

DEPAUL

Homelessness has no place

2026-30

DEPAUL UK
STRATEGY

Welcome

We are glad
you are here

In this place you can
take steps towards
a better future

You will lead
the way

We will work and
walk with you

Welcome.

THE DEPAUL WAY

What we do

- 1 We prevent homelessness before it starts. And when it does happen, we put in place support to prevent it recurring
- 2 We deliver quality, impactful support that empowers people to flourish and move away from homelessness
- 3 We use our authority and expertise to influence decision makers for systemic changes to end homelessness
- 4 We provide high quality, safe, stable and affordable housing and accommodation, where the people we work with develop the skills and confidence to live more independent lives.

Our strategic objectives for 2026-2030

1 Preventing homelessness

We will prevent homelessness by ensuring everyone we support develops the skills and receives the support they need for a brighter, stable future.

2 People on the margins

We will support and house people whose complex circumstances can be a barrier to mainstream homelessness support or services, ensuring we reach those who are often left behind.

3 People first

We will attract, develop and retain a highly effective workforce, empowering staff to deliver high quality, person-centred services to improve the lives of the people we support.

4 Accessibility for all

We will deliver accessible, inclusive support that removes barriers for people experiencing homelessness while ensuring our staff have equitable access to the tools, support, and opportunities they need to provide this support effectively.

5 Integrated funding

We will combine funding from a range of sources to deliver effective programmes that prevent and end homelessness and change the lives of those affected by it.

6 Growing our influence

We will increase our political influence by investing in our brand, promoting our expertise, and leading with authority to shape policy and practice so that we can better support people affected by homelessness.

WE ARE HERE TO END HOMELESSNESS AND CHANGE THE LIVES OF THOSE AFFECTED BY IT

Who we are

Our purpose

Depaul UK is a national homelessness charity, and part of the Depaul International Group of charities. We exist to end homelessness and change the lives of those affected by it, and our approach is deeply rooted in Vincentian values. We believe all people should be treated with dignity and compassion and given the opportunity to achieve their potential and contribute positively to their community.

We start our work early, through education programmes with school children, and family mediation to stop homelessness before it happens. We prevent young people at risk from becoming homeless by providing temporary emergency accommodation, advice, brief interventions and support in a crisis. For those facing homelessness, we offer accommodation, mental health support and the opportunity to develop life-skills and an achievable path to independence. And for people living with complex circumstances we provide housing and more intensive wrap-around support.

Across all our services, we take a trauma-informed approach grounded in Acceptance and Commitment Therapy, and we place lived-experience and client involvement at the heart of our decision making, from young people participating at house meetings to sitting on interview panels or in trustee committee meetings, to adults with lived experience working as staff and mentors.

Why this strategy, why now?

At the start of this five-year strategic cycle, we are operating in an era of unprecedented demand for safe, stable and affordable homes. Lack of investment in social housing, the cost-of-living crisis, Covid-19, and global instability, have led to a decline in affordable housing and a sharp rise in homelessness.

To tackle this crisis and to deliver our mission to end homelessness and change the lives

of those affected by it, we must prioritise investment in our prevention work and future-proof those at risk of homelessness, so it never becomes a reality. For those who already face homelessness, we will continue to respond to their unique circumstances, providing personalised support and building the skills they need to avoid it in the future. We will achieve this through the four core aims of our work: prevention, delivering a high-quality, high-impact support model, political influence and providing homes for people who would otherwise be excluded.

Our Vincentian foundations

Our Vincentian heritage provides the golden thread that runs through our strategy, shaping how we understand homelessness, how we work alongside the people we support, and how we make decisions, ensuring everything we do contributes to our long-term goal to end homelessness and change the lives of those affected by it.

Our relationship with Depaul Housing Services

Depaul UK is the parent charity of Depaul Housing Services (DHS), a registered provider of social housing. Through DHS, we are expanding our ability to offer high-quality, secure homes for people who are homeless or at risk of homelessness.

We have specific responsibilities to ensure DHS can meet its regulatory requirements without undue influence from Depaul UK's wider activities. To strengthen this relationship, we developed the Depaul UK strategy and the DHS strategy concurrently. This ensures transparency, long-term alignment, and clarity about where collaboration is essential and where regulatory independence must be preserved. **It is through the DHS strategy that we will achieve aim four.**

Delivering our strategic objectives

1 Preventing homelessness

We will prevent homelessness by ensuring everyone we support develops the skills and receives the support they need for a brighter, stable future

A. Early intervention: We will prevent homelessness by engaging early with children and young people in the communities where we already work. By partnering with local schools, colleges, employers, landlords, and authorities, we will create a connected pathway of support, linking early intervention with our wider services to provide holistic, high-quality support for those at risk of homelessness. We will evaluate our work and use evidence to demonstrate the impact and cost-effectiveness of prevention compared with reactive services.

B. Strengthening the Nightstop journey: Nightstop, our community-based emergency service, is an effective response to youth homelessness but must grow and evolve to meet rising demand. We will increase the number of available hosts and strengthen move-on pathways, including co-living, supported lodgings, and long-term housing, ensuring young people have safe and affordable options beyond emergency accommodation.

C. Providing a pathway out of homelessness: To ensure that living in supported accommodation is



rare, brief and non-recurring, we will provide trauma-informed, one-to-one, recovery-based support and the skills needed to improve independence and make a planned and positive move-on from supported accommodation. All people leaving our services will have been supported to build positive support networks, financial security and meaningful activities to help them to flourish.

D. Supporting lasting move-on outcomes: We will ensure that people moving on from our supported accommodation understand the options available to them and have the knowledge, skills, and confidence to seek support if challenges arise, helping to prevent homelessness from recurring.



2 People on the margins

We will support and house people whose complex circumstances can be a barrier to mainstream homelessness support or services, ensuring we reach those who are often left behind.

a) Developing a theory of change for people on the margins: We will develop or adopt an evidence-based theory of change for supporting people whose complex circumstances can be a barrier to mainstream homelessness support or services. This will be backed by systems to record, monitor, and evaluate progress and outcomes, ensuring that our work is impactful and continuously improved.

b) Better outcomes through specialist support: We will collaborate with experienced and well-respected organisations to provide holistic and targeted support for people whose complex circumstances can be a barrier to mainstream homelessness support or services. This partnership approach will help individuals achieve greater stability, independence, and long-term outcomes.

c) Supporting at-risk groups: We will provide targeted support for marginalised groups of people who are at most risk of becoming homeless including non-UK nationals, care experienced young people and those leaving the criminal justice system. We will collaborate and learn from our Depaul International family and our wider Vincentian network to deliver solutions that promote safety, stability, and pathways out of homelessness, in line with our charitable objectives and the Depaul International mission.



3 People first

We will attract, develop and retain a highly effective workforce, empowering staff to deliver high quality, person-centred services to improve the lives of the people we support.

a) Building a people strategy: Our people strategy, grounded in our culture, values, and the Depaul Way, will ensure we attract, recruit, and retain the right people with the right skills in the right roles. It will continue to strengthen a highly effective workforce capable of delivering high-quality support for the people in our services.

b) Developing servant leaders: We will model Servant Leadership by making the development and wellbeing of our people a priority, and providing emerging Depaul UK leaders with early leadership training, mentoring, and development opportunities. This will help create a steady stream of managers who can lead in the Depaul Way.



c) Strengthening our workforce: We will strengthen our learning and development offer by improving career pathways and progression opportunities for staff, volunteers, and apprentices, ensuring our workforce reflects the communities we serve.

d) Creating opportunities for volunteers and people with lived experience: We will develop clear pathways for volunteers and staff with lived experience of homelessness, including those who have received support from our services, recognising the unique insights and skills they bring. In partnership with the Voice of Depaul UK, we will launch our Lived Experience into Work programme, ensuring their expertise shapes and strengthens our services.

a) Strengthening understanding of our community: To achieve our vision of everyone having a home and a stake in their community, we will strengthen our understanding of the needs of the people and communities we serve, including their equity, diversity, and inclusion requirements. This insight will provide the foundation for designing services and systems that are inclusive, equitable, and genuinely accessible for all.

b) Developing our EDI culture: Building on this understanding, we will embed a culture of equity, diversity, and inclusion across the organisation, ensuring it is evident at every level, from the Board to the frontline of our services. By understanding the current and future needs of our workforce, we will make accessibility and inclusion central to how we operate.

“We’ll be kind, honest, respectful, and deliver what we promise, but we also expect our residents to meet us halfway – they’re part of the process too.”

Kerry, ABEN Oldham

4 Accessibility for all

We will deliver accessible, inclusive support that removes barriers for people experiencing homelessness, while ensuring our staff have equitable access to the tools, support, and opportunities they need to provide this support effectively.



c) Using data to create opportunities:

We will collect and use data to understand where people and communities face barriers to our services, and where staff need better access to tools and opportunities. By identifying these gaps, we can design and improve services that are inclusive, accessible, and equitable, ensuring that the people we support and our workforce benefit from fair and equitable opportunities.

e) Digitally fit: The gaps identified through our data collection will inform how we modernise and better integrate our digital systems, so they are accessible, easy to use, and provide the right information to the right people at the right time. Alongside this, we will ensure our staff have the skills, confidence, and support to use these systems effectively. By improving usability and using tools such as AI to streamline processes, we will reduce administrative burden and enable staff to spend more time working directly with people we support.

f) Embedding lived experience: We will strengthen client involvement across all areas of our work, expanding the Client Representatives initiative in partnership with the Voice of Depaul UK and increasing its influence. This will ensure our services reflect the full diversity of experiences of the people we support, and that lived experience directly informs our decision-making, service design, and partnerships.

5 Integrated funding

We will combine funding from a range of sources to deliver effective programmes that prevent and end

homelessness and change the lives of those affected by it.

a) Develop an integrated income and growth strategy: We will bring together our voluntary funding and business development teams and develop a coordinated approach to funding and growth. Our aim is to ensure all contracts are fully cost-recoverable and voluntary income is directed toward our charitable priorities. Growth will be targeted in areas where we have the infrastructure and partnerships. This will enable us to deliver successful outcomes for the people we support.

b) Grow our flexible income: We will invest in growing flexible income to expand our prevention work, demonstrate its effectiveness and social value, and secure further funding. This will support us to influence policymakers and deliver work with the greatest impact.



“ I love working here. If we say we’re going to do something, we do it. ”

Jacko, Middlesbrough

c) Innovate and diversify voluntary funding streams: We will explore reintroducing trading as a fundraising stream, develop larger-scale capital-for-housing campaigns, expand strategic corporate partnerships, and continue to test and launch new channels to grow our regular individual supporter base.

6 Growing our influence

We will increase our political influence by investing in our brand, promoting our expertise, and leading with authority to shape policy and practice so that we can better support people affected by homelessness.





**WE BELIEVE EVERYONE
SHOULD HAVE A HOME
AND A STAKE IN THEIR
COMMUNITY**

a) Mobilising staff, volunteers and people we support as ambassadors:

Our people are the best ambassadors for the organisation. We will embed a shared language and messaging so that every person we support, staff member, and volunteer can champion the work, the impact, and the values of Depaul UK. This will ensure our commitment to ending homelessness and changing the lives of those affected is consistently communicated.

b) Strengthening our political influence:

We will drive engagement with policymakers, MPs, funders, partners, and target audiences by showcasing our expertise, research, and impact. We will also leverage networks of high-profile supporters and patrons to raise awareness and

ensure Depaul UK is recognised as a leading voice in homelessness policy and practice. This approach will strengthen our credibility and ability to influence change for the people we support across housing, welfare, health, and social care systems.

c) Partnering for greater impact:

We will support Depaul International's priorities of reducing the displacement of people driven by the impacts of climate change by advocating for government action and increasing health initiatives and education for climate-affected vulnerable communities worldwide. These partnerships will enhance our collective influence and provide insights and learning that inform our work and strengthen our advocacy in the UK.



“ I'll never forget the warmth and safety I felt when I stepped into their home. ”

Yasmina, Nightstop guest

DEPAUL

Homelessness has no place

**WE CELEBRATE THE
POTENTIAL IN PEOPLE
WE BELIEVE IN RIGHTS
RESPONSIBILITIES
WE PUT OUR WORDS
INTO ACTION
WE TAKE A WIDER ROLE
IN CIVIL SOCIETY**



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