

The Cedar Foundation

**Annual report and financial statements for the year
ended 31 March 2024**

**Registered No: NI 002132
Charity number: NIC 101121**

The Cedar Foundation.

Annual report for the year ended 31 March 2024

Annual report

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Trustees and advisers

Trustees

Mrs M Evans, Chair
Mr M Williamson, Honorary Treasurer
Mr D C Duly OBE, Vice Chair
Prof Maurice Mulvenna (Resigned 12th December 2023)
Ms Maura Lavery
Dr B Best
Ms C Veitch
Mr R Rauch
Ms Jean Daly-Lynn
Mr Clive Evans

Company registered number

NI 002132

Charity registered number

NIC 101121

Auditors

Sumer Auditco NI Limited
Statutory Auditors
Glendinning House, 6 Murray Street
Belfast
BT1 6DN

Chief Executive Officer

Mrs Elaine Armstrong

Solicitors

Tughans
30 Victoria Street
Belfast
BT1 3GG

Bankers

Danske Bank
Donegall Square West
Belfast
BT1 5JS

Registered Office and Head Office

1 Ravenhill Reach Close
Ormeau Embankment
Belfast
United Kingdom
BT6 8RB

Trustees' Annual Report (including Directors' Report)

The Trustees present their report and the audited accounts for the period ended 31 March 2024

Objectives and Activities

a. Policies and objectives

The Cedar Foundation (Cedar) delivers a range of services throughout Northern Ireland in partnership with disabled people enabling them to get the most out of life and to be fully included in their communities. Our services are centred around the individual needs of each person to promote opportunity, choice and inclusion.

Our **Vision** is an inclusive society for all.

Our **Mission** is to support individuals and families living with disability, autism and brain injury to live the lives they choose.

Our **Values**:

- **Collaboration**
We are committed to ensuring our services are developed in partnership. We believe we work at our best in active collaboration with our service users, staff and partners.
- **Equality**
We recognise the importance of a diverse and inclusive community, and we will make certain that everyone has an equal opportunity to make a contribution, and this is valued.
- **Dignity**
We guarantee that dignity is at the centre of high-quality, person-centred support and our services are delivered with respect, care and compassion.
- **Achievement**
We believe in ensuring that everyone involved in our organisation can achieve their full potential. Our ambition is to be recognised for our ability to deliver at an individual, team and organisational level.
- **Resilience**
We are an adaptable, forward thinking and resilient organisation that sees difficult situations as an opportunity. We promote creativity and innovation, supporting each other to have the individual and collective strength to achieve this.

b. Strategies for achieving objectives

Our 5-year Strategic Plan 2021-2026: Opportunity, Choice, Inclusion, was co-produced with service users, families and staff and aligned with current strategic direction. It takes cognisance of the voices of all our stakeholders and a review of performance data. It captures our ambitions for impact, the strategic context we are working within and is designed to embrace the changes we are likely to face over the next 5 years.

Strategic Aims and Priorities for 2023/2024:

- Individuals and families live the lives they choose, supported by our co-produced person-centred services
- Our resources are managed and allocated in a transparent manner to enable us to develop and deliver exceptional services
- We work to the highest possible standards and continuously improve the organisation ensuring we meet customer/stakeholder needs
- We are a competent and resilient organisation that is responsive to changing need and committed to innovation and excellence

Cedar is one of the largest disability charities in Northern Ireland. This year we supported 2,746 disabled people to participate in the life of their community. Our services include a range of living options; including supported living, residential care, at-home housing support; employability and community inclusion services for all ages, including family support and transitional planning for children and young

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people. We have specialist services to meet the needs of physical and sensory disability, long-term health conditions, learning disability, autism and brain injury. All our services are designed to enable each individual to reach their full potential and to provide an appropriate level of support to individuals, families and the wider community enabling inclusion of people with disabilities in all aspects of community life.

Through all of the services we provide we are working towards realising our vision of an inclusive society for all.

c. Main activities undertaken to further the charity's purposes for the public benefit

Cedar provides direct public benefit through the development and delivery of a range of inclusion services to disabled adults and children throughout Northern Ireland.

Employability services provide person centred opportunities and disability specialist support through, employability skills training, access to Further and Higher Education, career advice, work experience placements and support to service users to secure and maintain work roles. The benefits arising from these services include targeting social need, facilitating service users to become more included in society and more economically active through engagement with the labour market.

Children and Young People Community Inclusion Services provide support to give the best start in life and improve outcomes. We work in partnership with a range of agencies to create an inclusive world for disabled children, young people and their families. Services source and support opportunities to engage in community-based activities, provide early intervention support to assist young people to achieve their full potential when transitioning from school to Further or Higher Education, training or employment. The Youth Matters programme assists service users under the age of 18 to have improved access to inclusive community and youth activities which will impact on their general health and wellbeing and support them to be active citizens.

Adult Community Inclusion Services includes a range of innovative day opportunities and day care provision. These services promote peer support and meaningful community engagement for disabled people. Cedar's Inclusion Matters programme, and additional specialist services for Autism and for Brain Injury, supports people with disabilities to become equal citizens within their local communities increasing their social, economic and civic inclusion. These services focus on building the capacity of people with disabilities to engage with and contribute to their local community.

Living Options is designed to meet the individual needs of people who have brain injury, physical disability and sensory impairment, and for people who have learning disabilities, and autism. Types of accommodation include Supported Living in independent apartments or bungalows, registered residential homes providing 24-hour care and housing support services. The benefits from these services are delivering a person-centred housing support and care service to enhance independent living skills; enabling individuals to have more control of their lives; and helping users to achieve improvements in personal wellbeing, health and personal safety. Floating/Housing support services benefit service users by building the skills to have independence in maintaining tenancies, being safe and well, enhanced self-esteem and living fulfilling lives.

The benefits of all of the services provided can be demonstrated through the use of ServQual (service user satisfaction tool), independent evaluations and feedback from funders and purchasers through contract review meetings. Cedar measures impact on individual soft outcomes through a validated self-report distance travelled tool, Outcome Star in non-regulated services and a monthly monitoring review in registered services. Cedar is committed to quality improvement; having previously won the European Foundation for Quality Management (EFQM) European and All Ireland excellence awards. Cedar is ISO 9001:2015 accredited, is an Investors in People recognised organisation, achieving Platinum Standard, and has maintained Investors in Volunteers certification.

Review of activities

The current 5-year Strategic Plan was adopted at the June 2021 Trustees' meeting. A mid-year review of performance and strategic alignment for the 2023/2024 operational year was conducted by the Executive Board, User Forum and SMT in November 2023.

We have delivered successfully on Year 3 under the guidance and good governance of our Trustees and advisors in partnership with the User Forum, Leadership and Senior Management team, underpinned with an operational staff team that have been properly resourced, trained, developed, and supported to deliver quality front-line and corporate support services.

"I have been privileged to see the growing confidence of my service users. Even when using zoom to interact with service users, I have seen them gaining the confidence to interact more with their community and user groups" (ABI Choices case worker)

"Cedar is a support mechanism; they are a call away; they listen and never judge. Always there to help" (Current SU)

"Invaluable service individualised to each person and their achievements" (Past SU)

Achievements and performance

Overall, the period under review was a very challenging but successful. The collective commitment and dedication of all the staff team has delivered excellent results during a period of change and external pressures in the Health and Social Care context. The organisational performance is demonstrated through the review of the Balanced Scorecard for the 2023/2024 year, which was monitored quarterly with the Executive Board and SMT.

(i) Performance and Compliance

Finance

- Turnover meeting target to sustain all services
While staff recruitment and retention remain a challenge and agency usage has remained high throughout the year in registered services, commissioned hours for each service have been delivered to minimise loss of income. Re-profiling of the services previously funded by ESF and successful bid for UKSPF regional employment service have supported turnover and sustainability.
- A high level of grant and debtor control was maintained, cashflow was maximised with cash and investments remaining at an average of £5.4m during the year. This maximised the return from financial investments, delivering over £204.4k (£112.5k, 2023) return at Q4.
- Financial Improvement Plans (FIP) in place for all directorates to respond to a changed commissioning landscape in Employment & Community Inclusion, to improve income and expenditure controls in Living Options and corporate costs.
- 100% compliance sustained from all external auditing authorities, including DoE, DfC & DoH.
- Compliance with Charity Commission and Article 55 reporting deadlines.

Customer

- Service delivery target met, providing a service to 2,888 disabled people and their families in year across 25 services, our highest number so far.
- Very high service user satisfaction results sustained (99%), with 98% of leavers telling us they would recommend the service to others.
- Sustained high level of positive service impact on soft and hard outcome measures

Internal Processes

- Low complaint volumes with local resolutions achieved in almost all cases
- Sustained level of compliments and positive feedback
- No significant areas for improvement or requirements noted in RQIA inspections throughout 2023/24 for all regulated services

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- Achieved full HSCT and NIHE Supporting People contractual compliance requirements
- Significant review of incident reporting to scope in cross-organisational lessons learnt processes for improved prevention and strategic level improvements
- Re-accreditation successful for Investing in Volunteers standard
- High level compliance with ISO standards achieving positive external audit report in January 2024

Organisational Capacity

- Investors in People Platinum status, that positions Cedar within the top 1% of IiP accredited organisations.
- 89% staff satisfaction in overall view of Cedar Foundation
- 98% of staff reported that their training needs were addressed in year
- 100% staff report that they feel equipped to meet job requirements
- Disability Awareness sessions jointly delivered by OD staff and User Forum to 497 people
- Targeted social media campaigns directed by the 2023/24 Strategic Communications Action Plan with significantly increased presence and impact
- 3 significant recognition awards achieved for Cedar leaders (CO3 leadership, NI Women's Award)
- SMT involvement in sector wide innovation and reform groups NISCC Workforce Review, Social Care Collaborative Forum, DfC Employment Strategy, Adult Safeguarding.
- European Network engagement with European Platform on Rehabilitation (EPR) in year with a number of attendances and contributions made at webinars and the annual conference in France.

BSI ISO External Auditor reported that Cedar's performance is well managed and captured in the 4 elements of the Balanced Scorecard format presented above:

'In line with the stated strategic direction and intended results of the quality management system, corporate score card objectives and 5-year Corporate Strategy (2021 - 2026), the management system has demonstrated that it is designed to support all of the above and deliver intended results. This was demonstrated through the review of Context, Risks & Opportunities, Internal Audits, internal review mechanisms including Management Review, Complaints, Incidents & Accidents & Safeguarding'. (January 2024)

(ii) Service Developments

Employability and Community Inclusion Services

- Effective closure of ESF Call 3 programme with all objectives achieved/exceeded. Maintained service provision for a further 6 months to secure successful outcomes for service users leaving the ESF funded programme.
- Launch of the UKSPF funded SkillSET service targeting new cohorts of service users to a 'work ready' service model with a greater focus on employment outcomes.
- Managed substantial change including significant reduction in funding which has required radical reprofiling of our service models, staff teams and management structure without the need for any compulsory redundancies.
- Ongoing engagement with Government Departments to shape development of disability employment services in NI.
- Launch of ABI Choices evaluation and participation at 14th World Congress on Brain Injury to present the research
- A forensic review of service models, their full costs against present income and development of effective consortium opportunities for new income generation.
- Cedar is now a Direct License Centre for Duke of Edinburgh Award Scheme and have successfully been awarded a grant of £10,000 over 3 years to facilitate this development.

Living Options Services

- The appointment of a new Director, following a retirement and leadership infrastructure review to promote succession planning and investment in enhanced opportunities for career progression.
- Recruitment Plan to stabilise the staff resource, reduce agency costs and staff vacancies with positive outcomes across the year.
- High level of strategic involvement with external sector-wide lobbying groups, collaborative workstreams/forums resulting in opportunities to meet with the Department of Health/SPPG/HSCTs, and Department for Communities to deliver successful increases in income.

Corporate Services

- The Finance Department began the year by incorporating the Croft Finance Department and the Cedar Finance Department to establish an optimum structure to meet the needs of the larger organisation, make use of team member's strengths and target the areas of development.
- Secured £100K Dormant Accounts funding to support the development and implementation of a cloud-based integrated HR and Payroll system to improve organisational resilience and enhance digitalisation
- Review of Agile Working Strategy through staff feedback survey and comprehensive report and action plan, establishing new working practices.
- Cross organisational Learning and Development innovation team to improve consistency of best practice standards for staff experience of L&D.
- Enhanced governance across organisation through new Quality & Governance Committee structure for sharing best practice and lessons learnt.

(iii) Innovation Work

Mental Health and Wellbeing

Cedar is committed to making our organisation a positive place to work. We recognize that we are still dealing with a level of change. We have taken the approach of investing in an Innovation Team, drawn from across Cedar, to focus on how we can support each other and share expertise and information on how to best promote health and wellbeing. The focus has now widened its remit to general Health & wellbeing, with a range of initiatives developed under the Department of Health 5 Pillars of wellbeing – Financial, Social, Physical, Mental & Digital with a wellbeing programme called 'Healthy Body Healthy Minds'.

Digitalisation (DX)

The DX Strategy provides a framework to capture a range of innovations across the organisation, ensuring equity of roll out and consistency of practice. It also provides assurance on cost control and governance in implementing new initiatives. The initiatives reflect new ways of working, a commitment to smarter and paperless practices that will future-proof the organisation and drive efficiencies.

1. Implement the first stage of an integrated HR and Payroll system
2. Building the functionality of the Cedar Hub launched last year (shared information on Sharepoint site for employees)
3. Implementation of a service user data information management system to gather and hold securely information on our work across all areas of Northern Ireland, for staff who work on site and remotely. This ensures we can demonstrate how service users have benefited from Cedar's work to be able to report on how we are performing to our funders and regulators at inspection.
4. Roll out of email licences to all employees to engage with new digital systems
5. Developing the use of AP system to reduce administrative time on processing purchase invoices

Co-production

This is a very important Innovation Theme for Cedar. We know we work best when we are collaborating. In particular, Cedar is committed to putting our service users at the heart of all that we do. Some of the co-production activities include:

- **Service Pathway Project** – This co-produced piece of work will shape our language and how we say what we do. It reflects the views from service users, User forum, Executive members and staff at Cedar.
- **Participation Partnership, NISCC, May 2023** – service users sharing experiences and insights to help ensure that high standards are maintained in the development and regulation of the social care workforce
- **Learning Disability Pride, June 2023** - to celebrate the theme 'Do Your Thing' promoting the positive impact that those with learning disabilities have on our communities.
- **Croft Family Forum** - A User Engagement Initiative to support additional activities to promote social inclusion and traditional and seasonal events and fundraising initiatives.
- **Peer Review Project, September 2023** – supported living tenants from organisations are participating in training to be peer researchers. They will interview and gather feedback from service users across other providers to promote independent review and give a strong user experience voice.
- **User Engagement** - The core function of the Cedar User Forum is to be the voice of the service user in Cedar through consultation, advocacy and recruitment. The work of the User Forum is one example of how Cedar does co-production well and is a key aspect of our governance structure.
- **Benchmarking** - Supporting organisations with an understanding of User Involvement and Co-production, our User Forum has helped support other organisations benchmark and establish structures like Cedar to deliver co-production and user engagement. Examples include Northern Ireland Ambulance Service, Ulster University and NISCC.

People & Organisational Development (POD)

The POD Strategy is an ambitious map of actions to build organisational capacity, ensuring a positive people experience for those who work in Cedar and supporting our people to live our values and recognising when they do this well. Some of the key deliverables included:

- Agile Working Strategy, introduced during COVID in 2021, review undertaken seeking feedback from staff & managers. The results provided clear evidence that it is working well for both staff & managers and organisational performance and results evidence there is no negative impact on service delivery.
- Learning & Development review established to put in place an organisational approach to induction, audit and recommendations against current training and development policy, and also review of Cedar's leadership programme. We are also reviewing the model we use to evaluate training.
- Review of Recruitment Initiatives introduced during COVID to support attraction & retention of employees as well as a focus on reducing reliance on agency workers. This has taken the form of an evidence based review of data to support future decision making.
- Collective Leadership embedded into our culture & is most visible with the work of the innovation teams.

(iv) User Forum

The User Forum (Forum) has continued to ensure the voice of Cedar service users is represented throughout the organisation. This is achieved through the core functions of consultation, advocacy, and recruitment. The User Forum is composed of 42 members from across NI, reflecting Cedar's service range across all 5 Health Trust localities.

Advocacy - User Forum members have supported the co-production and co-delivery of 14 Disability Awareness Training sessions to almost 500 people to help understand and raise awareness of disability, brain injury and autism.

Consultations (51 completed)

- Regional level: Disability Strategy (Department for Communities), Consultation on the Proposed Closure of Muckamore Abbey Hospital (Department of Health)
- Regional and local level: Equality and Disability Plans for local Health and Social Care Trusts, Councils and Public Sector agencies alongside service specific reviews.
- Accessibility arrangements: City of Derry Airport, Northern Ireland Assembly. Digital accessibility for the Warm Home Scheme, Consumer Hub, and the Patient Client Council.

Recruitment

- Currently, 14 of the User Forum have participated in recruitment and selection training delivered by our Human Resources team to sit on interview panels in person or virtually. We had 22% of recruitment panels with User Forum representation in 23/24.

Financial performance & Risk Management

a) Financial Review

From a financial perspective, the year was a successful one, with all resources applied to achieve our Vision of ***an inclusive society for all***.

The year end 31 March 2024 was the first year when all the Croft Communities activities were undertaken through The Cedar Foundation rather than through a separate subsidiary company. As a result The Cedar Foundation results have shown a year on year increase in income and expenditure levels.

During the year, the organisation's incoming resources increased by 26.98% to £19,894,104. Total expenditure increased by 22.38% to £19,708,220 resulting in a surplus of £185,884. This was an increase on the previous year's deficit of £437,441, reflecting effective financial management, cost control and the securing of resources for service developments.

Our investments were valued at £3,126,819 in line with SORP recommendations, thereby further increasing our funds by £202,172.

During the year, the Board and Senior Leadership Team undertook an exercise to review the organisation's reserves policy.

As a result of this exercise, we reclassified our unrestricted reserves into four broad categories:

- Risk reserves, which provide funding for the continuity of services, particularly where those services face risks and uncertainties around future funding levels and where there is a working capital requirement necessary to manage delays in relation to agreed funding from public sector funders;
- Development reserves, which have been set aside to future projects to improve and expand our service offering to our beneficiaries;
- Our Service Sustainability reserve, which will fund a time-bound reorganisation and reconfiguration of services over a three-year period to reflect current funding and cost service challenges and the cost improvement plans in place to address these challenges; and
- Other funds, which encompass a number of other reserves including a specific fixed asset reserve which recognises the illiquid nature of our fixed assets i.e. our buildings and equipment.

Further details on our reserves are included in Note 15 to the financial statements.

The Trustees believe that the charity remains in a good financial position. The main financial risks the Trustees have identified are outlined in the Principal Risks and Uncertainties section of this report.

b) Going concern

After making appropriate enquiries, the trustees have a reasonable expectation that the company has adequate resources to continue in operational existence for the foreseeable future. For this reason, they continue to adopt the going concern basis in preparing the financial statements. Further details regarding the adoption of the going concern basis can be found in the Accounting Policies.

c) Financial risk management objectives and policies

The Cedar Foundation manages all its financial risks through a series of controls and maintenance of a Risk Register. This is reviewed on a quarterly basis and presented to the Finance and General Purposes Committee for their consideration. The Risk Register defines individual risks on the basis of their likelihood and significance to the organisation. The risk management processes are clearly defined and agreed by the Finance and General Purposes Committee, including the charity's Reserve Policy as a key part of those processes. The risk is segmented on the basis of sustainability costs in the event of shortfall or of withdrawal of funding and in relation to services where there is financial uncertainty or no revenue for operations in year.

d) Principal risks and uncertainties

The Cedar Foundation Risk Management Policy, which incorporates Croft Communities, states that the Trustees and Management Team recognise it is impossible to remove all risk, but effective, practicable risk management ensure Cedar maximises opportunities in pursuit of its' Vision and minimises the risks to which it may be exposed. In doing so we aim to enhance our ability to deliver the best possible outcomes for the people that depend on our services. Achievement of Cedar's Risk Management objectives require the collective support and active participation of Trustees, the Senior Management Team, all employees and partner organisations. At all levels, there is a need for understanding the nature of risk and the acceptance of responsibility for control or risks. Management of risk is a continuous and dynamic process which is kept under regular review.

The principal commercial, operational and financial risks that we have identified as having a serious potential impact on the performance and future prospects or reputation of the organisation, and have set out in our Corporate Risk Register, are as follows:

1. Children or adults at risk of being harmed while accessing a Cedar service.
2. Service delivery model fails to be strategically aligned.
3. Insufficient funds to sustain core services.
4. Full cost recovery not achieved.
5. Digital innovation not adequately resourced.
6. Lack of profile on specialist services to attract/retain funding
7. Non-compliance with legal requirements resulting in fine/compensation payments.
8. Cyberattack or other breach of ICT infrastructure.
9. Non-compliance with regulatory or contract requirements resulting in suspension of service.
10. Not attracting and retaining staff to deliver services safely.
11. Not attracting and retaining staff who share the values of Cedar/Croft.
12. Negative publicity impacting reputation of the organisation.
13. Incident resulting in death or serious injury as a result of failure to operate safe systems of work.

The Executive Committee and Senior Management Team are satisfied that appropriate actions have been identified and taken so that these risks are managed effectively. The Risk Management Policy, including risk appetite, is reviewed every 3 years and was last updated in March 2023. This is communicated across the organisation within our ISO 9001 Quality Management System.

The Corporate Risk Register is subject to quarterly review. In addition, a full annual review took place with updated risks in March 2024 to reflect the current work context and changes in the working environment. A Strategic Risk Scoring Matrix is prepared and linked directly to the residual risks. This uses a RAG System, Red, Amber, Green. All new mitigating actions to

reduce, transfer or remove risk are captured in the Risk Register Action Plan and subject to quarterly review.

An Assurance Map is prepared based on the three lines of Defence Model, outlining the information collection and reporting arrangements at each assurance level. This process is undertaken by the Senior Management Team on a quarterly basis through continual monitoring of the Risk Register Action Plan, which is included in quarterly Executive Committee Governance documents.

e) Principal funding

To fund our work Cedar Foundation relies on fees and grants through various Statutory and Government Departments. A range of other funding partners such as Community Fund, Charitable Trusts and Foundations as well as donations from the general public, companies and investment income.

f) Investment policy and performance

The Executive Committee take a risk averse approach to all investments. During the year the Committee decided to maintain the current investment in shares in Northern Ireland Central Investment Fund for Charities. The fund performed satisfactorily during the year and resulted in an increase in the value of shares held by Cedar Foundation. The year end value of the shares totalled £3,126,819 (2023: £2,924,647).

Structure, governance and management

a) Constitution

The company is registered as a charitable company limited by guarantee and governed by the Memorandum and Articles of Association. The company is recognised as a charity by HM Revenue & Customs under reference number XN47377 and registered with the Charity Commission of Northern Ireland No. NIC101121.

The principal object, for which the company is established, is to undertake and to join with others in undertaking the provision of services for disabled adults and children in Northern Ireland and to work in partnership with disabled adults and children and to develop services that promote choice, opportunity, independence and equality.

b) Method of appointment or election of Directors

The Executive Committee is elected by the Members of the Association. The Executive Committee are the Charity's Trustees and the legal directors of the company. Members of the Executive Committee serve for a 3 year term, after which they are eligible for re-election.

c) Policies adopted for the induction and training of Trustees

It is company policy to provide an induction programme for newly appointed directors to acquaint them with the organisation's policy and practice, its aims and objectives, management and governance and also what is expected of them under charity law. This is supported by a comprehensive Governance Manual, which was updated in November 2023. In addition, a governance refresher workshop for all current Trustees was carried out in December 2021. This is offered on demand or at least repeated in 3-yearly cycles and would next be due in 2024. This year, instead of the usual governance update, a comprehensive governance review was conducted with the Executive Committee of Trustees on 29th February 2024.

The Code of Good Governance, supported by the NI Charity Commission, sets out five principles and practices of good governance for voluntary and community organisations. The Governance Health Check is a self-assessment tool which has also been devised by the Developing Governance Group as a practical resource to assist committees/boards to work towards adhering to the principles of the Code of Good Governance. It allows Cedar to demonstrate good governance practices to our stakeholders, beneficiaries and funders. The outcome of the governance review confirmed there are strong and effective practices in place, giving the trustees assurance in demonstrating that adherence and identifying areas where we

can make changes to improve. The improvements are captured in a plan that was presented to the Executive Committee at the June meeting for action in the 24/25 year.

The Executive Committee meets every three months with occasional ad-hoc meetings for exceptional business if this is required. The constitution of the Executive Committee is kept under review with regard to the appropriate skills and expertise that are required to lead the organisation. The Governance Manual includes a schedule of matters, including a scheme of delegation, outline of committee structures and delegated powers, role descriptions of the Chair, Vice Chair, Treasurer, Executive Committee members and the role of the Chief Executive.

d) Organisational structure and decision making

The 2022 Governance Manual Review and training ensured that the Board and its Committees are fit for purpose as the organisation continues to evolve.

The Group Committee Structure consists of a Finance & General Purposes Committee, Audit Sub-Committee and 2 Executive Review Panels.

The Finance and General Purposes Committee concentrates on Corporate Services matters, such as internal and external financial reporting, investment, risk register, property and infrastructure resources (e.g. ICT), Human Resources, organisational development (e.g. quality accreditation such as Investors in People). The Audit Sub-Committee meets annually to plan the Audits and receive the Auditor's Reports.

The Living Options Panel and the Employment and Community Inclusion Panel reflect the two areas of operations for the Cedar Foundation. They hear reports on overall performance, compliance and service developments.

The business transacted at the Finance and General Purposes Committee and the Executive Panel meetings is reported to the Cedar Group Executive Committee at the subsequent scheduled meeting. The Board of Cedar Foundation Group subscribe to the seven principles of Public Life, included in the organisation's Governance Manual and are part of the Organisation's induction and governance training.

During the 2023/2024 year Cedar's Executive Committee met 4 times to review progress and plan for the organisation on the following dates:

20th June 2023
26th September 2023
12th December 2023
12th March 2024

The Finance & General Purposes Committee met to provide scrutiny and support in audit and risk matters on the following dates:

7th June 2023
20th September 2023
29th November 2023
28th February 2024

e) Risk Management

Cedar Foundation operates a formal Risk Management Process culminating in a Corporate Risk Register that identifies key risks, their likelihood, impact and the consequent actions necessary to manage them effectively. This is reviewed annually and was last updated in March 2024.

Whenever possible, we identify ways of providing independent assurance against the management of each risk. Corporate risks, mitigating actions and risk assurance map are scrutinised quarterly by the Senior Management Team, the Finance & General Purposes Committee and Cedar Executive Board.

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Plan for future periods

The organisation has a clear course set for the future through its Strategic Plan 2021 – 2026.

This reflects a vision of ‘an inclusive society for all’ and our mission ‘supporting individuals and families living with disability, autism and brain injury to live the lives they choose’. Our core values of Collaboration, Equality, Dignity, Achievement, Resilience, will continue to underpin everything we do as they are key to the success of the organisation.

The Strategic Objectives to support the delivery of our vision in 2024/25:

- Individuals and families live the lives they choose, supported by our co-produced person-centred services.
- Our resources are managed and allocated in a transparent manner to enable us to develop and deliver exceptional services.
- We work to the highest possible standards and continuously improve the organisation ensuring we meet customer/stakeholder needs.
- We are a competent and resilient organisation that is responsive to changing need and committed to innovation and excellence.

Key developments in support of these objectives for the incoming period will include:

- **Digitalisation:** A focus on the use and application of digital technology to enhance the digital inclusion of people with disabilities and efficiency of business processes.
- **Co-production:** working practices enhanced to promote opportunities for the service user voice in the planning, delivery and review of service experience
- **People & Organisational Development Strategy:** Building the capacity of staff to collectively respond to new ways of working, including an emphasis on health and wellbeing of all our people.
- **Finance and Corporate Resources Strategy:** to develop our approach to the impact of operating in an increasingly competitive and financially challenging environment, using our resources to best effect and responding to new income opportunities. At the heart of this Strategy is our commitment to build on our success as a value-based organisation committed to transparency and accountability in the management and deployment of all our resources.

Going forward, we have clear actions agreed within these developments listed above. Staff from across the organisation are actively engaged in and collectively leading forward to improve how we do things. We are building on a strong position of being well-informed, knowing what excellence looks like and committed to remaining as a provider of choice in the disability sector. This gives a strong foundation for continued learning and shared practice to achieve the outcomes of the organisation objectives set out in the Strategic Plan 2026.

Members Liability

The Foundation is a company limited by guarantee. Every member undertakes to contribute such amounts not exceeding £1, to the company's assets if it should be wound up while being a member, or within one year of ceasing to be a member.

Directors' Responsibilities Statement

The Cedar Executive Committee of Trustees (who are also the Directors of the Cedar Foundation for the purpose of company law) are responsible for preparing the Directors' Report and the financial statements in accordance with the applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

Company law requires the Directors to prepare financial statements for each financial year. Under company law the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the charitable company and the incoming resources and application of resource, including the income and expenditure, of the charitable company for that period. In preparing these financial statements, the Directors are required to:

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- Select suitable accounting policies and then apply them consistently
- Observe the methods and principles in the Charities SORP
- Make judgements and accounting estimates that are reasonable and prudent
- State whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements
- Prepare the financial statement on the going concern basis unless it is inappropriate to presume that the charitable company will continue in operation

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the charitable company's transactions and disclose with reasonable accuracy at any time the financial position of the charitable company and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the charitable company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Disclosure of information to auditors

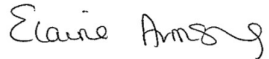
Each of the persons who are Directors at the time when this Trustees' report is approved has confirmed that:

- so far as the Directors are aware, there is no relevant audit information of which the charitable company's auditors are unaware, and
- the Directors have taken all the steps that ought to have been taken as Directors in order to be aware of any relevant audit information and to establish that the charitable company's auditors are aware of that information.

Auditors

On 1 July 2024 our previous auditors, ASM (B) Ltd, joined the Sumer Group and transferred all of its audit engagements to Sumer AuditCo NI Limited. The auditors, Sumer AuditCo NI Limited, will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

This report was approved by the Trustees on 24th September 2024 and signed on their behalf by



Mrs Elaine Armstrong,
Chief Executive Officer

Independent Auditors' Report to the Members of The Cedar Foundation

Opinion

We have audited the financial statements of The Cedar Foundation (the 'charitable company') for the year ended 31 March 2024 which comprise: the Statements of Financial Activities; the Balance Sheet; the Statement of Cash Flows; and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102 'The Financial Reporting Standard applicable in the UK and Republic of Ireland' (United Kingdom Generally Accepted Accounting Practice). In our opinion the financial statements:

- give a true and fair view of the charitable company's affairs as at 31 March 2024 and of its incoming resources and application of resources, including its income and expenditure for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006.

Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK and Ireland) (ISAs) and applicable law. Our responsibilities under those standards are further described in the Auditors responsibilities for the audit of the financial statements section of our report. We are independent of the charity in accordance with the ethical requirements that are relevant to our audit of the financial statements in the United Kingdom and Ireland, including the Financial Reporting Council's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

We have nothing to report in respect of the following matters in relation to which the ISAs require us to report to you where:

- the Trustees' use of the going concern basis of accounting in the preparation of the financial statements is not appropriate; or
- the Trustees have not disclosed in the financial statements any identified material uncertainties that may cast significant doubt about the charitable company's ability to continue to adopt the going concern basis of accounting for a period of at least twelve months from the date when the financial statements are authorised for issue.

Respective responsibilities of Trustees and auditors

The Trustees are responsible for the other information included in the annual report. The other information comprises the information included in the Annual Report, other than the financial statements and our Auditors' Report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

In connection with our audit of the financial statements, our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements, or our knowledge obtained in the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to

Independent Auditors' Report to the Members of The Cedar Foundation (continued)

determine whether there is a material misstatement in the financial statements or a material misstatement of the other information. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Opinion on other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Executive Committee Report including the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Executive Committee Report, including the Strategic Report, has been prepared in accordance with applicable legal requirements.

Matters on which we are required to report by exception

In the light of our knowledge and understanding of the charitable company and its environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Report including the Strategic Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 requires us to report to you if, in our opinion:

- adequate accounting records have not been kept, or returns adequate for our audit have not been received from branches not visited by us; or
- the financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of Trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

Responsibilities of Trustees

As explained more fully in the Trustees' Responsibilities Statement, the Trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view and for such internal control as the Trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Trustees are responsible for assessing the charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the Trustees either intend to liquidate the charitable company or to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an Auditors' Report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Independent Auditors' Report to the Members of The Cedar Foundation (continued)

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud is detailed below:

We considered the opportunities and incentives that may exist within the organisation for fraud and identified the greatest potential for fraud in the following areas: timing of recognition of income; and posting of unusual journals along with complex transactions. We discussed these risks with client management, designed audit procedures to test the timing of income, tested a sample of journals to confirm they were appropriate and reviewed areas of judgement for indicators of management bias to address these risks.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at: www.frc.org.uk/auditorsresponsibilities. This description forms part of our Auditors' Report.

Use of our report

This report is made solely to the charity's members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006. Our audit work has been undertaken so that we might state to the charity's members those matters we are required to state to them in an Auditors' Report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and its members, as a body, for our audit work, for this report, or for the opinions we have formed.



Brian Clerkin (Senior Statutory Auditor)
for and on behalf of

Sumer AuditCo NI Limited
Statutory Auditors
Glendinning House
6 Murray Street
Belfast
BT1 6DN

24 September 2024

Sumer AuditCo NI Ltd are eligible to act as auditors in terms of section 1212 of the Companies Act 2006.

The Cedar Foundation
Annual report for the year ended 31 March 2024

Statement of financial activities
(incorporating the Income and Expenditure Account)

	Notes	Restricted £	Unrestricted £	2024 £	2023 £
Income and endowments from:					
Donations and legacies	2	-	10,330	10,330	32,181
Charitable activities	3	2,608,044	17,071,291	19,679,335	15,522,302
Investments	4	-	204,439	204,439	112,541
Total income		<u>2,608,044</u>	<u>17,286,060</u>	<u>19,894,104</u>	<u>15,667,024</u>
Expenditure on:					
Charitable activities	5	3,396,446	16,311,774	19,708,220	16,104,465
Total expenditure		<u>3,396,447</u>	<u>16,311,774</u>	<u>19,708,220</u>	<u>16,104,465</u>
Net movement in funds before other recognised gains/(losses)		(788,402)	974,286	185,884	(437,441)
Other recognised gains/(losses):					
Gains/(losses) on assets and investments	15	-	200,582	200,582	(225,062)
Revaluation of Assets held for sale		-	-	-	423,594
Revaluation of Assets					
Extraordinary item – donation	19	-	-	-	2,994,280
Transfers between funds	15	788,402	(788,402)	-	-
Net movement in funds		<u>-</u>	<u>386,466</u>	<u>386,466</u>	<u>2,755,371</u>
Reconciliation of funds:					
Total funds brought forward		-	12,274,027	12,274,027	9,518,655
Net movement in funds		-	386,466	386,466	2,755,371
Total funds carried forward		<u>-</u>	<u>12,660,493</u>	<u>12,660,493</u>	<u>12,274,027</u>

All amounts above relate to continuing operations of the company.

The notes on pages 21 to 32 form part of these accounts.

The Cedar Foundation
Annual report for the year ended 31 March 2024

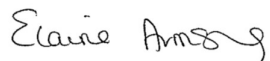
Balance Sheet

	Notes	2024 £	2023 £
Fixed assets			
Tangible fixed assets	10	1,864,744	2,033,466
Investments	11	3,126,819	2,924,647
		4,991,563	4,958,113
Current assets			
Debtors	12	2,337,102	2,700,444
Assets held for sale		-	484,911
Investments - short term deposits		3,777,269	1,227,885
Cash at bank and in hand		2,734,127	4,191,157
		8,848,498	8,604,397
Liabilities			
Creditors: amounts falling due within one year	13	(1,179,568)	(1,288,483)
Net current assets		7,668,930	7,315,914
Total Net assets		12,660,493	12,274,027
Charity funds			
Unrestricted funds	15	12,660,493	12,274,027
Restricted funds	15	-	-
Total funds		12,660,493	12,274,027

The accounts on pages 18 to 32 were approved by the Board of Trustees and authorised for issue on 24 September 2024.



Mrs Myrna Evans (Chairperson)



Ms Elaine Armstrong (CEO)

Co. Registration No. NI 002132

The notes on pages 21 to 32 form part of these accounts.

The Cedar Foundation
Annual report for the year ended 31 March 2024

Statement of Cash Flows

	2024	2023
	£	£
Cash flows from operating activities:		
Net cash provided by operating activities (see below)	473,203	(833,861)
Cash flows from investing activities		
Dividends, interest and rents from investments	204,439	112,541
Proceeds from the sale of property, plant and equipment	488,622	349,082
Purchase of property, plant and equipment	(73,910)	(100,665)
Sale/(purchase) of investments	-	-
Net cash (used in) investment activities	619,151	360,958
Change in cash in the reporting period	1,092,354	(472,903)
Cash at the beginning of the reporting period	5,419,042	5,891,945
Cash at the end of the reporting period	6,511,396	5,419,042

Reconciliation of net income to net cash inflow from operating activities

	2024	2023
	£	£
Net income for the reporting period (as per the Statement of financial activities)	185,884	(231,851)
Adjusted for:		
Depreciation charges	236,997	271,751
Interest and dividends received	(204,439)	(112,541)
(Profit) / Loss on sale of fixed assets	333	(10,441)
Increase/(decrease) in creditors	(108,915)	(374,049)
Decrease/(increase) in debtors	363,343	(376,730)
Net cash provided by operating activities	473,203	(833,861)

Analysis of cash and cash equivalents

	31 March 2023	Cash Flow	31 March 2024
	£	£	£
Cash at bank and in hand	4,191,157	(1,457,030)	2,734,127
Investments – short term deposits	1,227,885	2,549,384	3,777,269
Total cash and cash equivalents	5,419,042	1,092,354	6,511,396

The notes on pages 21 to 32 form part of these accounts.

Notes to the accounts

1. Accounting policies

Basis of accounting

The accounts have been prepared under the historical cost convention and modified to include the revaluation of investments and in accordance with applicable accounting standards, the Companies Act 2006 and the Statement of Recommended Practice ("SORP") 'Accounting and Reporting by Charities' (FRS 102) and in accordance with Financial Reporting Standard 102. A summary of the more important accounting policies, which have been applied consistently, is set out below.

Company status

The Foundation is a company limited by guarantee. The members of the company are the Trustees named on page 2. In the event of the Foundation being wound up, the liability in respect of the guarantee is £1 per member of the Foundation.

Income

All income is recognised once the company has entitlement to the income, it is probable that the income will be received, and the amount of income receivable can be measured reliably.

Expenditure

Expenditure is recognised once there is a legal or constructive obligation to transfer economic benefit to a third party, it is probable that a transfer of economic benefits will be required in settlement and the amount of the obligation can be measured reliably. Expenditure is classified by activity. The costs of each activity are made up of the total of direct costs and shared costs, including support costs involved in undertaking each activity. Direct costs attributable to a single activity are allocated directly to that activity. Shared costs which contribute to more than one activity and support costs which are not attributable to a single activity are apportioned between those activities on a basis consistent with the use of resources. Central staff costs are allocated on the basis of time spent, and depreciation charges allocated on the portion of the asset's use.

Charitable activities and Governance costs are costs incurred on the company's educational operations, including support costs and costs relating to the governance of the company apportioned to charitable activities.

All expenditure is inclusive of irrecoverable VAT.

Fund accounting

General funds are unrestricted funds which are available for use at the discretion of the Trustees in furtherance of the general objectives of the company and which have not been designated for other purposes.

Designated funds comprise unrestricted funds that have been set aside by the Trustees for particular purposes. The aim and use of each designated fund is set out in the notes to the financial statements.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by donors or which have been raised by the company for particular purposes. The costs of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

Going Concern

No material uncertainties related to events or conditions that may cast significant doubt about the ability of the charitable company to continue as a going concern have been identified by the Trustees.

Notes to the accounts (continued)

Pension scheme

The company operates a defined contribution pension scheme. Employer's contributions vary as a percentage of pensionable earnings depending on the staff member's agreed terms and conditions. The assets of the scheme are held separately from those of the company in independently administered funds, and contributions are charged to the Statement of Financial Activities in the period to which they relate.

Operating leases

Costs in respect of operating leases are charged on a straight-line basis over the lease term.

Tangible fixed assets

Fixed assets are stated at their purchase cost, net of depreciation and any provision for impairment.

Depreciation is calculated so as to write off the cost of tangible fixed assets (excluding land), less their estimated residual values, on a straight-line basis over the expected useful lives of the assets concerned. The principal annual rates used for this purpose are as follows:

	%
Buildings	4
Motor vehicles	20
Fixtures and fittings	20
Computer equipment	33.33

Debtors

Debtors are measured at their recoverable amounts.

Creditors and provisions for liabilities and charges

Creditors and provisions for liabilities and charges are measured at their settlement amount.

Judgements and estimates

In the process of applying the charitable company's accounting policies, management has not made any significant judgements. There are no key assumptions concerning the future or other key sources of estimation, that have a significant risk of raising a material adjustment to the carrying amounts of assets and liabilities within the next financial year.

Investments

In accordance with the Statement of Recommended Practice, investments, are shown in the balance sheet at market value.

Interest receivable

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the company; this is normally on notification of the interest paid or payable by the Bank.

Cash at bank and in hand

Cash at bank and hand includes cash and short term highly liquid investments with a short maturity of three months or less from the date of acquisition or opening of the deposit or similar account.

Termination Benefits

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to either terminate the employment of an employee or to provide termination benefits.

Notes to the accounts (continued)

Financial instruments

The charitable company only has financial assets and liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

2. Donations and legacies

	Restricted	Unrestricted	2024	2023
	£	£	£	£
Fundraising and donations	-	10,330	10,330	19,181
Legacies	-	-	-	13,000
	<u>-</u>	<u>10,330</u>	<u>10,330</u>	<u>32,181</u>

3. Incoming resources from charitable activities

	Restricted	Unrestricted	2024	2023
	£	£	£	£
Living Options	-	13,193,150	13,193,150	9,108,415
Living options – Supporting People	2,608,044	-	2,608,044	1,998,352
Employability & Community Inclusion	-	3,878,141	3,878,141	4,415,535
	<u>2,608,044</u>	<u>17,071,291</u>	<u>19,679,335</u>	<u>15,522,302</u>

4. Investment income

	Restricted	Unrestricted	2024	2023
	£	£	£	£
Income from investments	-	204,439	204,439	112,541
	<u>-</u>	<u>204,439</u>	<u>204,439</u>	<u>112,541</u>

5. Expenditure on charitable activities

The company allocates its costs between Restricted and Unrestricted expenditure as follows:

	Restricted	Unrestricted	2024	2023
	£	£	£	£
Living Options	-	11,721,018	11,721,018	7,578,873
Living Options – Supporting People	3,396,446	-	3,396,446	2,512,628
Employability & Community Inclusion	-	4,590,756	4,590,756	6,012,964
	<u>3,396,446</u>	<u>16,311,774</u>	<u>19,708,220</u>	<u>16,104,465</u>

Notes to the accounts (continued)

6. Employee information

The average weekly number of persons, including part time and relief staff employed by the company during the year was:

Company	2024 Number	2023 Number
By activity:		
Admin & PR	138	148
Unit Managers & Deputies	25	23
Ancillary	312	183
	475	354

Company	2024 £	2023 £
Staff costs		
Wages and salaries	12,424,647	9,843,076
Social security costs	1,004,015	806,001
Pension costs (defined contribution scheme)	415,409	311,419
Agency staff	2,633,040	2,654,704
Apprenticeship Levy	44,853	32,642
	16,521,964	13,647,842

Employee information (continued)

The number of employees in the Company whose employee benefits (excluding employer pension costs) exceeded £60,000 was:

	2024	2023
	No.	No.
In the band £60,001 - £70,000	3	2
In the band £70,001 - £80,000	-	-
In the band £80,001 - £90,000	-	2
In the band £90,001 - £100,000	1	1
In the band £100,001 - £110,000	1	-

The total amount of employee benefits (excluding employer pension costs) received by key management personnel during the period was £404,804 (2023: £470,351).

During the year no Trustee received any remuneration, benefits in kind or reimbursement of expenses (2023: £nil).

7. Net incoming resources

	2024	2023
	£	£
Net income/(expenditure) is stated after charging/(crediting):		
Depreciation on tangible owned fixed assets	236,997	271,751
(Profit)/Loss on revaluation of investments	(202,172)	(225,062)
Interest and dividends receivable	(204,439)	(112,541)
Auditors' remuneration - audit	18,000	21,600
(Profit)/Loss on disposal of tangible assets	333	(10,441)

8. Taxation

The charitable company is exempt from taxation due to its charitable status as approved by HMRC. No tax is therefore payable on the surplus for the year (2023: nil).

9. Auditors' remuneration

	2024	2023
	£	£
Fees payable to the company's auditor for the audit of the annual accounts	18,000	21,600

Notes to the accounts (continued)

10. Tangible fixed assets

	Land and buildings £	Fixtures & fittings & computer equipment £	Motor vehicles £	Total £
Cost				
At 31 March 2023	3,613,313	879,331	142,869	4,635,513
Additions	-	73,910	-	73,910
Disposals	(157,542)	(54,984)	-	(212,526)
At 31 March 2024	<u>3,455,771</u>	<u>898,257</u>	<u>142,869</u>	<u>4,496,897</u>
Depreciation				
At 31 March 2023	1,836,557	630,071	135,419	2,602,047
Charge for the year	110,633	119,426	6,938	236,997
Disposals	(157,542)	(49,349)	-	(206,891)
At 31 March 2024	<u>1,789,648</u>	<u>700,148</u>	<u>142,357</u>	<u>2,632,153</u>
Net book values				
At 31 March 2023	<u>1,776,756</u>	<u>249,260</u>	<u>7,450</u>	<u>2,033,466</u>
At 1 April 2024	<u><u>1,666,123</u></u>	<u><u>198,109</u></u>	<u><u>512</u></u>	<u><u>1,864,744</u></u>

11. Investments

	2024 £
Investments at market value at 1 April 2023	2,924,647
Investment income reinvested	-
Purchase of investments	-
Disposal of investments	-
Net gain/(loss) on revaluation and realisation	202,172
Investments at market value at 31 March 2024	<u>3,126,819</u>

At 31 March 2024 The Cedar Foundation held 199,913 shares (2023: 199,913 shared) valued at 1,564.09 pence per share (2023: 1,463.96 pence per share) in the Northern Ireland Central Investment Fund for Charities. This revaluation resulted in a £202,172 increase in market value. The historic cost of the total investments held at the year end was £2,500,000 (2023: £2,500,000).

Notes to the accounts (continued)

12. Debtors: Amounts falling due within one year

	2024	2023
	£	£
Trade debtors	1,803,973	1,701,131
Other debtors	207,496	380,488
Prepayments and accrued income	317,881	224,886
Grants receivable	7,752	393,938
	<u>2,337,102</u>	<u>2,700,444</u>

13. Creditors: Amounts falling due within one year

	2024	2023
	£	£
Trade creditors	147,444	432,654
Other taxation and social security	259,657	196,415
Other creditors	140,756	143,753
Accruals and deferred income	631,711	515,661
	<u>1,179,568</u>	<u>1,288,483</u>

14. Deferred income

	2024	2023
	£	£
Opening balance	190,684	483,772
Amount released to income	(111,297)	(347,112)
Amount deferred in year	119,256	54,024
	<u>198,643</u>	<u>190,684</u>

The Cedar Foundation
Annual report for the year ended 31 March 2024

Notes to the accounts (continued)

15. Analysis of funds

Analysis of funds by type

	At 1 April 2023	Income	Expenditure	Transfers	Gains/ (Losses)	At 31 March 2024
	£	£	£	£		£
Unrestricted funds						
Reserve funds						
Fixed Asset Reserve	2,033,468	-	-	-	(168,724)	1,864,744
Fair value reserve	424,647	-	-	(470,114)	202,172	156,705
Risk – employability services	-	-	-	873,742	-	873,742
Risk – Living Options	-	-	-	5,475,939	-	5,475,939
Risk – Community Services	-	-	-	802,826	-	802,826
Risk – Corporate Services	-	-	-	744,189	-	744,189
Risk – Premises	-	-	-	66,710	-	66,710
Designated funds						
Organisation Efficiency & ESG Development	-	-	-	100,000	-	100,000
Development Capital Projects	-	-	-	50,000	-	50,000
Income Diversification Development	-	-	-	90,000	-	90,000
Croft Day Centre Development	471,193	-	-	-	-	471,193
ECI Development	-	-	-	160,000	-	160,000
LO Development	-	-	-	180,000	-	180,000
Service Development	1,651,853	-	-	(1,651,853)	-	-
General funds						
General Funds	1,188,219	17,286,060	(16,311,774)	(2,329,639)	167,134	-
Sustainability	6,504,647	-	-	(6,504,647)	-	-
User Forum & Volunteer Programme	-	-	-	82,365	-	82,365
Service sustainability – 3 year plan	-	-	-	1,542,080	-	1,542,080
Total unrestricted funds	12,274,027	17,286,060	(16,311,774)	(788,402)	200,582	12,660,493
Restricted funds						
Supporting People	-	2,608,044	(3,396,446)	788,402	-	-
Total restricted funds	-	2,608,044	(3,396,446)	788,402	-	-
Total funds	12,274,027	19,894,104	(19,708,220)	-	200,582	12,660,493

Notes to the accounts (continued)

Unrestricted funds

General funds

User Forum

Cedar is a user-led organisation and effective user engagement is central to achieving our vision. Co-production is a core innovation theme in our Strategic Plan and having an active User Forum is a key mechanism for ensuring user engagement. The use of reserves to fund core costs of the Forum including staffing costs for Facilitators, service user costs for travel, training and infrastructure, will enable members of the Forum to fully undertake their role, delivering on advocacy, consultation, recruitment and selection.

Volunteer programme

Cedar is committed to having a volunteer programme to support our beneficiaries. Volunteers bring diversity, which enriches the organisation as well as a range of qualities, skills and expertise that adds value to our services and enhances the experiences of our service users. Volunteers dedicate time to supporting our service users to achieve their planned outcomes, which enhances the support offered by our employees. The use of reserves, supports employing a Volunteer Coordinator and enables us to reimburse volunteers appropriately for expenses such as travel and training. Effectively resourcing our volunteer programme ensures we can continue to maintain our Investing in Volunteers quality standard evidencing good practice in volunteer management.

Service sustainability reserve

Cedar Foundation has determined an approach to underwrite services for a period of time that are high performing and meeting need and demand for our beneficiaries, but not reaching full-cost recovery, allowing time to source alternative funding options or to make informed decisions on long-term viability. This allows the organisation to maintain key services that reflect the charity's purpose and strategic direction.

Since 2021, a combination of factors, including economic change and political uncertainties, has led Cedar to exercise prudence and minimise pay increases to keep costs within the constraints of funder uplifts or loss of key funding streams due to Brexit. This has resulted in Cedar no longer paying above minimum wage for care and support staff and not maintaining alignment with NJC benchmark for salaried staff posts, at variance with our previous position.

There have been improvements in the last year in the labour market which has meant a more positive outcome for recruitment exercises and a decrease in the use of agency staff. This has meant for 24/25 financial year the Trustees have supported the decision to take a different approach to build upon recent successes and ensure competitive pay through a temporary draw on sustainability reserves. Cedar have re-aligned to NJC benchmark and increased the support worker hourly rate above NMW/NLW.

While Department of Health and other government income uplifts are still likely to be modest on existing contracts, it is imperative that Cedar attract and retain the best staff to meet its objectives. It is anticipated that this move will encourage increasing positive recruitment outcomes and stabilise the workforce and retain highly experienced staff. The stabilisation of the workforce will allow the management teams to focus on increasing income through existing streams, diversifying income and cost efficiency measures.

Each of the directorates have defined targets within the Balanced Scorecard and a Financial Improvement Plan to drive efforts to reduce the call upon reserves over the next 3 years on a journey to maximising full cost recovery for the majority of services in the longer term.

Reserve fund

Fixed Asset Reserve

This fund represents the net book value of all the Charity's fixed assets. The Fund is then utilised to offset the impact on the general fund of the depreciation charged on the relevant assets.

Notes to the accounts (continued)

Fair Value Reserve

At the end of each accounting year Cedar post a fair value adjustment to the Fair Value Reserve to account for the movement in the share price of investments held. The total value held in this reserve is periodically reviewed to only hold a prudent amount to allow for reasonable fluctuations in the market, any surplus funds held are then released to the General Funds.

Risk Reserve

The Trustees of Cedar Foundation have a liquidity-based approach to reserves which results in the charity holding reserves mainly in cash and easily realisable investments. As a risk averse organisation, the reserves strategy is closely aligned to the organisation's risk register and as such, a significant percentage of the reserves are held in the Risk Reserve Fund to ensure continuing operations, particularly in relation to fluctuations in cash flow.

Each service area has been assessed for risk, particularly in relation to how payments by funders affect the cash flow. The risk reserve fund aims to retain the equivalent value of 6 months of salary costs for each service area. At each year end calculations are undertaken to monitor the percentage of sustainable reserves against actual salary costs. Appropriations and/or adjustments are made from year end surplus to those areas within the fund which require additional provision due to increases or decreases in requirements against the 6-month benchmark. The risk reserve has priority over other designated reserves in the event of limited year end surplus and appropriations.

The Trustees recognise that the long-term strategic goal of Cedar is to ensure that there is the equivalent value of 6 months' salary costs held in reserves, however, in this current period due to the need to allocate increased levels of Service Sustainability reserves and invest in other areas of the organisation for development and improvement, the organisation's Risk Reserve sits at 5.5 months. Strategically this will allow measures to be taken forward to future-proof Cedar and ensure continuity of service.

Designated Funds

Organisational Efficiency & SG/Net Zero Reserve

Cedar Foundation is committed to work towards achieving the UN's ESG (Environment, Social, Governance) Sustainable Development Goals. To achieve this Cedar Foundation is dedicated to reviewing its overall efficiency, infrastructure and capital investment to make them more sustainable and has committed part of their reserves to this development.

Specific targets are captured in the Organisational Balanced Scorecard for the 2024/25 operational year, including:

- Income diversification (e.g. Corporate Partnerships)
- Efficiency savings in supplier management
- Premises review for usage and energy efficiency
- Digitalisation Strategy to improve efficiencies through technology

Service Development Reserve

The Trustees recognise that a proportion of its reserves should be utilised for development opportunities in order to remain competitive in an increasingly challenging environment, particularly with the need for competitive tendering for our services and building new partnerships to attract emerging funding opportunities.

Restricted Reserves

These can only be used for a specific purpose. There are no restricted reserves held by Cedar currently.

Notes to the accounts (continued)

Analysis of funds by net asset type - current year

	Unrestricted funds 2024	Restricted funds 2024	Total funds 2024
	£	£	£
Tangible fixed assets	1,864,744	-	1,864,744
Fixed asset investments	3,126,819	-	3,126,819
Current assets	8,848,498	-	8,848,498
Creditors due within one year	(1,179,568)	-	(1,179,568)
Total	12,660,493	-	12,660,493

Analysis of funds by net asset type - prior year

	Unrestricted funds 2023	Restricted funds 2023	Total funds 2023
	£	£	£
Tangible fixed assets	2,033,466	-	2,033,466
Fixed asset investments	2,924,647	-	2,924,647
Current assets	8,604,397	-	8,604,397
Creditors due within one year	(1,288,483)	-	(1,288,483)
Total	12,274,027	-	12,274,027

16. Contingent liabilities

A contingent liability exists to repay grants received, where certain conditions have not been fulfilled by the company. In the opinion of the Trustees, the terms of the letters of offer have been complied with and no liability is expected.

17. Guarantors

The company is a company limited by guarantee and does not have share capital. The liability of guarantors is limited to £1 in the event of the company being wound up.

18. Related Party transactions

The Board of Trustees are considered to be the Charity's ultimate controlling party.

During the year ended 31 March 2024 the Cedar Foundation paid IT software subscription and support services costs totalling £102,469 (2023: £71,016) to Aspirico UK Limited (iplanit), an IT software company for which trustee Mr Clive Evans is an employee.

During the year the Cedar Foundation paid a £500 (2023: £582) corporate membership fee to Northern Ireland Union of Supported Employment for which the Head of Service for Employability within the charity is a board member. The same individual is also a Board member of Volunteer Now Enterprise Ltd for which the Cedar Foundation paid £1,752 (2023: £2,334) for the delivery of recruitment, adult safeguarding and child safeguarding training.

The Director of People and Organisational Development within the Cedar Foundation is also a member on the board of the Confederation of Community Groups as a Cedar representative. During the year the Cedar Foundation paid £17,910 and £1,136 to the Confederation of Community Groups and the Confederation of Community Groups Newry & District in respect of rent and rates for the use of a meeting room and a suite. Included within the previously mentioned balances was also a £472 membership subscription.

19. Extraordinary item - Donation

On 31 March 2023, Croft Communities merged with The Cedar Foundation, all assets and liabilities were transferred to The Cedar Foundation as of this date by way of an Extraordinary Donation. This transfer was treated within the 31st March 2023 year end financial statements as an "Extraordinary Item - Donation" in the amount of £2,994,280. This donation was made up of the transfer of the following assets and liabilities:

	£
Fixed Assets	811,532
Debtors	448,422
Creditors	(130,124)
Bank	1,864,450
	2,994,280