

Edinburgh Cyrenians Corporate Strategic Plan 2009/12

1. Executive Summary

Our Strategic Priorities for 2009/2012 are:

- Bringing effective help to as many people as possible
- Contributing to the development of more socially and environmentally successful society
- Developing our organisation to have greater capacity to deliver meaningful change

Against the background of rising unemployment, homelessness and environmental degradation, our [charitable purposes](#) demand that we step up or efforts in providing solutions to poverty and exclusion and promoting a more socially successful and environmentally sustainable Scotland. The challenge is to do so and be at the forefront of recovery even though traditional sources of finance for charities will be increasingly tight. How we plan to achieve this is the substance of this Corporate Strategy. In essence our tactics are to:

- be very good in each of the 3 ways charities can do business:
 - winning competitive public sector tenders for work that has become mainstream;
 - attracting independent funding for pioneering solutions to contemporary problems;
 - developing self funding social businesses that deliver our social and environmental purposes while making money
- diversify our locations and activities, investing in being amongst the market leaders in each of our specialist areas: i.e.
 - providing initiatives in early intervention and prevention of homelessness;
 - facilitating personal transformation for people most at risk of long-term difficulties;
 - making use of the private rented sector to help people to get good homes;
 - using the medium of food to promote progression and well-being in individuals and communities;
 - enabling those furthest from the labour market to progress towards work and social integration;
- ensure that what we are doing is truly effective and achieving results that are recorded and well reported so that everyone can see the impact of the efforts and extract learning that can be applied to continuous improvement and used to inform wider change.

The charity has grown five-fold over the last 10 years, now helping in excess of 1,000 people a year using a turnover of £2.5m, employing around 60 staff members and mobilising towards 40,000 volunteer hours. But growth is not our aim or measure of success. Our unwavering focus is on facilitating lasting change for the good for individuals and for society. If growth is a corollary of success then we have to ensure that it enhances and does not damage our effectiveness. It is therefore a feature of our Corporate Strategy that we consolidate as we grow, continuously investing in governance, leadership, quality management and workforce development.

Our plans would see further major growth over the next 3 years. Quality is at the core of the Cyrenians brand and will be evident in all growth. The major barriers we will face are listed under [Key Challenges](#) and addressed in the Corporate Strategy. The biggest problems, we think, will result from the pressures on public spending. We also anticipate that it will be increasingly challenging to find investment in our core costs as a charity and for research and development of new pioneering initiatives. We also have the perennial circular problem of getting ourselves and our results known to prospective customers and investors without having in-house capacity for PR, marketing or fundraising. On the other hand, we are lean, mean and always creative in finding solutions to these problems.

2. Introduction

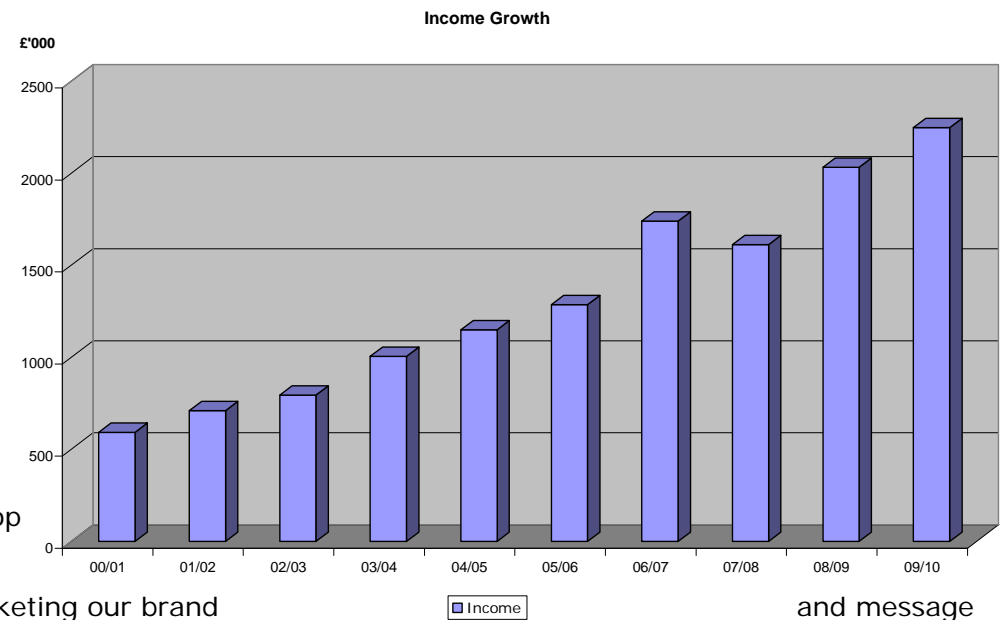
Our Corporate Strategic Plan is updated annually, reconsidered in the light of experience and changes in the world around us. Cyrenians 'planning season' kicks off with the Trustees Conference in November. In January we reset our key strategic priorities and these are used to inform an extensive review and planning process. Every worker in every service and enterprise is involved in looking at their results, customer feedback, evaluations and generally taking stock. The reflections and new plans that people come up with are part of what we call 'continuous improvement.' What we are learning on the ground is then fed back into corporate learning, and eventually into this Corporate Strategic Plan. This particular document is for internal customers only. We will produce a printed public version at a later stage.

Edinburgh Cyrenians is an entrepreneurial charity dedicated to those people on the margins of society, often trapped in poverty and at risk from a spiral of failure. We create solutions that enable people to help themselves with outcomes such as better housing, health and well-being. Because the charity aims to deal with social causes as well as the human consequences, we are committed to working with others in 'the big picture'. We have a track record of developing innovative approaches which work and scaling them up or passing them to others to replicate.

Another of the charity's constituted purposes is to promote environmental awareness and sustainable practice. We see a connection between valuing our natural resources and valuing people. Like waste wood or food, people who are labelled and cast aside as 'homeless' or 'addicts' or 'recidivists' are actually assets to society if valued and used in the right way. If a person can be enabled to turn their lives around and become a contributing member of the community, this benefits both the individual and society as a whole. Cyrenians work vividly demonstrates this case.

3. Recent Achievements

- Annual impact report demonstrates that we generally hit targets and make a real difference for over 1,000 people a year
- Service levels increased by an average of over 10% a year for the past decade and 25% growth planned for 2009/10
- Contracts won to deliver SmartMove and PWP in Falkirk and for a major new homelessness prevention service in Edinburgh
- New Quality Assurance System established, including a new integrated planning and performance management system
- New social business started (CORE) and good progress with Cyrenians Farm and the Good Food Programme plans
- Identified by New Philanthropy Capital (June 2008) as one of the top 9 most effective homelessness charities in the UK
- Improved our web presence and produced a series of films for marketing our brand

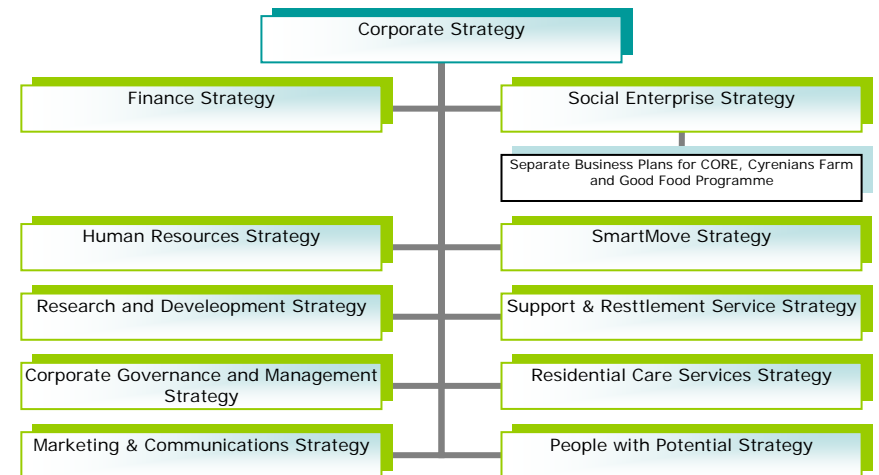


4. Key Challenges

- Demonstrating cost effectiveness and powerfully evidencing our full impact and social value
- Managing the impact of the recession on our finances and demand for services and pushing ourselves forward as part of the recovery
- Being prepared to be commercially successfully
- Accessing sufficient funds for research and development and for investment to scale up and replicate effective models
- Resisting pressure to reduce costs to win contracts and maintaining the capacity to manage to the standards outlined in our QA framework
- Getting high performance and providing opportunities for employees to develop and progress within Cyrenians
- Being prepared to make difficult decisions and close activities that are not successful

5. Supporting Strategies and major objectives for 2009/10

We have 5 detailed Supporting Strategies – Finance, HR, R&D, Governance & Management and Marketing. The five Supporting Strategies are summarised below (and in Appendix 1). Each Supporting Strategy is available as a separate document with more detail and SMART objectives for 2009/10. Our strategic direction and priorities are also cascaded into Strategic Plans for each of major areas of activity. Our planning cycle is illustrated here:



Finance

We have made good progress towards establishing a strong, resilient financial footing, with some financial capacity for independent action. In addition to managing the 25%+ growth planned for 2009/10 and diversification and keeping us at the forefront of best practice in financial governance and management, the finance team will, in particular:

- lead on the development of systems for demonstrating the cost effectiveness of our activities and the value that we add to financial investment
- undertake a systematic review for cost savings using the template provided by the Association of Chief Executive Officers for Voluntary Organisations (ACEVO)
- establish a register of assets and a 3 year action plan for making best use of them. This will include firm plans for our Crichton Place flat and alternative use plans for Broughton Place and Cyrenians Farm, (should they be required). The review will also encompass our non-material assets
- add momentum to our on-going fundraising for the unrestricted income that supports the general running of the charity

Against the background of a tough recession we will step-up our efforts to protect, attract and allocate finance to those things that make us successful: (e.g.) developing a high calibre workforce, sufficient R&D for innovation, scaling-up and quality management.

Human Resources

To achieve our potential as a charity we need the best people we can get – staff, volunteers, trustees - and for them to be led and organised to give of their best. Evidence from the Staff Satisfaction Survey, turnover and absence records – and from what has been achieved – is that we are heading in the right direction.¹ Over the last 2 years we have implemented an integrated corporate planning and performance management system. While completing the time-consuming process of embedding this into practice, the management team will push ahead to:

- Articulate the '*Cyrenians way of working with people*' as a defined practice model, (Cyrenians Key Work), used consistently across our helping services
- Improve our use of volunteers, trainees, students and secondment projects both as a supplementary workforce and as a 2-way bridge to the wider community. As part of this we will look for the first time at internships.
- Invest in talented staff at all levels and deliberately adapt our structures and practices to enable development and progression within Cyrenians

A combination of the recession and competitive tendering has led many voluntary sector organisations to reduce salaries and training budgets. We will not do this. We will have high standards for the performance of paid staff and will recognise and reward excellence. Our contribution to the recovery from recession will include opening new opportunities in volunteering and traineeships.

Research and Development

We have an outstanding track record for strategic growth and development over the past fifteen years. Our R&D Strategy ('Intelligent Growth') is designed to ensure that Cyrenians accelerates its development as a successful, healthy and coherent social business that goes from strength to

¹ Staff turnover has reduced from 32.5% to 22.56% in 2008 and is expected to reduce further in 2009

strength and heading towards our vision of a more socially successful and sustainable Scotland. We have fixed in motion a process for continuous improvement of our current activities and, in addition, our R&D Strategy commits us to:

- a major scaling up of our social enterprise portfolio over the next 3 years, generating 10%+ net profit on a £1m+ turnover by April 2012, over 100 traineeships and achieving a ten-fold increase in our environmental contribution
- pioneering new services and new approaches to preventing and alleviating homelessness and its underlying causes: in particular - early interventions; enabling transformative change; diversion from addictions; meaningful occupation and developing effective routes to employment
- not just maintaining but increasing our capacity for R&D - fundamental to our business model – through (e.g.) collaborative working, inspiring third party investment, attracting pro-bono business support and utilising the swollen pool of potential voluntary help consequent to the recession

The recession has a big impact on all the people we traditionally go to for money. In addition, services contracted through competitive tendering generally have little or no margin for R&D. Our response is to improve our ability to inspire investment from backers and to find other ways of building capacity, e.g. new partnerships with academic institutions, businesses and public sector agencies.

Corporate Governance and Management

The highly complimentary New Philanthropy Capital Report² in 2008 highlighted our excellence in this area as a key feature of our success and attractiveness to people who want to support our vision. We have developed a comprehensive 10 point Quality Assurance system, the monitoring of which provides the fuel for continuous improvement. Our CGM Strategy (*Quality at the Core*) seeks to build on this success over the coming period by:

- developing ways and means of systematically improving service user involvement
- evolving our organisational structures and processes to accommodate growth and diversification, as well as ensuring high quality management, and investing in governance and leadership skills development
- improving our understanding and practice in Knowledge Management to improve how we store and use organisational intelligence, both to offset the risk losing it as people depart and to support business development

Being an economical, efficient and effective organisation – and being recognised as such – is fundamental to success in our mission of helping people and being a force for social change. Whilst avoiding being self obsessed with our organisation or distracted from our raison d'être, we will both allocate management time and seek external help in making progress with these strategic objectives.

Marketing and Communications

It is difficult to evaluate the extent of our success over recent years in building the Cyrenians brand and getting more widely known as a passionate but professional charity that is entrepreneurial and effective in making a real difference. Doing so is important to attracting the support we need for our work and so that we are a credible presence in influencing social change. The Marketing and Communication Strategy addresses

² [Lost Property](#): tackling Homelessness in the UK

internal as well as external customers: we mitigate the risks of growth and diversification by rallying our internal audience around core vision and values of Cyrenians. Pursuit of our on-going aims and tactics will feature, in the period ahead:

- seeking more external help to give us the added capacity to both refine the Cyrenians brand and systematically communicate it to key audiences
- improving customer relations skills and practices across Cyrenians, under-pinning this with training and a new Customer Relations Management (CRM) system
- entering a range of charity, business and environmental awards both to hone our skill in communicate our achievements and – if successful – to reward all at Cyrenians with recognition and attract further support

With very little in-house capacity and no dedicated staffing for proactive marketing our tactics have been to (a) upskill and involve the people we've got and (b) get what additional help we can. This continues to be the case. We'll continue to put effort into the use of video and web based communications rather than paper and grow awareness organically through our expanding and diverse network of public and business sector customers.

6. Edinburgh Cyrenians – Brand, Values and Key Characteristics

The essence of Cyrenians is a passion for helping those who are stuck on the margins to overcome their problems and become active and valued members of the community, combined with the professional skills and entrepreneurial drive to deliver services that make a real and lasting difference.

We are dynamic and innovative, responding to a changing world but always orientated to our vision of a more socially successful and sustainable society.

Whilst alert to immediate need and opportunities to help, Cyrenians takes a long-term, big-picture strategic view. Development is based on evidence and learning and we avoid 'reinventing the wheel.'

Cyrenians values and key characteristics will be evident in all that we do.

Values and Key Characteristics

The charity is constantly striving to provide more effective help to people in need. Our approach is to enable people to help themselves, with improved circumstances such as better housing, employability, health and well-being, but also in having the knowledge, skills and confidence to manage their own problems in the future without professional intervention.

Because the charity aims to deal with social causes as well as the human consequences, we are committed to working with others in 'the big picture' to promote a more inclusive community and a more successful and sustainable society that puts valuing its people at its core.

Cyrenians should always:

- ❑ demonstrate our core values of respect, tolerance and acceptance
- ❑ be dedicated to helping people on the margins of society to help themselves
- ❑ use our experience to work for wider social change
- ❑ actively engage the wider community in our work

In doing so we will:

- ❑ be habitually outward looking, to learn from and work with others
- ❑ be committed to continuous improvement and a can-do attitude
- ❑ be well-governed, professional and business-like in all our dealings
- ❑ be financially robust and independent
- ❑ be a healthy organisation, enhancing the lives of all involved with it

7. Cyrenians Strategic Development History

Table 1: Key developments

1966-67	Cyrenian volunteers operate a 24 drop-in at the Grassmarket: 'Skippers'	
1968	The charity is established by Deed of Trust – <i>see BBC documentary</i> – and the City Community opens at Broughton Place	
1971	The first paid employee is appointed: things still mostly run with volunteers and very active committee members	1 employee: 15 clients
1972	Cyrenians Farm is purchased and opened as a therapeutic community and an alternative to the pressures of city life	
1974	Services formalized and registered as a social work service with Edinburgh Council: increases in the paid staff cohort	
1990/91	Organisational Review: A single committee – the Board of Trustees - replaces 3 and instructs the executive director to lead a new period of strategic development and growth	4.5 staff: 15 clients
1991-2000	Period of organic and opportunistic growth: Tenants in Control (1992); SmartMove (1995/96); People with Potential (1996); Good Food Programme (1999), Millennium Volunteers (1999), New Futures (2000)	
2000	External Evaluation and Strategic Review (Selamis) identifies urgent need to (a) improve management capacity and succession planning (b) consolidate growth in a more sustainable model (c) invest in developing and marketing the Cyrenian brand.	10 staff: 65 clients
2001/02	Begin implementation of Full Cost Recovery , enabling better investment in strategic management capacity and better management support and infrastructure – such as employing extra finance staff and establishing better IT. Cyrenians invited by the Council to establish services and development activity in West Lothian	
2002/03	Cyrenians begin looking at social enterprise as a means of delivering the mission ('Enterprising Ideas' report) Assistant Director appointed both for forward capacity and to mitigate succession risks.	26 staff: 225 clients
2003/09	We implement plans to develop management systems that will assure more sustainability and quality at the core of the Cyrenians brand as we grow and diversify: <ul style="list-style-type: none"> • developing a strategic framework to use in understanding and communicating our work as a coherent whole (Service Matrix) • consolidating comprehensive policies and procedures for the organisation (2004/05) • developing understanding and practice in outcome setting and outcome management and good practice in evidencing results • developing a comprehensive and organisation wide strategic planning process and annual cycle (2007/08) • developing and implementing an excellent performance management system, integrating it with the planning cycle (2008/09) 	
2005/07	Scottish Executive sponsored Futurebuilders Development Programme: established an organizational capacity to develop and deliver successful, commercially orientated social businesses to generate both life chances and money to re-invest	
2008/09	Invested in our capability to assess and win selected tenders to deliver public sector contracts: Expanded into Falkirk	45 staff: 920 clients

Cyrenians success is not measured in terms of organisational growth.

Our raison d'etre as a charity and the strategic priority driving this plan is to bring effective help to as many people as possible while contributing to wider social change.

If we do this successfully then organisational growth is a likely corollary. As will be evident throughout this corporate strategy paper, our Board and senior team are determined that expansion is not at the cost of our trade mark quality. The potted history in Table 1 demonstrates continual investment in the thoughtful development of the charity so that it thrives and moves forward in its chosen direction as a well governed, well led and well managed organisation.

Looking to the future

During **2009/10** we will managing a 25% growth in workforce consequent to establishing Cyrenians Homelessness Prevention Service under contract with City of Edinburgh Council. Competitive tendering requirements will affect several of our other existing services in West Lothian and Falkirk, but there will be opportunities to tender for contracts both in our existing localities and contiguous local authority areas. We will only tender for contracts for services that we assess as being valuable to our strategic vision and mission and if they are things that we can do particularly well. It is important to us that the local authorities we work with value quality and meaningful client outcomes and that pricing does not prevent adequate reward for front line staff or capacity for quality management. This will be a hard standard to maintain as the public sector feels increasing financial pressure over the coming years. The things we can do to give us the best chance of being successful in winning the tenders we most want are ● to work at and better demonstrate cost-effectiveness and the added value we bring and ● to refine and improve our model of helping people (Cyrenians Key Worker model), and to better evidence the difference this makes for clients.

We operate 3 business models: contract delivery, social enterprise and innovative projects. We have deliberately diversified activity across these 3 business models and will look to increase the proportion of activity in both enterprise and innovation. 2009/10 will see a major scaling-up of CORE, a drive on the development of the Cyrenians Farm model and more income generation from Good Food. New social business ideas are either in planning or awaiting some additional resource to be properly tested and planned.

The diversification strategy applies to locality as well as business model. Over the period of this plan (**2009/12**) it is probable that the charity activities will expand beyond Edinburgh, West Lothian and Falkirk, (which inevitably raises again the question of our name and whether we deliver wider reach by growing our own organisation or through strategic partnerships, franchises or other models).

Whichever route we take the principle will be constant: to ensure that whatever is done in the name of Cyrenians is done with quality and evidence that it is making a long term difference for the good.

8. Cyrenians Services and Results

	Prevention & Early Intervention	Crisis Intervention & stabilisation	Personal change and development	Resettlement & reintegration	
client outcomes	<ul style="list-style-type: none"> • People on the edge diverted from becoming homeless • Reduction in risk factors • People in high risk groups better equipped & less vulnerable 	<ul style="list-style-type: none"> • Safe & secure accommodation • Primary needs accounted for • Helped with underlying problems • Improved confidence in using the help on offer 	<ul style="list-style-type: none"> • Improved skills, confidence & aspiration for a better life • Increased motivation to use opportunities for learning, skills development and work • Reduction in behaviour likely to cause repeat homelessness / crisis • Improved of health and well-being 	<ul style="list-style-type: none"> • Progress to learning, training & employment • Fully independent housing • Improved personal resources and strategies to deal with life's problems • Healthier lifestyle • Improved network of friends & family 	
Cyrenians activities	Homelessness Prevention Service - Helping people to stay in their own homes				
	Holistic practical help, support and advice for people at risk				
	SmartMove – helping people in need to access accommodation that can be made a home, and additional help if needed			Martina and Brenda's Story demonstrates SmartMove in practice, and in particular the unique Flatmates project	
	Swift help in accessing private lets in areas of choice ⇨	Help in accessing services for establishing a good home and better prospects ⇨	Special projects for people with additional needs e.g. Safe Space and Flatmates (West Lothian only)		
	Amber- preventing homelessness as a consequence of family breakdown and strengthening families for a better future			For Amber's impact on real lives, see Katy, Tom and Ally's Story	
	- increasing awareness & early intervention - mediation with young people & families ⇨	support to young person & family with underlying issues ⇨	Personal effectiveness training to manage better in the future		
	For a real life example of the difference that Cyrenians Community makes, read Derek's Story	Cyrenians Residential Community – Care in a therapeutic community enabling young people at high risk of long term exclusion to learn to live more effectively			
		Safe, healthy and comfortable living situation: Needs appraisal & personal planning: fun and friendship	Individually tailored help to learn to manage their own lives more effectively and move on		
	Duncan's Story demonstrates how the Support & Resettlement Services achieve their outcomes	Support & Resettlement Services – enabling people to overcome their problems and empowering them to establish a settled and fulfilling life			
		Access to accommodation and 1:1 home-based Key Worker support and access to resources for people to overcome particular problems (e.g. Safe Space) ⇨	1:1 home-based Key Worker support with practical help, material assistance, life coaching, health promotion and personal effectiveness training opportunities (e.g. Drugs Outreach)	1:1 Key Worker support to the point of sign off: Referral & support in using opportunities for social, education & work integration	
	Alison's Story gives real life insight into the working of the People with Potential service	People With Potential – enabling people disengaged and excluded from the mainstream to progress in learning, skills development and progress to work (see Alison's Story)			
		1:1 Key Worker support and a wide range of events, courses & programmes aimed at developing learning, skills & confidence to enter and progress in mainstream provision ⇨	1:1 Key Worker support to establish people on a defined pathway to education, training & a working life		
	Philip's Story tells of one man's progress from having the chance to be a helper rather than one of the helped.	Cyrenians Social Enterprises – improving the lives of people facing barriers through high quality social and work integration opportunities in commercial environments			
Formal and informal sessional trainee placements at Cyrenians Farm and the Good Food Depot offer 1:1 Key Worker support, accredited training & opportunities for progression		Training scheme placements at Cyrenians Farm, the Good Food depot and CORE , workplace coaching and 1:1 Key Worker support will assist those who are able into paid employment			

Changing Lives

These are true-life stories but the names have been changed to maintain anonymity. Please contact Cyrenians if you wish to discuss or use these stories elsewhere.

Derek's Story

Derek is 26 years old. He has a mild learning disability and also suffers from epilepsy. He had a difficult upbringing with many family breakdowns and challenges for him as a young boy. He was moved into foster care at a young age.

When he left care he went to live in accommodation with support but, in his words, he felt 'left out and stressed.' He was suffering from depression, neglecting himself and having 4-5 seizures a day. He ended up in hospital and stayed there for 2 years.

After leaving hospital Derek spent some time back with his family until the relationships broke down. He then moved into a homeless hostel. From there he was referred to the Cyrenians Farm Community.

He describes his time at the Farm as "where you get a lot of support and help." He feels that living in the project has turned his life around.

During his stay Derek was learning independent living skills and taking part in many aspects of running the household as well as receiving 1:1 keywork support from one of the project workers. He took part in the Learning Power Award; a City and Guilds in-house qualification carried out as part of his care plan and achieved the 5 modules in just 3 months.

Derek started to look to his future, his thoughts and plans and focused on having a place of his own one day, to settle down and just have a quiet life. He felt more confident about the prospect of moving on into more independent accommodation but acknowledged that he would probably still need someone around from time to time to assist him with some matters.

Derek was referred to a flat sharing project. He moved in at the end of winter and has been doing well. He receives visiting support and comes back to the Farm one day a week to volunteer. He also enjoys the social aspect of spending time catching up with his old friends and making new ones. He has gained in confidence and his own sense of well-being. He has much better coping skills and now looks forward to his future.

Alison's Story

Alison was living in a hostel in West Lothian which housed homeless young women. For several years she had been pinballing between different temporary living situations. Her childhood had been chaotic and this had carried into adult life. She had achieved little at school, was regularly in conflict with others and trouble with the police and held little prospect of getting or holding down a job.

Staff at the hostel called on Cyrenians' **People with Potential (PWP)** service to see what could be done in helping Alison to make and work towards plans for the future. The Assessment revealed what might be expected: While she wanted some day to have a settled home, a job and, maybe, a family, she herself held little hope that any of this would happen, had very low self esteem and was prone to giving up on anything that required sustained effort.

Tommy, her Cyrenians Key Worker, concentrated at first at getting to know Alison, understanding where she was coming from and gradually building a helping relationship. He chummed her along to a variety of the social and educational activities that are part of the on-going PWP service.

It turned out that Alison really enjoyed the drama and music sessions and pretty soon, she was attending by herself. As her confidence and self esteem grew over the weeks, Alison's behaviour, attitude and demeanour also very noticeably changed.

As part of her planned progression she started volunteering at the **Cyrenians Farm** where she was a great asset to the Farm team. Alison had to travel 10 miles every day to get to the Farm, where she busy fencing, grass cutting, planting and jam making. Spurred by her volunteering experience at Cyrenians Farm she has also volunteered at a charity shop and a local zoo.

Alison is now a confident, very motivated young woman who is a pleasure to spend time with. She has social skills to be proud of and has never had any trouble with the police since she engaged with Cyrenians.

Although she is still in temporary accommodation she has moved on from the hostel she was in. She is due to be offered her own tenancy anytime soon and will good use of the support at hand to take this next big step forward in her life.

Duncan's Story

Duncan (23) began to use cocaine, valium and alcohol recreationally whilst working as an electrician and living with his parents. Over time Duncan's drug use escalated and it began to impact more significantly on his mental health and ability to manage his life. Duncan started to behave in an erratic and unpredictable manner and experienced mood swings resulting in a serious suicide attempt. Duncan's behaviour lead to him losing his job and being asked to leave his parent's home.

Duncan was referred to Cyrenians' **Drugs Outreach Project** whilst living in a shared temporary accommodation project. He was committed to becoming drug free, but struggling to achieve this alone. Duncan established a working relationship with Kevin, a Cyrenians Key Worker.

Together they set some goals. Duncan was keen to find good things to occupy him and which would help him to maintain a drug free lifestyle. He took part in two residential workshops, achieving a John Muir award and also attended a programme of group activities with a view to returning to work. But Kevin still had concerns about Duncan's mental health and supported Duncan to receive specialist support.

When Duncan was offered his own council tenancy Kevin wanted to avoid any additional stress which could trigger relapse. To make sure that Duncan's move was a positive experience he helped Duncan to set up his utility accounts and and get second hand furnishings. Duncan took great pride in decorating his new tenancy and soon made his new house a home.

Kevin and Duncan continued to have regular contact and Kevin was able to respond quickly when stressful benefit problems emerged. Kevin set up a payment system and also applied to the revenues department for discretionary housing payment to cover the shortfall caused by Duncan being under 25. Kevin and Duncan also met with a specialist at the advice shop to ensure he was getting his full benefits entitlement.

Duncan has now been in his home for almost a year; he is drug free, has completed further electrical qualifications and is starting to work again. The Drugs Outreach Project provided guidance and support to Duncan throughout very challenging times and helped him to achieve his own goals.

Katie, Tom and Ally's Story

Katie (17) called Amber one Friday morning in a state of panic. Her parents had told her to leave the previous evening and she had stayed at a friend's house overnight and now had no-where to go. We asked for her number and gave her a call back immediately to talk her through what the situation was and to let her know what we could do to help.

We first asked if there was anyway that she could return home and she said this wasn't possible so we had to advise her to go to the Council to make a homeless presentation.

Katie sounded really anxious about this and said she couldn't do this on her own. She said that she could probably stay with other friends over the weekend and we agreed that we would contact her parents and go with her to the Council on Monday to support her.

We then phoned Katie's parents, Tom and Ally. They said that they did want Katie at home but that things were just so bad between them all at the moment that they had all reached breaking point. They agreed that Katie could come home for the weekend and that support would start for them all on Monday.

Although Katie had returned home she was still determined that she couldn't stay there and needed to be away from her parents as they were driving her mad. Katie has a history of adolescent mental health problems and was self-harming. Katie was found a place to stay in temporary accommodation. The Amber team supported Katie to move in and once she had settled a little bit we started the mediation process between her and her parents.

Many of the issues between them were around Katie's illness and her difficulties with communicating with them in any way other than screaming and shouting. Both parents were absolutely exhausted by her and felt that they had been banging their heads against a brick wall with Social Work and other services.

It felt really important for them to know that they weren't being judged and that their love and care for Katie was recognised. For Katie it was important for her to hear that her parents did love her and wanted her home and for her to start taking the support that was on offer.

After three weeks away - a short break in Belfast - Katie returned to her parents. After a couple of months of pre-mediation meetings and support, Katie and her parents were ready for the Face to Face meeting. This was a really emotional meeting and Katie had to leave the room a couple of times for some time out - one of the Amber team was outside waiting for her so that she got a hug and some space before returning to the meeting.

Katie has been back at home for the last six months. She has a voluntary job and is doing ok. Katie still plans to move out and is looking into her options. She and her parents still have ups and downs, but things have improved dramatically. Mediation and support meant that Katie was able to go home and start the move to independence with the support and love of her parents.

Martina and Brenda's Story

Martina became homeless after her mother's death. Maintaining her university place whilst recovering from the stress of the sudden change in her life was too much, her mental health suffered and she developed a severe eating disorder. She spent some time in and out of hospital battling her illness and when she was finally well enough to be discharged she found her housing options were very limited and she was facing homelessness.

Being under twenty five Martina's level of housing benefit was restricted, or was she well enough for employment. The Council put her in contact with Cyrenians **SmartMove service** which includes a unique scheme called **Flatmates** aimed at people who need or want to share but have no-one to share with.

Martina was very apprehensive about sharing with someone else; she had only lived with family before and her confidence and self esteem were so low because of her illness. Julie from Flatmates spent a lot of time with Martina exploring with her what she would be looking for in a flatmate.

From this Julie was able to match Martina with Brenda. Brenda became homeless after a year of sleeping on her mother's sofa. From a very early age Brenda had experienced an unsettled and chaotic lifestyle. When her parents separated Brenda lived with her father and her 2 sisters were taken into foster care. Her mother was unable to care for them because of her own severe mental ill health. When her father re-married she couldn't continue living with him as her relationship with his wife was volatile, this is when she moved in with her mother.

Brenda and Martina were introduced to each other by Julie. Being of similar age, looking to live in the same locality and both looking to move into employment or training in the near future, this was the beginnings of a good match but it was still up to them. From the outset Brenda and Martina got on, finding through the *Prepare to Share* exercises that they had similar interests and goals. They were able to put together a sharing agreement very quickly. Julie facilitated meetings with the pair over a 2 week period including both office based meetings to agree budgets plans and social meetings, such as going for coffee.

While the two young women were getting to know each other and making plans, Julie was able to offer properties for them to view from the list provided by participating private landlords as part of Cyrenians SmartMove service. They eventually found one in Livingston, close to Martina's family and to Brenda's mother and boyfriend. This was also ideal for Brenda who had just started working in a children's nursery in Livingston and for Martina, looking to go to West Lothian College to pick up her studies again.

Settled into their new home both Martina and Brenda began to get their lives back on track. Martina made use of Cyrenians SmartSkills programme - a personal development award accredited by City and Guilds - to get her back in the learning habit. With this her confidence has grown enormously and is planning for a return to college in 2010.

Brenda is working at the Children's nursery. She is looking at qualifications and to make this work her career. She has a strong relationship now with her boyfriend.

Although Flatmates offers a mediation option to all flat sharers to help learn to deal with problems before they become too big, neither has needed to call on this. They have however used support to deal with some issues with their landlord. They have both saved meticulously towards replacing Cyrenians Deposit Guarantee with their own money.

Martina says, "Having Flatmates supporting me has made a huge difference to my life in a very short time. It's a huge comfort to know that Julie is a phone call away."

Philip's Story

Philip, who is now in his early 40's, became a volunteer with the Good Food Programme soon after it started in 2000.

At that time he had a precarious existence, living alone in his own flat but returning to homelessness centres for meals, more for the company and something to do and to stave off the overwhelming feelings of loneliness and depression that beset him.

He heard about Cyrenians Good Food Programme on seeing the van delivering to a project where he was having a meal and was quick to ask what we were all about. Philip was very willing and helpful but also needed a good deal of listening and practical help from the workers at Jane Street to resolve his many issues.

After a two year period of volunteering with his new confidence and experience, Philip made the move "big time" as he would put it, and went to work for a local supermarket, firstly as an order picker and then as a home delivery driver. Now (March 2009), he is still there, thoroughly enjoying his job and looking to take on management responsibility.

Philip has now married, still lives in his same flat but he is very happy, fulfilled in his work and looking forward to a bright future.

Philip keeps in touch with his Good Food colleagues and always wants to say thank you for the time he spent here that gave him the skills and confidence to change his life. As he once wrote, "I was able to gain a lot of experience that has helped me in my work and to enable me to be in the position I am currently in. All thanks to the team at Cyrenians Good Food Programme!"

Service Results 2008/09

Overall

During the year Cyrenians provided the critical piece of help that resulted in over 1,000 people being able to achieve life changing outcomes. Interventions cover prevention of homeless, alleviation and tackling underlying issues.

In addition to the above the charity provided one-off assistance to in excess of a further 2,000 people through the provision of advice and information, guidance and referral to other sources of help and food donations.

Cyrenians SmartMove

Our intervention was key to 300 tenancies providing a home for over 700 people with a 85% tenancy sustainment rate.

Amber

76 interventions where teenagers were at severe risk of homelessness due to family crisis. With 62 cases completed, homelessness prevented in all interventions. Over 80% report major improvement in family relations.

Cyrenians Community

90% of the young people passing through the service recorded improved independent living skills.

Support & Resttlement Service

84 people were assisted to maintain tenancies, develop independence and reduce the risk of back sliding, with 32 dependent children also benefiting

People with Potential

54 new participants in PWP activities: 10 moved into regular volunteering and 10 into employment

Cyrenians Social Enterprises

38 trainees involved in Cyrenians Social enterprises recording positive outcomes with 7 into settled employment

Wider Impact

In addition to providing major interventions for over 1,000 people, a further 2,580 benefited from one off assistance or ancillary help to that of their main helper, for example;

- Food, through members of our surplus food distribution scheme or emergency packs
- Cookery classes
- Advice, information and referral to people approaching our services

Following our Social Change Agenda, the charity made expert submissions to Government consultations regarding Housing policy and the National Food Policy.

Added Value

40,601 hours of volunteering were deployed in helping to deliver Cyrenians services: up from 38,000 in the previous year. This does not include help in fundraising or other indirect support. This is the equivalent of 24 full-time posts and an added value of about 50% of our paid workforce at the time.

£44,000 of pro-bono business support and Gifts in Kind from businesses supported our work in 2008/09

Edinburgh Cyrenians are one of 9 homelessness charities in the UK recommended to social investors by independent analysts New Philanthropy Capital. NPC researched this field in 2008 and scrutinised the work of leading charities. Their report and recommendation can be found on the [NPC website](#)



Appendix 1 – Corporate Strategies Summary

Each of these summaries are available as a separate document with SMART objectives for 2009/10 that are cascaded into Work Plans. Objectives are continuously reviewed and may be formally adjusted in light of developments. Financial implications are built into the 3 year organisational budgets that are also available under separate cover. Capital and other investment needs are incorporated into fundraising plans.

1.0 FINANCE STRATEGY		
Main Outcome, measures & indicators	On-going Aims	Strategic Priorities 2009/10
<p>Cyrenians is increasingly financially strong and resilient, with capacity to respond to economic, political, social and technological change. Demonstrating best practice in financial governance and management, the charity is increasingly attractive to people who want to invest in our work.</p> <p>Measures & indicators:</p> <ul style="list-style-type: none"> - Audit report & accounts - asset base - level of unrestricted reserves - adequate cash flow - diversity and security of income sources - % annual income secured in advance - Repeat custom - Feedback from stakeholders 	<p>1.1 Increase our strength and resilience by diversifying our activities, localities and business models</p>	<p>We have 3 ways of delivering our mission: winning & delivering public sector contracts; social enterprise; pioneering new solutions with investment from independent backers. (Fundraising can give some additional capacity to each and for the core of the charity). Cyrenians have developed expertise and seek to expand in all three areas. We are extending our geographical range beyond the 3 local authority areas served at present. Having strengthened the Finance Team we will support their development in managing growth and the different business models. They will continue the process of empowering budget holders and promoting fiscal acumen.</p>
	<p>1.2 Improve our ability to attract investment and win new resources</p>	<p>In each of our marketplaces, the recession makes it tougher to achieve this aim. Independent social investors are being hit hard and some of our social enterprise customers are less able to purchase goods and services from us. Pressure on public sector procurement is likely to see cost emphasised more than quality and there is likely to be less investment available for pioneering work. In consequence it is ever more important that we understand and manage our costs without compromising our trade mark quality standards and that we are able to evidence the difference we make. In 2009/10:</p> <ul style="list-style-type: none"> - We will continue to work on cost benchmarking with other providers to ensure competitiveness and to look for cost efficiencies which do not compromise the quality of our service provision. - We will develop a methodology to demonstrate to the effectiveness of money invested in Cyrenians. This may use a case study approach, or it may utilise work on Social Return on Investment being developed elsewhere. - We will establish a new corporate fundraising strategy to increase our base level of unrestricted donations that support the general running costs of the charity
	<p>1.3 Continuously invest in quality and long-term sustainability</p>	<p>All of our funding sources will be under pressure and we will look systematically for cost savings. However we will continue to invest in those things that make us successful as Cyrenians: high calibre workforce; quality management; excellent governance and leadership; marketing; R&D for innovation and continuous improvement; customer management and strong partner relationships. In the period ahead we plan to make particular investment in:</p> <ul style="list-style-type: none"> - Developing the Cyrenians helping model and in-house learning and development for Cyrenians workforce (see HR Strategy) - Providing additional capacity for R&D and scaling up successful social businesses (see R&D Strategy) - Consolidating the quality management systems introduced over the last 3 years (see Corporate Governance Strategy)
	<p>1.4 Improve internal processes for monitoring & coordinating grants, reports and funding applications</p>	<p>At present the charity is managing over 30 major funding streams. This will only increase with growth and diversification. Over the past few years we have developed systems for managing our income, ensuring payment is received at the earliest opportunity and conditions of funding are met including timely submission of reports. This has been managed within the finance department. This year we will build a database that will make this information accessible to all staff and it will be extended to include a record of all funding applications that have been submitted so that all staff can track progress, make timely reports and plan for the end of funding streams.</p>

	1.5 Develop and fully utilise the charity's assets in support of economy, efficiency and effectiveness	<p>Cyrenians good health and sustainability is underpinned by the ownership of 2 properties and the land at Cyrenians Farm. As well as other tangible assets the charity has considerable expertise and an array of products harvested from its long experience that are of value to others. During the period ahead we will:</p> <ul style="list-style-type: none"> - Look at developing a new and more cost effective HQ and service hub - Establish a full register of assets for consideration of how to exploit them more fully - Review the use of Cyrenian's property with costed alternatives for consideration - Review investment policy
2.0 HUMAN RESOURCES STRATEGY – OUR BEST WORKFORCE		
Main Outcome, measures & indicators	On-going Aims	Strategic Priorities 2009/10
<p>Cyrenians is increasingly successful as an employer in attracting, retaining and getting good performance from its paid workforce and others who want to contribute</p> <p>Measures & indicators:</p> <ul style="list-style-type: none"> - Staff Satisfaction Survey and volunteer satisfaction survey - Turnover & absence figures - Training spend - Use of HR policies and procedures log - Equalities and recruitment information for staff and volunteers - Exit interviews - Performance review results - Annual volunteer contribution figures 	2.1 Improve workforce management and performance	<p>Over the past 3 years we have fully implemented an integrated planning and performance management system across the organisation. In 2009/10 we will consolidate that with a new programme of training for managers. Based on evidence and feedback, training will focus on:</p> <ul style="list-style-type: none"> - Developing learning plans and objectives from performance reviews - Giving and getting constructive feedback - Dealing with difficult situations and issues
	2.2 Improve the application of Cyrenians values to the work and life of the organisation	<p>Our strong values base is part of our distinctive Cyrenians brand and a key part of what makes us effective in helping people. It also acts to connect people across the length and breadth of the organisation, generating common purpose amidst diversity.</p> <p>A major development in 2009/10 will be to establish a formalised 'Cyrenians way' of helping people and 'values in practice' guidance for recruitment, induction and for use in performance review and in-house learning.</p>
	2.3 Improve recruitment	<p>Employing the right and not the wrong people is one of the biggest factors affecting the success of the organisation. Evidence shows that we are getting it more right than ever before but there are areas where we think we can find improvement:</p> <ul style="list-style-type: none"> - Exploring new advertising, interview and selection techniques - Further developing our in-house recruitment accreditation process - Using recruitment data to inform future advertising
	2.4 Improve the demonstration of effectiveness at individual and organisational levels	<p>The new Performance Review System aligns personal objectives and success with those of departments and the organisation as a whole. Likewise, under-performance will be evident and made more manageable.</p> <p>One of the critical success factors for charities that survive and thrive is deemed to be its ability to demonstrate effectiveness. This is echoed throughout our strategies. In the context of the HR Strategy we will use the PRS in 2009/10 to drive increased effectiveness and to acknowledge success.</p>
	2.5 Invest in the development of talented staff	<p>Cyrenians is richly provided with talented and committed people whose contribution to the charities success is linked to their own growth and development. During the next period we will take action to:</p> <ul style="list-style-type: none"> - Develop a more flexible structure and 'smart working' culture that supports progression for high achievers - Establish a wide range of learning opportunities linked to personal plans and organisational needs

	<p>2.6 Develop appreciation of the 3 different business models in use in Cyrenians</p>	<p>Our strategy has been to develop strength through diversity. We operate 3 different business models in pursuit of the same charitable mission: providing help for people in need. We deliver public sector commissioned contracts. We operate commercial social enterprises. We pioneer independently funded initiatives to meet need. Each method requires a different emphasis and culture.</p> <p>We will provide learning opportunities for all staff about the different business models: the common core components and the differences</p>
	<p>2.7 Increase workforce resources</p>	<p>Cyrenians 'workforce' is about 70% paid employees and 30% voluntary. A lot of our strategic attention recently has been on improving paid workforce. We will turn attention to improving the recruitment, management and support of volunteers – in their many types.</p> <p>We have a deserved reputation as one of Scotland's best volunteer engaging charities. However we intend to improve this by:</p> <ul style="list-style-type: none"> - reviewing the charity's volunteering policy and provide training for staff on volunteer management - increasing the level, variety and quality of volunteering, traineeships and other opportunities - developing and marketing volunteering and traineeships as a creative response to the recession
<p>3.0 RESEARCH & DEVELOPMENT STRATEGY –INTELLIGENT GROWTH</p>		
<p>Main Outcome, measures & indicators</p>	<p>On-going Aims</p>	<p>Strategic Priorities 2009/10</p>
<p>We develop more business for the charity based on evidence of effectiveness and need</p> <p>Measures & indicators:</p> <ul style="list-style-type: none"> - Trustees Annual Report: Turnover / Annual growth figures - Annual Impact Report - R&D Strategy Review 	<p>3.1 Continuously improve and scale-up our successful activities</p> <p>3.2 Develop our capability for winning & delivering public sector contracts</p> <p>3.3 Look for funding for proposals for new work in areas of researched need and strategic opportunity</p>	<ul style="list-style-type: none"> - 'Continuous improvement' practices are now embedded into our activities and culture, but this will be reinforced by In-House Learning. - Amongst Cyrenians Social Enterprises, CORE will require strategic thinking and planning to make the most of its considerable potential. - We will offer the redeveloped SmartMove and Amber services to contiguous local authorities as effective means of early intervention & prevention. - We will complete the redevelopment of the Cyrenians Community model as a contemporary solution to the life-long marginalisation of the most vulnerable. - We will offer People with Potential more widely as an effective means, especially during recessionary times, of promoting learning, skills, motivation and self belief to those most at risk of long term exclusion. <p>We made big strides in 2008/09 in improving our corporate capability to engage in competitive tendering. We will consolidate this by chronicling it as part of organisational memory and passing on the learning in our In-House programme. During 2009/10 we will be implementing our largest public sector contract and establishing learning about the delivery of this in matters such as TUPE, contract negotiation and the tight management of services with little margin for R&D</p> <p>We are using the Comic Relief funded pilot project into interventions around alcohol to establish what more, if anything, that we have to contribute in this field. Social Enterprise development will take us into: bio diesel; more solutions to food waste and looking at establishing a social lettings agency.</p> <p>We are actively looking for money to:</p> <ul style="list-style-type: none"> - develop a programme to help people progress through traineeships in social enterprises - develop an action research approach to improving health promotion in hostels - develop a voluntary programme to assist people with deeply problematic lives to achieve personal transformation - develop a specialist 'problem tenancy' intervention service aimed at a win:win for landlord and tenant, leaving the landlord with a better tenant and the tenant with a better way of managing

	<p>3.4 Continuously develop our knowledge and expertise in new areas</p>	<p>We will find added capacity for R&D to deepen our strategic understanding and expertise in homelessness prevention and early intervention, making this a feature of our work. The new Edinburgh contract will give us rich experience but has no capacity for R&D.</p> <p>With a view to up-coming tendering, we will establish a view on our involvement in the use of supported accommodation.</p> <p>As well as alcohol, we will establish a strategic understanding of effective interventions for people with addictions and what future part we want to play in this.</p> <p>As pioneers in meeting unmet or under-met need, we have identified several needs groups and issues that we will explore with a series of scoping papers: sex workers; offenders; relationship training.</p>
	<p>3.5 Further develop best practice</p>	<p>One of the critical elements of our success is the quality of what we deliver – whether that be social services or commercial service. During the next period we are going to further invest in:</p> <ul style="list-style-type: none"> - developing the Cyrenians Key Worker practice model - improving how we recruit & manage volunteers - improving service user involvement - further embedding systems and culture of planning, learning & continuous improvement
	<p>3.6 Increase our capacity for R&D</p>	<p>One of the elements of our success hitherto is that we have given ourselves the capacity for R&D and quality management. This came from the implementation of Full Cost Recovery (FCR) from 2001/02 and our habit of getting extra people and money in for specific development projects. The move towards competitive tendering puts this capacity under pressure.</p> <p>It is critical to future success that we maintain the capacity that enables us to be forward thinking, outward looking, well networked, producing evidence and using that to fuel continuous improvement. In the context of the R&D Strategy will maintain and increase capacity by:</p> <ul style="list-style-type: none"> - investing in developing the capabilities of staff and managers to value and participate in R&D work - improving our evidencing of impact and value to give us the credibility to attract investment of money and expertise - offering well planned development projects to businesses, academic institutions and public sector agencies for help in kind as well as funding
<p>4.0 CORPORATE GOVERNANCE & MANAGEMENT STRATEGY – QUALITY AT THE CORE</p>		
<p>Main Outcome, measures & indicators</p>	<p>On-going Aims</p>	<p>Strategic Priorities 2009/10</p>
<p>Cyrenians move forward as an effective, efficient and economical organisation, well governed, well managed and sufficiently resourced to live its values and deliver its mission.</p>	<p>4.1 Maintain the highest standards of Corporate Governance</p>	<p>Cyrenians benchmark and review Board performance against NCVO’s Code of Good Governance. The 2008 Trustees Conference identified areas for improvement:</p> <ul style="list-style-type: none"> - Explore ways and means of improving service user involvement - Creating a ‘virtual Boardroom’ to better facilitate trustees in accessing Company Files, reviewing decisions, storing information, communicating between themselves and having resources to develop their role and performance - Informing ourselves about the best form of company to establish for our trading subsidiary – Cyrenians Social Enterprises – and the best timing for migrating the developing enterprises to it

Measures & indicators: - Governance benchmarked to NCVO's Code of Good Governance - Cyrenians Values and Key Characteristics - Figures giving comparative breakdown of admin costs - Cross reference with HR indicators	4.2 Invest in leadership	Impactful leadership starts at the top but shouldn't end there. By definition, not everyone in an organisation can be the leader at the same time but it is important to us to have excellent leadership skills & attributes at every level and a culture that empowers people to take responsibility and show initiative. (It's what we're asking our clients to do). We have employed mentoring, coaching and team development training and will target further investment during annual review of learning plans and in building our corporate learning programme
	4.3 Embed our quality assurance system into practice, monitoring and annual reporting	We currently use a 10 point QA system derived from some of the externally accredited systems suitable for voluntary organisations. In 2009/10 we will review our own system and do a cost / benefit analysis about joining an accredited system
	4.4 Improve outcome management practice and evidencing of results against service outcomes	We are increasingly effective in articulating the differences we seek to make and producing evidence that we can look at, learn from and communicate to stakeholders. This is managed systematically as part of the annual review and planning cycle. We are going to improve this in 2009/10 by: - Introducing a new Annual Impact Report - Introducing new systems in all services for long term tracking
	4.5 Improve knowledge management (KM) practice & systems across the charity	KM is the process of systematically and actively organising and using our stores of knowledge. It off-sets the risk of losing it as people depart and of wasteful duplication or people reinventing the wheel. During 2009/10 we will: - Develop a Knowledge Management policy that contains development objectives and a forward action plan - Seek outside help and expertise in this
	4.6 Evolve the best structure, infrastructure and supports to deliver our work	We have managed an average 10% growth each year and 2009/10 will see 25%. Twin impact of the recession and competitive tendering will reduce the availability of money for anything other than operational activity. In 2009/10: - the Board and SMT will review senior management and organisational structure - we will develop an IT plan for going forward - we will develop plans for premises (cross reference to 1.5)
	4.7 Put our charity's environmental purpose into practice in how we operate	We have started to develop an all-encompassing 'Green Cyrenians' policy from which we will establish an action plan to promote environmentally sustainable practices in every aspect of the organisation. Whilst needing to make some capital investment, most changes will have an economic as well as environmental benefit. The 'Green Cyrenians' plan will be put in place during 2009/10 ready for implementation starting with low and no-cost changes.

5.0 MARKETING & COMMUNICATION – ATTRACTING SUPPORT

Main Outcome, measures & indicators	On-going Aims	Strategic Priorities 2009/10
Cyrenians becomes better known – as the brand - better able to attract support and more able to influence change	5.1 Brand development: Consistently build Cyrenians as a passionate & professional charity, creative in developing contemporary solutions for people in need that contribute to a better Scotland	Feedback and other evidence suggests that we are getting better at knowing and communicating what makes our charity special: our brand. We will continue to do what we can with limited means to continuously improve the impact of our marketing materials and their use in building the Cyrenians brand, but also trying to get expert help in brand development

	<p>5.2 Internal marketing: inspire everyone involved with Cyrenians with a strong shared vision, mission and values</p>	<p>The Weekly Update, Staff Forum and briefing sessions are all examples of how we work at keeping everyone 'on board.' It is part of being a healthy, effective organisation and becomes even more of a priority as we get bigger and more diverse. We'll use every opportunity to share our successes and enable contribution to the uplifting mission</p>
	<p>5.3 Increasing our capacity for marketing & communications work</p>	<p>We had a big boost in 2008/09 from our 6 month corporate communications secondment (Nikki) from Standard Life. In the period ahead we will up-skill our staff for the task and try to get more professional and voluntary help. We will also look again at the idea of ambassadors or champions to give a higher profile to our work.</p>
	<p>5.4 Developing great customer relations practice as a basic principle of success</p>	<p>Great customer care is at the heart of good business – charitable or otherwise. We will use in-house training to nurture these skills and move forward plans for underpinning practice with new CRM systems</p>
	<p>5.5 Increase our presence across all media, communicating the brand and positive outlook and connecting with supporters</p>	<p>For a charity without a marketing or PR employee, we get a lot of positive coverage. We have inspiring stories to tell that can offset recession depression and point at solutions to a better Scotland. In 2009/10 we plan to increase coverage in the mass media and develop our ability to use new media, such as social networking</p>
	<p>5.6 Develop our capacity to run events that benefit our mission - or have them run on our behalf</p>	<p>We have delivered some great events and the best regular event – the Corporate Cook Off – is largely organised on our behalf. Our biggest restriction is manpower. In 2009/10 we'll develop our Events Calendar and invite people to contribute both to supporting what's in it and running others.</p>
	<p>5.7 Enter a selection of social, environmental and business Awards that have strategic benefit in entering or winning</p>	<p>We will enter those in particular that showcase the excellent progress with our HR strategy, which reward our volunteers and which consolidate our relationships with business partners. We will also look for more help in making entries.</p>

Appendix 2 – Edinburgh Cyrenians’ Deeds of Trust

Edinburgh Cyrenians is an unincorporated charitable trust, registered with the Office of the Scottish Charity Regulator (OSCR) with the charity number SCO11052.

The charity has registered a Community Interest Company under the name Cyrenians Social Enterprises. It is our intention to activate this when it is right to establish a trading subsidiary for the growing portfolio of social enterprises.

The **Deeds of Trust** form the legal basis of the charity; defining the purposes of the charity, the powers of trustees and their rules of engagement

A MS Word version of the document is reproduced in [Appendix 1](#).

The original Deed of Trust established in June 1968 was amended through formal channels in 2001 in order to:

- Establish an additional environmental purpose that had been previously implicit and evident in activities such as Cyrenians Farm
- Remove geographical limitations
- Enable trustees to join and leave without recourse to further amending the document

The Deed of Trust provides the **Terms of Reference** for the operation of the Board. Edinburgh Cyrenians’ charitable purposes are defined therein as:

- i. The provision and development of services to and for homeless people which include but are not limited to (one) the provision of accommodation, support and practical help for people who are homeless (two) the prevention of homelessness and (three) the education of the public about homelessness.
- ii. The relief of property and need.
- iii. The provision of schemes and other initiatives (one) to promote, manage and effect for the benefit of the public as a whole the provision, development and improvement of facilities for waste minimisation, recycling initiatives and other environmental improvements which promote environmental sustainability and (two) to encourage educational projects into recycling and waste management, for the education of the public.
- iv. The provision of financial assistance in any form to any body, corporate or unincorporated, any group, organisation or association whose purposes are similar to those declared above which is active and operating for the benefit of individuals or communities and is itself established for charitable purposes only.

Appendix 3 – Meet the Board

Board Members serve as individuals, providing for the general good governance of the charity but with recruitment guided by consideration of individual specialisms that contribute to the needs of the charity and its strategic direction.

Ian Jones

Chairman of the Board, Dr. Jones is Learning and Development Director at the NHS State Hospitals Board for Scotland. He became a Trustee in January 2000. Having worked and taught in human resources management and organisational development in both the private and public sectors, Ian was recruited to strengthen the personnel and human resources expertise of the Board.



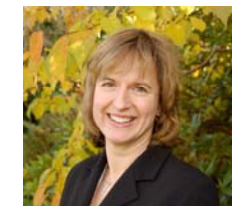
Isobel Wylie

Isobel has been a Trustee since 1989 and officiates as Secretary to the Board. She is an advocate, member of the Scottish Bar since 1992. She advises the charity on all legal obligations and issues. **Remuneration Sub Committee**



Morag Arnot

Morag is the Director of Planning and Communications at the Scottish Arts Council. She joined the Board in 2003 with a specialist input in developing our fundraising and marketing strategy.



Richard Frazer

Richard is a Church of Scotland Minister at Greyfriars Toll Booth and Highland Clerk. He is a Trustee of the Grass Market Mission – the longest established homeless charity in Edinburgh. Richard is particularly interested in food, nutrition and sustainable agriculture. **Social Enterprise Sub Committee**



Carolyn Girvan

Recruited in September 2003, Carolyn is an independent business consultant specialising in organisational development and performance management. Her expertise includes strategy implementation and business planning. **Audit and Social Enterprise Sub Committees**

Fiona Taylor

Fiona is Director of Housing Services at Horizon Housing Association. Fiona has been a Board member for the past 10 years. Her expertise is in housing, community care and related issues. **Remuneration Sub Committee**



John Lawrie

John joined the Board in October 2003. John was an investment manager for Scottish Provident. He was an Edinburgh City Councillor from 1971-5. He has been a board member of a Housing Association in the city for over 30 years and is on some other charitable boards. In 1990, he was awarded the OBE. ***Audit and Social Enterprise Sub Committees***

Gillian Kynoch

Joined in 2007, Gillian is Head of Development and Innovation, Albert Bartlett and Sons. Her areas of expertise are public sector food standards and procurement, improving food access within low income areas and excluded groups; developing private / public partnerships, social marketing and communications.



Sue Irving

Sue joined the Board in late 2008. Profile to follow. ***Social Enterprise Sub Committee***

Aileen Mathieson

Aileen joined the Board in 2009 as the Treasurer. Profile to follow. ***Audit Sub Committee***

Peter Kerr

Peter joined the Board in 2009. Profile to follow

Senior Management Team

Des Ryan, Director

As Director, Des Ryan is the chief executive officer for the charity, accountable to the Board of Trustees. He has been doing this since 1988 and has been continuously working in tackling homelessness since 1976.

Pam Orchard, Assistant Director

Pam has worked with Edinburgh Cyrenians since October 2003. As part of the Senior Management Team, Pam has responsibility for delivering against the organizational strategic plan. In particular, her responsibilities include: quality assurance in our services; HR strategy and high quality staff management; research and demonstrating effectiveness; planning across all services; ensuring contracted services are valued and appropriately funded by key customers.

Gill Bogie, Finance Manager (part time)

Gill has been with Cyrenians since June 2004. As part of the senior management team she is responsible for developing the financial strategy of the charity. She reports on financial performance to funders and the board of trustees.