

Our Commitment to Excellence

To effectively manage its activities, Cedar has pioneered or played a leading role in the application of a range of quality initiatives in the Voluntary Sector in Northern Ireland.

During the 1990s, the organisation committed to a process of continuous improvement, gained recognition as an Investor in People organisation, a Charter Mark Award and ISO 9002 registration for the Assisted Living Scheme and is making the transition to ISO 9001:2000.

The Foundation was the first voluntary organisation in Northern Ireland to use the European Foundation for Quality Management (EFQM) Excellence Model and has been twice awarded the Mark of Excellence (2002 and 2004). In addition the Foundation's Training Services have won 5 National Training Awards and were one of the first three organisations in Europe to be awarded the European Quality in Rehabilitation Mark (EQRM) in 2003.

Our Stakeholders

Our key Stakeholders fall into 2 distinct groups:

People with disabilities and their families – This includes disabled people, of all ages throughout Northern Ireland. In addition, key Stakeholders of the Children & Young Peoples Services also include the parents of disabled children.

The Foundation's relationship with people with disabilities is paramount, reflected in our commitment to major initiatives such as the development of our User Forum and our ongoing dialogue through service user representation in every facet of the Foundations life.

Purchasing Agencies – Where possible, the Foundation aims to provide services, which further government social and economic policies and are in accord with our Values and Mission. Public Sector organisations that purchase our services on behalf of users include Health and Social Services Trusts, and Boards as well

as Government Departments like the Department for Employment and Learning.

We believe this is appropriate as the Foundation prides itself on its ability to inform Government policy. We achieve this by participating in major policy reviews and consultation leading to the formation of Government's strategies in support of disabled people.

The Foundation is also able to influence the development of better services through research and the development of innovative services. These are often undertaken in partnership with statutory authorities.



"The Cedar Foundation gives me time, support and belief that there is help and lots more that you can do in life after a brain injury."

Our People

TCF employs over 200 people, and is supported by over 100 volunteers; our people are supported to deliver our Mission through clear policies and procedures defined within the Foundation’s Human Resources Strategy.

The Strategy outlines key activities and objectives in the following areas:

- Organisational Development
- Employee Resourcing
- Performance Management and Development
- Employee Relations
- Employee Reward and Recognition
- Learning and Development

In addition an annual HR improvement plan is in place that ensures people issues are central to the Foundation’s overall policy and strategy. Learning and development remains a cornerstone to the Foundation’s ability to meet its Mission, we remain committed to retaining our Investor in People recognition, a position we have held since 1997.

The Committees include, the Chief Executive, Deputy Chief Executive, Heads of Service and nominated members of the Executive Committee, and focus on: -

- Performance Management
- Quality Assurance
- Service Development

The Executive Committee meets on a quarterly basis and reviews reports from the respective committees via a nominated Executive Committee Member. The Chief Executive and Deputy Chief Executive attend all Executive Committee meetings. The organisation’s performance is reported to the Annual General Meeting of the Foundation’s Council, and User Forum annual conference and published in an Annual Report, which is released to all stakeholders.

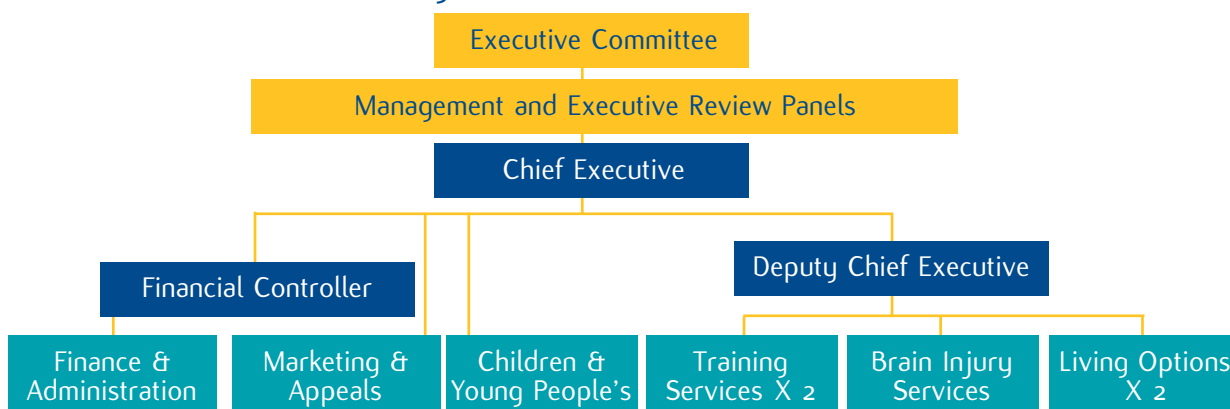
Our Structure

The Foundation’s Executive Committee of Trustees is responsible for corporate governance of the organisation.

The Executive appoints sub-committees for Finance and General Purposes and 3 Service Specific Committees to undertake Management and Executive Review on a quarterly basis.

The Executive Committee members’ expertise covers a variety of backgrounds important to the governance of the organisation. This includes: Personal experience of disability, Finance and Banking, Housing, and Rehabilitation Medicine. Members offer specific expertise to the Chief Executive, Deputy Chief Executive and Senior Management Team. The day-to-day Management of the Foundation is fully devolved to the Chief Executive; this devolved management system is coordinated through a Balanced Scorecard approach.

Organisational Structure



Our Environment

The need is compelling.

Northern Ireland has one of the highest incidences of disability in the United Kingdom.

Labour Force Survey data published in autumn 2004 highlighted that there are over 222,000 adults with a disability or 21.3% of the working age population. This can be compared to 19% of the same population in the UK as a whole.

The economic and social consequences of this statistic are even more significant. The most common labour market outcome for people with disabilities in Northern Ireland is economic inactivity, with 59.8% in this category compared to the UK figure of 45.8%. Access to employment is similarly compromised, 36.0% are in employment compared to 50.3% in the UK.

The most recent regional data on children with a disability is a survey from 1990 (PPRU Surveys of Disability). This indicated that in NI, 14,600 children under the age of 16yrs were disabled. There is no reason to believe this population has declined and in fact may have increased due to recent advances in diagnosis, treatment and technology.

The need for specialised services for people with Acquired or Traumatic Brain Injury is presenting significant challenges to post hospital rehabilitation and community support. In 2003 an NI based study reported over 7,500 cases of admission to A&E with a Head Injury. The picture is very clear, brain injury has a life changing impact for many years and traditional supports are not resourced to manage the complex and specific needs of these individuals.

The fact is that disabled people compared with non-disabled people are:

- More likely to live in poverty
- Less likely to have qualifications
- More likely to be economically inactive

- More likely to experience problems with hate crime or harassment.
 - More likely to experience problems with housing
 - More likely to experience problems with transport
- Improving the life chances of disabled people
Cabinet office 2005*

Policy Context

The Cedar Foundation takes forward its work in a complex arena influenced by a broad range of legislation and policy initiatives from government and others.

At the time of formulation of this Strategy the Foundation welcomed the publication of “Improving the life chances of disabled people” from The Cabinet Office Strategy Unit.

The report sets out an ambitious programme advocating practical measures to achieve “a step change in the participation and inclusion of disabled people in society”. The measures include:

- Helping disabled people to achieve Independent living
- Improving support for families and young people
- Facilitating a smooth transition into adulthood
- Improving support and incentives for getting and staying in employment

The report is directly in line with The Cedar Foundation’s direction of travel and its work over the preceding 5 years.

The Government’s commitment to the future of the sector in NI is outlined in its “Positive Steps” document a response to “Investing Together” the report of the Task Force on resourcing the Voluntary Sector. The report highlights the importance of the sector in delivering services in cross cutting policy



areas and significantly confirms the commitment of the DHSS&PS to identify disability issues where the voluntary and community sector could be used to improve service provision and develop a way forward. The Foundation was actively involved in the process leading to the formulation of the DHSS&PS 20 year Vision for Health and Well Being, “A Healthier Future” and welcomes the commitment to appoint a task force to develop recommendations in key service areas including, housing and accommodation options, effective Vocational Rehabilitation and a refocus of statutory day support services.

The Foundation welcomes the work of DHSS&PS in developing its Children In Need Strategy. We will participate in the work of the steering group and will actively engage with this process to ensure that the needs and rights of disabled children and their families are reflected within the strategy. We believe

this provides an unique opportunity to develop a sound strategic framework for future services.

Similarly the Foundation welcomed the opportunity to respond to The Children’s Commissioner’s consultation on his strategic priorities. Young people from a range of the Foundation’s services were consulted, facilitating a comprehensive overview against a number of strategic themes. We welcome the fact that the Commissioner noted concern expressed about child to adult transition services, and the need to challenge discrimination in assessing options for young people in transition. We also welcome the fact that children with disabilities will be a priority area in the Commissioner’s Strategic Plan and will pay due regard to the need for children and young people with a disability to be given a voice and be active participants in decision making.



The Department for Employment and Learning's Strategic Dialogue with the voluntary disability sector is a further welcome opportunity to impact on government's policy and strategy towards disabled people. We will actively engage in this process to ensure that a range of issues, including the impact of changes in European Funding on services development in the sector, are effectively addressed.

We welcome the Department's Goal outlined in their Corporate plan 2005 –2008, to reduce the personal barriers to unemployment including the provision of information, advice, guidance and assistance to disabled people.

We equally welcome the Working for Health Strategy (2004-2007). The Foundation has already participated in one of the five Programme Action Teams, to support 3 Key actions; the production of a work place rehabilitation pack on rehabilitation, to develop proposals for the establish an effective Workplace Rehabilitation Service, and commission a pilot study on rehabilitation in the health care sector.

The provision of supported living under the Supporting People Programme introduced in April 2003 has revolutionised the way housing support is planned, developed and delivered to vulnerable

people. This will continue to influence future developments, including the development of Floating Support Programmes.

The establishment of the new Care Standards Unit and the HPSS Registration and Inspection Agency, will have an impact on Cedar's Living Options Programme by replacing the current Registration and Inspection Units but in the future providing regulation for domiciliary and supported living schemes.

The establishment of the NI Social Care Council and subsequent regulation of the social care workforce has implications also. We welcome the requirement to achieve targets for staff training in regard to NVQ and the future requirement for care staff to be registered with the Council.

Difficulties with staff recruitment continue to be prevalent and the interface with the Health Service and "Agenda for Change" (an agreement for modern pay and conditions for HPSS staff) point to further challenges in the future. The organisation needs to remain competitive with regard to salaries and reward and recognition in order to attract and retain quality staff, a position that will be foremost in our discussions with statutory authorities.



The Cedar Foundation
Strategy
2005-2008

Our Strategy

Our Strategy 2005-2008

In formulating our approach to this Strategy the Foundation undertook an extensive dialogue with all its key stakeholders including, consultation with service users, via focus groups conducted by an external facilitator.



“The Trust is delighted to be associated with this project. Hillmount Close will make a real difference to the lives of it’s tenants”

“Hillmount Close is a fine example of how innovative thinking, the use of new technology, and partnership working between the statutory and voluntary sectors can enable disabled people to live independently in the community. The Cedar Foundation, and it’s partner organisations, are to be commended on what they have achieved.”

Engagement with young disabled people was enabled through our peer education programme. The views of our purchasers and funders were secured through a survey structured around the EQRM principles of quality as well as feedback from planning/contract negotiations and service planning fora. Our Staff were involved through SWOT analysis and feedback from those involved in development and improvement activities at all levels in the organisation.

Our annual Staff survey “Have your Say” also provided a valuable input to this process. The Senior Management Team agreed the key strategic points at a planning seminar in April 2005.

Our Strategy is defined in two ways,

- 1 The key Strategic Themes that will govern the way we work and
- 2 The key Strategic Objectives that we set ourselves to realise our Vision and Mission.