision is that everyone has a place where they belong, so that Worcestershire is a place where all forms of homelessness is rare, brief and non-recurring.

We recognise that ending homelessness is a tall order and requires it to be a shared national priority but only alongside changes to national government and local policies. Locally we want Worcestershire to be a leader in the ending of rough sleeping and 'designing out' homelessness. We recognise that our vision may mean a moment in time when some or all of our services are no longer needed.

Our Mission is to help people live through homelessness in order that they have a place where they belong. Integral in achieving our mission that we must always keep in mind our four core tasks:

- **Protect:** Build psychological safety of the people who come to us for help. Not only must we keep them safe but they must also feel safe
- **Recover:** Building relationships and resilience are the keys to recovery
- **Re-connect:** People need friends, help and support in order to establish an inter-dependent life
- **Prevent:** Work with partners to prevent homelessness at societal/systemic level

Prevention: The prevention of homelessness is fundamental and we cannot achieve this alone. Preventing homelessness is constrained by government and local policies, the quantity and quality of affordable local homes, affordable rent, the capacity of health and social care services and these are not within our control. We will work with partners to 'design out' homelessness but we recognise the limitations of local prevention – there is only so much that can be done. For those who arrive at our door, the first three core tasks will stop a person's situation worsening and then we will build emotional and practical resilience to prevent another homeless episode. A person should leave St Paul's with the life skills and self-sufficiency to prevent another episode of homelessness. If they need help in the future, they use universal, not homeless, services.

Our Values

- **People can change** - With encouragement, perseverance and through appropriate relationships, people can change
- **Fairness** - We will treat everyone in our services fairly. This means we will do our very best to get everyone what they need. Being fair does not mean everyone will always get the same things; it depends on a person's assessed need
- **Respect for others** - We will always treat people in the way we would want to be treated ourselves
- **Knowing our limits** - We know what we are good at and what we are not. There are limits to the help we offer and where we cannot help, we always explain why
- **The Community** - The individual is important, but we have a bias towards the well-being of the community
- **Self-help** - Individual responsibility for change is important, if change is to occur
- **A strength-based approach** - In helping people, we take into account, what a person has and what they can do, rather than what they do not have and what they cannot do.

Our People St Paul's has a clear mission that contributes to our local community and to wider society. Our Theory of Change captures people – residents, employees, volunteers and the wider public because these are all important. Our mission is a rewarding one and our work will be organised purposefully and efficiently. We will empower staff telling them not how to do a task but what to achieve and allow them to work out 'the how' with the resources they have. This will create a workforce that is adaptable, flexible and we will recruit and retain only people who can operate as a team and work in a trauma-informed way. Our ethos will empower people and cultivate an attitude of mind where the doing the 'near impossible' is the routine. Our staff and volunteers are an asset not a cost and we will anticipate change and build a skills plan for them so they have tomorrow's skills and we stay ahead.

Residents, past and current, are the reason why we exist. They matter most. The vast majority come from within Worcestershire and many are from the deprived or tough parts of the county. We must capture insights from People with Lived Experience of their homelessness journey to improve our own services and lobby for policy change. The people we help often have multiple needs and many do not receive the help and treatment they need. This results in substantial costs somewhere in the public purse. Through our work, we seek to enable a person to change so they can contribute and give to the local community bringing positive benefits for all.