



# **CARE OF POLICE SURVIVORS**

Registered Charity

1101478 (1170760 following incorporation)

SC038541

*"Caring for Police Survivors"*

*Strategic Plan 2016 – 2018*

*Building on the foundations*

*Strategic plan update*

*January 2017*

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## About this plan

This document is an update of Caring for Police Survivors, the strategic plan adopted by the charity for the period 2016 – 2018. This document updates the plan for 2017 – 2018 to conclude the foundation stage of rebuilding the charity. We have adopted this iterative approach to strategic planning to ensure that plans remain “living” documents, that lessons are incorporated quickly and that plans are both realistic and current. This plan takes as its starting point the progress and challenges of 2016 and builds objectives for the next three years onto these.

2016 was a year focused on laying down organisational foundations, without which it would be difficult to move the charity forward. As a result of our progress we are now much better able to support survivors and to withstand future shocks to our organisational structure. However, as this plan demonstrates, we have only taken the first few steps.

Our achievements include:

- Comprehensive consultation on the charity’s purposes and beneficiaries
- Recruitment of a full (part-time) staff team
- Appointment of new independent and survivor trustees
- Incorporation of the charity as a CIO with the Charity Commission
- Delivery of a hugely favourably received Survivors Weekend
- Delivery of a full programme of support weekends
- Development of support partnerships with Winston’s Wish and Red Arc
- Relocation to suitable and cost effective premises
- Record fundraising income

We have not achieved everything that we set out to achieve in 2016. Abrupt loss of key staff meant that some of the support ideas we were keen to develop have fallen behind schedule. The legal process to incorporate the charity has taken longer than originally anticipated, meaning that whilst we have in place the new incorporated charity the process of transfer of assets and responsibilities is not yet complete. The delay should not be lamented, a key cause being the discussions on our fundamental purpose were wide ranging and meant that we gave full consideration to a wide range of views.

And in some areas we have also made progress faster than we anticipated. The partnership agreements with Winston’s Wish and Red Arc to be provide professional support to those families who need and want it, were put in place some 12 months ahead of schedule.

This plan recognises these variances, both positive and negative, with the previous iteration and addresses these accordingly. This document should not be seen as a replacement for (or in isolation of) the 2016-18 plan, but should instead be understood as the next chapter of our charity’s strategic direction (which remains unchanged). As such questions discussed at length in the 2016 document are not re-addressed here, and this document assumes that the reader is already familiar with the previous document. The strategy has not changed – our short term objectives have altered to reflect realities of the first year of that strategy.

2017 is a year for completing the foundations in all the core functions of the charity: service delivery, fundraising, communications, finance, management and governance. By the end of year, COPS will be in position to embark on our next stage of growth, led by the needs of our beneficiaries. As such in quarters 2 and 3 of 2017 we will set out a clear picture of what the charity will look like in 2020.

Consequently, in January 2018 we will present a three year plan setting out in detail the next stage of the charity's development for the period 2018 – 2020.

Richard Kotulecki  
Chief Executive

## Summary

This plan is an update and continuation of Caring for Police Survivors the strategic plan for 2016-18 and builds on the achievements of 2016 to complete setting solid foundations for the charity. Following wide ranging consultation, at the end of 2017 we will produce a new three year plan for 2018 – 2020 setting out the next stage in COPS development.

COPS is here to support the families and partners of police officers and police staff who have lost their lives in connection with police duty.

Our uniqueness is derived from the peer support we are able to offer these families. In our approach to everything that we do we are dedicated to being inclusive, supportive, empathetic, thoughtful and passionate.

We make no judgement on family relationships and welcome anyone with a familial link to an officer who has died in relation to his/her duty.

When developing new ideas we test these against our guiding principles: will this help families rebuild their lives and will this help families better support other families?

In 2017 we will complete the legal and structural re-organisation of the charity, ensuring that we are incorporated as a CIO and that there are clearly defined responsibilities for Trustees, Executive team, COPS Council and Business Development Board.

Throughout the duration of this plan we will continue with the skills based recruitment of Trustees and Council members and will develop a comprehensive training programme for both. The staff is now at full complement and is not expected to grow further during this planning period, the focus will be on volunteer recruitment.

The role of the President will be clearly defined in 2017, alongside a s/election process, with a view to having the next National President identified in the second half of the year.

Our events exist as a means of introducing survivors to one other so that peer support can continue outside of the events. COPS will not become an organisation that provides support to “passive” recipients.

We will introduce two new survivor support weekends based on theme rather than relationship group taking the number to 7 in total. It is anticipated that by 2019 we will provide a maximum of 10 such weekends.

To enable peer support at local level we will create local networks built around the COPS Council. Two such networks will be created in 2017, increasing steadily to 8 throughout the period of this plan.

To ensure that survivors have the right skills to support other survivors we will expand the Winston’s Wish training programme to locations around the country – starting with 3 in 2017, and increasing to 8 by 2019.

We will not during the course of this plan make arrangements to provide direct grant funding to individual survivors. We will instead develop our relationships with grant giving organisations such as PDT which have been set up for this purpose.

Our fundraising focus is on minimising the risk to income (through diversification and reduction of fundraising costs) and maximising the opportunity for realising income. We will continue to put in place the fundraising foundations we need to ensure that we secure our current fundraising base, before planning an increase in income for 2019. Our income priorities are to support low risk initiatives such as donations and fundraising activities.

To help achieve our fundraising objectives we will create a Business Development Board of high level potential funders.

In 2017, we will focus on the basics of Information and Communications building a full stakeholder map, conducting a full communications audit and brand review, so that we can clearly position our communications requirements for 2018 and beyond.

We will work with the PFEW to develop their information booklet. This will deliver better value for investment and not commit the charity to ongoing significant signposting costs.

Our income is predicted to remain at approximately £308,500 per year in 2017, rising to £340,000 in 2018. Our expenditure will increase from £335,000 per year to approximately £350,000 during the same period. At the end of the plan period our reserves are expected to be £325,000.

We will invest our reserves in 2017 to maximise income whilst remaining true to our values.

Questions about this plan should be directed to Richard Kotulecki, Chief Executive, by email at [richard.kotulecki@ukcops.org](mailto:richard.kotulecki@ukcops.org)

## Completing the foundations

As a society, we are fortunate to live in relative safety and security, free to go about our daily lives without too much trepidation. This security is provided by the dedication of men and women of the Police service. If these men and women pay the ultimate price for providing that security, then as a society, we should do our utmost to support the families and loved ones they leave behind. This quid pro quo could be called the Police Covenant. COPS plays a key role in fulfilling this covenant on behalf of our whole society.

No officer expects to lose his or her life as a result of carrying out their police duty. Yet, despite knowing the dangers of policing, officers regularly and routinely risk paying the ultimate price for our collective safety. It is for this reason that COPS believes that we should recognise the willingness to get in harm's way on our behalf when supporting the families left behind.

Our charitable objects are **to provide support to families and partners of police officers and police staff<sup>1</sup> who have lost their lives in connection with police duty by offering practical and emotional assistance to cope with the trauma of such a death.** Whilst it is clear and unambiguous that some officers will lose their lives in the process of carrying out their duty – perhaps as a direct result of a criminal act, or in a road traffic accident during a blue light response, or as a result of injuries sustained in such incidents – there are many other cases when causes of such deaths are less clear. For example, the regular exposure to risks and stresses involved in keeping us safe may create the conditions in which an officer loses his or her life in otherwise seemingly unconnected circumstances – perhaps as a result of duty linked physical or mental ill health, for instance as a result of post-traumatic stress disorder (PTSD). Our charitable objects recognise both the unambiguous and less clear circumstances of police deaths.

### Our vision and mission

In an ideal world, there would be no need for our objects and our charity would not exist, because no police officers or police staff would die as a result of carrying out their duty. Of course, our world is not ideal and so we recognise that whilst no family ever wants to join our “club” unfortunately and inevitably some will.

So, in the imperfect world in which we live **our vision** is that:

*All families and partners of police officers and police staff who have lost their lives in connection with police duty have available to them the full support they need for as long as they need it to cope with the trauma of such a death.*

This is the core of the Police Covenant mentioned above. In the immediate aftermath of a police death families receive support from Family Liaison Officers (FLOs). They will also, perhaps, receive offers of support and help from other individuals and organisations. Those families who have been through such a bereavement say that the initial reaction is akin to numbness – a feeling of nothing. Some families tell that later when the numbness subsides, and the initial wave of support starts to ebb, it is at that point that the need for support increases. How much it increases and for how long

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<sup>1</sup> This document refers throughout to “Police Officers” or “Officers”. In all instances this should be read as “Police Officers and Police Staff”. Similarly, references to “families” should be read as “families and partners.”

varies from person to person. In other words, the critical phrase in the above vision is “...full support they need for as long as they need it.” And so to address this critical phrase, **our mission** is:

*To offer peer support and access to professional services to help families rebuild their lives following the death of their policed officer or member of police staff.*

The strength of peer support in helping people overcome trauma and challenges is well documented and has been addressed at length in previous COPS literature. Our success in engaging with the whole police community means that we also have the resources to be able to provide access to professional services to enhance the peer support we are able to offer. In other words, **our core activity is to enable families to support families**. Around this core we aim to **provide access to professional services to help families better support families**.

### **Our values**

Enabling peer support is a complex challenge. By its nature, peer support is voluntary and dependent on a common understanding of needs (even if those needs vary from individual to individual). Peer support cannot be subject to a service delivery contract, with stipulations for specific service outputs. Peer support cannot be subject to timeframes or worksheets. Yet in order to be successful it has to be governed by shared understanding, by a shared set of values. Without shared values peer support cannot exist, and instead becomes cliques and individuals. Our shared values are based on understanding of a common experience and on a determination to rebuild following that experience. **Our values determine who we are**. We are:

**Inclusive** – families come to COPS from all backgrounds, ethnicities, geographies and circumstances. We welcome warmly all these families at COPS equally.

**Supportive** – families have different needs at different times. We support these families as best as we can in a way that works best for them.

**Empathetic** – each family is different. We work to understand their feelings and circumstances so that we are best placed to support them.

**Thoughtful** – providing excellent support requires thought in word and deed in everything that we say and do.

**Passionate** – we will champion the needs of families to ensure that the sacrifices of their loved ones are acknowledged and remembered.

Everything that we do, the decisions we make, is governed by these values. It is our expectation that all people and organisations partnering us and our work in any way also demonstrate these values.

### **Our guiding principle**

Translating our mission and values into concrete actions is not straightforward. There are two key reasons for this: the needs of our families are complex and varied, and there exist myriad police and other charities whose work sometimes overlaps. So to be as effective as possible, we should be able to meet the needs of our survivors whilst not duplicating anything that is already provided by other organisations.



Our uniqueness is derived from the core work that we do: enabling peer support. We help families support other families. We have an established programme of methods by which we do this (discussed in Chapter QQ – Services). Throughout 2016, we have employed a litmus test for developing new initiatives, services, activities or commitments. Throughout the duration of this plan **we will continue to use as our guiding principle the questions: Will this help families rebuild their lives and Will this help families better support other families?** A positive answer to these questions ensures that we are doing the right thing for our families, whilst maintaining our uniqueness in what is a crowded bereavement and police charity landscape.

## **Our families**

As we have developed, and will continue to develop, services to help families better support other families, we have also considered the make-up of these families. In other words, who are our beneficiaries? Listening to Police Survivors, the 2015 consultation with COPS families, offered an unequivocal answer. Conversations with numerous families since have re-affirmed this. It is not possible to legislate in advance for how family ties and bonds develop. It is perfectly possible, for example, for a nephew-uncle relationship in one family to be as strong as a father-son relationship in another. Furthermore, with an ever increasing number of second and step families not just in the police community but in society as a whole, it is not possible to pre-judge objectively where the strongest bonds lie between parents, children, siblings, in-laws, cousins, nephews, nieces, grandparents, step families, etc. It is possible to make a subjective judgement perhaps of which family ties should be strongest, but doing so would betray our values of inclusiveness, empathy, thoughtfulness and supportiveness.

We recognise that nobody wants to become eligible for COPS support, and so **we will welcome to our fold anyone who has a familial link with a police officer who has died in relation to his/her duty and who requests our help.** Furthermore, we will not make a comparison or judgement as to who has a greater claim on the support of our charity. As we develop our services further, we may need to develop more detailed eligibility criteria for specific services, rather as we already have in place for support with driving lessons, but our core work of enabling peer support will always remain open to all.

Welcoming a broad range of people, means that we should also consider how we refer to this wide ranging group of beneficiaries. Listening to Police Survivors demonstrated that even among people who highly value the support we provide, not all are comfortable with being called a Survivor. Consequently, **during 2017 we will also consider whether Survivor is the right name for our beneficiaries.**

## **Our approach**

The above sets out the fundamentals that we will have in place in order to consider ourselves a successful organisation. These fundamentals give us clarity of the following:

Our purpose: our charitable objects, our vision, our mission

Our approach: our values, our guiding principles

Our focus: our families, our beneficiaries

This clarity gives us the opportunity to begin to demonstrate the difference that we are making to people's lives – to demonstrate our impact. This is important because ultimately it is impact that is the determinant of a charity's success. Building on the work we have already done, **in 2017 we will develop measures of success for our work**. These measures will not be targets to be achieved or ticked – targets such as these often result in perverse incentives. The measures will be indicators of the effectiveness of our expenditure and our services. Measures will allow us to link:



- Input: the time, effort and money that we put into providing services, with
- Output: the quality of those services, with
- Outcome: how these services help survivors, with
- Impact: the difference this makes to people's lives.

The fundamental aspects of measuring inputs are already in place, as are the fundamentals of measuring outputs. We will further improve and formalise these measures and work on developing confident measures of outcome and impact. **In 2018 we will be in a position to demonstrate not only what the charity does, how it does it, but also the difference that makes to our families and how it helps them to rebuild their lives, ensuring that we have an increasingly powerful story to tell both potential beneficiaries and potential funders.**

As befits a charity of our size (top quintile by income, but by no means a large organisation), we will develop these so that we can evaluate our work with confidence, but without getting bogged down in targets and measuring.

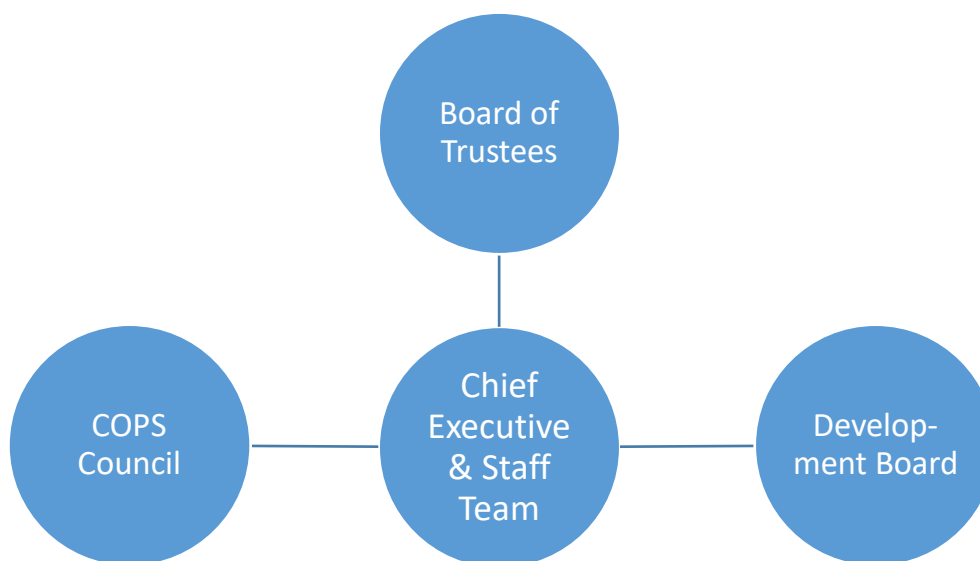
## Structure and Governance

We have embarked on the process of incorporating the charity as a Charitable Incorporated Organisation (CIO). We have done this so as to be better able to provide the full range of services needed by our families. The legal process for incorporation involves setting up a new CIO, transferring the objects, assets and liabilities from the old trust to the CIO and finally closing down the trust. As this is a lengthy and detailed process, it was prudent to review our charitable objects at the same time. We have agreed these with the Charity Commission, giving us greater scope to support more police families in need of our help. Following confirmation of the incorporation of the charity, **we will in the first half of the year complete the legal formalities including the transfer of assets from the current charitable trust to the new CIO.** Ultimately, this will mean that we will have, in England and Wales, a new charity number, and will have to take the necessary steps to ensure that all our financial records and systems reflect this. This will be done as soon as practicable in 2017 following legal completion. The Scottish charity number will remain unchanged.

### Our charity structure

We now have in place a settled organisational structure. Adherence to that structure, and the supporting legal documents and Terms of Reference, ensures that we have in place the key ingredients for good operation and governance: separation between executive and non-executive, representation for beneficiaries and funders and, critically, independent oversight.

The governance structure implemented during 2016 is broadly as follows:



Each of these roles is addressed in more detail below. **The organisational structure, and that of the various roles within, will be finalised in 2017.** It is envisaged that **from 2018 onwards there will be no further structural changes to the charity**, only successional changes in the people who fill the various roles.

## Board of Trustees

We have determined that for our charity, the optimum number of Trustees is twelve. The full description of the Trustees powers is defined within our constitution. We carried out a full skills audit of the Board and appointed to it new Trustees who offered skills complementary to existing ones. Furthermore, following Charity Commission advice, we determined that the optimum ratio of Trustees is a 4-4-4 split between, beneficiary trustees, police trustees and independent trustees. To achieve this ratio whilst retaining valuable skills, we have developed a Trustee appointment and succession timetable as follows:

Schedule	Appointment (* indicates possible reappointment of trustee for second term)	Bringing ratio to (Independent-Survivor-Police)
2017 Q1	1 Survivor	3-4-4
2017 Q3	1 Independent, 1 Survivor*, 1 Police	4-4-4
2018 Q1	1 Independent, 1 Police	4-4-4
2018 Q3	1 Survivor*, 1 Police*	4-4-4
2019 Q1	1 Police*	4-4-4
2019 Q3	2 Independent*, 1 Survivor*	4-4-4

Therefore, **in 2017 three new trustees will join the board, in 2018 another two will join**, from which point we will appoint replacements as and when incumbent trustees retire after completion of either one or two terms.

In order to facilitate more effective and efficient governance, the board has moved to operate with the assistance of a number of committees. During the course of this plan, and in the following order, we will develop formal committees for each of the following areas:

- Finance, audit and risk
- Support services
- Fundraising
- Engagement and communications

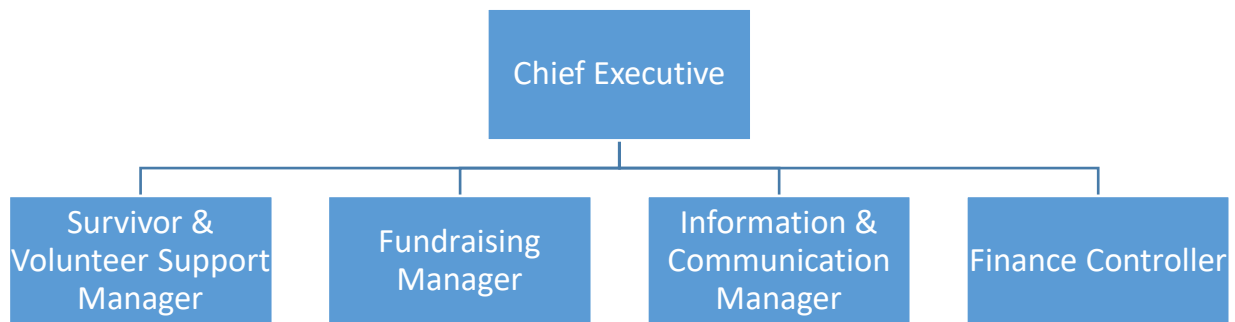
Committees will in all cases be responsible to the Board of Trustees and will be chaired by one of the Board of Trustees.

Working with organisations such as the National Council for Voluntary Organisations (NCVO) and the Charity Commission (CC), **in 2017 we will develop our training programme for Trustees and Committee members**, to include a comprehensive Trustee induction pack and an annual open day hosted by the staff team to give the non-executive a detailed picture of the executive. **From 2018, invitations to open days will be extended to all charity stakeholders.**

## Chief Executive and Staff Team

An organisation of our size, if it is to be run successfully, needs some element of professional paid staff. Paid roles within the charity should add value to the work that the charity does, and should not merely transfer tasks from volunteers to paid staff for no defined reason. For this reason, it is envisaged that no new additional paid staff members will be recruited for the duration of this plan.

The current team, which adds significant value to the work of the charity, comprises the following roles:



Each role is a half-time role (0.5 FTE). Each role holder is charged with responsibility to ensure maximum volunteer engagement in the execution of that role, ensuring that the charity does not enter an ever increasing recruitment spiral.

In the last 18 months, the paid staff team has grown from a wholly inadequate 1 FTE to a sustainable 2.5 FTE. The additional roles have been recruited and are managed in accordance with best practice guidelines. However, growing so rapidly is not possible in one step. As such, **during 2017 we will develop a full range of people policies that will underpin the roles of paid staff and unpaid volunteers alike, including extending to volunteer roles an effective appraisal process.**

### Volunteer Support

A peer support organisation cannot function correctly without the substantial contribution of volunteers. It is essential, therefore, that we treat volunteers as an essential resource and not as an optional add on. This points to the heart of our guiding principle. Our charity is not here to provide services to passive “recipients,” we are here to enable our beneficiaries to support each other and to ensure that they are best equipped to do this. This is discussed in more detail with the service delivery section of this plan. From an organisational management and governance point of view, the people policies that we develop in 2017 will during the course of this plan be extended to all of our volunteer roles, including all those involved in informal peer support. It is for this reason that we make support services such as Red Arc and Winston’s Wish available to all – by doing so we are providing the professional support to help families better support other families.

### COPS Council

Prior to the appointment of a CEO, the charity’s day to day operations were managed by a body variously known as the Survivor Committee and the Management Committee. This group of volunteers performed two key tasks – to deliver the regular services provided by the charity and to represent the voice of charity beneficiaries. As the charity has grown in size, this dual role has become unsustainable. The former of the two roles is now being largely taken on by the paid staff team – the skills required to run a charity can be and have been bought in, so it makes sense to make the most of these professional skills particularly where direct experience of being a survivor is not required. Where professional skills cannot replace personal experience is in the latter of the two roles of the Survivor Committee – representing the voice of charity beneficiaries.

77% of survivors think that there should be a body to represent their views and help shape support. Of these 57% think that the enabling of that support should be done by somebody else. In other words, there is a need for a strong beneficiary voice, but it should not also be the primary executive arm of the charity.

**In 2017, we will therefore, strengthen the voice of survivors by formally adopting into the charity structure the COPS Council.** The Council is so called because it can offer the benefit of wisdom gained through experience as per a council of elders. The Council's primary role will be as the voice of survivors, obtaining and representing consensus views of survivors and guiding service development accordingly. The principles on which the Council will be founded are:

- The Council represents the voice of survivors and so should be widely representative. To this end, when terms of reference for the committee are agreed an open appointment process will be conducted.
- The Council is a deliberative and advisory body akin to a council of elders – able to draw on collective experience and skills (and, accordingly, should be called a Council).
- The Council represents survivors and is free to draw on the skills and experience of others – i.e. it can co-opt non-survivors to the Council.
- The Council appoints its own members and in doing so is guided by the paid staff team. Appointments are made on the basis of defined roles and skills. This offers clarity to potential appointees and discourages no “sitting” members.
- The Council has no oversight responsibilities, but is linked to the staff team via the Survivor and Volunteer Support Manager, and linked to the Board of Trustees via the President.
- The Board of Trustees is the ultimate arbiter of the Charity's governance, with operational responsibility delegated to the CEO.
- The Council's authority is derived from the CEO.
- Survivors who would like to contribute in a more operational capacity (as opposed to Governance) should seek appointment to the council or as a volunteer (rather than as a Trustee).
- The Council will be a source of volunteers and links to volunteers (i.e. not all volunteer roles will need to be performed by committee members).

**Recruitment to the COPS Council will begin on this basis in the first quarter of 2017 after the formal adoption of terms of reference. Starting in 2017, in line with training being offered to Trustees, we will develop a formal training programme for Council members.**

The role and Terms of Reference of the Council will be reviewed in 2018 after its first 12 months of operation.

## **The President**

National President is a key role with the charity. Through 2016 we have considered the President's role, the responsibilities of the office and how an individual is appointed to that office. The President is a senior representative of the charity as a whole, but does not carry automatic executive authority.

Within the structure of the charity, the President is the lead voice for our beneficiaries. The President speaks for survivors and the charity as a whole, particularly on subjects that are closest to

the hearts and minds of our families. As the senior representative of the charity's beneficiaries, the President should chair the COPS Council – the body that represents survivor views.

The representative nature of the role suggests that the President is elected to office by charity beneficiaries. This would ensure that the President has the appropriate support from charity beneficiaries.

The President is also a Trustee, ensuring senior survivor representation on the Board, and so must abide by the terms of his/her Trusteeship. Terms of reference for the role will clarify that the role of Trustee and President are locked together and that it is not possible to be President without also being a Trustee.

The trustee nature of the role suggests that the Board of Trustees retain a role in appointing the President. This aspect of the role also suggests that the President be in post on the same terms as the Trustees of the charity, i.e. for up to two terms of three years each.

The wide reach of the role suggests that it may be useful for the President to be supported in his/her role by one or more Vice-Presidents (VPs). For the same reason, it seems reasonable that any incoming President has ample opportunity to settle into and understand the role, allowing him or her to fulfil it to maximum potential.

**In the first half of 2017, we will draw up a process for the s/election of the next President,** including a full job description, ensuring that each of the above requirements are met and that the s/election process is open, fair and consistent with our values.

### **COPS Business Development Board**

The management of a charity differs significantly from the management of a private or public sector organisation in one very significant respect. A charity has two sets of "customers" – those who benefit from the charity's services and those whose donations and actions pay for these services. This means that whilst a charity should always be needs led (i.e. it should do what is right for the people who need its support and services), it should also keep its funders closely involved in its work.

COPS is in the fortunate position of having a very dedicated fundraiser community, in most part linked to the Police service in one way or another. It is right that these fundraisers and potential fundraisers are represented within the charity's organisational structure. To mirror the COPS Council as a voice of families, **in 2017 we will establish the COPS Business Development Board**, to enable us to have closer links with the organisations and individuals who fund us, and to help build relationships with those who could fund us in the future.

## Rebuilding shattered lives – our services

Peer support – the central theme of what we do – works on the principle of the charity enabling survivors to meet each other, then those survivors providing each other with support on an ongoing basis. At its best this leads to the building of life-long friendships among survivors of all ages. It is clear that in order for this approach to be successful, we need three fundamental ingredients:

- A high quality means of enabling the introductions
- A sufficient number of people willing and able to do the supporting
- A sufficient level of skill among these people to be supportive

Let's address each of these in turn.

### Our events – a high quality means of enabling introductions

In 2016, we organised 6 events for survivors to get together, meet up with old friends and make new friends. The Survivors Weekend was rated one of the best ever organised, in addition to which we arranged weekends for spouses, siblings, children, parents and an alternative weekend. There is substantial research which demonstrates the power of positive experiences in helping people overcome trauma. The feedback we receive also highlights the power of these various events in helping our families work through their bereavement and begin to rebuild their lives. Therefore, we want to ensure that these events continue to be accessible to all our survivors. We also want to ensure that people have the greatest practical number of opportunities to attend these events.

This means broadening out the number and range of these events. We know from feedback and research that peer support also works across relationship groups. So as well as a mother supporting a mother, or a brother supporting a brother, it can be equally powerful for a father to support a daughter, or a wife to support a sister. The key requirement for any such support to work is that the people being introduced have something in common – this may be a shared experience, a shared loss, or a shared interest.

**In 2017 we will introduce two new additional weekend events based on specific themes** rather than on relationship groups. These events will be open to all survivors to attend, taking the number of weekend events to eight. Each survivor will be able to attend three such events, the Annual Survivors Weekend, the event specific to their relationship group and one of the themed events.

**From 2018 onwards, we will grow the number of themed events incrementally, up to a maximum of 10 events each year in total**, and adjust the eligibility criteria for attendance accordingly.

We will continue to make sure that all our events are accessible to all survivors. In practice this means offering the greatest practicable number of opportunities for people to attend (starting with the option of up to three events per person in 2017). It means that we will continue to explore the most suitable locations so that no geographic group has to travel long distances on an ongoing basis, whilst ensuring high quality. It means that we will continue to identify venues that can make suitable arrangements for disabled survivors or family members. It means that we will, where practicable, explore partnerships with organisations that can make it easier for survivors to attend events.

**The purpose of all these events remains as a means of enabling introductions from which peer support will develop. COPS will not become an organisation that provides the support, we will enable families to provide it for each other.**

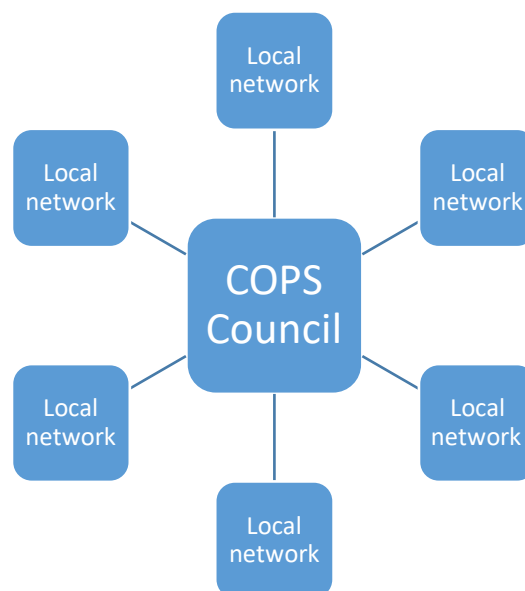


## COPS networks – a sufficient number of people willing to do the supporting

It is an obvious truth that peer support can only work if there are people who need and want the support and simultaneously the people who are able to provide that support. At present we have the first half of this particular equation (those in need of support), but we do not have a robust method of ensuring that we will always have the second half (those able to do the supporting). It is, of course, also true that for many people their roles as supported and supporter will interchange on a regular and frequent basis.

For several years we have held an ambition to be able to provide the support as locally as possible. This ambition was underlined by the 2015 consultation which identified local support from other survivors as one of the key needs. As well as being able to meet other survivors at national events, respondents were keen to be in contact with others living in nearby neighbourhoods. From feedback received, we believe that there is a not insubstantial number of people – survivors and others alike – who are willing and able to offer their time to help us build up the capacity to be able to support people locally, perhaps by hosting local survivor events, or by acting as a local coordinator for volunteers, or in some other way. Furthermore, we believe that the key barrier to being able to marshal this goodwill into a local network is the availability of the support and direction that we can provide. In other words, if we provide the right template, the right information and the right guidance we will have the volunteers who will form our local networks.

Over the next three years we will build those local support networks. Steered by the COPS Council and identifying an initial two areas in which to work, we will gradually build a number of local networks on a hub and spokes basis:



Each local network will comprise of survivors and other volunteers who work together with the primary aim of providing peer support to survivors. Secondary objectives will be to work with the wider COPS community to raise awareness of COPS work, support fundraisers and where applicable maintain links with wider Police family. **To facilitate the local networks, we will in 2017, run up to two local introductory events to bring together families and others from local areas.** At regular intervals during 2017 and 2018 we will update the broad volunteer role descriptions we have so that

we are able to offer volunteers clarity on the types of role we would like them to fill, and clarity on how their existing skills can benefit the charity as a whole.

### **Training – making sure that families are better able to support other families**

In addition to a sufficiency of volunteers, the success of peer support hinges on those volunteers having the right blend of skills and experience to provide the peer support. There can be no doubt that each of the COPS families has the experience. It does not necessarily follow that everyone in those families also has the right skills.

Each of us is an individual who brings their own blend of strengths and weaknesses to any particular situation. One of the implications of being inclusive and supportive is that it is possible that anyone of us in the COPS community could be faced with conversation or request for support with which we are not immediately comfortable dealing. This presents us with a significant challenge to our model of peer support, namely that the support can only be as good as the skills of the person providing it. To that end, we are making available to all survivors the opportunity to take part in training that will help strengthen skills in having those difficult conversations. The purpose is to ensure that not only does the person needing the support feel that they are being supported, but also that the person doing the supporting feels confident that they have a full “tool kit” of skills from which to provide that support.

Following a successful pilot, **we will roll out the Winston’s Wish training programme across the country, starting with three locations in 2017 and followed by another three in 2018.** We will also make available for those volunteering to be part of the COPS Council or local networks, the opportunity to take part in training from our other professional partners Red Arc.

**In 2018, following the formation of the first local networks we will assess any further training needs within those networks (always applying our guiding principle as a test).** We will work with other partners, such as Police Dependants Trust, to deliver any training identified as a priority. By 2019, we will have in place a range of training courses available to all families which will help those families better support other families through the process of rebuilding their lives.

### **Professional support – supporting the supporters**

No matter how skilled the peer support, it is likely that there will be occasions when individuals or families need further, external support. This may be because the challenges of bereavement are too great to overcome without that support, or may be because of specific circumstances of those individuals or families, or may be for some other reason. To meet this need, in 2016 we put in place agreements with Winston’s Wish and Red Arc to support our families with specialist counselling and nursing services respectively. Feedback to these services has been excellent. These partnership agreements will continue for the duration of this plan ensuring that all survivors have access to the most appropriate external support should they need it.

In 2016, we also revised our guidelines for funding of independent counselling sessions to put these in line with recommendations from the National Institute for Clinical Excellence (NICE). Accordingly, we will fund up to 8 counsellor sessions if not other means of funding is available when needed. We do not refer to counsellors as we do not possess the skills to make these referrals. This service will

also remain available throughout the duration of this plan to those people for whom the Winston's Wish or Red Arc services are not appropriate.

In occupations where exposure to emotionally challenging situations is commonplace, it is standard practice to provide those staff with access to some means of support – in effect to ensure that the supporters are supported. Our peer support model exposes all survivors (and staff and volunteers) to the likelihood of hearing the emotionally challenging stories of others. It is right, therefore, that the professional support we have in place is also available for those doing the supporting as much as those being supported.

At this point, it seems unlikely that we would add further professional support options of this kind to the three that we have. We will, however, continue to promote the existing options and will review on a regular basis to ensure that each is as accessible as possible for all survivors.

### **Provision of funding – giving grants to survivors**

In line with the consultation and the 2016 plan, we have assessed the suitability of making small grants to individuals. Our core purpose has been clearly defined above – peer support to rebuild shattered lives.

The provision of direct grant funding to individuals provides some very specific challenges for which we do not (yet?) have the skills: we would need a means of assessing financial need, we would need a means of ensuring correct usage of any awarded grant funding, and we would need to comply with any additional HMRC regulations governing issue of grants to individuals. Certainly at present we are not equipped to provide grants to individuals, even if it were desirable for us to do so.

So, is it desirable? Along with every other charity in the UK we are under scrutiny to ensure that we remain true to our charitable objects and that our purpose does not conflict with that of other organisations. There already exist a number of Police charities, such as PDT and various force benevolent funds, which have been set up for the explicit purpose of issuing grants to individuals. Duplicating the work of these organisations would not be in keeping with either our objects or the general charity landscape.

We do, of course, pay for specific services for individuals at present (subject to specific eligibility criteria) – funding for driving lessons, for counselling sessions as well as support received from Red Arc. These payments are all, however, made to the final service provider and not the beneficiary. Furthermore, each of these services is very much in keeping with our principle of helping survivors to better support other survivors. There is no plan to extend funding to other services during the course of this plan.

Grant funding for individuals is not, therefore, something that we will be considering further during the course of this plan. We will, however, work with other organisations to ensure that survivors have access to the information that will enable them to make informed choices about which organisations to approach if they have need for grant funding.

### **Eligibility for support**

A charity's charitable objects set out the legal limits of what that charity is permitted to do. Charitable objects do not describe what the charity must do. Our charitable objects are deliberately

set broadly to ensure that we have the legal right to support the families who may need us. However, it is also important that we can provide clear guidelines of who we will normally support and who falls outside of our normal work.

We recognise the risks that all police officers and police staff face whilst carrying out their duty to keep us safe. We believe that at various stages all officers face these risks. Consequently, we feel that it would not be wrong to be able to offer support to the families of all officers who lose their lives in service. However, our resources will always be finite. Therefore, we have established a set of eligibility criteria which will govern for the duration of this plan who we support. We will support families and partners of police officers who have lost their lives in the following circumstances:

- The police officer or police staff member died whilst on police duty, or whilst travelling to or from carrying out police duty, or whilst through his/her actions placing himself/herself on police duty.
- The police officer or police staff member died subsequently as a result of a medical condition such as a heart attack or an injury following a serious incident on duty, and their death is clearly linked to their police duty.
- The police officer or police staff member died directly or indirectly, as a result of mental health issues following physical and/or psychological injury received on duty. This may include acute or chronic conditions such as post-traumatic stress disorder (PTSD), severe depression and/or anxiety, substance misuse etc, culminating in the accidental death or suicide of that person. Such a death may occur many months or many years after a traumatic incident. In such circumstances, relevant information will be sensitively gathered with consent by an appropriately qualified and experienced professional/s from relevant sources such as the family, friends, colleagues, senior management, Occupational Health, the GP and related professionals, and a carefully considered recommendation will be put together so that the issue of eligibility may be decided by a sub-committee of the Board of Trustees.

It is not envisaged that the bereaved families and friends of police officers or police staff who have died in other sad circumstances would be supported by COPS.

COPS is very sympathetic to all bereaved family and friends of police officers and police staff and is sorry for their loss, and so will endeavour to that those family and friends who may have contacted COPS but who do not actually meet the above COPS criteria, are nevertheless properly and respectfully signposted to the many other police charities and support services and networks who are already in place to help and support people in their particular situation.

## Funding the rebuilding – our fundraising strategy

In the last year we have made some important steps forward on our fundraising. With a dedicated Fundraising Coordinator in post, we have developed the key fundamental policies and processes to ensure that all our fundraisers are appropriately supported and recognised for the contribution they make to the work of the charity. We have also strengthened the links between fundraising and finance functions so that we can plan and budget more effectively for income as well as expenditure.

During the first half of 2017 we will continue developing these themes with a focus on raising the profile of COPS through increased newsletter and online communication and involvement of fundraisers within the COPS networks and developing the necessary tools to ensure our brand is recognised and protected.

With these foundations fully in place, we can consider how we approach fundraising on a strategic level:

### Fundraising model

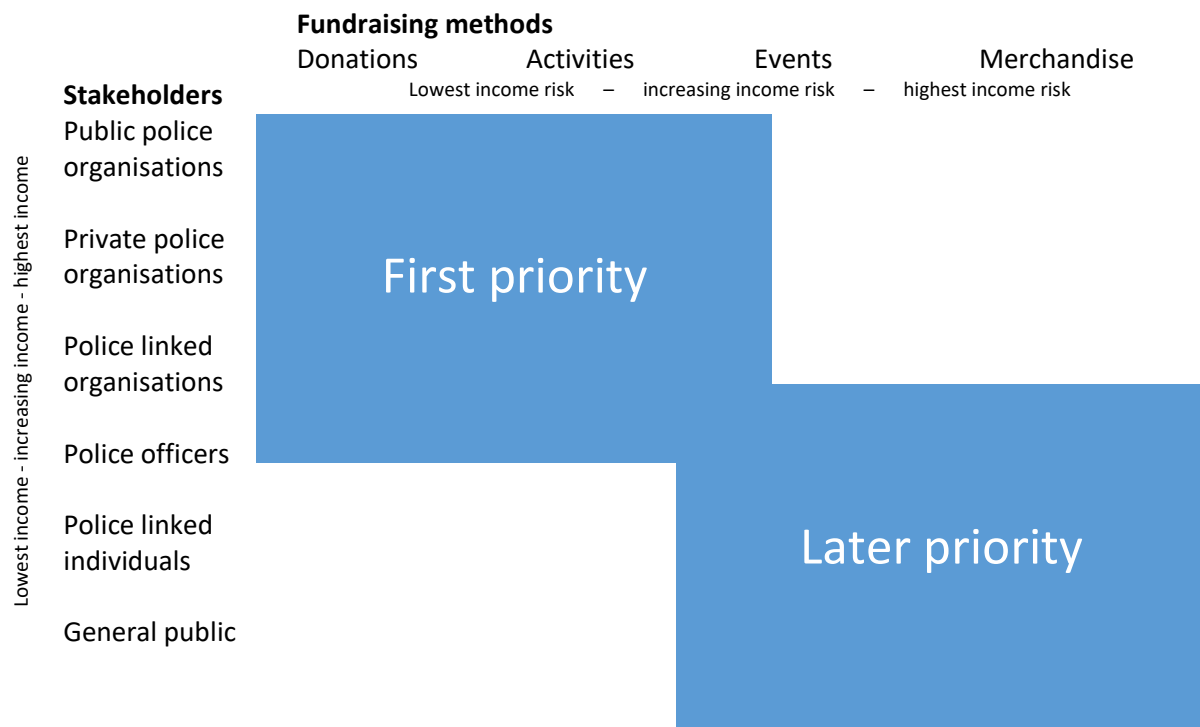
Our fundraising model has been successful to date: we focus our fundraising efforts within the police family. Furthermore, when working with individuals we adopt a “soft ask” approach – we do not canvass individuals directly for financial contributions. This plan recognises that there are sound reasons for continuing with this approach, and does not recommend a change in direction.

The police family understand inherently both what we do and why our existence is important to officers and families alike. Our objective is to ensure that all police officers and police forces are aware of the work we do and how it may be of benefit to their families, friends and colleagues. The completion in 2016 of the first stage of the fundraising database has given us an improving picture of who and where our supporters are. The next stage **in the first quarter of 2017, will be to develop a full stakeholder analysis** so that we can pinpoint where there are gaps in the knowledge about the charity.

Whilst it is reasonable to consider the general public as one of our stakeholders, we will not during the course of this plan pursue funding from this quarter. There are three reasons for this. Firstly, it is still uncommon to come across good news stories about police work in the general media. Consequently, a significant amount of public perception is broadly “anti-police” making it very difficult to make our message clearly understood and appreciated. Secondly, even if that message were to be understood and appreciated we would be competing with a host of other charities with (perhaps) equally compelling causes. Finally, we know that we have knowledge gaps within the police family, so we should fill these before attempting the more challenging task of engaging the general public.

Given that we will continue to work primarily only with the wider police family to raise funds for our work, how will this look in practice? In broad terms, we have six different stakeholder groups: public police organisations (such as the police forces), private police organisations (such as Police Unity Tour), private police linked organisations (such as Police Mutual), police officers (working as groups such as Run Doonham or individually), other police linked individuals (such as authors) and some members of the public. We also have four means by which we receive funding from these stakeholder groups: donations (funds received directly for the work we do), activities (funds received for things done by others to support the work we do – sponsored runs for example), events (funds received in exchange for participation in specific events – gala dinners for example) and sale of

merchandise (funds received in exchange for the items we sell through our shop online or at third party events).



It is the case that under most circumstances organisations, whether private or public, have the greatest opportunities to help us increase fundraising. In purely economic terms, an organisation (by definition, it involves numerous people) can bring the benefits of scale to what it does.

It is also the case that under most circumstances charitable donations present the smallest income risk to both the charity and the donor, with merchandising presenting the highest. For a donation to be made, the charity has to explain what it does in a way that appeals to the donor. Once the donor having completed any due diligence, decides to donate, that donation passes to the charity and further income risks to either are small<sup>2</sup>. Event or merchandising income involves the transfer of goods or services and will often involve third parties also. For example, a successful event is likely to have to sell tickets, perhaps auction items and so as well as appealing to the organiser and the charity must also appeal to potential buyers. Furthermore, most events and merchandising endeavours will involve some form of up-front outlay.

### Fundraising priorities

It stands to reason that we would want to prioritise working with those stakeholders who offer us the greatest opportunity to maximise our fundraising. It also stands to reason that we should use our experience to support potential fundraisers in such ways so as to minimise the income generation risks to both them and us. We will, of course, not actively discourage anyone from fundraising for our cause. We do, however, have a clear focus on where we will concentrate our fundraising resources for the duration of this plan.

<sup>2</sup> This is not the document in which to discuss issues such as potential money laundering.

We believe that the stakeholder analysis that we will complete in early 2017 will show that we have a vast number of actual and potential fundraisers across the UK. There are, for instance 46 Police Forces in the UK. There are also hundreds of organisations linked to these police forces. This does not count the more than 200,000 police workers in England and Wales alone. During the course of this plan we will develop our fundraising to ensure diversity, sustainability and low risk. Consequently, we will start in 2017 in the top left hand corner of the above illustration (organisations and donations) and approach the bottom right only towards the end of this plan.

### **COPS Business Development Board**

Reaching all these stakeholders is a challenging task, for which we are currently not equipped. To ensure that we can engage with these stakeholders in a cost-effective manner, **we will in 2017 establish the COPS Business Development Board (BDB)**. The BDB will mirror the COPS Council, in that it will provide a representative voice for funders, will help to increase fundraising income and will help the charity to engage with potential new funders. The BDB will work with the CEO and staff team to achieve these aims. Working with the Fundraising Manager, the BDB will develop plans for strengthening fundraising relationships with the above stakeholders in line with the priorities outlined above.

Coupled with the founding of the BDB, in the second half of 2017 and throughout 2018, we will build a network of COPS Ambassadors representing all police forces, ensuring that we have knowledgeable representatives in all locations across the country. This will build on the work done in 2016 by our current COPS Ambassador. The model for this network of Ambassadors is similar to that of the COPS Council and our regional networks, resembling hub and spokes:



To further aid the development of this model, we will from 2018 have developed a comprehensive set of impact measures. These will help us demonstrate the difference that COPS makes to the lives of families and officers alike.

Ultimately, our objective is to ensure that local networks work effectively with all survivors and fundraisers for the benefit of the charity’s work. Where practical we will combine the work of Ambassadors and Survivor Networks at an early stage in their development.

## Talking about COPS

We have previously identified two purposes for our communications function. Good communications are for some of our survivors a key benefit of our service (this has been addressed at length in the 2016 plan). The second part of the equation is more traditional – how our communications helps engage with existing and new audiences.

### Communications as service delivery

The desire of survivors to have to hand as much information as possible about the organisations available to support them is well documented. The question for our charity is how to find the most effective way of providing this information.

It could be argued that in order to benefit from the full range of services available to them, survivors could reasonably seek out information about police charities, bereavement support, counselling, financial advice, legal advice, practical day to day support, financial support, relocation, benefits and pensions advice to name just a few. Each of these areas is populated by numerous organisations which are able to offer varying degrees of support. The landscape is not only vast, it is complicated. Helping Survivors navigate it would, no doubt, be of benefit to some people. However, the same vastness and complexity means that the production of a comprehensive guide or signpost to all these organisations and their services would require significant dedicated resource. Furthermore, that resource requirement would be ongoing it would be essential to keep that guide up to date. COPS does not have that resource.

In order to be worthwhile, signposting must add value (i.e. it must signpost to something worthwhile), it must also be accurate (i.e. it must signpost to something that is needed) and finally it must be up to date (i.e. it must keep up with changing organisations, services, etc). Many charities venture down the road of signposting to discover that it is far more difficult than originally anticipated. These charities then fall back on dispiriting “useful links” pages on their websites which often do not meet the above requirements. COPS will not do this.

Our approach to information sharing is to build service delivery partnerships with specific organisations (such as the partnerships we have with Winston’s Wish and Red Arc) and to promote these services only. In this way, we can be certain that our information resources are being targeted at services that our families need and want, that we are always up to date and that we can achieve this for a reasonable cost.

We will also continue to work with the Police Federation of England and Wales (PFEW) to ensure that information about organisations that would be useful to survivors is included in their guide to charity support available. This guide neatly condenses the hundreds of charities nationally into a few dozen key organisations. As well as ensuring that our details are correct we will help PFEW build the relationships with the other charities we know benefit survivors, and work with PFEW to ensure that this information is available to survivors. In short, we will “adopt” the PFEW guide as our approved guide to the organisations available to support survivors.



## **Our stakeholders**

The work we have done in the last 18 months leading up to this plan, gives us clarity on who we are. To begin to communicate this successfully to the wider world, we need to set three key foundation stones to successful communications and engagement: knowing who is in the audience, knowing how we portray ourselves, and knowing how we get the message to that audience.

To know who is in our audience, **we will the first quarter of 2017 carry out a full stakeholder analysis**, creating a detailed map of who retains an interest in what we do. Understanding our stakeholder will tell us what they do, how they do it, why they do it, how they engage with us and what further support (if any) we need to provide to ensure they do it to the best possible effect. The stakeholder map will inform much of our future planning not just for communications but equally for service delivery and fundraising. In the short term, this analysis will allow us to build an accurate database of all stakeholders, greatly increasing the effectiveness and efficiency of our communications.

The stakeholder analysis will run alongside a comprehensive communications audit examining the audience, purpose and effectiveness of each of our communication channels. The audit, to be completed in the first quarter of 2017 will involve consultation with trustees, COPS council, Survivors, funders and other identified stakeholders. The outcome of the stakeholder analysis and communications audit will be corporate communications strategy.

## **Our brand**

Following the completion of the stakeholder map, we will review our brand. A lot has changed in policing since the charity was established some 14 years ago. We have set out clearly our objects, vision, mission and values so we are not planning a re-invention of these. Our brand is our representation of these, and we will review whether what we say about the charity and how we say it reflects the realities of who we are now. **The brand review will take place in the second quarter of 2017.**

## **COPS Online**

Our use of social media suggests an organisation far larger than we are. Comparison with similar sized organisations shows that in social media terms we punch above our weight. We also have a functional website and are adopting a consistent approach to our traditional media communications such as our newsletter. Colloquially, we are doing OK.

To get the best out of communications, and to be able to achieve positive engagement with our potential audiences, all these various communications channels need to be coordinated better. For example, our website and social media should be linked so that consistent information is accessible on both. **The development of a long term strategic communications plan in the second half of 2017 will enable us to understand the added value of each distinct communication channel** and to use it effectively to target those whom it best serves.

The third key foundation stone of successful communications is how we get the message “out there.” The work involved here will form the bulk of the long-term communications work we do. We

plan to have all our communications aligned and incorporating as integral components a versatile and value adding website, well managed social media and sector leading traditional media. Furthermore, given the constantly changing media landscape, we want to ensure that our communications are as future proof as is possible, so that we are not faced with redesigning our entire communications strategy every two or three years. Achieving this is a substantial task.

**Towards the end of 2017 we will scope out the detailed requirements of this project, (currently called COPS online) and we will commission and complete the project in 2018.**

## Managing our resources

In the last five years, our income has increased from £88,000 in 2011 to an anticipated £250,000 in 2016. During this period the amount we spend to support families has increased from £101,000 in 2011 to an estimated £300,000 in 2016.

Our financial position is strong. Currently we hold reserves of approximately £350,000 – full operating costs for more than 12 months at current activity levels. It is for this reason that we are focussed on consolidating our fundraising efforts and are not anticipating a substantial increase in our annual income during this plan – we forecast it will increase to £310,000 per year during 2017.

Our service delivery and engagement plans mean that our expenditure will increase during the course of this plan – we will be providing more events, professional support to more people, more training and more means of engaging with our stakeholders. To enable this increased level of service, we anticipate our expenditure to increase to £350,000 per year by 2018. In addition, we expect that establishing COPS online will incur a one-off cost in 2018 of £25,000.

Allowing for increased investment income, during the period of this plan our reserves will reduce to approximately £340,000 – still substantially in excess of the charity commission recommended minimum of 6 months of full operational costs. An anticipated increase in annual income in 2019 (plus any investment income) will ensure that reserves are not further utilised in the course of normal business.

In order to ensure that we maximise the contribution the reserves make to our income, we will **in the first half of 2017 develop a clear investment policy balancing the need to maximise returns with a need to invest in keeping with our values**. Ownership of an investment portfolio dictates that we should further strengthen the financial skills in the organisation. This requirement should be considered in future appointments both to the Board of Trustees and to the staff team. **By 2018 we will add further specialist financial expertise to both executive and non-executive teams**.

Our review of our financial processes and systems in 2016 concluded that at present, given the relative simplicity of our business model, we are not in need of new financial software or advanced management systems. In 2017 we will focus on developing our financial processes to move these, where necessary, from compliance towards best practice. We will again review our financial software in 2018 to take into account the investment decisions we make, and any new regulations. Such financial systems reviews will become regular features of each subsequent year's budget setting process.

A budget for 2017 accompanies this plan, and it is the intention that from 2018, future three year plans will include outline budgets for the full period.

In 2017, we are budgeting for an income of £310,000 . Our expenditure during the period is budgeted to be £335,000.

## Appendix A: Milestones from 2016-2018 Plan

Green = completed, Gold = deferred to 2017-2019, Red = Will no longer be completed

Milestones 2016 - 2018	2016 Q1	2016 Q2	2016 Q3	2016 Q4	2017	2018
<b>Vision, mission &amp; strategy</b>	Definition of "Survivor" developed to incorporate views of whole COPS community				Input, Output, Outcome, Impact measures developed	
		Our vision and mission defined				
<b>Legal status &amp; structure</b>	COPS incorporated as a Foundation Charitable Incorporated Organisation		CIO application approved by charity commission - legal transfer process to be completed in 2017			
	Affiliated with major charity networks					
<b>Service delivery</b>	Accessibility plan for events developed	Local survivor events launched	Survivor Weekend aligned with 2015 feedback	Events calendar for 2017-18 published	First iteration of COPS integrated Survivor information pack launched	Development of professional services support for survivors
	Immediate training needs plan	Direct "peer to peer" pilot launched	Review of online fora completed	Whole charity training plan developed	Assessment of grant funding as a service completed	
			Online "Safe Spaces" created		Full stakeholder analysis completed, COPS Online requirements set	COPS Online launched
<b>Fundraising</b>			Fundraising strategy developed			
<b>Communications &amp; PR</b>	Media training completed		Contingency planning completed			

<p><b>Finance &amp; management</b></p>	<p>Review of all expenditure processes completed</p> <p>Strategic and operational risk analysis tools developed</p> <p>Investment strategy completed</p>	<p>Review of all income processes completed</p> <p>Auto-enrolment completed</p> <p>Cash flow budgeting developed</p>	<p>Review of financial software</p> <p>3 year budgeting and rolling 12 month budgeting launched</p>
<p><b>People</b></p>	<p>Full terms of reference and composition of Board of Trustees completed</p> <p>Full skills audit, job and person specifications for Board of Trustees completed</p> <p>Paid fundraising co-ordinator recruited</p>	<p>Recruitment of new (independent) Trustees completed</p> <p>Paid communications co-ordinator recruited</p> <p>Paid staff appraisal process in place</p> <p>Full terms of reference and composition of Committee completed</p> <p>Full skills audit, job and person specifications for Committee completed</p> <p>Full terms of reference, person spec and selection process for President agreed</p> <p>Whole charity training plan developed</p>	<p>Recruitment of remaining Trustee posts completed</p> <p>Full HR policy review and update completed</p> <p>Volunteer staff appraisal process in place</p> <p>Recruitment of new committee members completed</p> <p>Next National President in post</p>
<p><b>Facilities &amp; infrastructure</b></p>	<p>Relocation to suitable more visible premises completed</p>	<p>Online presence requirements set</p>	

## Appendix B

### Milestones for 2017 – 2019

Note: This chart shows milestones marking progress of the charity only. It is not intended as a project management tool showing precedents or critical paths.						
Milestones 2017 - 2019	2017 Q1	2017 Q2	2017 Q3	2017 Q4	2018	2019
<b>Completing the foundations</b>	COPS 2020 consultation					
	Development of measures of outcome and impact					
<b>Structure &amp; governance</b>	Completion of incorporation and transfer of assets				COPS open days for all stakeholders	
	COPS Council skills audit completed	Trustee and Council training pack developed		People policies completed	Trustee and COPS Council appointments	
	COPS Council members appointed	President s/election process agreed	Next President identified		Business Development Board appointments	
<b>Services and support</b>	7 Survivor support weekends delivered				8 Survivor support weekends delivered	10 survivor support weekends delivered
			2 local networks operational and 2 local events launched		5 local networks operational and 5 local events launched	8 local networks operational and 8 local events launched
	Winston's Wish training in 3 locations				Local training plans developed, WW training in 5 locations	Peer to peer pilot launched
<b>Fundraising</b>	Stakeholder map completed		Business development board created			
		Review of merchandising as income stream completed				

<b>Comms &amp; Engagement</b>	Comms audit completed	Brand review completed	Long terms comms plan agreed	COPS Online requirements set	COPS Online commissioned, developed and launched	
		PFEW information booklet adopted as COPS charity information guide				
	Media contingency plan completed		Brand changes implemented			
<b>Finance and management</b>	Investment policy adopted				Specialist financial skills added to executive and non-executive teams	
		All income processes reviewed			3 year budgeting developed	

## **Appendix C**

### **Discussion from Extraordinary Meeting of Board of Trustees to address charity's purpose**

#### **From cause to impact: Understanding our purpose and developing our vision and mission**

As outlined in the Three Year Plan (3YP), the meeting considered the purpose of COPS – why we are here, what the charity is for and who the charity is for. The following is a synopsis of that discussion and the decisions made.

#### **Why is COPS here? (What need in society do we meet?)**

In society, any service deemed essential to the wellbeing of that society is provided by the state (e.g. basic health, education, security). A service from which a profit can be made is provided by private enterprise. A charity exists between these two (hence sometimes called third sector) – providing services which may be highly desirable but are not deemed by society to be essential, and from which a profit cannot be made. A charity should not, in other words, exist to replace what the state already provides, but should provide something more. It was acknowledged that in the current political climate, the definition of “essential” was being continuously squeezed, leaving more a charity could do (and perhaps should do).

So as well as providing something which is not already provided by the state, and from which it will not make a profit, in order to qualify for its charitable status, a charity must also provide some wider benefit for society. This is, in essence, the reason why we are here. The meeting discussed the many benefits available to survivors as a result of our existence and agreement was reached that we could provide more to benefit survivors in a number of ways – ranging from more inclusive support at events, more localised activities, plus the introduction of professional services such as counselling and other support for those who need it.

The benefit for society that we provide was also agreed as being clear cut: Society, as a whole, benefits from the safety and security provided by police officers. Police Officers are asked to take risks on our behalf to ensure our safety. As such, it is entirely reasonable for us to provide something in return to the families of those officers if they pay the ultimate price. In other words, the societal need COPS fulfils is to deliver society's part of a “Police Officers' Covenant” – they protect us when serving, we look after their families if the worst happens. Both police officers and COPS perform our roles on behalf of our “society.”

We should also recognise that we provide a benefit to the police service as a whole – not only through the work that we do in direct support of survivors, but also through the information that we can provide to the police service about survivor needs.

#### **What is COPS for? (What is our role? How do we fulfil it?)**

Undoubtedly we are here as a means of enabling people to come together whilst recognising the uniqueness of the wider police family. This is the main pillar of our role. But other than this coming together, what else do we do, what else should we do?



These questions take us back to the services and benefits we provide. If we are here to provide support for the families of police officers who have died protecting us, then we need to consider what support these families need and want. Listening to Police Survivors, the consultation completed in autumn 2015, is instructive.

Respondents identified four key ways in which we could support them:

1. Helping them to meet and talk with others in a similar situation, who genuinely understand what it feels like. This was the main pillar of support.
2. Helping them to access professional support (e.g. counselling, financial advice, legal advice) that fills the gaps that peer support alone cannot fill. These were things that people may or may not need at various stages during their lives.
3. Helping them with practical support, such as providing information on other services available, or helping with day to day tasks if possible.
4. Providing information and advocacy to external agencies so that they understand the needs of survivors and how to address these.

1 and 4 fall clearly within the scope of our current charitable objects – which state that, in short, COPS is here to provide peer support and some form of campaigning on survivor issues. 2 and 3 are areas that the charity has already ventured into: we have for some years been providing funding that allows people to access a fixed number of counselling sessions (point 2) and providing the funding to allow youngsters to learn to drive (point 3).

So whilst it is reassuring that what we are doing matches with what survivors want, it does present us with some challenges. With our increased resources, we would like to do more. We are no longer a charity with income measurable in £10,000s – our annual income is now approaching £300,000, so we must find a way of doing more. To achieve this, we have to find the right combination of making more support available and/or making it available to more people.

We are gradually increasing the number and scope of the peer support events we organise (including trying to recreate the intimacy of the first few survivor weekends by creating a much smaller, open event for all survivors). We also have plans to increase the number of peer led events such as coffee mornings. Peer support is essentially free of cash cost, so any expansion in this area will still leave us with plentiful resource to do something more.

An active campaigning organisation, as discussed in 3YP, has a very different set of characteristics to a support organisation. Whilst it is right that we campaign on specific issues, the consultation showed that there were more areas in which we could offer support. So campaigning is important, but increasing our ability to do so is not a priority at the moment.

This leaves the provision of professional support and practical support as the two “growth areas” for the charity. From the base that we have, this is what we would like to offer more of – we have already been discussing how we can partner with organisations such as Winston’s Wish to provide counselling for children. We have reviewed our guidelines for funding counselling sessions for adults to be in line with NICE guidelines. And we have several more opportunities that we could explore – services which we could fund (or part fund), but which would be provided by specialists directly to survivors. We would be unlikely to step into the field of direct grant giving as there are other charities that do this, and it would present us with additional legislative requirements for which we are not resourced.

The meeting agreed that our first priority should be – to support survivors, not just with peer support, although that is the main pillar of our “offer”, but in any other meaningful (and non-direct-grant-giving ways that would work to survivors’ benefit. Different people will have different needs at

different times and we should aim to support these as best we can within the resources we have available. Furthermore, as we are in the process of incorporating the charity (a process that requires us to re-submit our charitable objects) we should include this expanded role in our incorporated constitution and charitable objects.

### **Who is COPS for? (Who is a beneficiary?)**

The original charitable objects state that we are here for “survivors of police officers who have died on duty.” We understand the term “survivors” to mean family members, but we do not define which family members. It is right that we do not define this strictly as we recognise that family relationships can be complex and that it would, therefore, be wrong to exclude anyone simply because of birth line. In many cases “family” is understood to mean partner, parents, siblings, children of the officer, but this is not prescriptive and we are not limited by this definition. Although we have yet to develop fully our charity values, we are clear that we want “inclusive” to be one of these – among other things, this means that our default response to requests for support should be “yes” unless there are very clear and unambiguous reasons to the contrary.

The more complex questions arise from the phrase “police officers who have died on duty.” Increasingly more police work is undertaken by “Police Staff” who will put themselves in similar risk and carry out tasks similar to those carried out previously by police officers. If we are here, in part, to carry out society’s part of the “police covenant” then it is right that we include the families of police or contracted staff who are carrying out de facto police duties as potential beneficiaries as evidenced by the inclusion of the helicopter pilot in November 2013. We should recognise that this is because of the “police officer type” nature of the duties being carried out (and hence being exposed to the same risks), and not simply by virtue of being employed by the wider civil service or a contractor.

A similar question applies to “on duty.” We have taken as our definition for this the police pension definition – i.e. any time spent “clocked in” and travelling to and from work. Whilst offering the comfort of straightforwardness, this does present some challenges. For instance – we already include as beneficiaries, families of officers who were neither on duty nor on their way to work but who either showed courage in helping others or were singled out for criminal acts because of their job. We have also excluded families of officers who were involved in very dangerous work who died subsequently at home. We have also no defined stance on the families of officers who have committed suicide – arguably most in need of support.

If we are recognising the risks taken to protect us, and we recognise that the emotional toll of stressful events manifests itself in different ways in different people, we should formally extend our definition to beyond just those at work or on their way to and from work.

The meeting agreed that our purpose should be defined as follows:

1. To support the survivors of police officers who have died on duty, and on a discretionary basis survivors suffering the impact of bereavement of a member of the police family, by bringing together survivors to allow them to provide mutual peer support and guidance, and providing professional support services and advice to survivors.
2. To work in partnership with the police service and other agencies to ensure that survivors’ concerns are recognised and addressed.

As detailed in 3YP, future work will include developing our vision, mission and values

## **Appendix D**

### **COPS Council Terms of Reference**

The COPS Council replaces the group formerly known as Management Committee and Survivor Committee as a body representing the views of Survivors. This change is necessary as many of the functions of the former committees are now being undertaken by the charity's staff team.

Whilst it is envisaged that the specific role of the Council may evolve, it will always be anchored in the following principles and will always adhere to the below Terms of Reference.

### **Principles governing the COPS Council**

- The Council represents the voice of survivors and so should be widely representative. To this end all appointments to the Council will be by way of an open appointment process.
- The Council is a deliberative and advisory body akin to a council of elders – able to draw on collective experience and skills (and, accordingly, should be called a Council).
- The Council represents survivors and is free to draw on the skills and experience of others – i.e. it can co-opt non-survivors to the Council.
- The Council appoints its own members and in doing so is guided by the paid staff team. Appointments are made on the basis of defined roles and skills. This offers clarity to potential appointees and discourages “sitting” members.
- The Council has no oversight responsibilities, but is linked to the staff team via the Survivor and Volunteer Support Coordinator, and linked to the Board of Trustees via the President.
- The Board of Trustees is the ultimate arbiter of the Charity's governance, with operational responsibility delegated to the CEO. Strategic responsibility rests with Board of Trustees and CEO. For the avoidance of doubt the Council has no legal authority as defined within the charity's constitution or within the law unless explicitly conferred by the Board of Trustees.
- Survivors who would like to contribute in a more operational capacity (as opposed to Governance) should seek appointment to the Council or as a volunteer (rather than as a Trustee).
- The Council is a source of volunteers and links to a network of volunteers (i.e. not all volunteer roles will need to be carried out by Council members).

### **Purpose of the Council**

To provide a body within the formal structure of the charity to represent the views of charity beneficiaries and service delivery volunteers

As the representative body of charity beneficiaries to appoint the National President

To be a reliable source of volunteers to support all aspects of the charity's work

To reach out to current, former and potential charity beneficiaries for the purposes of providing peer support and soliciting engagement with the work of the charity

## **Membership of the Council**

The Council is chaired by the serving National President and comprises vice-president(s), Chief Executive, Survivor and Volunteer Support Coordinator and up to 10 other individuals whose skills and experience are deemed by the Council to be necessary or desirable to its effective operation.

Overall, at least two-thirds of the Council must be charity beneficiaries. The Council is considered quorate with 6 members complying with the ratio requirement.

Membership of the Council will at all times be balanced and representative so as to ensure representation for different peer groups, ages, sexes and geographic locations.

The Council appoints its own members, subject to an open appointment process and guidance from the CEO and Survivor and Volunteer Support Coordinator (SVSC).

Appointments to the Council are for a period of no more than two terms of three years, except in the case of the Founding Vice-President, CEO and SVSC who may serve on the council for the duration of their respective terms of office.

The Council may choose to co-opt former Council members (i.e. those who have served the maximum two terms of three years) for specific tasks, however, this can only be done for a maximum of 2 occasions each for a maximum duration of 12 months per occasion.

## **Responsibilities of the Council**

The Council's primary function is as a consultative and advisory body. The Council has no Governance responsibility and no operational responsibility unless specifically delegated by the Trustees and CEO respectively.

Subject to legal requirements as set out by the Charity Commission and the Terms of Reference of the role, the Council has the authority to select the National President of COPS by means of any process it deems appropriate.

The Council's role as a reliable source of volunteers does not dictate that it is the Council that manages those volunteers.

The Council is linked to the staff team via the SVSC, but does not have any supervisory responsibility for any staff.

The Council may not employ or engage any paid staff without the agreement in writing of both the CEO and Board of Trustees.

The Council's executive authority comes from the CEO.

The Council may be tasked by the CEO (or his/her delegated authority) to undertake any task to support the work of the charity's day to day operations. In this regard the Council is responsible to the CEO (or his/her delegated authority) for the execution of that task.

The Council is free to seek, solicit and represent the views of charity beneficiaries and present these views to the CEO (or his/her delegated authority).

Except in the selection of the National President, the Council's recommendations are advisory and non-binding. Where such recommendations are not taken up, an explanation setting out strategic and/or operational reasoning will be offered to the Council by the CEO (or his/her delegated authority).

Members of the Council may carry out voluntary tasks or roles within the charity which may be distinct from Council responsibilities. The Member's responsibility for execution of that task or role is towards the originator of the task or role.

The Council, and individual Council members, should not do or say anything that brings the charity into disrepute.

### **Meetings**

The Council meet at least 4 times per year. Meetings will be organized to maximize attendance.

The Council's business may be carried out by phone, email, post and if appropriate social media.

## Appendix E

### Eligibility Criteria

COPS is a UK registered charity dedicated to helping the families of police officers who have lost their lives on duty to rebuild their lives. COPS has widened its scope to include supporting the families and partners of police officers and police staff who have lost their lives in the line of duty or directly in connection with their police duty.

Eligibility criteria are required to ensure that resources are targeted most effectively to the particular group of survivors. These criteria are stated here:-

- The police officer or police staff member died whilst on police duty, or whilst travelling to or from carrying out police duty, or whilst through his/her actions placing himself/herself on police duty.
- The police officer or police staff member died subsequently as a result of a medical condition such as a heart attack or an injury following a serious incident on duty, and their death is clearly linked to their police duty.
- The police officer or police staff member died directly or indirectly, as a result of mental health issues following physical and/or psychological injury received on duty. This may include acute or chronic conditions such as post-traumatic stress disorder (PTSD), severe depression and/or anxiety, substance misuse etc, culminating in the accidental death or suicide of that person. Such a death may occur many months or many years after a traumatic incident. In such circumstances, relevant information will be sensitively gathered with consent by an appropriately qualified and experienced professional/s from relevant sources such as the family, friends, colleagues, senior management, Occupational Health, the GP and related professionals, and a carefully considered recommendation will be put together so that the issue of eligibility may be decided by a sub-committee of the Board of Trustees.

It is not envisaged that the bereaved families and friends of police officers or police staff who have died in other sad circumstances would be supported by COPS, as it is necessary to prioritise COPS funds and services in order to ensure that those who have paid the ultimate price in the line of duty or directly connected to their police work are the main recipients of COPS support for as long as they need it.

COPS is very sympathetic to all bereaved family and friends of police officers and police staff and is sorry for their loss, and so will endeavour to that those family and friends who may have contacted COPS but who do not actually meet the above COPS criteria, are nevertheless properly and respectfully signposted to the many other police charities and support services and networks who are already in place to help and support people in their particular situation

