

Our Strategic Themes



We have developed five Strategic Themes, which we believe reflect best practice in organisation development to govern the way we work.

Promoting Effective User Involvement

The Cedar Foundation is committed to ensuring that service user involvement is more than consultation or seeking views and means equal involvement as a stakeholder.

This will be achieved by:

- Having a transparent and accountable process for the User Forum to influence policy and practice within The Cedar Foundation, e.g. quarterly review meetings with the Executive, the User Forum Annual Conference, and involvement in the annual Business Planning Review.
- Promoting a culture of facilitative leadership, which is designed to ensure service users play a central role in the planning, delivery and evaluation of all our services.
- Ensuring that service users are central to our operations by guaranteeing their representation in all key operational activities, for example, Project Steering Groups, Celebrations of Achievements, and involvement in the recruitment and training of staff.
- Supporting service users to have influence in policy in the wider environment through ensuring that they are represented on relevant fora, e.g. Health & Social Services Trusts' Planning Teams.
- Enabling service users to be fully involved in the User Forum by offering support mechanisms such as empowerment and capacity building training, support and facilitation.

Promoting multi-agency partnership.

The Cedar Foundation recognises that it is not possible to achieve its Vision or deliver its services without

effective partnerships. We also recognise that partnership working minimises duplication, maximises available resources, provides opportunities for sharing/learning and best practice and makes it easier to influence policy makers.

Partnership working with service users, staff and purchasers is central to our organisation's culture and business processes. The Cedar Foundation will also promote multi-agency partnership approaches at every level of the organisation's work including identification of customer needs, development of new services, service delivery and evaluation.

This will be achieved by:

- Networking and relationship building by all staff with key individuals and organisations.
- Working in collaboration with other organisations as part of consortia to make best of use of funding opportunities e.g. Agencies in Consortium for Education & Training (ACET).
- Involvement in Strategic Partnering agreements which respond to identified needs more effectively and efficiently e.g. The Cedar Foundation and Habinteg Housing Association.
- The development of Project Review Teams to inform best practice in the establishment of new services.

Commitment to staff development and a culture of continuous improvement

As a recognised Investor in People organisation, The Cedar Foundation will continue to ensure that staff development is central to the organisation's strategy and part of the culture of continuous improvement. Our organisational strategy is informed by the IiP standards, and we will achieve our goal by:

Strategic Themes cont'd

We have developed five Strategic Themes, which we believe reflect best practice in organisation development to govern the way we work.

1: Developing strategies to improve the performance of the organisation

- An organisational balanced scorecard with measurable performance objectives.
- A departmental balanced scorecard linked to meeting the organisational performance objectives
- A departmental training and development plan
- Staff workplans detailing training & development activity to meet departmental/organisational objectives

2: Taking action to improve the performance of the organisation

Each Head of Service has a responsibility for planning and implementing service specific training and development plans informed by the organisational training plan with input from the staff team.

3: Evaluating the impact on the performance of the organisation.

An effective evaluation of:

- Overall investment of resources (e.g. time, money)
- Details of how learning and development has improved the performance of the service (based on feedback from purchasers/service users/other stakeholders)
- Details of how learning and development has improved the performance of the staff team
- Recommendations to inform future training and development

Results from each service specific training and development evaluation will feed into the annual business planning process and inform future

organisational training and development strategy

Promoting the development of a person centred planning approach in all aspects of service delivery.

The Cedar Foundation will continue to promote the development of a person centred approach ensuring that the expectations of disabled people are at the centre of what we do.

We will continue to champion inclusion, active citizenship and the rights of service users by developing and delivering services underpinned by person centred practice.

We will achieve this by:

- Facilitating service users in needs assessment & planning ensuring services are responsive and flexible.
- Delivering services whereby people have ownership and responsibility for decisions affecting their own lives.
- Promoting services that can be shaped, owned and sustained locally.
- Having practices which demonstrate a person centred approach in the following areas:
 - › Staff training & development that is focused on person centred techniques, practices and ethos.
 - › Programmes that will individualise and tailor support as required.
 - › A partnership approach that will ensure all stakeholders are involved.

Strategic Themes cont'd



Promoting a culture of continuous improvement by self-assessing against the EFQM Excellence Model.

The Cedar Foundation will continue to use self-assessment against the EFQM Excellence Model to drive and structure continuous improvement within the organisation.

Application of the Excellence Model applies the four principles of total quality management defined by EFQM to The Cedar Foundation.

1: Recognition of the Customer

We achieve this by:

- Including customer feedback in the Business Plan;
- Including customer led objectives in the Balanced Scorecards; and
- Managing the customer interface through the User Forum.

2: Involving everyone in the Foundation in quality improvement

We achieve this by:

- Deploying performance appraisal systems;
- Communicating in a transparent and proactive manner;

- Including staff feedback in the Business Plan; and
- Involving all levels of staff in improvement activity.

3: Viewing every business activity as a process that can be improved

We achieve this by:

- Managing all activities under the Universal Service Delivery Process and Core Support Processes; and
- Using an ISO 9001:2000 Management System to manage procedures.

4: Pursuing the goal of continuous improvement

We achieve this by:

- Including Pursuit of Excellence as a core Value;
- Operating a Quality Policy; and
- Including stakeholder feedback and benchmark information in the Business Plan.

Self-assessment against the Excellence Model has enhanced performance, brought external recognition through the Mark of Excellence, Charter Mark, iIP, ISO and EQRM. It has also improved results in terms of the significant expansion of our innovative programmes and services, the increased number of customers and increased levels of customer satisfaction.

Strategic Objectives

The Cedar Foundation has agreed nine high level objectives that will contribute to our ultimate goal of playing a leading role in the achievement of a community in which people with disabilities are valued and participate as equal citizens.

As previously noted the Foundation defines these objectives in a Balanced Scorecard to assure clarity of objective setting and a link to key performance measures, the full Scorecard is outlined in Appendix 1.

STAKEHOLDER

Provide quality services to all our service users that empower and support them to be fully included in their communities as equal citizens.

We will achieve this by delivering services that enhance opportunities for community participation, through a community development approach and supporting disabled children and their families.

This will be supported by delivering the objectives outlined in the Strategic theme, *"Promoting the development of a person centred planning approach in all aspects of service delivery"*.

Enhancing Community Participation

We will develop a range of partnerships and community development approaches that enable disabled people to participate in, and make an active contribution to, society as equal citizens. We will achieve this by:

- Developing a range of Vocational Rehabilitation and Vocational Case Management services that enable people with disabilities to achieve their full potential in community and work settings.
- Promoting opportunities in the use of ICT and assistive technology to further community

- participation, including employment opportunities.
- Developing a range of long term support measures for those who require them to effectively engage in the life of the community through supported living, volunteering and similar approaches.
- Establishing a range of living options that recognise the importance of independent living.
- Maximising the use of SMART technology and partnerships to develop a unique approach to community living.

We will measure our effectiveness in meeting this objective through the number of programmes delivered by the Foundation, the number of service users and purchasers we work with and their levels of satisfaction with our work.

Supporting Children and Families

We will develop a range of services to support families and enable disabled children and young people to reach their full potential and to be included as members of their community by:

- Developing support structures and services that promote access to mainstream community activities for disabled children and young people and where possible ensuring that this provides respite support for parents and carers.
- Developing child centred services that enable disabled children and young people to reach their full potential by making effective life choices to make a positive transition to adult life.
- Supporting parents through an integrated family support model that ensures information, advice and support at time of diagnosis.

Strategic Objectives cont'd

Work in partnership with service users and other stakeholders to identify, plan, deliver and evaluate services.

Partnership working is central to the ethos of our organisation and essential if we are to achieve our Mission. We will achieve this through continued investment in the work of the Foundation's User Forum, and delivering the objectives outlined in our strategic theme "Promoting effective user Involvement". We will measure our effectiveness in this through their involvement in operational and strategic developments throughout the Foundation.

Equally participation in consortia and organisational partnerships is central to the way we do business, as outlined in the strategic theme "Promoting multi-

agency partnership"; we will measure our effectiveness in this area through the number of partnerships in each service area.

Increase the geographic scope of all our services to promote equal access for people with disabilities across Northern Ireland

If we are to address the inequalities facing disabled people throughout Northern Ireland it is essential that every effort be made to ensure that our services are made available in each locality as appropriate.

We will measure our effectiveness in this area through the number of programmes we deliver in each Health & Social Services Trust and Board area in Northern Ireland.



"I think that Cedar offers more for children and young people with disabilities than anyone else and I am thankful for the time and support I have received. The new service in Transitions is a good example and I hope that when I come to leave school I will have the opportunity to access advice from someone who actually knows about disability and can help us make choices about our future."

Strategic Objectives cont'd



FINANCIAL

Secure funding to ensure the continuance and future development of sustainable services in line with the Foundation's strategy.

We will continue to secure resources in line with our Mission and strategy, through effective funding negotiation, appropriate competitive bidding and contract management. This includes an agreed strategy to sustain Training Services beyond the current Building Sustainable Prosperity, European Programme.

We will aim to achieve full cost recovery of all programmes, in line with recommendations from Investing Together.

We will aim to increase the annual value of unrestricted funds available to the Foundation, through efficient treasury & financial management and fundraising activity, this enables the Foundation to plan for the future with greater certainty and control.

Maintain and utilize the organisation's assets and funds in order to support current and future service provision in an open and transparent manner.

The Foundation recognises the importance of maintaining the value of its assets, we will aim to increase the value of our assets in line with any growth in the organisation. This will be achieved through effective cash management, Debtor and Creditor control.

We will ensure our fixed assets are of continuing value to the organisation through the management of asset registers, and ongoing review of property to ensure it meets the Foundation's needs.

We recognise the importance of transparency in all our activities and will comply with SORP recommendations for financial reporting.

We will aim to achieve 100% compliance with all management and reporting requirements of our funders.

INTERNAL PROCESSES

Manage business improvement by self-assessing against the EFQM Excellence Model.

Our commitment to become an excellent organisation is absolute. We believe that this can be best achieved by delivering on the Strategic Theme, *“Promoting a culture of continuous improvement by self-assessing against the EFQM Excellence Model”*.

We also believe by doing so the process enhances our

reputation with all stakeholders and our capacity to realise our Vision.

We will measure our achievement by completing a self-assessment against the model and implementing an associated improvement plan.

We will measure our success in this by retaining our recognition as a Mark of Excellence Organisation through the NI Quality Awards with an improved score > 500.

Performance Management System

