

Cyrenians

CYRENIANS PEOPLE STRATEGY

2022-25

WELCOME

Welcome to our People Multi-year plan 2022-25.

We have had an incredible period of growth at Cyrenians, as the introduction of more services led to more than doubling our staff headcount – from 81 in January 2018 to 197 in October 2022.

Alongside this growth have come the natural challenges of supporting our new and existing people, integrating new services, and developing consistent, values-led and relationship-based ways of working.

This multi-year plan, which forms part of our overall plan to become a Learning Organisation, sets out how we will engage, develop and support our people to maintain their wellbeing, achieve their goals, and progress their careers within Cyrenians. It complements our other strategies and policies, and [our strategic aims](#), particularly 'Investing in nurturing our people'.

We recognise that in order to deliver our services and achieve our aims we must invest in nurturing our people.

SHAPING OUR PEOPLE MULTI-YEAR PLAN

We have developed this People Multi-year plan through:

Engaging with our people

Researching good practice

Building on our existing people policies

Connecting with our strategic aims and objectives

Analysing data and experiences from our systems and previous people activities

OUR PEOPLE

Our Cyrenians people are our:

BOARD OF TRUSTEES

Our eleven trustees provide our governance, shape our strategic direction, and share their expertise to support us in achieving our aims.

STAFF

Our 195 staff work across 9 pillars to deliver more than 60 services, projects and enterprises and to achieve our organisational, team and individual objectives.

VOLUNTEERS

We have more than 300 active volunteers, who support our staff to deliver services and support.

OUR VALUES

Our values are at the heart of all that we do at Cyrenians. They guide our ways of working, our decisions and our relationships.

Compassion

We treat our people compassionately, showing them care and support in all of our interactions.

Respect

We treat our people's stories, rights, needs and wishes respectfully.

Integrity

We are open with our people, do what we say we will, and communicate clearly.

Innovation

We find and create innovative ways to onboard, support, develop and thank our people.

OUR PEOPLE GOALS

A HEALTHY, SUPPORTIVE WORKPLACE

We recognise that a healthy, happy workplace will enable our people to engage, thrive and achieve. We will create policies, processes and benefits which nurture our people's wellbeing and provide a positive people experience.

ACHIEVING OUR POTENTIAL

We understand the importance of having the right people in the right places, with the right support. We will create accessible, values-led processes, to enable us to recruit, support and develop our people to achieve our goals.

INCLUSIVE, ENGAGED AND CONNECTED

It is vital our people feel included, valued, and have opportunities to connect in accessible places, spaces and ways which suit them. We will continue to build a culture which places valuing and engaging our people at its heart.

LEADING THE WAY

We value strong, values-led leadership. We will empower and support our leaders and future leaders to be compassionate, skilled leaders who guide our people and nurture their potential.

1.

A HEALTHY, SUPPORTIVE WORKPLACE

AIM

We recognise that a healthy, happy workplace will enable our people to engage, thrive and achieve.

We will create policies, processes and benefits which nurture our people's wellbeing and provide a positive people experience.

STRANDS

1.1 Policies

We will develop compassionate, innovative people policies and procedures which clarify the expectations and support available to them at Cyrenians. We will communicate and train our people in these to enable them to understand and apply them and access the support available to them in doing so.

1.2 Benefits

We will provide a clear, competitive rewards, benefits and support package, which provides our people with the practical and emotional support and tools to flourish and progress within Cyrenians. This will contribute to attracting new people, recognising the contribution of our existing people and retaining them within Cyrenians.

WHAT DOES SUCCESS LOOK LIKE?

- Our people feel supported, fairly treated, and valued.
- Our managers feel confident in applying policies and following processes which support staff throughout their Cyrenians career.
- Our benefits contribute to attracting and retaining our people.

HOW WILL WE MEASURE THIS?

- Feedback from pillar meetings
- Feedback from Leadership, Senior Managers' and Managers' meetings
- Staff survey
- Exit interviews
- Benchmarking

WHAT CONNECTIONS WILL THIS TAKE?

| People | Strategies |
|--|--|
| <ul style="list-style-type: none">• Remuneration committee• Internal Communications Group• Other internal working groups, such as the Inclusion and Diversity (I&D) group. | <ul style="list-style-type: none">• 5-year plan• Learning multi-year plan |

2.

ACHIEVING

OUR

POTENTIAL

AIM

We understand the importance of having the right people in the right places, with the right support.

We will create accessible, values-led processes which enable us to recruit, support and develop our people to achieve individual and organisational goals.

STRANDS

2.1 Recruitment and onboarding

We will recruit and onboard values-led people, and provide them with a positive start to their Cyrenians careers.

2.2 Learning

We will create and build a culture where we value, access, and share our learning, using it to develop our individual skills and careers, build our organisational capacity and improve our decision-making.

2.3 Performance

We will ensure all staff have clear, consistent job descriptions, and objectives. We will empower them to innovate within their role, supporting them compassionately through challenges and working together to achieve positive outcomes.

WHAT DOES SUCCESS LOOK LIKE?

- Our people enjoy positive recruitment and onboarding experiences, which provide them with a sound beginning to their Cyrenians careers.
- We achieve our aim of becoming a learning organisation, as set out in our Learning Multi-year plan.
- Our people have clear, up-to-date job descriptions, and SMART objectives which are clearly linked to service delivery plans and organisational aims.

HOW WILL WE MEASURE THIS?

- Recruitment and onboarding surveys
- Organisational and service delivery feedback and statistics
- Staff survey
- People First data analysis
- Learning evaluations

WHAT CONNECTIONS WILL THIS TAKE?

| People | Strategies |
|---|---|
| <ul style="list-style-type: none">• Leadership, senior managers and managers• Internal Communications Group• Volunteer Coordinators Group | <ul style="list-style-type: none">• 5-year plan• Digital strategy• Learning multi-year plan |

3.
INCLUSIVE,
ENGAGED
AND
CONNECTED

AIM

It is vital our people feel included, valued, and have opportunities to connect in accessible places, spaces and ways which suit them.

We will continue to build a culture which places valuing and engaging our people at its heart.

STRANDS

3.1 Inclusion

We will further develop our culture around valuing our differences, and creating inclusive opportunities for all our people to contribute and grow.

3.2 Engagement

We will engage with our people about decisions which affect them, actively listen to their feedback, and connect them with others to maximise the power of a connected workforce.

3.3 Technology

We will harness technology to provide our people with accessible, efficient ways to learn and connect with each other, and to manage their personal data, learning and support.

WHAT DOES SUCCESS LOOK LIKE?

- We have a diverse workforce, who feel valued for themselves and their experiences.
- Our people feel engaged and connected with one another, and the aims, achievements of the organisation.
- Our people are able to use technology to achieve their goals and stay connected.

HOW WILL WE MEASURE THIS?

- Staff survey
- Recruitment data analysis
- I&D benchmarking
- People First data analysis
- Learning evaluations
- Pillar meeting feedback

WHAT CONNECTIONS WILL THIS TAKE?

| People | Strategies |
|--|---|
| <ul style="list-style-type: none">• Inclusion and Diversity internal group• Internal Communications group• Leadership, senior managers and managers• Relationships team | <ul style="list-style-type: none">• 5-year plan• Digital strategy• Learning multi-year plan |

4.

LEADING THE WAY

AIM

We value strong, agile, values-led leadership.

We will empower and support our leaders and future leaders to be compassionate, skilled leaders who guide our people and nurture their potential.

STRANDS

4.1 Planning

We will use data, analysis and engagement to make sound decisions, plan our services and create pathways for our people to progress and succeed in their Cyrenians careers.

4.2 Leadership

We will place the right people into leadership roles, and develop our leaders, ensuring they have the skills and support to lead and manage our people and services.

WHAT DOES SUCCESS LOOK LIKE?

- Our managers at all levels feel confident in planning the people requirements of their services.
- We have succession plans for all Leadership Team and Senior Manager posts, and clear pathways within all pillars for all staff to reach their career aspirations.
- Our managers are trained in all our Cyrenians policies and procedures to support their teams, and have access to further learning opportunities.

HOW WILL WE MEASURE THIS?

- Staff survey
- Organisational and service delivery feedback and statistics
- 121s and annual reviews with managers.

WHAT CONNECTIONS WILL THIS TAKE?

| People | Strategies |
|--|--|
| <ul style="list-style-type: none">• Leadership, senior managers and managers• Internal Communications Group• External learning providers, including coaches, qualification providers and networks. | <ul style="list-style-type: none">• Cyrenians 5-year strategic plan• Learning multi-year plan |

OUR RELATED DOCUMENTS

We have a number of other strategies, policies and groups which complement this People Multi-year plan. They include:

- Cyrenians strategic plan
- Pillar strategies and delivery plans
- Learning multi-year plan
- Remuneration paper
- Inclusion and Diversity group
- Internal communications group
- Trauma-informed group