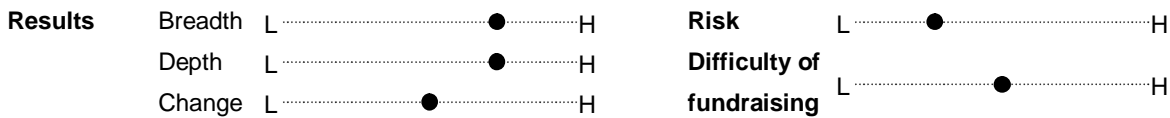


# Edinburgh Cyrenians



**Funding needed:** £210,000 per annum for at least 3 years

June 2008



- n Homeless people in Scotland face numerous barriers to moving out of homelessness
- n Edinburgh Cyrenians runs a portfolio of projects tackling issues facing homeless people
- n Funding can help move more people out of hostels and into permanent accommodation
- n NPC believes Edinburgh Cyrenians provides a strategic response to a major problem

## Issue: Homeless people in Scotland face numerous barriers to moving out of homelessness

In 2006/2007, at least 60,000 people became homeless in Scotland. In over half of cases relationship breakdown was estimated to be the main cause. Once homeless, people face several barriers to getting back on their feet, issues that may have contributed to their homelessness in the first place—a lack of affordable accommodation, poor employment opportunities and mental health and addiction problems. The greater these needs, the longer that person usually stays homeless.

In a survey of its clients, Edinburgh Cyrenians found that: 55% left school with no formal qualifications; 42% have been unemployed for two years or more; 75% have been in trouble with the police; 37% have difficulty with reading, writing or numbers; and 24% have on-going health concerns.

While the government pays the costs of temporary accommodation, such as hostels, research has shown that by itself, just putting a roof over people's heads is not enough. Instead, this needs to be tied into other programmes such as healthcare and employment, which then provide people with the income, the self-confidence and the skills to find and hold down permanent accommodation. Mainstream government services, such as the NHS or local Job Centres, often struggle to work with homeless people. They lack the necessary expertise and contacts; often it is just easier to focus their efforts on simpler cases that help them meet their targets.



At least 60,000 people become homeless in Scotland each year

### Jane's story:

When she was 17, Jane left home after a row with her mother. She only had the clothes she was wearing and a mobile phone and ended up living in an emergency hostel for the next three months, surrounded by older drug-users and alcoholics.

After hearing about Edinburgh Cyrenians, she got in contact and the charity helped her move to secure accommodation, and take part in its *People with Potential* course. As she says:

*'The Cyrenians have helped me with everything. They've listened to and understood me. I don't think I would be here today if it weren't for them. I've now got a job at a call centre and I'm dead chuffed. I feel as though I am somebody and that's all I ever wanted.'*

## Response: Edinburgh Cyrenians runs a portfolio of projects tackling issues facing homeless people

Edinburgh Cyrenians runs a portfolio of programmes to meet homeless people's multiple needs: training and employment schemes; support for drug users; and help finding private rental accommodation. The charity's aim is to develop innovative solutions to these problems, prove their success and then use these lessons to help other organisations and inform government policy. Current activities include:

- **Housing and support:** It underwrites deposits for 243 households entering the private rental sector, and offers floating support to help people settle into their new homes. It offers more intensive care for ex-drug users. A new scheme helps 18 young homeless people to share flats.
- **Education and employment:** Its *People with Potential* programme helps prepare people for employment, and develops links with employers in the area. It also provides opportunities for over 30 people to volunteer with its *Good Food Programme*, which also distributes 309 tonnes of surplus food to disadvantaged groups, and runs healthy-eating courses in local hostels for 360 people.
- **Residential care:** It operates two communities, in Edinburgh and on a farm in West Lothian, for 32 young people each year.
- **Amber mediation project:** This new project provides family mediation for young people aged 16-24 to reduce the negative impact of family breakdown.

The charity's activities have grown beyond Edinburgh into West Lothian and Falkirk and it has 36 staff and 130 volunteers. Income in 2006/2007 was £1.8m, with two thirds of this coming from a range of statutory source.

## Results: Funding can help move more people out of hostels and into permanent accommodation

Edinburgh Cyrenians is providing a coordinated and high-quality portfolio of services for homeless people in Edinburgh and the surrounding area. It is helping people to move out of homelessness, sustain tenancies, get jobs, develop skills and make friends. Recent results include:

- 97% of tenants through the rent deposit guarantee schemes (RDGS) sustained their tenancy for over a year.
- 93% of residents in its communities reported enhanced life circumstances.
- 47% of young people on the People with Potential (PwP) programme were in training, education or employment.
- 90% of the drug users it supported improved the management of their abuse.

It has a demonstrated commitment to capture its results, and use them to expand and replicate successful projects; to share good practice with other charities; and to work closely with local and national government. It feeds into several Scottish Government initiatives on homelessness, and the Government also recently commissioned Edinburgh Cyrenians to carry out research on the experience of homeless people from Eastern Europe.

The charity has recently investigated ways to become more sustainable and generate income, both from existing projects and by starting social enterprises. In 2006, it hired a Business Development Manager for a year, and has developed plans for a composting business, woodwork shop, and selling produce from its farm.

### Feedback from clients:

*'The workers at Cyrenians have given me the confidence and courage to believe in myself and have turned my life around.'*

*'I didn't think that there were people in the world that could be so supportive and helpful as Cyrenians. They gave me exactly the help I needed.'*

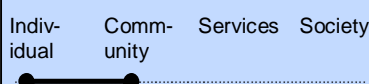
*'After being on the [Cyrenians'] farm I'm more confident and more active, and I feel healthier. I've cut down my drinking, and I feel like I might be able to go to college.'*

*'With the help of my key worker I don't use drugs as much and am able to go to the gym and look after myself. I've even started a computer course at the local college.'*

### Geographical coverage



### Focus of approach



### Life stage



### Replicability or scalability



### Annual income (£'000s)

2006	2007	2008
1,300	1,800*	1,600

### Staff

\* Includes £260,000 of legacies

FTEs	Volunteers
36	130

## Recommendation: NPC believes Edinburgh Cyrenians provides a strategic response to a major problem

Edinburgh Cyrenians is an extremely impressive organisation, taking a strategic and informed approach to tackling homelessness in its area. Underpinning its success is a highly professional, articulate and committed management team, with an established background in the sector. Importantly, it is able to draw on its strong reputation and good relationships with government, other charities and the local business community.

Specific opportunities for private funding include:

- £60,000 could be used to accelerate the growth of Cyrenians social enterprises.
- £80,000 could be used for a pilot project providing intensive support for young homeless adults at risk of addiction and offending behaviour.
- £200,000 could be used for a new learning, education and training centre at the Cyrenians Farm.

The risks for the organisation are considered to be low-medium. Changes to government commissioning may pose some threats to individual programs, as does some recent difficulty recruiting project managers. However, as a whole the organisation is strong and well-prepared to deal with these challenges. It is developing diversified funding streams, strong reserves and has brought in an external consultant to develop an HR strategy.

**Edinburgh Cyrenians is a uniformly strong organisation with a comprehensive and high-quality portfolio of services for homeless people.**

[www.cyrenians.org.uk](http://www.cyrenians.org.uk)

New Philanthropy Capital (NPC) is a charity that advises all types of donors on how to ensure their money has high impact.

This document describes one of the charities recommended by NPC in its report on Homelessness in the UK. For more information see our report Lost Property at [www.philanthropycapital.org](http://www.philanthropycapital.org). Names and potentially identifying details in case studies have been changed.

To discuss this or any of our other recommendations, please contact Harry Charlton on 020 7785 6309.

Last revised on 23/06/2008. Adrian Fradd

#### Notice and Disclaimer:

- The content of this report is the copyright of New Philanthropy Capital ("NPC").
- You may copy this report for your personal use and/or for that of your firm or company and you may also republish, retransmit, redistribute or otherwise make the report available to any other party provided that you acknowledge NPC's copyright in and authorship of this report.
- To the extent permitted by law, NPC shall not be liable for loss or damage arising out of or in connection with the use of this report. This limitation applies to all damages of any kind, including (without limitation)

---

## Glossary

Page 1

<b>Funding needed</b>	amount or range of funding required
<b>Results</b>	impact of this charity's work on people's lives – NPC looks at results in terms of three dimensions:  <b>Breadth</b> – number of people affected <b>Depth</b> – intensity of results for each individual affected (greatest depth means a life-saving intervention; lowest means a minor interaction) <b>Change</b> – degree of systemic change brought about by this work; equivalently whether it tackles causes (high) or treats symptoms (low)
<b>Risk</b>	level of risk threatening the delivery of specified results
<b>Difficulty of fundraising</b>	level of difficulty associated with fundraising for this charity (may be due to unpopularity of field of work or lack of fundraising capacity)

Page 2

<b>Geographical coverage</b>	charity's area of work – local, regional or national – or a number of these levels
<b>Focus of approach</b>	main groups with which the charity works:  <b>Individual</b> – working directly with individuals, providing services and support to improve their quality of life <b>Community</b> – working with communities and/or families, providing activities to strengthen community life <b>Services</b> – working with organisations, funders and policymakers to improve services <b>Society</b> – working at a national level to change attitudes and tackle causes
<b>Life stage</b>	organisation's developmental stage – from pilot/start-up to mature, established organisation
<b>Replicability or scalability</b>	potential for replication of the charity's model, or growth of the charity itself

---

## Good giving principles

- **Pro-active selection of charities based on results:** Donors should support charities that are achieving excellent results for the people that they serve, rather than charities that have the most effective and professional fundraising teams or the lowest administrative costs (all organisations need administrative costs in order to be effective; low admin costs may in fact be a sign of an inefficient organisation).
  - **'Light touch' engagement with charities:** In most instances we recommend that donors minimise the demands on the time and resources of the charities they fund. In practice, this means not imposing arduous reporting requirements and limiting visits and contact with charities.
  - **Funding organisations, not projects:** As a donor, it is tempting to stipulate that a grant can only be used for a particular project, because this makes it much easier to see the direct charitable impact of the donation. However, we believe that this practice can limit the impact of the donation. Firstly, it may cause charities to propose projects that meet the donor's objectives but which stray from their core mission. Secondly, if circumstances change then charities are unable to respond. We believe that the charities we recommend can and should be trusted to make decisions in the best interests of the people they serve, and so in general we recommend that donors fund organisations, not projects. Practically, this means giving unrestricted funding.
  - **'Just right' donations—not too big, not too small:** Judging the right size for a donation to a charity is an art, not a science. If a donation is too big, there is a risk that rapid growth will create significant organisational problems, particularly when the donation runs out. At the other end of the scale, if a donor makes a small donation and requires a charity to go through application and reporting processes then the administrative burden may outweigh the benefit of the donation. Of course, small donations with no strings attached are always welcomed by charities. Our researchers works with charities to understand their financial needs, and recommend a suitable size for a donation. In general, we work on an assumption that contributing more than a third of an organisation's annual income may create problems. However, if a charity is looking to grow significantly and it has a robust strategy for growth, a larger grant may be entirely appropriate.
  - **Multi-year support:** We recommend that donors should provide multi-year support for charities, rather than giving them a lump sum in a single year. Choosing the right length for a grant depends on the specific case – as a guide, grant-making trusts often give three-year grants. Multi-year support gives charity leaders the opportunity to make long term plans to improve their organisations and build projects that will create and sustain improvements in the lives of the people they serve. It also allows donors to build longer-term relationships with the charities, if they wish.
-