

Welcome to St Paul's. Hope Starts Here.



**St Paul's believes that everyone has a place where they belong.
We are committed to breaking the cycle of homelessness – making
it rare, brief and non-recurring.**

For almost 50 years, we have worked with kindness to bring immediacy and action to the causes, symptoms and effects of homelessness.

St Paul's provides accommodation, support and people centred interventions for adults experiencing homelessness and multiple disadvantage across Worcestershire. Many residents accessing our services have experienced long term rough sleeping, or homelessness, had trauma, and many have cooccurring substance and mental health challenges.

Trauma-informed principles shape how we design and deliver our services, influencing every interaction, decision and partnership.

By recognising the impact of trauma and responding with kindness, consistency and honesty, we aim to create environments where people feel safe, heard and able to move forward at their own pace.

Alongside our Hostel provision, St Paul's delivers move-on support, therapeutic services, wellbeing activities and Housing Led Intensive Support services across Wychavon, Malvern, Redditch and Bromsgrove.



**Erica our CEO, with Frank, a
founding partner of St Paul's**

We recognise that breaking the cycle of homelessness is not linear, it relies on partnerships, and sustained support.

STRUCTURE, GOVERNANCE AND LEADERSHIP

St Paul's is a charitable company limited by guarantee, incorporated on 12 January 1995 and governed by its Memorandum and Articles of Association.

The charity is governed by a board of Trustees, who meet regularly to oversee strategy, risk, governance, financial management and organisational performance. The Board is supported operationally by the Chief Executive and Leadership and Management Team, consisting of senior operational, finance and fundraising managers.

A Finance Sub-Committee provide detailed oversight of finance, property, strategic planning, risk and human resources matters, making recommendations to the Board of Trustees and supporting effective governance and decision-making.

Over the last year, St Paul's has had an active role across Worcestershire's homelessness, health and multiple disadvantage agenda.

Working in partnership strengthens collaboration across housing, criminal justice, adult services, health, substance use and VCSE community services, leaning on our front-line experience to ensure the realities of people facing homelessness are heard within wider strategic discussions.

St Paul's remains proud of its independent charitable status and values-led approach. This independence enables the organisation to remain agile, responsive and strongly connected to the realities of homelessness within Worcestershire whilst continuing to strengthen influence and partnerships locally and nationally.

OUR APPROACH AND VALUES

Our values shape our service.

ACTION NOT WORDS

Practical action that improves safety, stability and wellbeing.

FAIRNESS CHALLENGING INDIFFERENCE

Working to overcome barriers; advocating for better outcomes.

TRUST THROUGH CONSISTENCY & CARE

Consistency helps to foster confidence and peace of mind.

EQUITY & CHOICE CREATING REAL OPPORTUNITY

We create opportunities for meaningful choice.

PARTNERSHIP VALUE IN PEOPLE

We recognise the value of everyone's voice.

ACCOUNTABILITY HONESTY ABOUT OUR LIMITS

We value honesty and transparency.

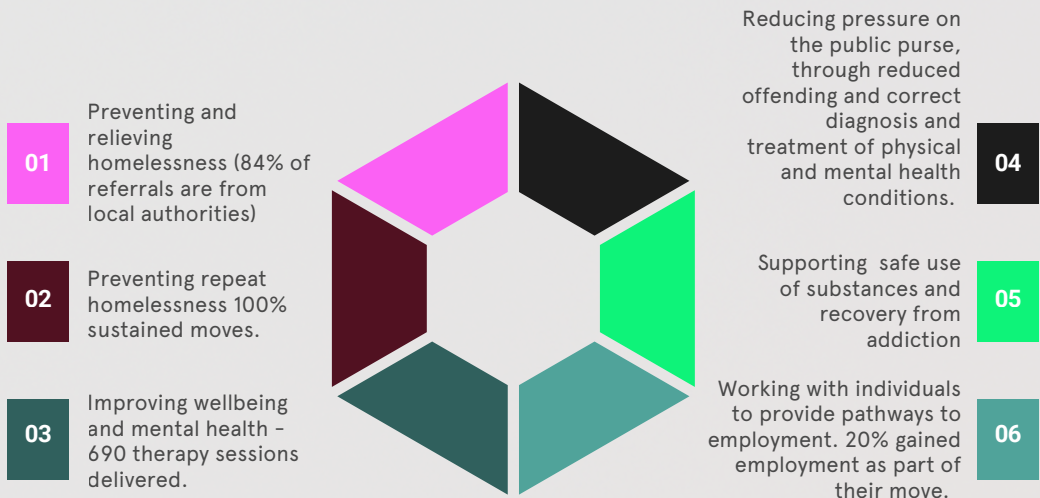
OBJECTIVES AND PUBLIC BENEFIT

The principal objective of St Paul's is to provide accommodation, support and recovery-focused interventions for adults experiencing homelessness and multiple disadvantages.

Our mission is to prevent the recurrence of homelessness.
Our operation relies on fundraising and donations; without this our service could not exist.

The local authorities with Worcestershire, retain the statutory duties under Parts VI and VII of the Housing Act 1996 and through it's operations, St Paul's supports the authority to fulfil those duties as part of our wider public benefit role. Providing immediate accommodation, assessment, sustained engagement, move-on preparation and tenancy support to help ensure homelessness is relieved and suitable housing is secured and sustained.

Throughout the year our activities provided clear public benefit by



The Trustees have considered Charity Commission guidance on Public Benefit when reviewing the organisation's activities and future direction.

WHY OUR WORK MATTERS.....

Case Study from a St Pauls Resident -

'In September 2025 something happened which I thought only happened to other people.

I got the keys to my own self-contained flat in Worcester. It is a new build with a balcony. With the support of St Pauls it is now fully furnished, all my bills are up to date and I am debt free.

I work part-time, as a cleaner at St Pauls and actively join in with Hostel activities including walking, swimming and fishing and I am looking forward to my holiday to Snowdonia in September.

I have friends, a positive social life and I continue to engage with my transition worker with a view to securing a Tenancy for my current property in the not-too-distant future.

I believe I am a good example of how dreams can be achieved with consistent support combined with my determination.

Of course, there are bumps in the road, but I now have a future, I now have hope when once I had none.'



WHY OUR WORK MATTERS - THE NATIONAL AND LOCAL PICTURE

134,000

HOUSEHOLDS WERE
LIVING IN TEMPORARY
ACCOMMODATION AT THE
END OF 2025

The number of people sleeping rough in England is at its highest level since records began in 2010 and becoming increasingly complex and costly to resolve.

INCLUDING ALMOST

86,000

HOUSEHOLDS WITH CHILDREN.

Some 4,793 people were estimated to be sleeping on the streets on a single night last autumn – a 3% increase from 2024.



LONG TERM
ROUGH SLEEPING

75%

SINCE 2023

The number of female rough sleepers rose by 8%, with a higher than national average representation in Worcester.

Whilst some statutory homelessness measures have stabilised, the number of people trapped in homelessness and long-term rough sleeping continues to rise, increasing by 75% since 2023.

These national challenges are reflected across Worcestershire and are particularly evident within Worcester. The city is one of 27 areas identified as having a significant concentration of long-term rough sleeping, with almost half of people sleeping rough locally meeting this criteria.

Alongside housing need, local services continue to see increasing levels of mental ill health, substance use and vulnerability.

During the year, there was a 45% increase in people known to use substances in services with no forwarding address, highlighting growing concerns around disengagement, exploitation and repeat homelessness.

Worcestershire went on to record a higher rate of drug and alcohol related deaths compared to the national average, as has been the case for the past 13 years.

WHY OUR WORK MATTERS

This changing landscape is reflected in the people referred to St Paul's.

During 2025–26, referrals to our service, continued to rise, with increasing numbers of people presenting with multiple and enduring needs, including trauma, co-occurring mental ill health and substance use, homelessness following prison release and increasing vulnerability.

We made the decision to prioritise referrals from Worcestershire, ensuring our limited resources focused on strengthening our contribution to the county's homelessness response.

The need for organisations like St Paul's has never been greater. We exist because the demand is growing and people deserve more than a temporary solution to homelessness.

Lasting change means accepting that entrenched homelessness exists, often alongside substance use and mental ill health, removing the shame and facing matters with practical, sustained and kind solutions.

THE AVERAGE AGE OF DEATH FOR PEOPLE EXPERIENCING HOMELESSNESS IS 45 FOR MEN AND 43 FOR WOMEN, HALF THAT OF THE NATIONAL AVERAGE.

PEOPLE SLEEPING ON THE STREET ARE 17X MORE LIKELY TO HAVE BEEN VICTIMS OF VIOLENCE.

MORE THAN 1 IN 3 PEOPLE SLEEPING ROUGH HAVE BEEN DELIBERATELY HIT OR KICKED OR EXPERIENCED SOME OTHER FORM OF VIOLENCE WHILST HOMELESS.

PEOPLE EXPERIENCING HOMELESSNESS ARE OVER 9X MORE LIKELY TO TAKE THEIR OWN LIFE THAN THE GENERAL POPULATION.

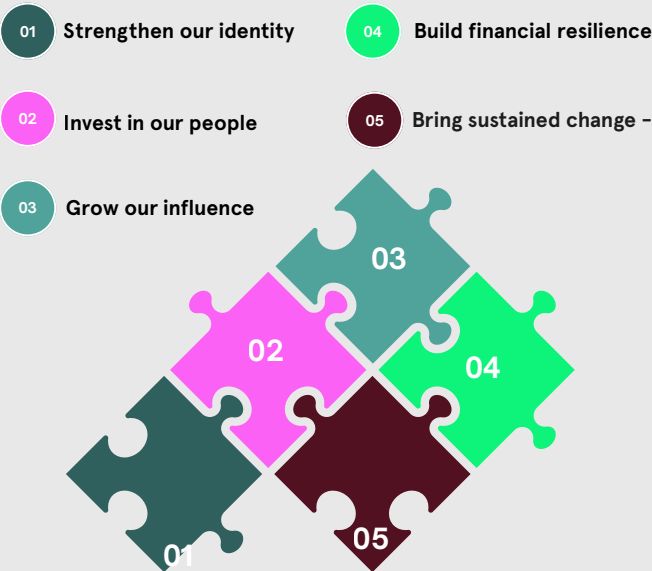
STRATEGIC PRIORITIES 2025-26

Having spent 2024-25 strengthening our foundations, clarifying our purpose and stabilising operations, this year has been about translating investment into meaningful outcomes for residents, communities and partners.

Throughout the year we embedded our Mission, Vision and Values more consistently across the organisation, in policy and process, in roles and outcomes, providing greater clarity for staff, residents, partners and stakeholders. Our Recover, Reconnect and Prevent model has become the foundation for how we design and deliver services, ensuring that we focus on preventing homelessness from recurring.

Our resident and staff charters, set out our behaviours and what to expect from each other, bringing transparency and accountability to the forefront.

BREAK THE CYCLE OF HOMELESSNESS



Our profile has continued to grow. We have changed our investment in communications, fundraising and community engagement to bring awareness to homelessness, strengthen relationships with businesses and supporters, and remove ambiguity about who St Paul's is and the role we play in our community.

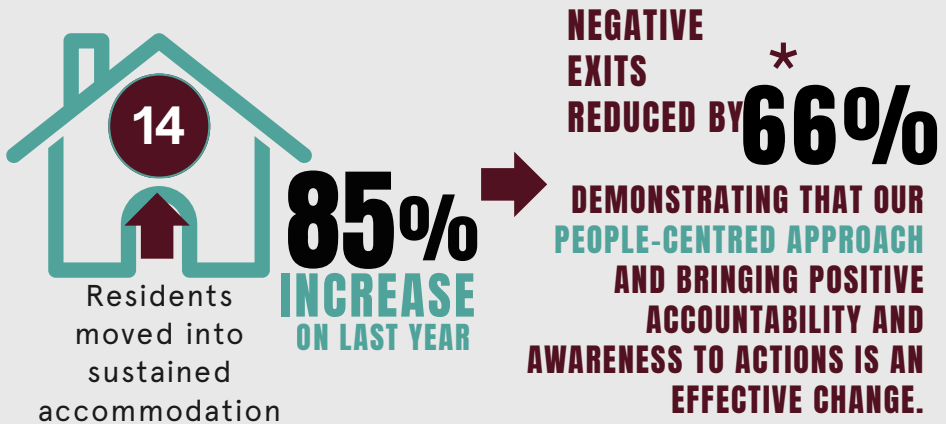
We're updating the website with a more donor- and fundraiser-focused journey to raise the profile even further.

**MOST VISITED WEB PAGES ARE
WORK WITH US, DONATE, WHAT WE
DO**

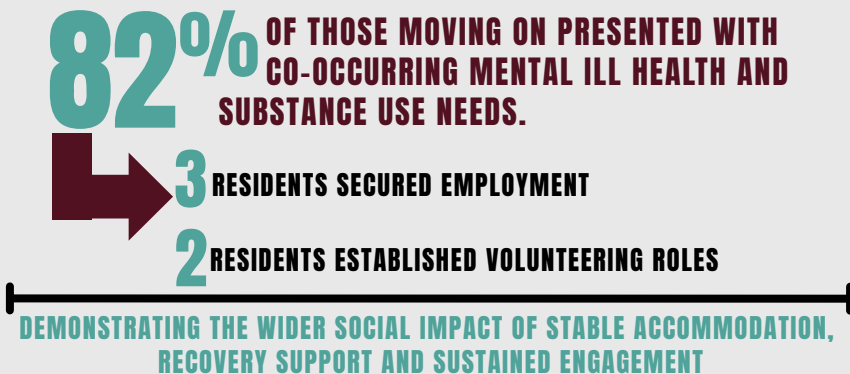


OUTCOMES 2025-26

THIS YEAR SAW THE STRONGEST MOVE-ON OUTCOMES IN OUR HISTORY.



★ Negative exit relates to a singular or series of events, which mean that SPH can no longer provide accommodation; this can be due to growing health needs, or presenting as an unsafe risk to self or others.

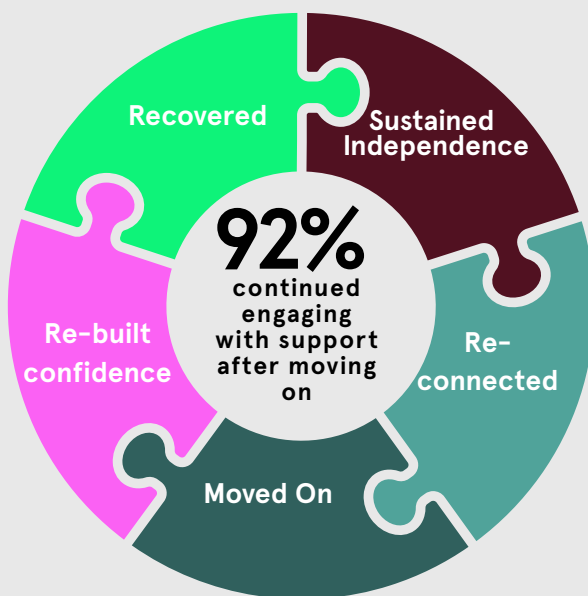


Our support and development approach is designed to increase the likelihood of people sustaining accommodation beyond St Paul's.

Building confidence helps residents not only move into accommodation, but maintain relationships, routines and support networks that reduce the likelihood of repeat homelessness.

Preparing people to move on takes time, often people are afraid of change and loneliness; connection to new friendships and activities and knowing you can still be part of St Paul's helps to alleviate these fears.

Through **Recover, Reconnect and Prevent**, St Paul's continues supporting people to recover from trauma, reconnect with their communities and develop the resilience needed to sustain independence and prevent homelessness from recurring.



OUTCOMES 2025-26 - RECOVERY AND MOVE-ON

Prior to St Paul's introducing move on resource, residents struggled to move away from the support and safety of the hostel, this brought a legacy of longer term residents.

One of our significant developments this year has been a partnership approach to an alternative pathway for residents who are not routinely ready for moving on, but for whom SPH is no longer the right environment to continue progress.

On this basis, working closely with agencies we have successfully supported residents into shared accommodation; with continued relational support, smaller living environments and greater personal responsibility. With our ongoing support this has provided opportunities to reduce harm, sustain recovery and independence.

These pathways recognise that recovery is rarely linear and that successful move-on often requires intermediate steps rather than a direct transition from Hostel living to independent accommodation. The success of these moves has been underpinned by trust, consistency and relationships built over many years.

Types of Accommodation we are supporting residents in:



The support provided by St Paul's extends far beyond accommodation.

Without practical support, many residents would struggle to arrange, attend or remain engaged with healthcare, resulting in deteriorating physical and mental health, avoidable hospital admissions and increased demand on emergency and specialist services.

Our staff regularly coordinate appointments, provide reminders, arrange transport and accompany residents to consultations, ensuring treatment is accessed and care plans are followed. Whilst this requires a significant investment of staff time, it enables residents to receive earlier intervention, better manage long-term conditions and remain engaged with health services.

For many of the people we support, these relationships are the difference between accessing healthcare and falling further into crisis.



OUTCOMES 2025-26 WISSH - HOUSING, SUPPORT AND LASTING CHANGE

Throughout 2025–26, St Paul's continued to deliver intensive housing support across Worcestershire through WISSH, building on five years of experience delivering Housing First.

The service works with people experiencing some of the greatest barriers to securing and sustaining a home – including repeated homelessness, trauma, poor mental and physical health, substance use, offending, domestic abuse and exclusion from other services. Many have experienced multiple adverse childhood experiences and have developed a deep distrust of services. Building a relationship therefore takes time, consistency and persistence.

Our team provided practical and intensive support, helping residents

**RECONNECT WITH FAMILY AND
ENGAGE WITH MENTAL HEALTH,
SOCIAL CARE AND OTHER
SERVICES.**

**ACCESS AND SUSTAIN
ACCOMMODATION**

**ATTEND HEALTH APPOINTMENTS,
MANAGE FINANCES AND
BENEFITS, ADDRESS SUBSTANCE
USE,**



**WORKING ALONGSIDE PARTNERS THROUGH SAFEGUARDING
AND MULTI-AGENCY APPROACHES WHEN CIRCUMSTANCES
BECAME PARTICULARLY COMPLEX OR RISKY.**

OUTCOMES 2025-26 WISSH - HOUSING, SUPPORT AND LASTING CHANGE

Behind the outcomes are individual stories of significant change.

One person with a long history of homelessness, alcohol dependency and mental ill health was supported through a serious crisis and hospitalisation. By bringing housing, social care and mental health services together, they accessed appropriate accommodation and specialist psychological and psychiatric support and achieved a sustained period without alcohol.

Another person, following years of homelessness, substance use and offending, moved from temporary accommodation into their own tenancy. The team coordinated the practical support needed to make the move work – from benefits and rent to furniture, utilities and ongoing support. Within weeks, they were proud of their home, rebuilding family relationships, connecting positively with neighbours and no longer dependent on substances.

We also supported people through domestic abuse, psychiatric admission, exploitation and significant safeguarding risks. In one case, persistent relationship-building and multi-agency advocacy helped secure a safe management move following a lengthy psychiatric admission, with St Paul's continuing to provide trusted support as the individual rebuilt their life in a new home.

OUTCOMES 2025-26 WISSH - HOUSING, SUPPORT AND LASTING CHANGE

During 2025–26 the commissioned model changed, introducing higher caseloads, tiered support and greater administrative requirements. This reduced the amount of direct contact the team could provide and reinforced an important lesson from our work: for people experiencing multiple disadvantage, progress is rarely linear and a tenancy alone is not the outcome.

Looking forward, there continues to be recognition for housing first type services authorities, housing led, smaller caseloads, intensive working and space for crisis and this is the service we provide now.

**OUR ROLE IS TO HELP PEOPLE BUILD THE STABILITY, RELATIONSHIPS
AND CONFIDENCE THAT ENABLE THEM TO KEEP THEIR HOME,
RECONNECT WITH THEIR COMMUNITY AND REDUCE THE LIKELIHOOD
OF HOMELESSNESS HAPPENING AGAIN.**

OUTCOMES 2025-26 HEALTH AND WELLBEING

Accessing healthcare can be one of the greatest barriers to recovery for people experiencing homelessness.

St Paul's provides support to ensure residents receive the healthcare they need, recognising that early intervention improves health outcomes, reduces crisis and prevents avoidable demand on emergency services.

**RESIDENTS REQUIRING PRIMARY
MENTAL HEALTH SUPPORT
APPROXIMATELY - 85%**

**RESIDENTS WITH COMPLEX
MENTAL HEALTH NEEDS REQUIRING
SECONDARY CARE - 30%**

**RESIDENTS REQUIRING
APPOINTMENTS TO BE ARRANGED
AND COORDINATED - 80%**

**MEDICAL AND MENTAL HEALTH
APPOINTMENTS SUPPORTED
EACH YEAR 350+**

**STAFF TIME SUPPORTING
ENGAGEMENT WITH EXTERNAL
AGENCIES 500 HOURS**

**EXAMPLE OF ONGOING NEEDS IN
MOVE ON 48% PHYSICAL HEALTH,
77% FINANCIAL SUPPORT**

**RESIDENTS WITH ONGOING OR INTERMITTENT
TISSUE VIABILITY ISSUES SUCH AS
ULCERATED LEGS - 29%**

OUTCOMES 2025-26 HEALTH AND WELLBEING

Developing trust in services is often one of the first steps towards recovery. Alongside encouraging residents to access external services, we have increasingly brought specialist agencies into the Hostel through regular drop-in sessions and one-to-one appointments.

2026-27 will see a 30 hour Substance use post at St Pauls, alongside, bi-weekly prescribing and support clinics.

**CRANSTOUN (DRUG AND ALCOHOL SUPPORT) –
50% RESIDENT ENGAGEMENT**

**EMERGING FUTURES (DRUG AND ALCOHOL SUPPORT) –
20% RESIDENT ENGAGEMENT**

NARCOTICS ANONYMOUS – 15%

HEPATITIS C TRUST – 12.5%

SKILLS FOR WORK – 12.5%

**ALCOHOLICS ANONYMOUS –
10%**

All well-being activities, counselling and therapy are unfunded.

Approximately 45% of residents participated in community trips throughout the year. Many former residents attend, and members of our community that have found a place to belong at St Pauls.

Activities include:

- Boxing and Gym sessions
- Fishing trips
- Woodland and waterfall walks
- Day trips to cities, theme parks, historic towns, natural swimming spots
- Ice Skating
- Bowling
- Go Karting
- Kitchen volunteering and food preparation

RESIDENTS HELP SHAPE THE PROGRAMME.

ACTIVITIES ARE INFLUENCED BY RESIDENTS' INTERESTS, IDEAS AND ASPIRATIONS, CREATING OPPORTUNITIES THAT FEEL MEANINGFUL AND PERSONAL.



The kitchen continues to be one of our most important environments for building confidence and preparing residents for greater independence.

Residents learn through participation—volunteering alongside staff, preparing meals, baking and supporting themed events—while developing practical skills, responsibility and routine.

These activities also provide therapeutic benefit. One resident described baking as helping them feel calm and reducing the impact of distressing voices, demonstrating how purposeful activity can support emotional wellbeing. Several residents have progressed from volunteering into paid employment within the organisation, while others have developed confidence and employability skills to support future move-on.

Our experience reinforces that recovery is not built through programmes alone. People are more likely to engage when opportunities are practical, enjoyable and grounded in trusted relationships. We therefore continue to emphasise learning through participation, peer support and meaningful contribution.

SAM'S STORY



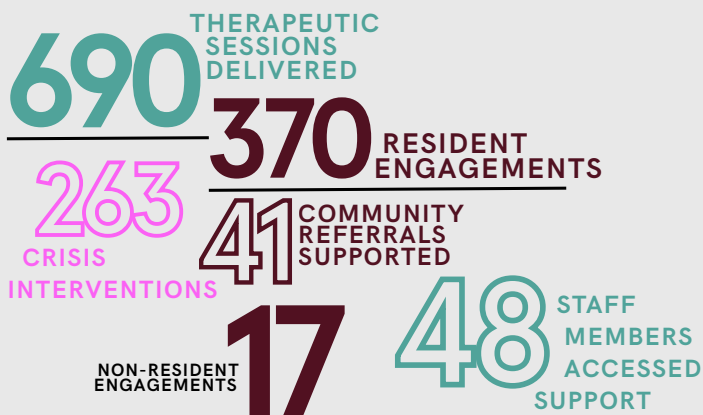
YESTERDAY, I WAS AT RISK OF LOSING EVERYTHING. TODAY, I'M BUILDING A FUTURE.

Sam first came to St Paul's in 2018, seeking stability during a difficult time. Over the years, he's faced challenges, including a period of private renting that ended when he struggled to keep up with household bills. Returning to St Paul's gave him the support he needed to start over.

Determined to regain his independence, Sam worked closely with his Move-On Support Worker, bidding on properties every week. His persistence paid off, and in September, he signed a tenancy agreement with Platform Housing Association. Now, Sam is turning his new house into a home, with ongoing support from St Paul's to help him adjust to independent living.

Sam remains an active part of the St Paul's community. Whether he's helping in the kitchen, assisting with cleaning, or joining in on hostel activities, he continues to give back. As he begins this new chapter, Sam knows he'll always have a place to belong at St Paul's.

OUTCOMES 2025-26 - THERAPY AND COUNSELLING



Outcomes:

- Improved emotional regulation
- Reduced crisis
- Increased engagement
- Stronger relationships.

"I always find our sessions together really helpful. I always feel better afterwards and more able to cope. I don't feel so overwhelmed. It's different to counselling as the sessions are fun and I always leave in a good mood. I don't want to revisit the Past and I am beginning to understand that I don't need to, in order to move forward with my life."

"I really enjoy my weekly sessions and with the help of my doctor I have now come off all my medications for anxiety and depression. I have much more peace of mind and am able to sit with my thoughts rather than get in the middle of them with all the drama."

BRINGING SUSTAINED CHANGE - THERAPEUTIC SUPPORT AND WELLBEING

K has an alcohol addiction.

On his first session we talked through what would help him most and I told him of the different therapies I can offer. He was very interested in hypnotherapy for helping to reduce his alcohol intake. We agreed that on his second session we would try a relaxer session for him to calm his mind and reduce his anxiety.

The second session went very well, and he said that before he came into the session, he was thinking about having another can, but now he felt relaxed and wasn't bothered about it. He has booked a third session and we will continue with the hypnotherapy and learning about managing his thoughts.

S came for a tester session.

He is very interested in NLP and Hypnotherapy and likes Paul McKenna.

I told him that I had trained with Paul McKenna's trainers and received my qualification from his training institute. He likes to read self-development books, so I have agreed to bring some for him to read and to suggest some YouTube videos which are very good.

He really enjoyed the session, and we have booked a second session to work with his anxiety and depression. He seemed very positive after our session.

BRINGING SUSTAINED CHANGE - THERAPEUTIC SUPPORT AND WELLBEING

**A lives in the community
and has an autistim diagnosis.**

He finds it very difficult to engage socially. He is 30 years old and there seems to be very little help for this age group. He did go to university studying for a mathematics degree but at this point hadn't been diagnosed so found it very difficult when there was no fixed structure unlike school. He got very behind with his work and dropped out. He managed to get a job in IT in the neurodivergent team but was working full time and eventually burnt out and had a breakdown. He now works 15 hours a week pushing trolleys at Asda. He has no family support (father is autistic and mother an alcoholic) and no social worker.

We have a session every week and he never misses his sessions. We work with Mindfulness and Relaxation. Although it is hard to judge his progress, the fact that he turns up every week means he is getting something out of the sessions. I think the social interaction is also very important for him. We have also given him support from our Support Officer and she has helped him connect with other external organisations. He has also joined in with the various social events that we have carried out.

BRINGING SUSTAINED CHANGE - THERAPEUTIC SUPPORT AND WELLBEING

Case Study - Therapeutic Services

A client in her late fifties in the external community has been suffering with chronic overthinking and anxiety. She has found it exceedingly difficult to get support and is on a waiting list for CBT (Cognitive Behavioural Therapy). Her habit of overthinking every situation meant she was taking everything personal and was not aware that it was her thinking about the events/circumstances and not the actual circumstances, that was causing her to feel stressed and anxious.

We worked together on being able to let go of her thoughts/thinking so that she could access her inner calm and peace. The first step was to increase her awareness of how she was creating stress and anxiety for herself. Once she was aware of this, she could then manage it more effectively. On my last visit to her, she commented that she felt she was relaxing more and was able to make better decisions from a calmer state of mind. This is also helping her with her relationships.

WORKFORCE AND ORGANISATIONAL DEVELOPMENT

Investing in People

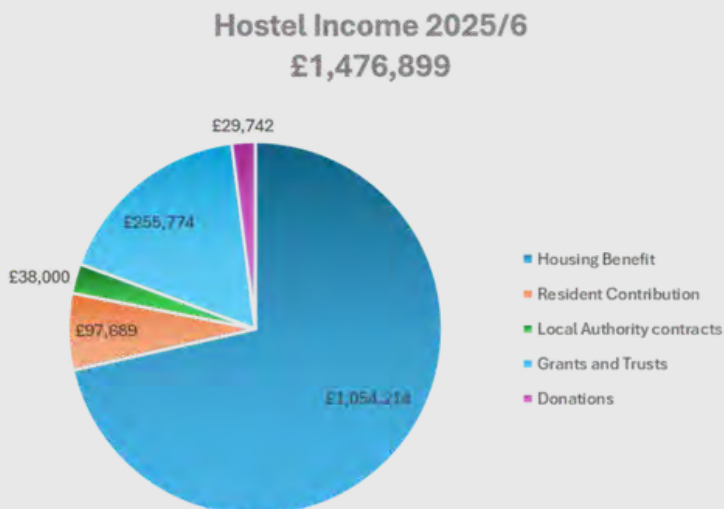
One of our greatest strengths continues to be our people. We have high levels of staff retention at 93% and a training and development program to support growth and confidence.

Consistency within the workforce has enabled us to build trusted relationships with residents, creating the stable foundations upon which recovery can take place.

NEURODIVERSITY
RISK AWARENESS TRAUMA-
MANAGEMENT INFORMED
LEADERSHIP PRACTICE
DEVELOPMENT
PSYCHOLOGICALLY SAFEGUARDING
INFORMED REGULATION
APPROACHES REGULATION

We have provided training in De-escalation, Mental Health First Aid, First Aid, Critical Bleeding, Fire Marshall, Safeguarding, Suicide Awareness, Drug and Alcohol – Substance Use, Hoarding, Professional Boundaries, Trauma-Informed Approach and Implementation and other more specific areas.

BUILDING FINANCIAL RESILIENCE



Despite increasing financial pressures across the homelessness sector, St Paul's remained financially stable throughout 2025–26.

The organisation ended the year with an operating surplus of £36.4k.

Occupancy remained high at 94.3% despite a significant increase in successful move-on outcomes.

The residents housing benefits covers core costs associated with accommodation provision. However, much of the work that creates long-term change remains unfunded.

We are beginning to diversify our income; investing in fundraising and strengthening impact reporting, recognising that long-term sustainability depends upon demonstrating both social and economic value.

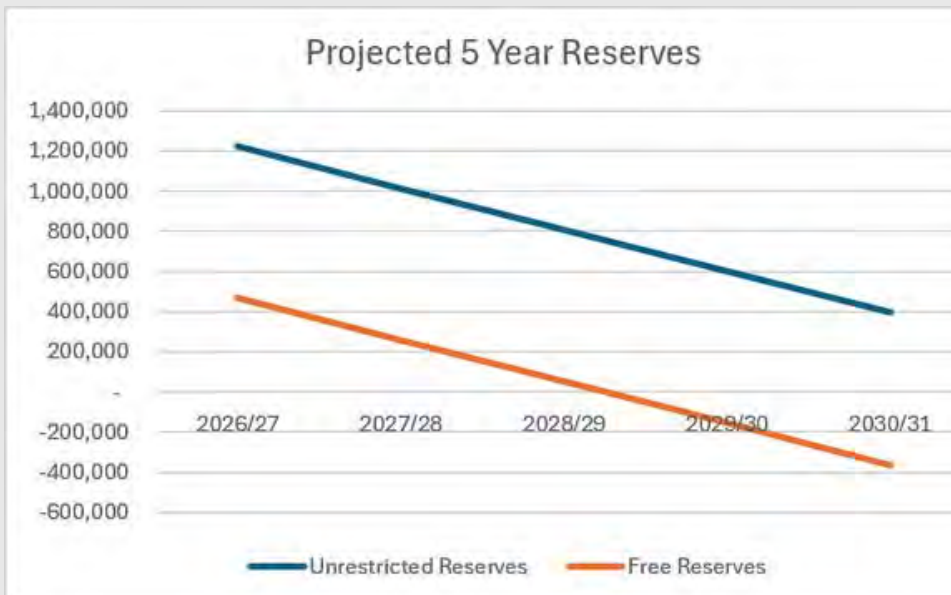
**ST PAULS WAS COMMISSIONED £265K TO DELIVER A
HOUSING LED SUPPORT SERVICE IN WORCESTERSHIRE**

WHAT WE FUNDRAISE FOR:

Our Project team
Chefs
Food
Therapeutic support
Move-on workers
Transition housing led support
All activities
Property improvements
Move on costs - home set up

Without a sustained level of funds raised each year our reserve level would fall significantly each year.

It would take just 5 years before we were no longer a going concern, with reserves below 3 months of expenditure.



STRATEGIC PRIORITIES 2026-2027

BUILDING OUR INFLUENCE

Over the past two years, St Paul's has strengthened its foundations, embedded a clear organisational identity and demonstrated that sustained, relationship-based support creates better outcomes.

Subject to funding, we will continue strengthening recovery pathways by expanding therapeutic support, increasing capacity within the Recover, Reconnect and Prevent Team and developing more opportunities for people to sustain independent living.

Alongside this, we will continue working with housing providers, health partners and local authorities to ensure recovery extends beyond accommodation and people continue receiving the support they need to maintain their tenancy, improve wellbeing and build meaningful futures.

Our focus remains unchanged: providing consistent, trauma-informed support that enables people to recover, rebuild confidence and move towards lasting independence.

Our values partnerships include:



STRATEGIC PRIORITIES 2026-2027

OUR AMBITION IS SIMPLE.

To deliver excellent services that help people recover and sustain independence; to strengthen partnerships that improve outcomes across Worcestershire; and to bring greater visibility to our shared commitment to tackle homelessness.

We will continue leading with Action, Fairness, Partnership, Trust, Equity & Choice and Accountability, ensuring our services are shaped by evidence, lived experience and local need.

Together, we will continue to help break the cycle of homelessness, working towards our vision that everyone has a place where they belong, and that homelessness in Worcestershire is temporary by design—rare, brief and non-recurring.