

Welcome to St Paul's. Hope Starts Here.



Founded in 1977 by the Worcester Council of Churches, St Paul's Hostel exists to make homelessness in Worcestershire temporary, by design. We provide accommodation and intensive support for 44 adults, alongside resettlement flats and housing-led services for people with the most complex needs.

Of those referred:

- 100% are already homeless.
- 50% are rough sleeping at the point of referral.
- Over 90% have a local connection to Worcester.

Nearly all of our residents have overlapping challenges; substance abuse, mental health needs, and trauma. Without sustained, specialist support, people become trapped in a cycle of rough sleeping, crisis interventions, and repeat homelessness.

We are not just a roof over people's heads. We are a community. A place of safety, and a pathway to recovery and independence.

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OUR VISION

Everyone has a place where they belong. We're committed to designing out homelessness - making it rare, brief, and non-recurring.

At St Paul's, we reject the idea that homelessness is inevitable in our society.

OUR MISSION

To bring a sense of immediacy & action to the causes, symptoms & effects of homelessness.

St Paul's is an independent charity, which brings urgency, compassion, and practical solutions to help break the cycle of homelessness.



[ST PAUL'S]
Hope Starts Here

**YESTERDAY, I FELT LIKE I'D
LOST MY TEAM.
TODAY, I'M PART OF ONE AT
ST PAUL'S.**



Support us today. Change their tomorrow.

OUR VALUES

Action, not words

Immediate action with reliable support for lasting change.

Challenging apathy and indifference

We challenge systems that assume homelessness is inevitable or acceptable.

Unlocking partnership potential

We invest in relationships that make change possible.

Empowering and inspiring change

We walk alongside people, not ahead and support people to rediscover their value, and make changes at their own pace.

Creating real choice and opportunity

We create the conditions where people can make meaningful choices - often for the first time.

Recognising our limits

We're honest about what we can and can't do. We work within our limits and communicate openly - with residents, partners, and each other.



WHAT WE DO & WHY

St Paul's takes over 300 referrals each year, more than 65% from Worcester City Council, with over 90% having a local connection to Worcester. Of those referred, 100% are already homeless and 50% are rough sleeping.

Homelessness is not inevitable. Yet nearly all of our residents face overlapping challenges: substance use, mental health needs, and trauma. Without support, people become trapped in a cycle of rough sleeping, crisis interventions, and repeat homelessness.

We work to break that cycle through:

- **Accommodation** – safe, supported housing.
- **Recovery** – time, therapy, diagnosis, medical reviews, harm reduction.
- **Move-On Support** – preparing people for independence; financial management, domestic skills, pathways to employment and social enrichment.
- **Partnership** – working with local services, corporates, and the community to tackle root causes.

breaking the cycle of homelessness

crisis ➡ **safety** ➡ **recovery** ➡ **independence**

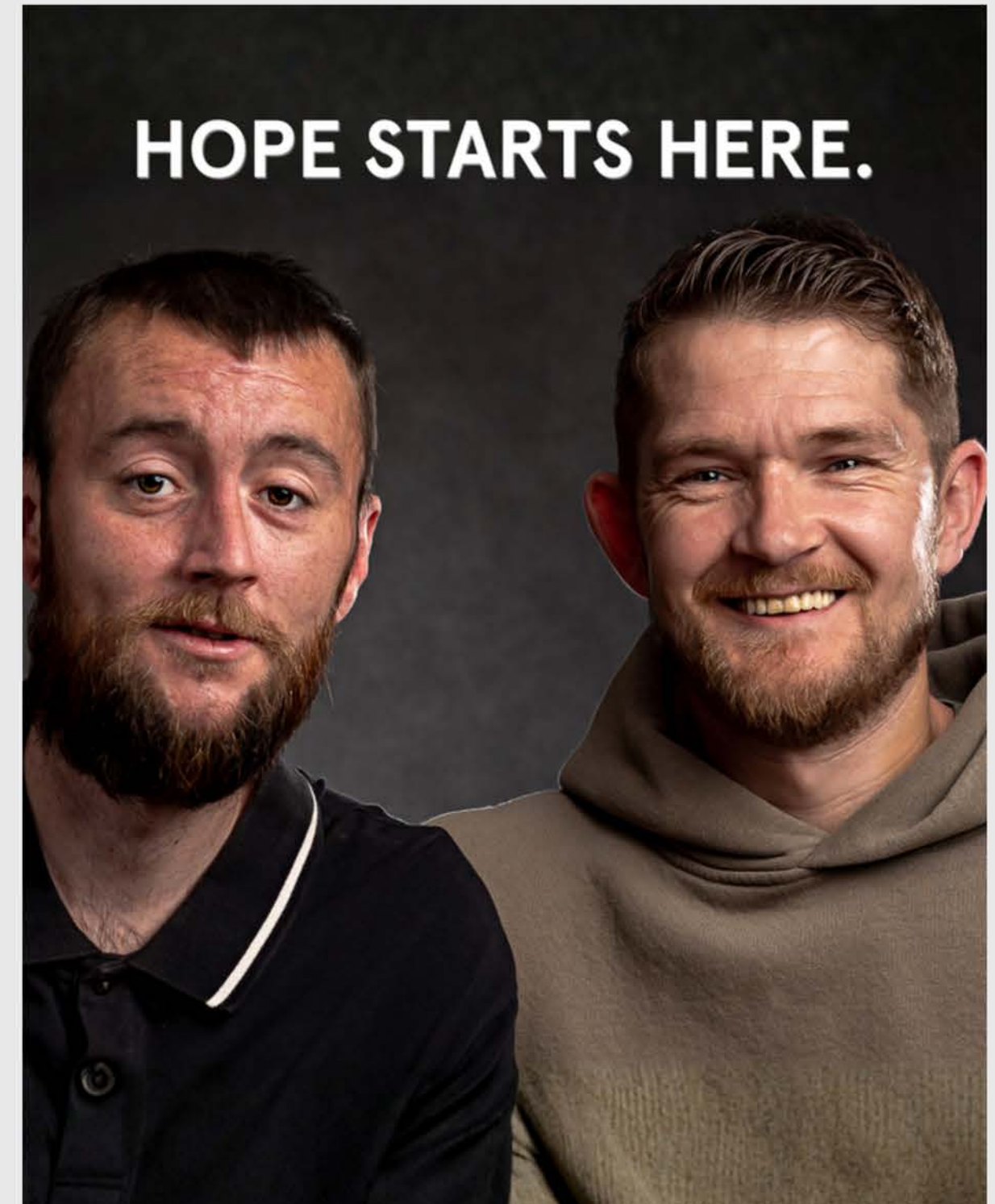
Our goal is that no one in Worcestershire experiences homelessness as a permanent or recurring condition.

LOOKING BACK: 2024-25

2024–25 was a stabilising year for St Paul's — a period of consolidation, renewed focus, and strengthened partnerships.

Key Achievements

- **Strategic Focus** – clarified our role in the wider response to homelessness and recognised our limits.
- **Risk & Stabilisation** – reviewed risk and strengthened financial and operational resilience.
- **Development** – we invested in staff training, supervision, and accountability to build a strong, skilled workforce.
- **Team Retention & Growth** – we retained 97% of our staff team and created two new full-time Move-On roles dedicated to helping residents transition successfully into independent living.
- **Funding & Finance** –
 - £272,532 raised from donations and grants.
 - A detailed and comprehensive review of our Housing Benefit recovery model secured an additional £237,000 of previously unfunded core costs, ensuring greater long-term stability.
 - Closed the year with a £54.6k deficit, far better than the £85k forecast.



LOOKING BACK: 2024-25

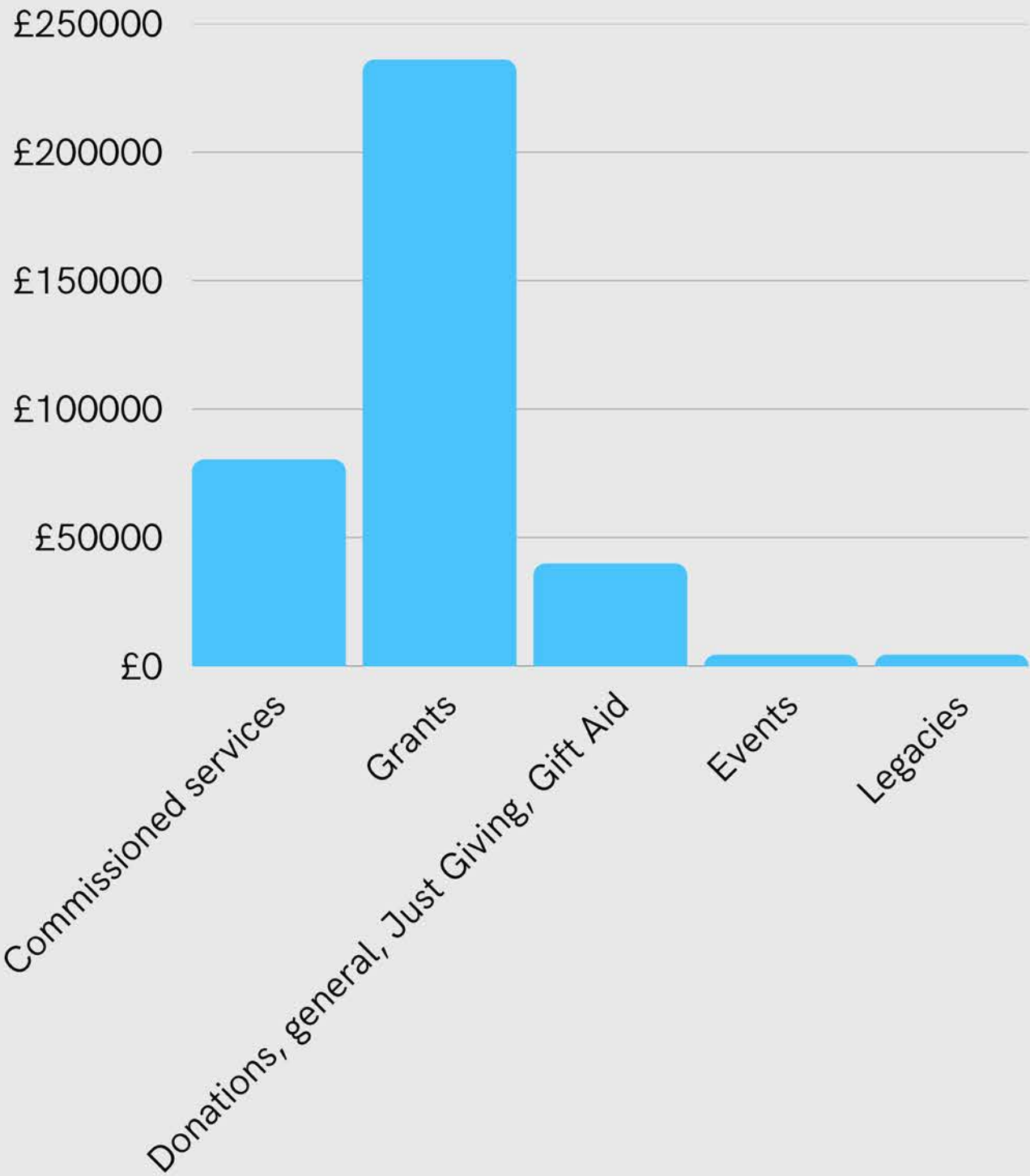
- **Partnerships & Influence** – rebuilt relationships with influential stakeholders, restoring trust and finding alignment in shared values across Worcestershire's homelessness network.
- **Creative Collaboration** – engineered a valuable partnership with 9RoofTops to deliver the Hope Starts Here campaign – celebrating residents and staff through a lens of positivity, resilience, and hope.
- **Digital Investment** – developed a new website to better share stories, impact, and opportunities for involvement.
- **Innovation in Referrals** – invested in an online referral system to improve data management and consistency in decision-making, enabling faster, more informed responses and better use of resources.
- **Local Focus** – made the strategic decision to take referrals exclusively from within Worcestershire, sharpening our focus on tackling homelessness directly on our doorstep.
- **Occupancy** – maintained 94.3% against a 95% target, supporting more than 70 people.
- **Culture** – mobilising towards a culture which promotes accountability and empowering everyone towards choice and change.

**“2024-25 marked a turning point
– a return to stability, trust, and
clarity of purpose. We
strengthened our foundations to
build forward with confidence.”**

- Erica Burlace, Chief Executive

FINANCIAL POSITION

- 2024/25: Audited deficit of £54.6k.
- 2025/26 forecast: breakeven.
- A detailed housing benefit review, with the Reform Act in mind, has significantly stabilised core cost recovery; however, significant core and recovery costs remain unfunded, including counselling, which is immediate and professional service for those across our city experiencing homelessness, talking therapies, Move-On workers focused on building confidence to access service and build skills independently, improved health and wellbeing and a reduction in substance use.
- We are working to secure sustained funding for our Recovery and Reconnect team – aimed at St Paul’s providing independent, consistent and professional services that ensure the right support is given at the right time; breaking the cycle of homelessness.
- Donations through grants and trusts make up 65% of all funds raised to help support St Paul’s.



BREAKING THE CYCLE: THE POWER OF PARTNERSHIP

At the heart of every success story is partnership.

Our commitment to transparent communication and collaborative working underpins our strategic planning with local and district authorities, service providers, probation, primary care, housing partners, businesses, VCSE organisations, and our wider community. By working openly across these networks, we ensure a shared understanding of our capacity, manage expectations responsibly, and help people access the right support at the right time.

We are also focused on raising awareness of the essential role we play within the community and the statutory duties owed to people experiencing homelessness. As we look ahead, we are committed to strengthening our approach to identifying and evidencing social value—both locally with businesses and nationally with funders.

Our aim is to highlight that homelessness is not only a profound human issue, but also a critical social-value priority that demands collective investment and action.

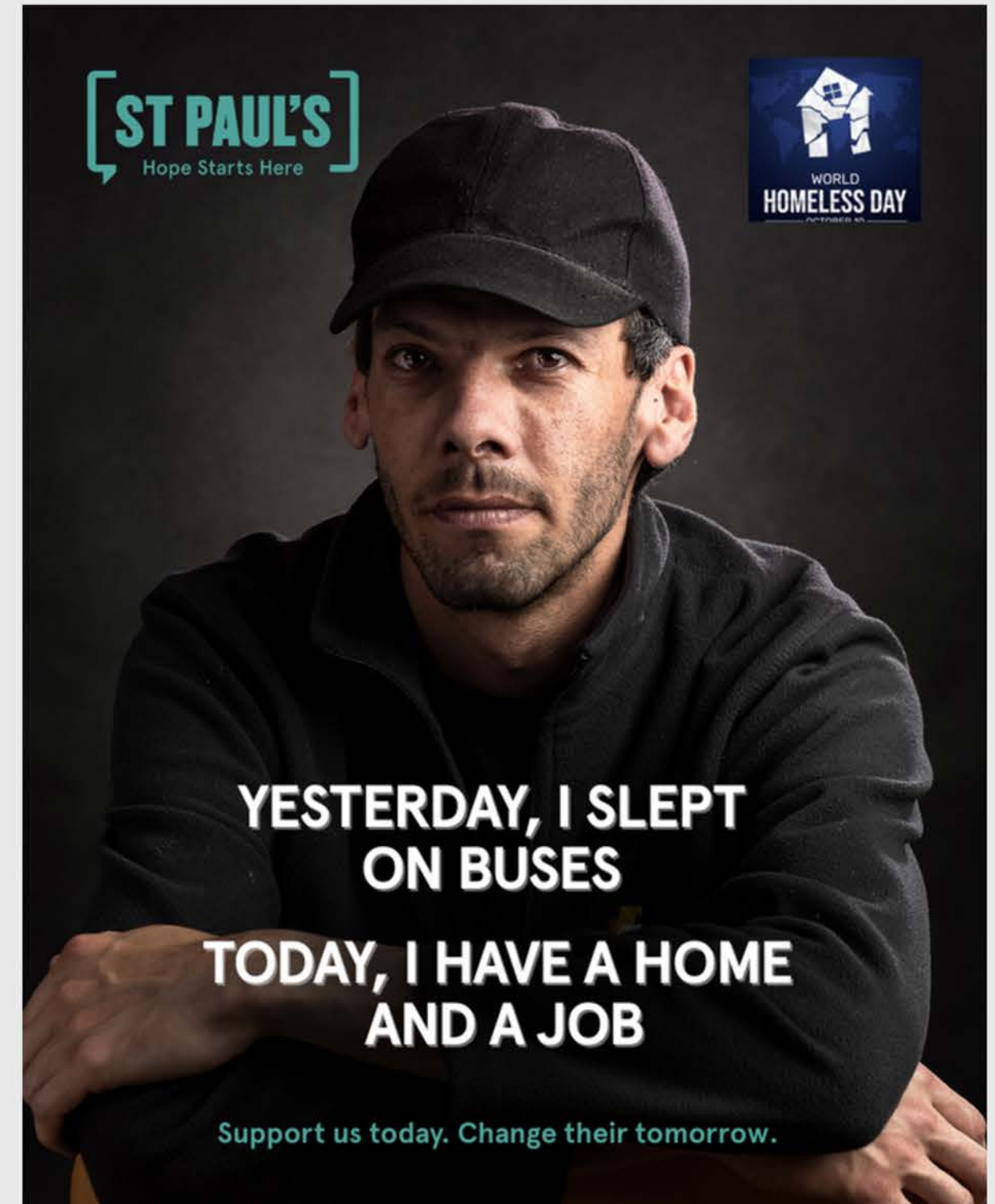


BREAKING THE CYCLE: THE POWER OF PARTNERSHIP

Grants and trusts provide essential financial support that enables St Paul's Hostel to deliver and sustain a wide range of services that go far beyond accommodation.

Their investment underpins our belief that recovery from homelessness is about much more than simply having a roof over one's head—it is about wellbeing, growth, and opportunity.

Thanks to the generosity of charitable trusts and grant-making bodies, we have been able to continue offering vital therapeutic and developmental services such as counselling, mindfulness sessions, and social resilience and development activities. These interventions help residents build confidence, manage mental health challenges, and develop the skills needed to sustain independence.



BREAKING THE CYCLE: THE POWER OF PARTNERSHIP

Funding has also supported our Kitchen Assistant Programme, which provides residents with hands-on experience, skills training, and a pathway toward employment. This initiative not only improves self-esteem and practical ability but also fosters a sense of contribution and belonging within the Hostel community.

In addition to supporting our people-focused work, grants and trusts have been instrumental in meeting capital costs—ensuring our accommodation remains safe, high-quality, and conducive to recovery. This investment allows us to maintain and improve the Hostel environment so that it continues to meet the diverse and often complex needs of our residents.

We are deeply grateful to all our grant and trust funders for their partnership and belief in our mission. Their ongoing support enables St Paul's Hostel to provide not just shelter, but the opportunity for lasting change.



THE ROLE OF VOLUNTEERS AT ST PAUL'S HOSTEL

Volunteers continue to play a vital role in the life and work of St Paul's Hostel. Their generosity, skills, and time make a tangible difference to the experience of residents and the running of our services.

Throughout the year, individuals, community groups, and local businesses have supported us in countless ways. Donors have provided essential items such as toiletries and new bedding—small acts of kindness that bring comfort and dignity to people rebuilding their lives. Our kitchen volunteers have been an invaluable part of the daily routine, helping to prepare and serve meals that bring people together and create a sense of community within the Hostel.

'Our volunteers embody the spirit of St Paul's—kindness, community, and belief in people's potential.'

We are deeply grateful for every hour given, every donation made, and every gesture of support that helps us continue our mission to end homelessness.'

THE ROLE OF VOLUNTEERS AT ST PAUL'S HOSTEL

We are also fortunate to have dedicated volunteers like Carl, who gives his time and expertise to support maintenance work around the site, ensuring our facilities are safe, functional, and welcoming.

A particular highlight this year was the volunteer group that completely redecorated and rebuilt our gym and outdoor social area. Their hard work has transformed these spaces into vibrant, positive environments that encourage wellbeing, fitness, and connection.

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STRATEGIC PRIORITIES FOR 2025-26

Mission Alignment	Embed vision, mission, and values across the organisation.
Leadership in the Sector	Drive improved outcomes through effective partnerships, curiosity, constructive challenge, and evidence-based analysis to inform future service delivery.
Profile & Influence	Raise local and national profile; bring clarity to the role and ambition of St Paul’s.
Culture & Team	Invest in the team and retain a skilled, motivated workforce.
Financial Resilience	Balance budgets and diversify funding.
Operational Security	Formalise our long term operating model; maintaining independence and and driving mutual value through partnerships, in particular with the landlord and operator relationship.
Quality & Compliance	Work to standards which benchmark industry standards and regulatory compliance.
Partnership Working	Deepen collaborations and partnerships driving valuable outcomes for all.
Evidence-Based Practice	Strengthen qualitative and quantitative data and analysis to inform impact reports; driving better outcomes for all.
Redevelopment	Plan for a future with a space designed to improve wellbeing and better meet the needs of all stakeholders.

OPPORTUNITIES

- Expansion of social-value contracting across public and corporate sectors.
- Improved financial resilience and independence.
- Redevelopment of our hostel to create a modern and outcome driven operation.
- Growing our profile with national and corporate partners, increasing collaboration and funding opportunities.
- Greater public awareness of rising homelessness and St Paul's role in breaking the cycle.
- Advantage of a central location enabling efficient, integrated service delivery with the right funding.
- Demonstrated improvements in our resident outcomes, including sustained Move-On and employment.
- Alignment with the Social Housing Reform Act, supporting housing-led pathways.
- Growing our funds for core cost – investing in the outcomes.

CHALLENGES

- Uncertainty in funding streams, regulatory change and devolution structures.
- Limited resources compared with rising and consistent complexity of resident needs.
- Identifying and sustaining growth in our unrestricted income.
- Demonstrating measurable impact of our work through strong data.
- Balancing our organisational independence with collaborative expectations.
- Securing long-term funding for our realistic ambition to break the cycle of homelessness, one person at a time.

NEXT STEPS & BEYOND

THE NEXT 12 MONTHS

- Continue to invest in the team, driving industry best practice.
- Work with partners through challenges and changing landscapes to drive sustained investment and better outcomes for service users.
- Stay focused and work within our limits and to our values.
- Secure Recovery & Reconnect Team funding (£235k).
- Agree our long-term lease and managing agreement arrangements.
- Plan our **50th year celebrations!**
- Introduce social value and wider impact reporting.

BEYOND 2026

- Celebrating our **50th Anniversary**.
- Build **long-term corporate partnerships** aligned with social-value investment.
- Develop and fund a **redeveloped St Paul's site** designed for wellbeing and recovery.
- Establish St Paul's as a **flagship homelessness-prevention charity** in the Midlands.
- identify partners to invest in built environment which promotes well being and better meets the needs of all stakeholders.

VISION STATEMENT

St Paul's Hostel will be a place of safety, recovery, and transition. A community where homelessness is not a permanent state but a temporary challenge that can be overcome.

WE ARE COMMITTED TO DESIGNING OUT HOMELESSNESS - MAKING IT RARE, BRIEF, AND NON-RECURRING. AT ST PAUL'S, WE REJECT THE IDEA THAT HOMELESSNESS IS INEVITABLE IN OUR SOCIETY.

