

CARE OF POLICE SURVIVORS

Minutes of an Ordinary Meeting Tuesday 15 December 2015 at 10am Held at New Scotland Yard

ITEM		ACTION
1	<p>Apologies, Retirements, Resignations & Appointments (JB)</p> <p>Present: Trustees: Jan Berry (JB), Mick Foster (MF), Angela Ham (AH), Rob Atkin (RA), Sir Peter Fahy (PF). Staff: Richard Kotulecki (RK), Sarah Williams (SW) Apologies: Denis Gunn; Chris Sims, Ali Gibb, Sir Keith Povey</p> <p>There were no retirements, resignations or appointments</p>	
2 a.	<p>Minutes of last meetings</p> <p>Minutes of the meeting of 29 September 2015 had previously been agreed.</p> <p><u>Matters Arising:</u></p> <p>Incorporation: RK presented a paper outlining the pros and cons of incorporation from a legal standpoint, prepared by Bates Wells Braithwaite LLP, charity law specialists. The paper was considered and Trustees reaffirmed the September 2015 decision to incorporate the charity as soon as is practicable.</p> <p>IT: I3Q were carrying out a review of the IT systems and were due to report in January on the best options for data, email and website. [Note: the January outcome of the review was that website remains under current arrangement and data & email are transferred to exchange server with I3Q towards the end of March 2015, following a server upgrade].</p>	<p>RK</p> <p>RK</p>
3	<p>President's report from Survivors Committee</p> <p>Committee and staff team are working increasing well together and with an increasing appreciation of the staff role. Committee wanted clarity on longer term future of Head of Ops role.</p> <p>DG attended Police Charities Consortium Seminar. Key outcome was agreed need for greater collaboration between various charities.</p>	
3	<p>Head of Operations Report</p> <p>Three Year Plan</p> <p>RK presented the Strategic Plan for 2016 to 2018, "Caring for Police Survivors." The full plan is available for download from the website. The plan is, in effect, the report and recommendations that RK was tasked with delivering in May 2016: delivering 5 months early, and offering a strategic direction enables the charity to continue working and making day to day decisions at the expense of some detail on operational decisions. RK recommended the approach as the best way to balance the need for strategic clarity with the ongoing need to support survivors.</p>	

The plan addresses the following priorities:

Who we are: our vision and mission, and our legal and operational structures

What we do: the support we offer to survivors and how we develop this, starting with those additions which are most straightforward to implement

How we do it: our processes, with a particular focus on financial processes befitting a charity of our size

Who does it: addressing formalising job roles and recruitment at all levels of the organisation

Where we do it: making the case for a “proper” home location for the charity

Additional key points of the plan are as follows:

- a) It is intended as an iterative document and will be updated every year. As such the first year of the plan is set out in most detail, with Years 2 and 3 in progressively less detail.
- b) As a strategic plan, the document is less about when things are done (although these are set out, particularly for the first year), but more about why and how.
- c) The plan provides a specific spotlight on the structural challenges for the charity which need to be addressed. COPS particular evolution means that it makes sense for these to be addressed simultaneously with developing the vision and mission. Normally, the latter would developed first before the former. COPS circumstances are that it makes sense to address the two simultaneously, although this is challenging.
- d) The plan is only the first step in moving the charity forward and does not mean that all decisions have been made for the next 3 year period. The opposite is true – having the plan in place maps out the future discussions and decisions to be made.
- e) The plan is accompanied by an indicative budget for 2016. Future iterations of the plan will be accompanied by full budgets.

Following discussion the plan was approved and adopted as the strategic direction for the charity. It was also agreed to hold an extraordinary Trustees meeting before the next ordinary meeting to begin to address the fundamental questions of vision and mission – the purpose of the charity. This meeting would be the start of a wider consultation of the COPS community.

Indicative Budget 2016

RK presented an indicative budget for the coming year. The budget was indicative as it marked a departure from previous methods of reporting financial information. As such a variation of up to 10% should be expected during the year. Requests for variations of more than that would be presented to Trustees for approval as identified. Financial processes will be developed further during 2016. Current financial processes are legally compliant, and will be developed to provide better quality management accounting.

The indicative budget, showing total income of £288k and expenditure of £254k was approved.

Trustee recruitment

RK presented a proposal from Trustees Unlimited (TU) a specialist charity trustee recruiter. Generally providers offer three tiers of service – the most basic (and cheapest) provides access to recruiter networks plus some basic application filtering, leaving the charity to run the vast majority of the process. The intermediate service provides also production of candidate

	<p>packs, processing of applications, shortlisting and interviews. The highest level provides a bespoke fully account managed service. RK's recommendation is for the intermediate level of service for the recruitment of the first two independent Trustees– COPS has neither the board position recruitment skills to settle for the lowest cost, not the financial resources to go for the full package. TU's proposal puts the cost of the intermediate package at £4,000 + VAT per Trustee – towards the lower end of such providers.</p> <p>Trustees agreed the principle of independent support for the process and asked RK to investigate alternatives and negotiate costs before making a final recommendation.</p>	RK
5	<p>Matters brought by Trustees</p> <p>Winstons Wish and Red Arc: following presentations from both organisations in September, Trustees agreed that each of these services would be beneficial to those survivors who wanted them. Starting with Winstons Wish RK and MF will follow up to put in place service for survivors.</p> <p>Recognition of Fundraisers: COPS is in the enviable position of having so much fundraising activity ongoing from so many people. Trustees would like to recognise this effort with an event for Fundraisers acknowledging the difference they make to survivors. Such an event will be the responsibility of the new Fundraising Co-ordinator when appointed.</p> <p>Funding from Police Forces: Chris Sims had negotiated the direct funding from forces. This will come to an end in the next 12 months. JB to explore whether CS can negotiate a repeat or recommend a senior police officer to do so on his behalf.</p> <p>Information pack: a key outcome from the consultation was the desire for an information pack for survivors bringing together information about services and organisations available for them. Development of this kind of information is included in the three year plan, and RK will produce more detailed plans in due course.</p>	<p>RK, MF</p> <p>RK</p> <p>JB</p> <p>RK</p>
6	<p>Date of next meeting to be set for week commencing 18 April 2016 during which 2015 accounts will be presented for approval.</p> <p>Meeting closed 1:00pm</p>	