



CARE OF POLICE SURVIVORS

Registered Charity

1101478

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"Caring for Police Survivors"

A Strategic Plan for 2016 to 2018

January 2016

Written by Richard Kotulecki, Head of Operations, November 2015

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Summary

This document addresses the challenges faced by COPS in the period 2016 to 2018. The challenges originate from the growth of the charity from a small volunteer led organisation to a significantly larger charity with an income placing it in the top quintile of charities nationally.

This plan is intended as an iterative document to be updated annually. Accordingly, where detailed plans and objectives are discussed, these are set only for the period of the next 12 months. Beyond this the plan sets out strategic direction.

All charities have (or certainly should have) a cause. Our cause are the surviving families of police officers who have died on duty, a group we call Survivors. During the course of this plan we will define more clearly what we mean by the term Survivor. This plan also sets us on the road to meeting the needs of our beneficiaries in a holistic way – to understand the full scope of needs they have and how we approach meeting these needs.

As a growing charity we will come under ever increasing scrutiny, particularly in the wake of the Kids Company collapse. This means that we will have to develop effective measures of our work and our value for donors' money. This plan addresses the development of measures for input, output, outcome and impact, which will be developed in full during the course of the first two years.

The precursor to this work is developing and understanding our vision and our mission. This plan discusses defining these in an inclusive that that involves the whole COPS community. From these, it will be possible to discern our values and develop further services to meet the needs of our beneficiaries. The process of defining the vision and mission will run in 2016, following the incorporation of the charity.

As an unincorporated trust we are limited in what we can do to make the most of the funds that we have available, and in how we can develop any services or ideas. We will incorporate in 2016, giving us the legal personality to act "in our own name" to improve services for survivors.

Although members of some umbrella organisations, we operate somewhat in isolation. This plan makes the case for affiliating with national associations, such as NCVO and ACEVO in addition to Police bodies.

Listening to Survivors, the consultation completed in early autumn 2015 identified a number of ways in which we could enhance our support for our beneficiaries. This plan addresses these, starting with work to make the Survivors Weekend 2016 more accessible and extending the peer support to local and "peer to peer" events. Furthermore, the plan addresses the need for information among survivors and sets out a direction for partnership building to provide relevant information at relevant times. The plan also sets out a route to providing support through other means including, professional support such as counselling, personal development workshops and financial advice and support.

Communications are an integral part of what we do – not just as a means of reaching out to new audiences, but as a fundamental component of our service delivery. This plan undertakes to carry out a full review of our communications and bring online and offline together into one communications presence. This process has begun with the redesign of the newsletter and, following decisions on vision, mission and values, will continue in 2016/7 with requirements setting for COPS Online.

We are in the fortunate position that our challenges have, in part, been driven by an increase in income that we have not been able to use. This is a situation that gives us the space to focus on the structural and service delivery parts of the charity. However, complacency is not an option, so we will develop a full fundraising strategy in 2017.

Of the few things that we can be certain as the future unfolds is that more police officers will die on duty, and that some of these deaths will create very high media attention. The lessons we have learned from aftermath of the tragic death of PC David Phillips are that we need to be better prepared for the next such tragedy. As well as embarking on a programme of media training for the charity, we will also put in place contingency plans to deal with the surges in media interest.

Our financial processes were created for a time when the charity was much smaller and less complex. Consequently these are now creaking, although none has yet failed. It is not sensible to wait for failure before addressing these. During 2016 we will review all income and expenditure processes, stress testing each, to make sure these are suitable for a charity our size. We will also during the course of the next two years develop more sophisticated financial management tools including long term forecasting and rolling budgets. In July 2016, we will auto-enrol staff in work place pension schemes.

Perhaps our most important challenges are related to skills and people. We have three points of focus here: Trustees, Staff and Committee. In 2016, we will complete the Trustees skills audit, develop full terms of reference (including decisions on composition of the board), job descriptions and person specifications for each post and recruit new independent Trustees. Towards the end of the year and into 2017, we will complete Board recruitment in line with the terms of reference. We will carry out a similar process for the committee, beginning this in the second half of 2016.

We will recruit two additional paid part time members of staff to co-ordinate fundraising and communications. We will develop full appraisal processes for all posts in the charity (paid and voluntary) and have in place a full set of HR policies by 2017.

The post of National President is a critical one within the charity. In parallel to the work to establish the Committee, we will do the same for the role of the President, including a decision on the selection method, with a view to the next President taking up his/her post in 2017.

Finally, we will relocate the office of the charity to more suitable premises within the Lichfield area.

This plan will be reviewed on an ongoing basis, and in January 2017 will be revised into a new document for the period 2017-2019.

Questions concerning this plan should be directed to Richard Kotulecki, Head of Operations, by email at richard.kotulecki@ukcops.org

Introduction and background

About COPS

Care of Police Survivors (COPS) is a charity dedicated to helping the families of police officers who have lost their lives whilst on duty. We aim to ensure that survivors have all the help they need to cope with such a tragedy, and that they remain part of the police family as they rebuild their lives.

Only another survivor can fully understand what new survivors endure, that shared experience is the basis for our peer support programme.

COPS enables survivors to help survivors, the extent of help provided will always be controlled by the new survivor. Sometimes an understanding listener is needed. Sometimes more practical help is required. Whatever the need, COPS will be able to put survivors in touch with those who truly understand.

COPS is independent of the police service and was founded in March 2003 by Jim McNulty and Christine Fulton MBE. Jim was a retired police officer from Strathclyde Police. Christine is the widow of PC Lewis Fulton who was murdered on duty in Glasgow in 1994.

The concept for the charity is based on the American charity Concerns of Police Survivors. The premise on which COPS is founded is straightforward. Families whose lives have been shattered by the death of a police officer loved one are offered a network of peer support to help them at their time of need. COPS provides a mother to talk to a mother, a brother to talk to a brother, a daughter to talk to a daughter – providing reassurance that each survivor is not alone and that there is somebody who genuinely understands their loss.

COPS was born in the UK as a result of a recognition that police families in the UK were left largely to themselves following tragedy. In September 2003, a small group of people including Jim McNulty and Christine Fulton made the declaration of Trust on which the charity is founded. As the first Trustees, they held in trust the sum of £100 with which to provide the network of support they envisaged.

In the early days, COPS operated on a shoe string budget. The events the charity ran for Survivors were, by necessity, small and intimate. These events – the now widely known Annual Survivors Weekend – provided exactly the environment and source of support that survivors needed. The success of the original events, coupled with the hard work of those first Trustees, resulted in the growth of the charity. In 2014, income topped £260,000¹, the charity ran 6 survivor weekends and countless fundraising and PR events and the annual Survivors Weekend had become a huge event recognised by the entire UK Police community.

Inevitably, this growth changed the way in which COPS sees itself and how the charity is seen by others – it is no longer a tiny upstart hoping to provide some much needed support, it is an established charity with an established model of operation providing real benefit to many people. This growth has, however, brought with it new challenges, for instance ever growing beneficiary and supporter numbers, the changing needs of survivors and how best to meet these, making most effective use of the resources available to the charity and the realisation that, due to its own success,

¹ This puts COPS firmly in the top quintile of English charities for income. Data from the Charity Commission from September 2015 show 19.4% of all English charities to have an income of more than £100,000 per annum.

the small and intimate Annual Survivor Weekend which has benefited so many people over the years no longer exists.

This plan explores these issues and maps out a route for resolving them.

The continuing need for COPS

While realising the dangers of policing, no officer expects to lose their life on duty. When such a tragedy occurs, the surviving family endures emotions which can include denial, bewilderment, anger and depression. They also encounter many practical difficulties in respect of such sudden loss. Eventual isolation from the police environment often exacerbates such situations, and leaves survivors thinking that no one understands.

The police service does not have the resources to maintain support beyond the immediate aftermath of the death. That is where COPS comes in. It connects bereaved families with others who truly understand, by virtue of having been in the same situation themselves. This peer based support is the mainstay of COPS activity, but is enhanced by projects aimed at providing survivors with the support needed to rebuild their lives.

On average, each month a police officer loses his or her life on duty. So, each month another family is left to face the trauma of such a tragedy. Whilst these families will not be the only ones in the UK to have to face tragedy, they are in a rare position – their loved one volunteered to help protect all of us.

As a society we are relatively free to live our lives without fear or trepidation and in the knowledge that we live in relative safety and security. This reassurance is provided by the men and women of the police and security services who put themselves in harm's way on our behalf. And whilst they do this willingly (and none expects to lose their life) we should, as a society, be prepared to do something in return should the worst happen.

About this plan

This plan addresses the new challenges discussed above and sets out a strategic framework (and an operational timetable) for meeting these over the course of the next three years. As such, this plan is an iterative document. In 2017, the plan will be updated to cover the period 2017 to 2020. This ensures that planning is always relevant and takes into account the realities of the most recent planning period.

Unlike many documents with the word strategic in their titles, this plan does not offer a set of impressive sounding numerical or temporal targets. It does not make sweeping assumptions about the benefits or otherwise of the services that we currently provide. And it does not set out an image of an idealised future.

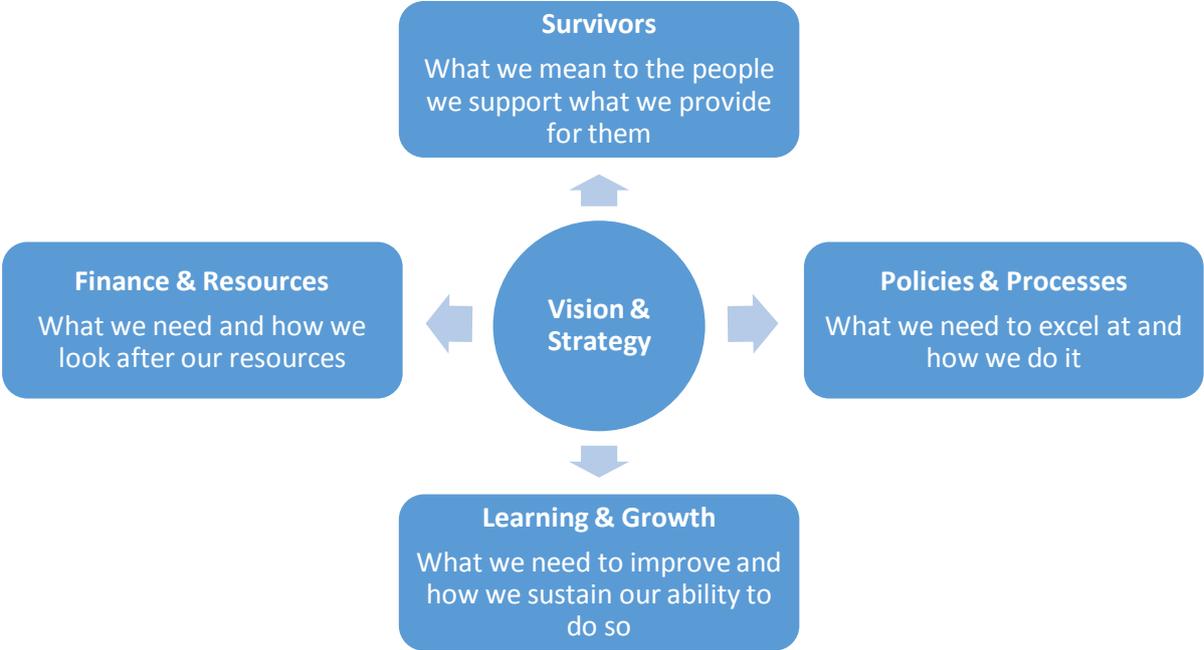
This plan sets out some of key questions facing COPS in the next three years, offers answers based on research and real evidence to some of these questions, aims to explain why it is important to take these next steps and provides an outline of how this will be done. As it is an iterative document, it does not contain all the answers, but it does ask the most important questions and sets out the processes for answering these.

The plan looks at every functional aspect of the charity: legal status, organisational structure, service delivery, fundraising, communications, people, finance & management and facilities & infrastructure. Whilst important in their own right (for example legal compliance) each of these areas plays a critical role in delivering excellent support to Survivors. For example, in order to make sure that money is being spent efficiently and effectively, it is necessary to have sound financial management.

Each functional area is addressed individually, so that the plan contains chapters addressing:

- Our Cause – the reason why we are here and what we want to achieve
- Legal status, structure and governance – who we are and how we make sure that we do things properly
- Service delivery – what we provide for our beneficiaries (who we know as survivors) and how we do it
- Fundraising – how we gather the resources we need to support our beneficiaries
- Communications and engagement – how we describe what we do so that it is well understood both within the charity and by the outside world
- Finance and management – how we manage our resources and the strategic and operational risks to the charity
- People – the knowledge, skills and experience we need to do all the above and how we make sure that we have the best we can get
- Facilities and infrastructure – the equipment we need to do all the above and how we make sure that we have that which is the most suitable for our charity

All these strands combine to form the overall strategic plan for the next three years, as follows:



Survivors are at the top of this diagram, because they are the reason the charity exists – so everything is focused on how we support Survivors. But without focusing proper attention, and resources, on each of the other four other aspects, the structure collapses and we will not be able to support survivors in the way that we would want. In other words, unglamorous though it may be, it is essential that we get all of the detail right. Inevitably, this will mean that some things will take longer

than some people perhaps envisage or would like. This paper makes no apology for that – given the challenges that the charity has faced in the last two years, it is correct to take the time to get things right.

Finally, a note about the statistics used in this document: Unless stated otherwise in footnotes, data presented within this plan are drawn from the outcomes of the Survivor Consultation 2015, a summary of which is contained in Appendix A.

From Cause to Impact – setting vision, mission and strategy

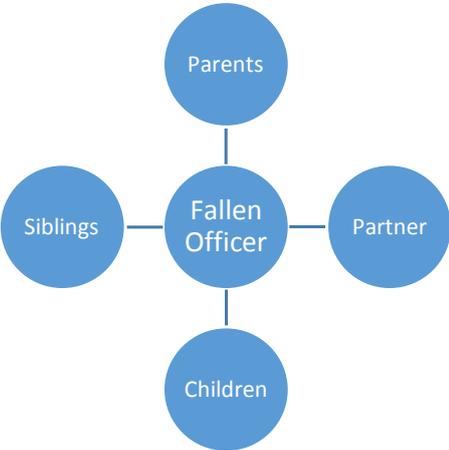
“Care of Police Survivors”

“Rebuilding shattered lives”

The above are our charity name and strap line. Survivors are our cause – they are why we are here. We are trying, in some way, to help them rebuild their lives following the death on duty of a loved one Police Officer. It is, therefore, essential that it is clearly understood what we mean by each of the following: “Survivors”, “care”, “rebuilding” and “shattered lives.” Let’s take these in order.

Who is a survivor?

At present we have a loose definition of Survivor, equal roughly to one familial step in every direction from the fallen officer. So that, most commonly, survivors can be partners², parents, siblings and children.



children. However, we have on our database of survivors people who do not fit easily into any of these categories. For example we have parents-in-law, cousins, nephews, nieces, uncles and aunts. We also have step-families and second families on the database. From the closeness of police friendships we know that friends and colleagues of fallen officers could also be included in this group.

COPS stated aim is to bring people together in a network of peer support to help those affected by tragedy by providing emotional and practical support. This suggests that we have a “we are all in this together” approach to support – removing divisions, barriers and coming together to remember fallen officers and help those who are struggling with the impact of tragedy. It is an unfortunate fact that in recent times we have not all been in this together and that divisions have built up on familial, regional and personality lines.

The strength of an organisation such as COPS lies in embracing differences to create togetherness, understanding and mutual support. The first stage in this is to understand what we mean by the term “survivor.” Put in its bluntest terms, we need to understand who can come into our mutual support network, and who we expect to stand outside.

Listening to survivors, the recent consultation, shed some light on this question. Asked which groups of people need the most support from an organisation such as COPS, responses were clear that it should be anybody who needs it – different families have different relationships, different people feel things in different ways. The common bond between people is that of loss – the impact of that loss is unique to each individual person and we should not judge this on the basis of a relationship group or any other label.

² Partners includes spouses, live in partners, fiances as well as former spouses

“Not groups – individuals need help”

So, clearly, in order to understand (and be able to explain) our cause we need to define what we mean by “Survivors”. Our strapline helps us with this definition by giving us a starting point. If we are rebuilding shattered lives following tragedy, then is a survivor is someone whose life has been shattered by that tragedy?

At this point we should also consider the nature of that tragedy. Above, we mention the “death on duty” of a police officer – as we do in all of our communications. We have extended our definition of this to include also officers travelling to and from their work and officers not officially on duty but nonetheless carrying out an action to help provide safety and security for members of the public. It is a fact, however, that all police officers face the very real *possibility* of death *every* time they go to work. And it is a fact that by continuing to serve as police officers they accept this possibility as part of the job of protecting us. We should, therefore, consider whether this willingness to put themselves in harm’s way, regardless of the consequences for their own safety, is something we should recognise by extending our definition to include families of all serving police officers no matter how their death has occurred. It is true, after all, that all these officers were willing to put themselves in harm’s way on our behalf, and that death (no matter how it occurs) would be a tragedy for their family.

During the course of 2016 we will develop a definition of “Survivor” in a way that incorporates the views of our whole community, and we will do the work necessary to have this definition adopted by all the relevant national agencies. The three year plan for 2017-19 will have at its start point a clear definition of who we support. It is, of course, possible that during this process we will find that there this another word that better describes what we currently mean by “Survivor.” It is important to note at this stage that this definition process will not consider what we provide, but will define for whom we provide it.

What do we mean by care?

COPS was set up to “[provide] peer based support from existing survivors willing to assist [new survivors] in coping with the traumas of [on duty] death by providing practical and emotional support.”³ Since then COPS has organised numerous events that help survivors meet new people, make new friendships and offer and receive support. As knowledge of the difference those early events were making to people’s lives became more common, so the charity grew to attract more beneficiaries and more supporters, creating a virtuous circle of increased income allowing for more people to be included, resulting in further increased income. We are now at a point where in the last few years due to the generosity of supporters we have built up significant reserves. We must now decide what we do with these reserves – how to use these to support survivors.

Listening to Survivors drew out three striking observations about how we can do this:

- The events that we organise bring a lot of benefit to many people. Even those who do not take part in these events see and acknowledge that benefit. Knowing of the potential power for good that these events possess, we should make these events more accessible for people who cannot or do not currently attend. By doing so we will be offering more people the kind of support we know works.

³ Declaration of Trust for Care of Police Survivors, 2003

- There are some people who do not derive any benefit from our events as they currently are. This is either because these are not the sort of events they enjoy, or that the events have grown too large for some people to enjoy. Whilst the former is a matter of personal preference and we should try to find meaningful ways to support these people (if they want and need the support), the latter demonstrates an irony of our success to date. Some people, who would derive benefit from attending the smaller events of yesteryear, do not have the same opportunity now as the events are so much bigger. We should, therefore, find ways of making these events more inclusive and appealing to people who otherwise feel uncomfortable attending.
- Irrespective of whether people attend our current events or not, there are numerous other ways in which we could support survivors, ranging from the informal to the structured. The consultation produced many suggestions for such support – these are discussed in more detail in the chapter on service delivery.

How we develop our services – the care – is explored in more detail later in this plan. In any event **over the next three years we will introduce new services to help meet the needs as identified in *Listening to Survivors*.**

What do we mean by rebuilding?

Grief is a very isolating and individual emotion. Each person feels it in a different way and at different times. The quote from a respondent on the front cover of *Listening to Survivors* perfectly illustrates this – everyone is unique, so everyone’s journey is unique. This means that the rebuilding process will be subtly different for each person. However, a common theme in responses to the consultation was the help and support needed to take gradual steps from the moment of tragedy to a point of regaining control of one’s life. How and when this is achieved is very much dependent on each individual. Our role, as a charity, should be to offer what we can within our means to help and support people through this process. We should make available, within our resources, the building blocks that enable people to rebuild, to regain a sense of control.

How will we know if we are doing the right things?

Any organisation that provides a service needs to understand whether that service is making a difference. In order to do this, we need to be clear on what we want to achieve ultimately. This is our vision of the future and may be something that is a long way off, and something that we may not be able to achieve on our own. Nonetheless, it is the vision that we have, and includes an assessment of what it means for a survivor to have been supported.

Realising our vision will require us to take on a specific role in making that happen. This is our mission. We are close to having a definition of this already, through our charitable objectives and our strap line, but it will be necessary to reassess how that fits in with our vision.

In different circumstances, where there were no ongoing survivors' needs to meet, we could take our time to define our vision and mission and build our charity around these. However, our world is one of the reality of bereavement so we cannot just stop what we are doing. We know that what we do already helps many people so we should continue doing it, whilst we develop our work. **So, during the course of 2016, beginning in the second quarter and once we have the right legal and governance structures in place, we will begin the process of defining our vision and mission.**

Building on from this we will **in 2017 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.

In short, to ensure that we maintain best practice, we will determine measures that show us more accurately how effective we are at spending the money that people give us to support survivors.

The most fundamental of these measures are already being put in place for 2016. We have an agreed budget for 2016 giving us a partial explanation of the inputs. We have an agreed programme of work and events for 2016, giving us a partial explanation of the outputs. We have an agreed set of basic evaluation and feedback mechanisms for each of these events giving us a partial explanation of outcomes. Listening to Survivors has provided us with a partial explanation of impact.

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.

Legal status and structure

This section addresses the legal status of the charity and how this impacts on our ability to support survivors. At the most fundamental level, having the right legal structure for an organisation is not just a matter of ensuring compliance – it actually dictates what an organisation can do and how effectively it can do it. Our structure needs to be right, and we need to spend time making sure that it remains so as we develop as an organisation.

Legal personality

COPS was founded in 2003 as a Charitable Trust. The size of the nascent organisation (as defined by both its funds and membership) made the unincorporated Trust the logical status to give the charity⁴.

Whilst the unincorporated trust model has certainly provided advantages for COPS, namely the simplicity of organisational structure and low regulatory costs, it does have some key drawbacks. As an unincorporated body, COPS does not have a “legal personality” of its own – it cannot exist in a legal sense, and responsibility for it and its actions must be taken personally by at least one of the Trustees. For instance, the impact of this on the charity is as follows:

- Trustees are **personally** liable for what the charity does
- The charity cannot enter into any contracts (e.g. as supplier, customer, employer) **in its own name**
- The charity cannot own assets (e.g. property and various investments) **in its own name**

Incorporation of any kind would give COPS a “legal personality” making the charity able to act in its own name and limiting the personal liability of Trustees. Even if the charity’s growth were to stop abruptly during the period of this plan⁵, COPS is now a different and more complex organisation than the one created in 2003. In the intervening 12 years, COPS income has grown significantly, as has our membership and the reach of our services. Staff have been employed, contractors hired and procurement agreements entered. We are also entering discussions about providing a greater range of services for survivors than previously considered.

The practical benefits of incorporation will include:

- Ability to enter into contracts in the charity’s own name to provide services for survivors
- Ability to invest reserves in the charity’s own name
- Ability to adapt to and comply with future legislation in the charity’s own name

We will, therefore, take steps to incorporate COPS as soon as it is practical to do so⁶. As well as updating the legal status in line with the practice of our operations of the last few years, this change

⁴ Charity Commission advice lists the following as potential reasons to consider incorporation: employing paid staff, delivering services under contractual agreements, entering commercial contracts, owning land or property. None of these were taking place in 2003 and it did not seem likely that this would change in the near future.

⁵ This plan makes the case that growth in beneficiary numbers, reach and accompanying income will continue.

⁶ The Ordinary Meeting of Trustees on 29 September 2015 has agreed this change in principle.

will provide all staff, volunteers and trustees with the legal protection to continue providing services for survivors. How will this change benefit survivors? Removing personal liability from any individual within the charity’s structure will increase the opportunity for providing new services for survivors, particularly those intended to meet the needs identified in the Survivor Consultation 2015.

Incorporation options

We have a number of potential incorporation options as follows:

- Community Interest Company (CIC) – available from 2005 for social enterprises wishing to use their profits and assets for public good. A CIC is a business that, although operating in line with “normal” business principles, has primarily social objectives and so re-invests its surpluses into those objectives rather than maximising a financial return for shareholders. A CIC cannot be a charity and vice versa.
- Company Limited by Guarantee (Ltd Co) – is the well-established route for incorporation for charities. Bound to operate under company law, with the exception that trustees guarantee the company to a limit of a fixed nominal amount, rather than the share value of the company. A charity can be Ltd Co and vice versa, operating under two regulatory bodies – Companies House and Charity Commission.
- Charitable Incorporated Organisation (CIO) – available in England and Wales for new organisations since 2013 (and to conversions from 2014), offering many of the benefits of Ltd Co incorporation (i.e. ability to act in own name and limit on trustees’ personal liability) but without the double regulatory requirements. CIOs are regulated by the Charity Commission only.

These summary descriptions suggest that:

- As COPS does not function as a “business” in any way, the CIC option is not appropriate
- Of the two other options CIO is the most appropriate vehicle for COPS

Let us consider some further advantages and disadvantages⁷ of CIO status.

Advantages	Disadvantages
No dual registration & regulation – regulated by Charity Commission only	Trustees have management responsibility and for breaches of trust and fraudulent or wrongful trading
Trustees benefit from limited liability	In practice CIO regulations very similar to Ltd Co
No minimum registration threshold	New, untried, untested structure unfamiliar to potential lenders, funders, donors
Registered charity number providing reassurance of compliance to potential donors and public	CIOs exist as a result of several Acts of Parliament - legislation is not all in one place making it potentially more complex to ensure compliance
Regulatory structure provided specifically for charities. (Company law assumes first principle)	As CIO, if charity commission registration is lost, organisation will cease to exist immediately. A

⁷ Walker Morris LLP, associate sponsor of Chief Cultural & Leisure Officers Association

of members having financial interest in performance of company)	Ltd Co has the back up of a Companies House registration.
No fines for administrative errors	Registration process is slow (min 40 days from submission). Co Ltd can be completed with couple of days.
CIOs with income >£250k not bound by more detailed company reporting requirements (charity commission requirements are more straight forward)	Reporting requirements remain the same even if income falls below £250k level.

Overall, the key eventual practical difference between the CIO and Ltd Co statuses is that a CIO offers a reduced regulatory burden and structure versus the potential complexity of ensuring and demonstrating compliance.

Let us, therefore, consider the process steps for converting to each of these statuses⁸:

Converting to Ltd Co:

- 1 Set up new company with Companies House
- 2 Register new company as Charity with Charity Commission
- 3 Merge the two existing charities (or transfer⁹ all assets and liabilities to new charity)
- 4 Close the old charity

Converting to Foundation CIO¹⁰:

- 1 Complete and agree the Foundation CIO constitution template
- 2 Register the new CIO with Charity Commission
- 3 Transfer all assets and liabilities to new CIO
- 4 Close the old charity

In both processes, the most complex steps involve the setting up of the new organisations and the transfer of assets between the old and new. As there is no meaningful difference between the different types of transfer, and subject to independent legal advice, **this plan recommends that COPS converts to a Foundation CIO¹¹ and, unless advised otherwise by Charity Law specialists, we will take steps to do this in the last quarter of 2015 and first half of 2016.**

⁸ Charity Commission guidelines for changing the structure of a registered charity

⁹ Transfer of assets requires the governing document to allow for transfer of all assets to a third party

¹⁰ An unincorporated body governed by a trust deed, run solely by trustees and without a voting membership will, if converting to CIO status, do so under the Foundation model – Charity Commission

¹¹ The Ordinary Meeting of Trustees on 29 September 2015 has agreed this change in principle, subject to further advice from charity law specialists

Future proofing for the incorporated charity

Change is a fact of life. Legislation continues to evolve, bringing with it new compliance challenges. Assuming that COPS continues to grow both in terms of the number of survivors for whom we provide support and the income that we raise to do so, we will face compliance changes for two reasons:

- Changes to compliance requirements resulting as a direct result of our increasing size
- Changes to compliance brought about through new acts of parliament or new regulations

Examples of the former include changes to our charity reporting requirements as a result of receiving income of more than £250,000 per year. Examples of the latter include the pension auto-enrolment requirements effective from 1 July 2016.

Having up to date knowledge and skills is essential to staying up to date with these changing requirements. As a first step to doing this (and notwithstanding the organisational structure questions addressed elsewhere in this document), **we are, in the first quarter of 2016, becoming members with national associations such as the National Council of Voluntary Organisations (NCVO) and Association of Chief Executives of Voluntary Organisations (ACEVO).** These memberships will give us access to up to date training and education (as well as specialist services), which will be made available for Trustees, staff and volunteers in accordance with the structures discussed. These memberships are additional to those we already have in place, such as the Fundraising Standards Board, whose main purpose is to provide re-assurance of our compliance.

Service Delivery

This section deals with the main work of the charity – how we support survivors both now and in the near future. It is important to state at the outset that although this section introduces new ways in which COPS could support survivors, it does not mean that survivors will be unable to support each other. This plan focuses on the formal support that the charity could provide, including how we enable peer support. None of the ideas presented in this plan detract from survivors supporting each other informally as a result of meeting through COPS. Naturally, as this is the section that addresses directly survivors' needs, it is most heavily predicated by *Listening to Survivors*.

The key reason for carrying out the consultation that has led to *Listening to Survivors* was to find out four things:

- What are the needs of survivors?
- Do these needs change as time goes by?
- Are we meeting these needs with what do currently?
- What else can be done to meet these needs?

In the most basic terms the answers were as follows:

- Needs depend very much on the individual
- Needs to change as time goes by, but it is not easy to predict how
- We are meeting many needs of a lot of people, but not all the needs of all the people
- There are many other things that can be done by us and others to meet these needs

Let's consider individuality first.

Everybody experiences grief in different ways. Everybody deals with it in different ways. Everybody suffers different setbacks. Everybody's life pans out differently following a bereavement. Everybody values different things. Sometimes this value is derived from some very practical, functional support. Sometimes this value is derived from something less tangible, more emotional. One person's idea of perfect support can be another person's idea of obstruction and vice versa. This all makes it remarkably difficult to build a service that supports everyone in the exact way that they would find ideal. However, there is no reason why doing just that should not be something for which we aim (This observation feeds back into our future discussion about vision and mission).

So for ease of discussion, let's start with something that does appear to be common – that many people put huge value on the opportunity to talk to somebody who genuinely understands what they are experiencing. This does not mean that all these people want to talk to the same people, but that they all value the chance to talk to another person who has shared their experience. This is, of course, the basis on which peer support is built. (Our events and peer support are discussed below).

The other commonly expressed need was that for information. This is also discussed below, and it is important to note that whilst we will be aiming to provide as many people with as much of the information they might want, not all of the information will be relevant, or of interest, to everyone.

Other than these, all other needs expressed depend very much on individual circumstances. These, and the services we could develop to meet these, are also discussed in greater detail below. It is important to note that, as we cannot bring about all of the potential services in one go, it is inevitable that some people will be benefitted before others. The order in which we introduce any

additional services will be determined by how difficult it is to do. It is better to introduce a new simple service that can begin to help some people immediately than it is to start with the most complex which will not begin to help anybody whilst it is being developed for a longer time.

One of the principles of individuality is that as well as needing and/or wanting different things, we need and/or want them at different times and furthermore, what we need and/or want changes as time goes by. There are a number of possible reasons for this – that our need for something has been sated and we move on to our next challenge, or perhaps our circumstances have changed making something else a greater priority. This means that whatever support we provide needs to be able to adjust to these realities. It is possible for example that something that starts as being very important to a large number of people becomes less important over time. The opposite is also true. This means that we need to re-evaluate what we do on a regular basis, and understand how it is helping survivors (the measures of input, output, outcome and impact) come in useful in this regard. In practical terms this means that things that have not worked before may, with the benefit of greater experience, work in the future. And, of course, it means that things that are currently remarkably successful may become less important in the future.

This plan, therefore, sets our service delivery to be grounded in what we know works and to be flexible to add new features to accommodate changing needs and times. This process of evolution (not revolution) of our services will mean we maintain relevance to as many people as possible for as long as possible. And it also means that, although we are aiming to help as many people as want our help, this will not include everybody. After all, everybody is different.

COPS events and peer support

When COPS first came into existence, there was only a small number of survivors at the first event. They were the trailblazers who recognised a mutual need in each other, met up over a weekend to have dinner, remember their fallen officers and offer each other what help they could. Through this shared coming together, they formed bonds and friendships. Recognising the benefits they derived from this combination of gathering and friendship, they invited more people to the following year's event. Each year the event grew. The small, intimate dinner around one table became a larger meal in a larger venue. Without diluting the positive power of previous events, the opportunity to spend lots of time with *everyone* reduced with each subsequent expansion of the event. Given that we recognise the individuality of each person, it stands to reason that as more people join a group, you have more diverse personalities, interests, circumstances, likes, dislikes etc.

There is much published research that shows that people make friends with other people very similar to themselves. The implications of this for COPS as it grew were profound. With every increase in attendance so the complexity of the relationships within the whole group increased, as did the likelihood that different people would identify different potential friendships. It became impossible (and undesirable) to maintain everybody as one homogenous group. Furthermore, subsequent newcomers were no longer likely to see one small intimate event built on collective understanding, but lots of different groups of established friendships. Ultimately, this has led to the friction experienced within the charity in the last two years.

Does this mean that it was the wrong thing to increase the size of the event? Surely not, as the potential benefits of the event are huge. But by doing so, it did make it difficult for newcomers to join and experience the benefits of a small intimate event in the same way that had been possible in

the early years of the charity. In other words, the event had changed and so had the nature of the peer support available around it.

This plan is about looking forwards, and not about finding fault in previous decisions. However, there are, as always, some historical lessons to be learned. **Starting in 2016, we will look at how we can make our events, particularly the Annual Survivors Weekend, more accessible to everybody who wants to attend.** This will not involve a revolution, because that will put at risk the many benefits that many people derive from these events. We will evolve our events, building on the success we have had to date and taking into account feedback from survivors. For example, as a start, the 2016 Survivors' Weekend will take place in a smaller, exclusive venue. We will reduce the travelling time between the various activities taking place during the weekend. We are also exploring how we can provide more assistance with travel to and from the event. There are other suggestions regarding the availability of information, the role of veteran survivors in accompanying newcomers that we are exploring incorporating into the 2016 event.

The other events which we organise during the course of each year are being developed in line with feedback received about each. We anticipate that in 2017, as well as the current line-up of events, we will have a number of smaller more intimate events based on shared interest to give people, especially new survivors, the opportunities to meet new people and find new support. **In Q4 of 2016, we will produce a full event calendar for the following two years, building on the calendar that we have in place now** and incorporating survivor feedback.

However, our events are not the alpha and omega of peer support – they are one of the ways in which we generate the peer support. The real peer supporting is done outside of the events – the phone call at time of need, the quick pint in the pub, the joint family weekend. *Listening to Survivors* showed that some people now valued their friendships with others they had met through COPS so much that they no longer associated those friendships with COPS. Arguably, this could be considered the pinnacle of success for a peer support charity – making introductions that transcend the charity. So we want to make more of these bonds possible. **Starting in spring 2016, we will run a number of small local events that give people the chance to meet others from their area.** We have begun conversations with volunteers who would like to help us arrange these “events” for survivors – coffee mornings, pub lunches, afternoon teas and similar. Although “event” is probably too grand a term for these gatherings, the first one will take place in the spring and will be hosted by COPS staff. As well as being a chance for an informal chat and finding out who else is there, this first gathering will be a chance for us to explain how we see these developing.

Based on the feedback received from the consultation we believe that there are enough people who want to help organise such events, and there are enough people who want to attend such events.

We also want to develop the strength of peer support outside of all events, big or small. We know that there are survivors who have asked for specific, practical, every day help. We also know that there are other survivors with the skills, knowledge and availability to provide that help. We have started to work out how we can put the two together in a way that works for everybody. This may be based on local networks and contacts, or having a number of survivors willing and able to speak with others about specific, but not confidential, issues. **We are expecting to trial the first of these direct “peer to peer” activities in the first half of 2016,** and hope to develop a small number of these for 2017.

We need information

The single most commonly suggested need was for that information. There is a huge number of police and police related organisations and charities in the UK. General consensus is that this can be a bewildering array and getting through to the right piece of information can be daunting. This is not a problem solely for COPS. It has been suggested elsewhere that there are too many police charities and that the whole sector could benefit from more collaboration, information sharing and ultimately consolidation.

As this is of such importance to Survivors, COPS will take a lead role in bringing together various police and police related organisations to share information in way that is more useful for survivors. Despite our place in the top quintile of charities nationally, in the grand scheme of things, we are still a small organisation. We will need to work extensively with larger organisations such as Police Dependents Trust, Police Federation and Police Mutual Assurance Society to help us achieve this objective. We have already made a start on this – we own a number of domain names that could be used to host such a “library” of information and we have opened conversations with PMAS and PDT about collaborative working and exchange of service information. Most importantly, we are continuing to explore how we can achieve all of the following:

- Ensuring the information is relevant to survivors
- Ensuring the information is up to date
- Ensuring that this service costs a proportionate amount

As the charity that represents survivors (and will have both a strong survivor presence on the Board of Trustees and a Survivor Committee – see the chapter on “People”) we can be confident of achieving the first. From Listening to Survivors we have the first set of information requirements for such a service. The challenge for us will be in the other two points. Maintaining an effective information or signposting service requires a significant amount of resource. The information has to be accurate and up to date. The services and/or organisations to which we would be signposting also need to be credible and beneficial. To ensure both of these requires a significant amount of due diligence and verification – activities that are labour intensive. For a small organisation such as ours, this risks compromising the third objective and costing a disproportionately large amount of resources.

This means that we will have to develop an intelligent way of working with larger partners (who will have the ability and resources to carry out much of the due diligence and verification). This **partnership working, with organisations such as PMAS and PDT, will start to bear fruit in 2017 when we will be able to provide coherent information about a range of services available through COPS and linked directly to those needs and services identified in Listening to Survivors.**

For all information services, considering the format of the information is the second part to considering the content. Listening to Survivors identified a number of additional ways in which people felt they could be supported by COPS. In some cases this was simply with the provision of information about these types of services. In other cases it was the actual provision of the service that would have made the difference. This plan considers the provision of information about services and the actual provision of these services to be heavily linked. As such, the plan discusses services we

could launch directly or, more likely, through partnered¹² specialist organisations and the provision of information about these services should be considered “part of the package.”

Support by other means

The vast majority of respondents (90%) believed that having access to good information would have been beneficial for them. However, *Listening* also identified a number of other support services which might be beneficial to some people¹³. As with all aspects of what we provide, it is important to note the individuality of needs. The key theme to emerge from the consultation was that everyone is different, meaning that people have different needs and that these needs occur at different times. This means that not everyone would benefit from all of the suggested services – indeed some people may feel that they would not benefit from any. However, all of these suggested services would benefit someone, and as we are trying to find a way to support all survivors we will investigate how we can develop new services. Prior to doing so, as discussed earlier in this document, we will need to address our vision and mission, so that we understand clearly why we are introducing new services. The suggested services have been divided into themes:

- | | | |
|--|--|--|
| <p>Professional support</p> <ul style="list-style-type: none"> • Access to counselling • Legal advice • Financial advice • Advice and support helplines | <p>Enhanced peer support</p> <ul style="list-style-type: none"> • Discussion groups • Local network or buddy system • Getting day to day things done | <p>Events focus</p> <ul style="list-style-type: none"> • Events focussed on fun • Children’s events |
| <p>Provision of funding</p> <ul style="list-style-type: none"> • Financial support • Assistance with transport | <p>Training</p> <ul style="list-style-type: none"> • Workshops to develop personal and professional skills | <p>Campaigning</p> <ul style="list-style-type: none"> • Campaigning for survivor issues |

Let’s address each of these themes in turn:

Professional support

Access to counselling, legal advice and financial advice were all frequently mentioned by respondents of *Listening* as services that would provide benefit to survivors and their families. If we accept in principle the need for these (and it seems, notwithstanding our assessment of vision and mission, that all these fall within the broad description of our current charitable objectives), then we should look at how we would go about implementing these.

Within COPS we have no expertise to provide such support. Acquiring these skills internally would be very difficult and expensive (and would mean changing what the charity is setup for). There are also some important ethical questions about providing such support internally through volunteers – it

¹² Throughout this document, the term “partnership” when used to refer to other organisations is a catch all term to describe working collaborations of varying degrees of formality.
¹³ In some cases these would have been beneficial for respondents themselves, in some case these would have been beneficial for other family members

would be ethically questionable, to say the least, if one charity beneficiary had privileged access to information about another.

Therefore, as the name suggests, these are professional services best provided through external professionals on a contract basis. Whilst we have already begun exploratory conversations about provision of such services with organisations such as PMAS, Winston's Wish and Red Arc, the practicalities of implementing such support will take a little longer. Firstly, as discussed earlier in this document, we will need to incorporate the charity before we are able to enter any formal contractual arrangements. It would also be useful to have in place on the Board of Trustees specific procurement and contract management skills (and also perhaps skills related to these specific services). **Therefore, we will approach developing professional services in a methodical manner. We will start with incorporation and follow that with the recruitment of the right skills at board level. We will then develop signposting and information to where these services already exist, before deciding on launching pilot schemes ourselves. With the information being built up throughout 2016 and bearing fruit in 2017, professional services will be developed in 2018.**

Enhanced peer support

The significant number of people who put forward suggestions for locally based peer support, means that it is something to which we should devote considerable energy. Peer support is, after all, the mainstay of the charity. It is also the one way in which the charity can continue to help newly bereaved families irrespective of any other financial or operational considerations. For instance, taking a doomsday scenario of all of our funding drying up overnight, it would still be possible for the peer support to function even whilst the provision of additional services became impossible.

It is also true that whilst this sort of peer support has been attempted in the past, this was done without the support mechanism of a staff team to put it in place, and without specific locally based individuals identified to take the lead and "make it happen." We will focus a lot of our energy on this work in 2016, as discussed above within paragraphs addressing local events and peer to peer support.

Additionally, **in 2016, we will review the purpose, structure and functioning of the various online discussion fora to make sure that these are serving the needs of all survivors and that they continue to be inclusive.** It is worth emphasising two things. Firstly, given the number of suggestions for discussion groups, it is highly likely that we will facilitate these in some shape or form, online and face to face. Secondly, whatever discussion fora we do facilitate will all operate as "safe spaces" where people can feel free to express concerns and ask for support without fear of criticism, and as such will be subject to strict behavioural policies.

Events focus

The calendar of events for 2016 has been set, based on feedback for 2015 events. As discussed above, in 2016 we will launch a calendar of events for the following two years which will include at least one additional event based on a common interest (i.e. not directed at a specific relationship group). In the third quarter of 2016, we will also carry out a consultation with survivors under the age of 18 to discover how they would most like to be supported. This consultation is introduced under the Events heading because at present we have no events for such an important cohort of our

beneficiaries. However, this does not mean that this consultation will result in an event being set up – we may be told of a much more effective method of support.

Provision of funding

In broad terms, *Listening* identified two types of request for financial support: relatively small funds for very specific purposes (often pertaining to transport) and a more general request for financial support at times of need. It is important to emphasise that no respondent made a specific request for funding – all suggestions were received in general terms as things we could do. Let's deal with the small funds first.

The single biggest reason for people suggesting this kind of support was to help with transport. There is abundant research available that shows that, in any circumstances, isolation has a profoundly negative affect on people's emotional health. This research shows that this is the case irrespective of age or location or physical ability. We do, in part, acknowledge this through the provision of grants to help young survivors with driving lessons. We should examine whether we can do more to help more people feel less isolated, whether that is through extending the driving lesson grants to other age groups, or providing funding for hire of transport to and from our events, or even to carry out basic day to day jobs.

There are some very straightforward things that we can do immediately. We have already teamed up with Forces Travel to extend the benefits of their bulk purchasing power to survivors, allowing lower cost travel. We are also exploring how we can make transport to and from our main events easier and cheaper for people from all parts of the country. These are initiatives that are already in place and/or will be implemented in 2016.

In 2017, following a full appraisal of our financial capability (see below), we will begin to assess whether we should provide small funding grants for survivors beyond the current driving lesson programme and for what purpose these should be given. As well as assessing our financial ability to do this, this will require us to understand the objectives we are trying to meet, and how we would measure whether we have met them.

Given the isolating impact of grief (something cited by several respondents), it is the assumption of this plan that we will extend financial support so as to reduce isolation, but it is too early to speculate on how we might do this.

Financial support on a wider or bigger scale is more difficult. Firstly, our reality is that we are highly unlikely to ever be in a financial position where we can be very generous with grant funding, meaning that we would have to make very careful assessments of each and every application. Such detailed assessments, as well as requiring specific skills, require time. Detailed assessments will, therefore, consume resources that could be better utilised in other ways.

Furthermore, certain kinds of financial assistance, such as debt relief and renegotiation or temporary funding are subject to strict compliance guidelines. These are areas into which we are not equipped to venture at this stage.

Finally, of course, when attempting any new venture it is normally prudent to start small and expand, rather than launch immediately into larger projects. This plan does not, therefore, consider it to be realistic or desirable for the charity to move into providing financial assistance in the near future.

This will not, of course, prevent us from signposting and providing information about organisations such as PDT and PMAS whose specialisms are financial support and products.

Training

Any organisation, if it is to be able to develop and adapt needs to focus on making sure that its skills are up to date. Any charity, as well as ensuring that the skills of its staff and office holders are up to date, also needs to pay attention to the skills of its volunteers. And COPS, being a charity that will always have a huge volunteer input, should pay attention to skills right across the organisation. Furthermore, it is widely acknowledged, that developing a person's education and skills can be a highly effective way of helping them overcome personal and emotional challenges. Taken together, this suggests that we should provide opportunities for people to develop their skills, not only so that they can help us, but that we can help them.

The next chapter discusses how we identify and fill the skills gaps we possess throughout the charity – from board level to volunteers. Training will form part of that process. As discussed earlier in this plan, we are becoming members of umbrella organisations that can help us develop our skills and keep the charity future proof. It makes perfect sense to extend the opportunity to take part in the various training programmes to all of our survivors. By helping to develop skills in which people are interested, we will automatically increase the number of people we have available with the right skills who could help out.

We will, of course, be limited by resources in how much training we can provide, and how we provide it (for example, webinars are often a low cost compromise to extend the reach of training, and we are likely to have strict limits on the number of spaces that we can provide). However, this will not prevent us from opening such training to survivors, as the potential benefits are so great:

- Survivors develop new skills, which the charity could utilise
- We increase our “talent pool” and the skills within it
- The interaction during some training serves as another means of contact and peer support

A later chapter sets out a plan for people and skills. We will, as an outcome of this work develop, an organisation wide training plan in the final quarter of 2016. This plan will provide details of training to take place in 2017, based on the long term needs of the charity. We will also, in the first quarter of 2016, produce an immediate needs plan for training to take place in 2016. This will provide for training in areas which we need immediately and for which training (rather than recruitment) is the best solution. We are already in discussions about a media training programme so that we are better prepared when, tragically, the next police officer is killed on duty.

Campaigning

The Trust Deed setting out the legal framework for COPS states two charitable objects. This first addresses the provision of peer support. The second addresses campaigning for survivors' interests. These are both valid objects and it is valid to have these in tandem. Indeed, many charities, even those without a campaigning clause, find themselves having to campaign for their cause.

The challenge that we face is a particularly difficult one. Perfectly reasonably, the emphasis of our charity over the last 12 years has been providing the support – this was and remains the urgent need. So we have developed along the caring and supportive lines.

The skills and behaviours required to be a caring and supportive charity are empathy, understanding, delicacy and similar “soft” skills. The skills and behaviours required to be a successful campaigning organisation are relentlessness, single mindedness and, if necessary, unreasonableness. These sets of skills and behaviours are diametrically opposed. Furthermore, to be successful at either the support or the campaigning, the skills and behaviours must run right through the whole organisation.

At present, and for the duration of this plan, we face many challenges improving the core of our charity and the support side. We are not remotely close to being able to introduce an effective campaigning function. However, it is clear that there will be issues which we should support as they will be in Survivors’ interests (for example the campaign for re-instatement of widows’ pensions). In these cases we will consider each individual request for support on its merits and we will make case by case decisions based on our ability to make a difference. Whilst this plan does not foresee how we would be able to develop an effective campaigning function in the next three years without compromising our objectives in other areas, it is the hope that a future iteration of the plan would include this an objective.

Communications as a service

Feedback from survivors makes clear that our communications are a key part of keeping people feeling like they belong. This is particularly the case for older survivors who do not have access to online communications. This is the reason why we view communications as a part of our service delivery and not, at this stage, a separate function.

It is worth noting that as the charity expands, and the number of services available increases, this is likely to change – combining the service and communication will become too unwieldy. There are also aspects of communications, such as PR, that fall outside of the service delivery remit. It is with these two observations in mind that this plan contains another (short) section on communications. However, the key focus of all of our communications is, and will continue to be, as a part of service delivery.

The purpose of communications (in whatever form) is to keep an organisation’s community involved in the work of that organisation. It is unfortunate that, in many charities, communications develops into a tool for increasing fundraising at the expense of other areas of work.

Here, COPS starts from a strong base. Our communications are not fundraising centred. This is something on which we should build. Successful communications are built on collective identity and messaging. We talk about being one family and our communications should reflect this. We will always have a need for specific individually targeted communications (it would be absurd to send invitations to a Survivor Consultation to people who are no Survivors, for example), but our aim is to always be as inclusive as possible. This means that we will rationalise the number of open communications methods that we have – we will have one newsletter, one website, one social media approach (including a small number of social media channels). While these will be staffed and managed by different people, all will take their lead from the same vision, mission and values that we develop in the middle stage of this plan.

The strength of what COPS does is founded on togetherness and community. It makes little sense, therefore, to split that community into separate communications groups. We will still have (as discussed above) Survivor discussion groups, and will still have individual mailings for specific purposes. Overall, however, our strategy is to build a strong community where every person involved with the charity has a real opportunity to hear all news and understand all developments.

We have two ways of doing this – in print and online. Although, among many charities there is a strong movement towards online only communications, we know from the consultation and from earlier database cleansing that we have many people who prefer print communication. Therefore, we will continue to focus on printed communications as much as online.

We have already begun the process of improving print communications – the newsletter has been updated to include more original and better content and issue releases have been changed to coincide with key times of year. The newsletter is distributed to all people on our database, and combines news of all aspects of the work we do eliminating the need for specific survivor and/or fundraiser newsletters. In addition to the newsletter any specific significant news that falls outside of the newsletter “windows” will be printed and posted out.

We have also begun the rationalisation of our online communications through the phasing out of the Simple List – still leaving us with the website, facebook and twitter as the basic means of online communications.

Following the development of our vision, mission and values, we will in 2017 undertake a full stakeholder analysis (to understand fully who is in our audience and what they need from our communications) and to begin the process outlining a set of requirements for a future COPS online.

This will encompass developments in online technology and social media and will integrate with the way our community lives, works and “consumes” information. The objective will be to **launch the new COPS Online in 2018**. At present it is difficult to be specific about what this might look like. Digital technology advances at a very rapid pace, as do trends in user behaviour (e.g. moves towards mobile technology and changes in “in” social media platforms). The principles of COPS Online will be that it is inclusive and flexible to allow us and our stakeholders to communicate in the best way possible. Greater detail on this project will be provided in future iterations of this plan.

Fundraising

Our financial position is very healthy. In four of the last five years our income has been higher than our expenditure – significantly so in the last two years. 2015 accounts will be no exception. This puts us in the fortunate position of having to work out how we can make best use of our money without having to worry unduly about fundraising. This is one reason why this plan focuses on service delivery and structure. However, we cannot be complacent and so we need to consider how we will go about generating income in the future. As a charity we will always have to make the case for people to support us financially.

In addition to the very secure financial position in which we find ourselves, we also fortunate in another regard. We have, broadly speaking, two potential audiences who could be willing to support us financially, and one of these not only understands instinctively why our work is important, but is also responsible for generating the majority of our income. These audiences are the Police Community in its widest sense (including officers, families, forces, related organisations) and the general public. It is the former which understands us instinctively and from whom we receive most of our funding. And it is the latter which is far more numerous.

Whatever a person's motivation for supporting us financially we should be prepared to explain why our work is important. Although "competition" is a word that is sometimes expunged from charities' lexicography, the fact remains that all charities are competing for a fixed amount of donations. (In recent years, some charities have taken this competition too far and engaged in some very questionable practice). Whilst we will not stoop to base standards, we should nevertheless be prepared to make our case.

In the fundraising materials we have generated to date, we have talked about the practical aspects of what we do – the events we run, the families we help, the number of officers who have died in duty. But in all these we do not spell out the fundamental reason as to why this is all worthwhile. The introduction to this paper states the following:

As a society we are relatively free to live our lives without fear or trepidation and in the knowledge that we live in relative safety and security. This reassurance is provided by the men and women of the police and security services who put themselves in harm's way on our behalf. And whilst they do this willingly (and none expects to lose their life) we should, as a society, be prepared to do something in return should the worst happen.

In other words we are here as a safety net for the families of those who paid the ultimate price for keeping us all safe. That is powerful argument and goes some way towards explaining why we are worth supporting financially. We should be prepared to talk about this, as much as we talk about the detail of what we do. In the second half of 2016 and first half of 2017, we will develop a full fundraising strategy to incorporate into the 2018-20 plan. The objective of the strategy will be to ensure that, each year, we will generate sufficient funding not only to meet the costs of all existing service, but to allow us the option to expand what we offer survivors each year.

As well as developing the case for support, the fundraising strategy will address how we fundraise. Broadly speaking we have three possible options open to us:

- Seeking donations, including legacies
- Developing fundraising activities, such as sponsored activities
- Organising events, such as gala dinners and auctions

The strategy will address the merits of each of these and set out a plan for developing each area. It is clear that prior to attempting to draw up this plan, we will need to recruit specialist fundraising skills at both board and executive levels.

Whilst the detail of the fundraising strategy will be developed in due course, it is worth noting some aspects immediately. As well as addressing the two audiences discussed above, it will also address corporate and individual potential donors, in effect creating a matrix of fundraising proposals as follows:

	Individuals	Corporations
Police community	Donations Fundraising activities Events	
General public		

It is also worth noting, at this stage, the pros and cons of the three approaches to fundraising:

- Donations, low cost to manage, but very competitive to secure
- Fundraising activities, reliable source of funds from regular donors and sponsors, but risk of donor fatigue
- Events, high profile and good way to introduce new donors, but high risk and high cost

In common with many charities outside of the very few multi-million pound organisations, openly discussing fundraising plans will no doubt feel alien and difficult to many within our community. But it is something that we will have to do if we are to realise our ambitions in growing the services we are able to offer Survivors. And we are fortunate that we can focus on that service delivery in the immediate future.

Communications and PR

As discussed earlier, our communications for a key part of our service delivery and hence we treat these as such. However, there are occasions when communications falls outside of this area and into the realms of public relations (PR). Recent experience has shown us that these occasions will most likely arise out of a high profile tragedy (such the murder of an on duty police officer) or a high profile government (or agency) decision (such as decisions on the wearing of Thin Blue line patches). Whilst we do not know when, or the detail, we do know that, unfortunately, there will be another officer death and there will be another decision. As such we should be fully prepared for such eventualities.

Like many organisations we are very confident telling our story when we are in control of events. Like many organisations this changes when events are out of our control. This loss of control does not have to be caused by something we have done – it can be entirely external, but the effect is the same. As an organisation, and despite the remarkable effort of a small number of individuals, we struggle to maintain our composure under such a sudden and bright spotlight. It is important to note that this does not make us unusual – on the contrary, it makes us very normal as an organisation. However, we do have one characteristic that is perhaps different from other organisations – we are here specifically to support people in the aftermath of tragic events and so we should be better equipped to thrive in the media and PR maelstrom as it happens.

During 2016, starting with a media training programme for trustees, staff, volunteers and other survivors, we will develop a full set of contingency plans for dealing with the surges in media interest following high profile events. These plans will make it clear who we have available to face the media, and how we put across our message. These plans will be reviewed annually to ensure that we are always up to date with training and that we are able to deal with demand for media contact as and when it arises.

PR is also an opportunity to put across our views and we will develop a more detailed PR strategy, including branding, as the next step in establishing our vision, mission and values.

Finance and management

This section addresses the immediate financial management challenges we face. It is important to note that perhaps more than any other challenge discussed in this plan, the financial and management work is continuous and will never be at a state of completeness.

As described earlier, COPS has grown from an original sum of £100 to a charity with an annual income of more than £250,000. This growth has not been a steady progression over 12 years – it has come in a number of step changes to the profile of the charity. As recently as 2011, our income was a little more than £88,000. In 2013 this leapt to £247,000 and we have operating at that level since. Such leaps in income are, without a shadow of a doubt a good thing. But they do bring challenges. The financial and management processes in the charity evolved with the growth to 5 digit income. The relatively sudden leap to six digit income has left many of these systems and processes creaking – we have small charity systems to cope with medium-large charity finances. This has created a situation where in order for the financial management of the charity to be effective, it is inefficient.

There are a number of examples, which illustrate how this inefficiency is manifested – our reserves are not invested to obtain the best possible and ethical returns for the charity, our budgeting is very basic and does not include cash flow forecasting (so we keep a large liquid reserve), a shortage of specialist financial skills at board level means decisions take longer to make.

There are a number of steps we are taking and will take to resolve these challenges. For 2016 we have developed a detailed budget for all income and expenditure in the charity – the first time such a budget has been available. This forms the basis which will allow us, in 2016 and following incorporation, to invest our reserves¹⁴. During 2016 we will also develop a rolling 12 month cash flow budget to assist with investment planning. In 2017, we will develop three year forward budgeting and 12 month rolling budgets. To go alongside these financial tools, we are developing detailed risk analysis tools to support decision making on both strategic and operational risks. The detail of these will be developed progressively alongside financial management tools. Consequently the 3 year plan covering the period from 2018 will be supported by long term and 12 month budgets and corresponding risk analyses.

In the shorter term, in the first three quarters of 2016, we will review and update as necessary every process related to expenditure. These reviews will examine every stage of expenditure: initial sourcing, expenditure authorisation, invoice processing and payment release. This plan is built on the knowledge, gained since mid-May 2015, that whilst there is no reason to suppose any critical failures in financial processes, the processes in place were intended for a much smaller and less complex charity and hence need updating before they fail. In the fourth quarter of 2016, we will carry out a similar review of all income management critically the link between fundraising and finance and how we reconcile efficiently the pledges made with the funding received. Although at this stage there is no plan to upgrade the financial software we have in place, this may become a necessity during the course of 2016 and would be budgeted for 2017.

Finally in this section, in July 2016, we will, by law, need to enrol automatically all paid staff into a workplace pension scheme. We will identify the most suitable scheme for an organisation of our size – an area where assistance from our partners in police financial service organisations will come in exceptionally useful.

¹⁴ We will develop an investment policy that balances the need to obtain the best possible returns with the need to make ethical investment decisions.

People

This section addresses the organisational structure of the charity, the skills required to fill the roles within this structure and the associated issues with running an organisation comprising both paid and voluntary staff.

Organisational Structure

In the recent past, a number of organisational structures have been drawn up, explained, trialled and implemented. These have placed varying degrees of responsibility of three groups of people: the unpaid volunteer Trustees (collectively referred to in this document as the “Board”), a group of unpaid volunteers asked to run the day to day aspects of the charity (called variously the “Management Committee” and “Survivors Committee” and referred to in this document solely as “Committee”) and a very small team of paid staff.

Although each of these groups has loose terms of reference, including job descriptions for some specific roles within each group, the current practice of decision making is often unclear and confused. This is likely to be as a result of several factors, including, but necessarily restricted to:

- As the charity has grown, the number of people necessarily involved in making decisions (and carrying these out) has grown resulting in crossover of responsibilities (this is not uncommon in growing organisations of all types, and particularly voluntary led ones). The transition from small voluntary organisation to larger service provider can be difficult.
- Within the above context, the clashes of ideas and personalities of the last 12 months have created organisational instability resulting in loss of volunteer and paid staff, whilst increasing the number of day to day decisions and tasks needing attention to ensure the charity’s continued operation. People have, therefore, stepped forward to take on roles as and when needs have arisen, exacerbating the lack of clear structure.

As things are currently, according to existing documents, there is one non-executive body and two executive bodies:

- The Board, led by the Chair of Trustees, is responsible for strategic and governance decisions
- The Committee, led by the President, is responsible for day to day operation of the committee, including its involvement in events
- The staff, led by the Head of Operations, is responsible for day to day operation of the charity, supporting Trustees in developing strategy and the committee in developing events

There are, in effect, two “Chief Executive” type roles and two staff teams – one voluntary, one paid. There are additional challenges posed by the historical roles of individuals and groups within the organisation, meaning that often Trustees have been asked to act in an executive fashion (and have done so). All these factors have combined to create 3 de facto executive bodies and no unambiguous distinction of responsibility.

There is a clear need to establish differentiation between the executive (day to day operational management) and non-executive (governance of the organisation) branches of the charity’s

management. The issue of executive management is addressed later in this document, as it is influenced by the preferences of survivors drawn out in the Survivor Consultation 2015.

The non-executive – The Board of Trustees

In any charity the key duties of trustees are as follows¹⁵:

- To ensure that the charity is carrying out its purposes for the public benefit
- To ensure compliance with the charity's governing document and the law
- To act in the charity's best interests
- To manage the charity's resources responsibly
- To act with reasonable care and skill
- To ensure the charity is accountable

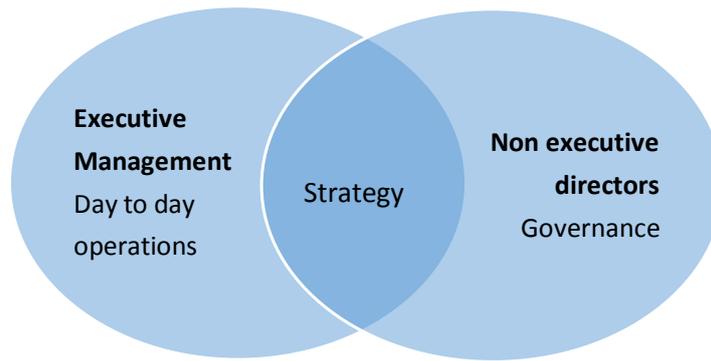
These duties can be carried out in one of two ways: with the Trustees taking an active role in the day to day decision making of the charity, or by the Trustees delegating the day to day decision making to an appointed executive team. In the Anglo-American model of good corporate governance, there are always 2 layers of management: the executive and non-executive. The purpose of the non-executive is to hold the executive to account and ensure that the organisation complies with the law and its governing document (i.e. the points listed above as Trustee duties). As such, if the Trustees of COPS were to decide to be involved in the day to day running of the charity, there would be a need to install a layer of non-executive management above the Trustees (a voting membership, perhaps). This document does not recommend such a structure – it would not only be difficult to convince the Charity Commission that such a structure would be best placed to ensure the public benefit requirement of a charity, it would also be unwieldy requiring regular plebiscites of the charity's membership on all strategic and governance matters.

This leaves as the only option, the requirement for Trustees to act as non-executive management, delegating day to day decision making to an appointed body and holding that body to account. In corporate parlance, the Trustees are, therefore, non-executive directors (NEDs) of the charity.

Definition of NED and his/her role

A NED is a member of the Board who does not form part of the executive management team. They are not employees of the organisation. NEDs are the custodians of the governance process. They are not involved in the day-to-day running of the organisation, but monitor the executive activity and contribute to the development of strategy:

¹⁵ Charity Commission, Charity Trustee: What's Involved



So what does this mean in practice? How can this be distilled into specific areas of work that the charity's NEDs should carry out? The areas of responsibility of NEDs are as follows¹⁶:

- Strategy: NEDs should constructively challenge and contribute to the development of strategy.
- Performance: NEDs should scrutinise the performance of management in meeting agreed goals and objectives by monitoring and, where necessary, removing senior management. NEDs should be heavily involved in succession planning.
- Risk: NEDs should satisfy themselves that financial and other performance information is accurate and that financial controls and systems of risk management are robust and defensible.
- People: NEDs are responsible for determining appropriate levels of remuneration of senior executive managers and have a prime role in appointing and where necessary removing senior management and in succession planning.
- NEDs should also provide independent views on resources, appointments and standards of conduct.

Combining the above two sets of requirements of our Board members shows that the responsibility placed on the shoulders of Trustees is a significant one. As the top of the charity, how Trustees carry out their responsibilities and are supported in doing so sets the tone for the entire charity.

During the first six months of this plan, we will develop full terms of reference for the Board as a whole, including an analysis of the composition of the board and any appropriate sub committees, develop a full set of job descriptions for the various Trustee posts on the board and complete a full skills audit to determine the additional skills we need to bring on to the board. A recruitment process for new Trustees, based on filling existing a future skills gaps, will begin in the second half of 2016.

These documents will clearly show the Board to have non-executive responsibility, and it will be up to the Board to appoint an appropriate executive body and to supervise accordingly.

¹⁶ Higgs Report, UK Government 2003

The Executive Part 1 – Staff

In a template charity, non-executive Trustees delegate authority and responsibility for the day to day running of the charity to an executive body. In many cases this is through the appointment of a Chief Executive Officer, who in turn appoints a management team. This group – the executive – is responsible for carrying out the day to day functions of the charity and is held to account by the Board of Trustees.

71% of survivors think that COPS should be a mainly voluntary charity with a small paid number of staff. 44% of survivors (the largest single group) think that the shape of the charities work should be guided by survivors, but that the organising of the work should be done by somebody else. COPS started as an entirely voluntary charity, but now only 1% of survivors think it should remain as such.

Let's consider the need for external help – the "somebody else". In 2014, our income was £260,000. Of the 1654,000 registered charities in England and Wales, only 19% have an income of more than £100,000¹⁷. This means that, measured by income, we are in the top quintile of charities in the country. This suggests that we should have an executive structure commensurate with our size. Furthermore, as a charity with an income greater than £250,000 we are obliged to comply with greater scrutiny from the charity commission.

A charity normally has five key areas of activity (and in this regard COPS is no exception). These are:

- The core work of the charity (sometimes known as services, or service delivery or operations)
- Generating income for or from the core work (most usually known as fundraising)
- Informing people of the charity's work (usually known as marketing, communications, engagement or a combination of these)
- Ensuring all the support functions are in place (sometimes known as finance and resources)
- Putting all these together into a coherent whole (sometimes known as general management)

As discussed in this plan, we are taking steps to meet the needs of survivors by introducing new services. As these take shape, these will require careful management to ensure that they are providing what survivors need and want. Work will include commissioning and managing services, organising volunteers, developing new ideas for support.

We are in an exceptionally fortunate position that we have so many people who want to fundraise for us. As we have discussed, this fundraising effort takes many shapes: donations, sponsored events, extreme events, merchandise purchases to name just a few.

Our communications is also developing. A key part of what we offer our communications are some of the things that keep survivors in touch with the police family and part of a wider community.

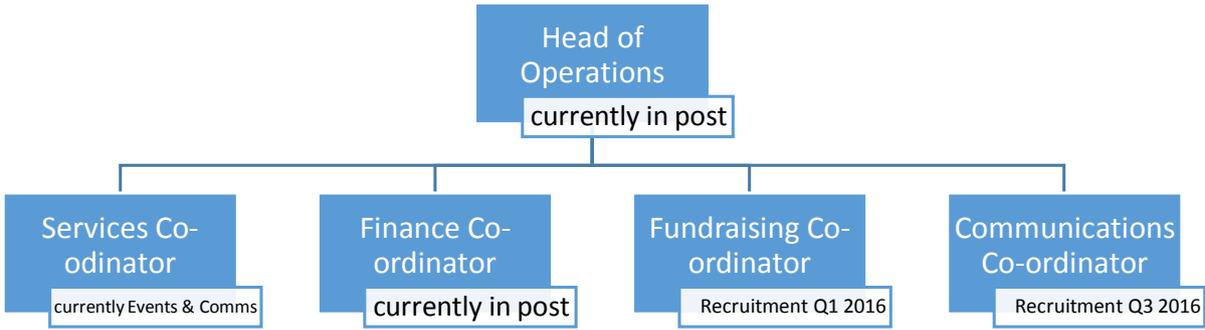
Finally, as the charity continues to grow, so we will encounter new challenges – auto-enrolment for pensions in mid-2016, legislation affecting use of unpaid staff, investment decisions.

There is no doubt that a charity can be run entirely voluntarily. But it is also true that at a certain point, to provide the best service possible and to comply with legislation and best practice, it becomes prudent to hire specialist skills.

We already have in place a small part-time team of paid staff who look after the day to day provision of support and the finances. **In the first half of 2016 we will add to this team a part-time fundraising**

¹⁷ Recent charity register statistics, Charity Commission, September 2015

co-ordinator to support the income of the charity. As the range of how we provide support grows from the events that we organise, it will become appropriate to think of this as “service delivery” rather than just events. At present, and for the first three quarters of 2016, our communications are definitely part of our service delivery. Beyond this it is likely that communications will serve two purposes – service delivery and fundraising – and so will be developed into its own area of responsibility. **By the start of 2017, therefore, it is expected that the staff team would be as follows:**



Each of these roles is a half-time role (0.5FTE). For all existing paid staff roles there exist full job descriptions and person specifications. All staff appointments made since 2015 have followed an open selection process. This will continue throughout the duration of this plan – all new roles will be fully specified and recruited through an open selection process.

All new Volunteer roles will follow the same process. This will serve to provide clarity on the expectations of each role for all sides. It will also help to make sure that all roles we are getting the best skills, experience and people available.

In 2015 we developed a full staff contract and the basic policies governing day to day working in a micro-organisation. **In 2016 we will develop a full appraisal process, starting with paid staff, and extending to volunteer roles in 2017.** The purpose of appraisal, as well as identifying performance, is to identify future progression and development, including providing training to give people the opportunity to improve their skills.

Auto-enrolment in pension schemes has been a requirement for larger organisations for the last two years. Our staging date is 1 July 2016. Therefore, **in the first half of 2016 we will develop a COPS stakeholder pension scheme for staff.** The scheme will be a defined contribution scheme and will ensure that as well as being compliant will offer a genuine benefit to staff.

Building on the structures, job specifications, policies and processes developed in the first year of this plan, **by the end of 2017 we will develop a comprehensive set of People Policies – these will cover all aspects of HR in a growing organisation and will take as their basis the belief that in an organisation founded on peer support volunteers, staff and beneficiaries all have rights and responsibilities across the whole organisation.**

The Executive Part 2 – Survivors’ Committee and National President

Voice of Survivors

It is common for many charities to have a representative body made up of charity beneficiaries to guide and advise on the work the charity does. In this regard, COPS should not be any different. It is also not unusual for charities to have a substantial volunteer input at all levels. Again, there is no reason for COPS to be any different in this regard. But it is unusual in larger organisations for the same people to be both beneficiaries of the charity and the main source of labour. And in this regard, COPS is very different even among organisations offering peer support.

77% of survivors think that the Survivors’ Committee (or a body like it) should be the voice of survivors and have role in shaping events. Of these 57% think that the organising of events should be done by somebody else. As discussed above, a growing charity presents a growing number of challenges, requiring dedicated resources. Whilst there is no doubt that there are survivors with skills, willingness and time to take on these challenges, by limiting ourselves to volunteers only we are limiting the number of skills we could recruit.

The terms of reference for the Board of Trustees will include a certain number of Survivors on that board. However, there are certainly a lot more people with valuable experience to offer than can be accommodated on that body alone. We envisage the primary role of the Survivors Committee (or a body like it) to be the voice of Survivors, providing the guidance needed to make sure the charity offers support Survivors need and working closely with both the staff team and the Board of Trustees.

During the second half of 2016, we will develop full terms of reference for the committee as a whole, including an analysis of the composition of the committee and any appropriate sub committees, develop a full set of job descriptions for the various posts on the committee and complete a full skills audit to determine the additional skills we need to bring on to the committee. A recruitment process for new members, based on filling existing and future skills gaps, will begin in the first half of 2017.

The final key role in the organisational structure is that of National President. The President’s role is a difficult one. In the past, the President has been asked to do many different things and has not always been able to call upon support from the whole charity. **Full terms of reference for the role of President, on the same bases as for both Board of Trustees and Survivor Committee members, including a decision on the selection process, will be developed in the second half of 2016.** Whilst this plan does not prejudge the outcome of this work, it not unreasonable to note that a role that is aimed at representing the whole charity should be selected in some form of ballot. Therefore, it is an assumption of this plan that future National Presidents will be elected, and that the first such election will take place in the first half of 2017.

Training

For all posts within the charity, in the fourth quarter of 2016 (and as discussed within the context of service provision) we will develop a training plan to cover the long term needs of the charity. We will also, in the first quarter of 2016, produce an immediate needs training plan for the year, with an emphasis on media training across the charity.

Facilities and infrastructure

In common with our finance and management processes, our premises and IT are from a time when the charity was much smaller and less complex. These have served us well, but we should look at new solutions to meet our needs. All of our current facilities lag behind our operational reality (for example, a reliable broadband connection was installed only in autumn 2015 and there is only one phone line and handset between three people). We have a duty to ensure best use of our financial resources, but it is no longer the case that the lowest cost solution will always be the most suitable.

Let's take our premises first. Our location in or around Lichfield makes good sense – we are centrally placed, we are within easy reach of the National Memorial Arboretum, the venue for our showpiece event and we are in the location to make the most of our nascent partnerships with organisations such as Police Mutual and Police Credit Union. Furthermore, the staff we have in place are locally based, and last year's recruitment of an Events and Communications Co-ordinator showed that there is plenty of suitable talent available locally. For the foreseeable future we will remain in or around Lichfield.

However, our office location will change in 2016. Our office has served us well for the last few years, but it no longer fits the purpose for which we need it. There are a number of reasons for this:

- As we grow bigger, increasingly more people (particularly potential supporters) want to see where we are based and how we work. Our current space – an unsigned, low ceilinged attic room above a hairdresser on a rural artisan trading estate – does not allow us to do this in any meaningful way.
- All of us in the charity are proud of what we do. We should continually announce this through our choice of location. People should know where we are, so that they can call in if they so want (and we should be able to accommodate visitors). And our premises should openly describe what we do and our pride in doing it – our current premises do not allow for any of this.
- As we grow in accordance with this plan, we need to accommodate the people we bring in either as volunteers or paid staff. We are at capacity in our current premises.

To aid our relocation, and to ensure most prudent use of our resources, we will develop the partnerships we have discussed in this document. By doing so, we may also be able to rationalise infrastructure and specialist skills costs.

The status of our infrastructure is similar: it has worked well for us, but we are now outgrowing it (or have already outgrown it). In tandem with the physical relocation, we will in 2016, reshape our infrastructure, with a focus on the following:

- Putting our data into remote secure storage
- Ensuring we have sufficient functioning IT equipment and peripherals
- Reducing our reliance on web based email and file sharing
- Keeping a balance between cost and functionality (we will not purchasing unnecessarily new highly specced kit)

We will phase out the use of PO Box addresses and non-geographic phone numbers (this process has already started), and will metaphorically and physically be open to all visitors to show off what we do. In 2017, as we develop our online presence, we will do the same with our physical presence ensuring that the two present the best of the charity and our work to all survivors, supporters and visitors.

Appendix A: Listening to Police Survivors

Analysis of the COPS Survivor Consultation 2015

Key to fonts:

Normal font = comment and statistics

Bold font = possible work, or work being done, to address needs

Underlined font = key observations from consultation

Italic font = quotes from respondents

“COPS has done wonderful work”

“After any death you are surrounded. Then people drift away. COPS fills the void.”

“The support and comfort and knowing you are not alone”

“It is important to carry on and improve, but the good work done before can never be forgotten”

“Your emotional stability changes in response to lots of things – to meet these changing needs COPS needs to be flexible”

Headlines

Many people get a huge amount out of what COPS does – but some people would benefit more from different support

There are several ways in which we could offer additional forms of support which may benefit many people – even if only a small number of people need particular support we should not discount offering it

People’s needs are likely to change over time, but we can’t always predict how – life always throws up unforeseen challenges

People arrive at COPS via many different routes, it is not possible to build one size that will fit all – celebrating our differences, being adaptable and flexible are the keys to a successful future for the charity

We need to get our structures right to reflect a charity that has grown in size in recent years

“Each survivor is on a journey. The entirety of his/her physical, emotional and spiritual life is thrown into cataclysmic trauma at the moment the loved one suddenly is taken. The first blast is the irrevocable event that took place and which threw him/her into devastating shock. Slowly, piece by piece he/she attempts to walk one step at a time in a direction he/she doesn't even know he/she wants to take. At every tiny stage of this journey any number of issues may be flagged up in his/ her heart or mind as urgent. Thus the order of needs varies from day to day. Each survivor is a precious unique individual and so each one’s journey will take a different route.”

Introduction

Many thanks to all those who took part in the Survivor Consultation earlier this summer. This document summarises your comments.

The purpose of the consultation was to understand better your needs and whether (and how) these change over time. The intention is to use the answers as a starting point from which to develop what COPS does so that it meets the needs of as many people as possible. A number of clear themes have emerged which allow us to start working through the complexities of providing a service for people whose needs are all individual.

Overall, the outcomes can be summarised as follows:

- Many people feel that the peer support available through COPS has helped them enormously and continues to do so
- Most valued are: the feelings that you are not alone, that you can speak freely and that there is someone who will understand are the most valued
- Sometimes people would have also benefitted (and would still benefit) from additional, different support being made available or known to them
- Although many people have benefitted from COPS activities, the peer support and the way in which we make it happen is not what everyone needs or wants
- Each person and each family has different needs which arise at different times – sometimes these needs are straightforward and practical, sometimes they are very complex
- We should aim to provide positive support to as many people as possible, in a way which is most appropriate for them, which might not always be straightforward and might mean providing something with which some survivors do not agree
- To do all this we are likely to need a wide range of skills and experience among trustees, staff and volunteers

Closed questions are analysed as numerical data – the figures below show answers as both an absolute number of responses and as a percentage of responses. Open questions are presented as themes identified by survivors – no numerical data is attached to these, reflecting the individuality of responses.

Who took part in the survey?

We received 101 responses from 324 invitations sent – a response rate of 31%, far greater than any comparative industry or charity standard. Surveys were sent to adults only (and where parents had specifically requested, we sent separate surveys to children aged under 18).

Responses show we have a view representative of the entire data base:

Relationship to fallen Officer	Number of invitations sent	Number of responses received	Response rate
Spouse/Partner	131	39	30%
Parent (inc step-parent)	76	24	32%
Children (inc step-child))	59	13	22%
Sibling	48	15	31%
All others	10	6	60%
TOTAL	324	101	31%

The much higher rate of response from “All Others” suggests that people in this group have a specific bond to their Officer which falls outside of more traditional family relationships. The above relationship groups are useful for understanding who benefits from COPS, but relationship groups should not define nor discriminate any individuals.

“Family dynamics can be complicated and need understanding”

“Contact all family, not just one section”

Of all respondents only 19 have volunteered for COPS at some stage (71 have not) suggesting that we have not received mainly the views of those who have played a role in shaping the activities of the charity – this is a good thing.

Finally, 37 respondents had been bereaved for 10 years or less (of which 11 for 5 years or less), 20 for between 10 and 20 years, and 39 for more than 20 years. This shows response rates of 34% (26% for those bereaved less than 5 years), 26% and 30% respectively, again suggesting that we have a broadly representative set of responses.

Views on the Survivors Weekend

“The common reason for being there is to remember our loved ones. This can’t be lost among tension or unhappiness.”

The most important things COPS provides are: community and belonging; regular contact; friendship for family and self; empathy and likeminded people; and for some COPS fills a void as other support is withdrawn.

The annual Survivors Weekend is the largest event that COPS organises. The event is supported by the vast majority of people (65 (89%) rated it as essential or important, 8 (11%) as optional and 0 as unnecessary). However, for a number of reasons, it is not an event enjoyed by everybody. Even those who no longer attend, see that it offers a lot to some people.

“I struggle with the concept, but I know that COPS has done an amazing job in helping people rebuild their lives.”

There were three reasons given most commonly by people when asked why they attended their first weekend:

- To find out what the event was about
- To seek support for self or others
- To meet other people

Of those who have been to one event, 25 (33%) have not been to another one, whilst 27 (36%) have been to 6 or more. In between these figures, 18 (24%) have been to between 1 and 3 more, and only 6 (8%) have been to 4 or 5 more. 36 people (48%) still attend the event regularly, 39 (52%) do not.

For those who no longer attend regularly, the most common reasons are:

- Respondent’s age (they feel too old), the distance to the event, the cost of travel to the event or a combination of two or more of these
- The event is perceived as too big and impersonal

- The event doesn't meet the needs of the respondent, it is not what they enjoy

We are opening a partnership with Forces Travel to provide lower cost transport for Survivors. In 2016 we will be moving the event to the Drayton Manor hotel, and we will be the only event at the venue during the weekend giving us both exclusivity of the event and flexibility in how we use the space. We are also looking at other ways in which we can support those survivors for whom the weekend is not the right thing (see below).

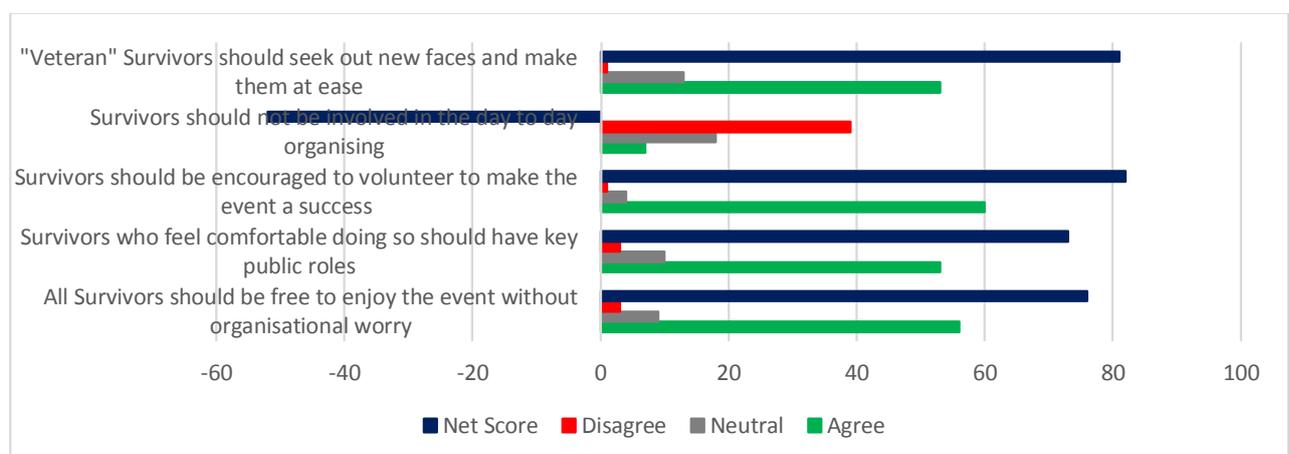
Whether people still attend or not, the most common way in which attending the event has helped is making people feel they are not alone (selected 41 (69%) times out of 59 answers). None of the possible reasons given (remembrance, re-assurance, acceptance of grief, friendships, welcome) was selected fewer than 33 times, suggesting that for those who derive something from the event, derive a lot.

It is a challenge that 25 people (42%) did not find it easy to meet new people at their first weekend. Perhaps, one of the most significant explanations offered for this is that *"grief is a very isolating emotion"* causing people to lose confidence in reaching out. Several people also cited discomfort in large social occasions.

A challenging task is how to encourage "veteran" survivors to approach new faces at bigger events. 53 (83%) out of 64 agree or strongly agree that we should try to do this. 33 (54%) out of 61 said that at the most recent weekend they attended it was easy to catch up with people and they met many new faces, but only 8 (13%) out of 61 said they had made it their role to seek out new faces. Unsurprisingly for a large social occasion, 12 people (20%) stayed with a familiar group all or most of the time.

There are a number of ways in which we can help people. For the event itself, we can review how we can make newcomers feel more at ease – this is likely to need the help of many volunteers. We can also help arrange smaller local events such as coffee mornings or pub meals (each similar to how the first COPS events started) which will help people get to know one another before the larger events (50 (66%) out of 76 respondents would like to be in touch with others in their local area, (and 39 out of 71 (55%) would like to get involved in COPS activities in their local area).

Completing the look at the Survivors' Weekend net scores¹⁸ of responses on an agreement scale for a series of statements about the survivors' weekend were as follows:



¹⁸ Net scores multiply the number of respondents in each agreement category by +2 for strongly agree, +1 for agree, 0 for neither, -1 for disagree and -2 for strongly disagree. The net score is the sum of these.

This suggests that survivors should have a significant part to play in shaping the Survivors’ Weekend, taking key roles during the weekend and making it work well through reaching out to other people. It also suggests that a lot of the functional, organisational work load could be taken on by others to allow all survivors to enjoy the event for what it should be – an opportunity to catch up with friends, meet new people, offer mutual support and remember fallen loved ones and colleagues.

All the other events

Of all the events that COPS currently arranges, the annual Survivors’ Weekend is considered the most important, followed by the Children’s and Spouses’ Weekends and then the Parents’ and Siblings’ Weekends. The difference in perceived importance between these last four, however, is small:

Event	Essential/Important	Optional	Unnecessary
Annual Survivors’	65 (89%)	8 (11%)	0
Spouses’	56 (82%)	11 (16%)	1
Children’s	55 (81%)	12 (18%)	1
Parents’	49 (71%)	20 (29%)	0
Siblings’	48 (72%)	17 (25%)	2

Also interesting were the views about the Alternative Weekend as it offers something not based on a relationship group. 23 people (34%) considered it essential or important, 35 (51%) considered it optional and 10 (15%) unnecessary. 42 people (64%) would be interested in attending an event focussed on a common interest and open to all. These figures (and feedback from the most recent such event) suggest that there is the potential for this sort of event to be successful, providing that the right sort of activity can be identified.

Finally, of the services that COPS currently provides is payment for a series of driving lessons: 35 (51%) out of 68 consider these essential or important, with a further 20 (29%) rating them optional. Testimonials from those who have benefitted from these highlight the huge difference it makes to people’s lives. Driving lessons are clearly not for everyone (most obviously for those who do not need them by virtue of having already passed a test), but there is a significant appreciation across the board of the difference they could make.

Given how much empathy for other survivors comes out of the consultation, it is reasonable to assume that this would be similar when considering how else to support survivors and with which other services. In making available services which – whilst not of benefit to a majority and not conforming to a standard model – would be of enormous benefit to significant minorities we would be better able to meet the needs of many more survivors. In particular we be would offering specific support to those who are not currently able to benefit from the traditional events we put on.

About Survivors’ needs and how these are individual

“People deal with things in different ways and different timescales”

“Everyone is unique, with differing needs at different times”

“Grief manifests itself in different ways at different ages. [A usually happy event] triggered a lot of issues for me.”

Your answers to the questions about your needs clearly demonstrate that each person, each family has their own specific needs and these change over time. Taking all the answers together also shows that people may benefit from similar kinds of support, but at very different times. One very powerful example of this comes from people who suggested counselling as a service they may have found useful – there were many variations as to when the counselling would be most beneficial and many variations for why it would have been useful.

Let’s start with those things that are more straightforward. Overwhelmingly, people felt that they needed information: about the support available and where to get it and about organisations such as COPS and others. 53 (76%) people did not feel they got information about the specific services and support available to them. 17(24%) felt they did get that information. 62 (90%) felt that such information would have been useful. For those people who had received support from a Family Liaison Officer, just over half (21 people) knew of COPS before the FLO was withdrawn (20 people did not), and 21 (72%) felt it would have been useful to have known (8 did not).

How and when people would like to receive this information varies significantly (and can’t easily be linked to specific groups). Some people would really appreciate an information pack which they could look through when they are ready. For others having somebody at the end of the phone to be able to answer questions is preferable. Others still, prefer to receive such information in person.

In addition to having available information for you to use, many of you (59 people, 92%) felt that it would have been helpful for the Police to have information about your needs as Survivors. 47 (69%) did not feel that the Police understood their needs as Survivors – 21 (31%) did.

Taking together the answers about the need for information and what COPS currently does, the consultation suggests the following:

- There is a need for Police Organisations and Charities to work closer together so that appropriate information about what is available can be provided for people when they need and want it. **Although we have a long way to go, we have already started working with organisations such as Police Mutual, Police Dependents Trust and Police Credit Union.**
- Through peer support at COPS there is a number of survivors who could be available to help, support, answer questions and provide information. There are survivors who want to provide the support and there are survivors who want the support – **we have started to try to work out how we can put the two together in a way that works best for everybody. This may be based on local networks and contacts, or having a number of survivors willing and able to speak with others about specific, but not confidential, issues.**
- There is a need for us to work more closely with Police Forces so that not only do they know about COPS and the help Survivors provide to each other, but also so that the Police understand the needs of Survivors. **The funding being provided by Police Forces is the first step in this and making sure that we build good working relationships with senior police officers is essential.**

What other support would be useful? As mentioned above, the answer depends largely on individual personalities and circumstances. Through all the suggestions three things stand out:

- The need for people in a peer support network to be understanding and supportive. People’s comments suggest that being supportive means accepting that people are different. Encouragingly, many people also said that they found this at COPS.
- People’s needs fall broadly into two categories – the practical and the emotional. Generally, the need for practical support comes first, and the need for emotional support comes later.
- Many people mentioned the process of bereavement, grief and moving on. The key feature of these comments is how different this process, and everything associated with it, is for each individual.

The consultation asked about what services COPS should provide. One question asked people to rank in order of importance a number of suggestions for support:

	Ranked 1st	Ranked 2nd	Ranked 3rd	Ranked 4th	Overall Score ¹⁹
To meet people who understand what I am feeling	34	11	6	2	8.18
To get information about what help and support is out there	14	14	12	3	7.02
To receive counselling	6	13	8	8	6.00
To raise awareness of the needs of people like me	3	3	18	7	5.80
To make new friendships	2	8	2	12	5.47
To have experiences I can look forward to	1	5	5	8	4.55
To get actively involved in something	0	2	3	10	4.44
To meet people who can be role models	0	3	4	3	3.89

The final ranking is consistent with comments and responses from questions posed earlier in the consultation, suggesting that effective peer support is by far the most important thing. Provision of information is a clear second most important. Thereafter, the differences between the options are smaller, suggesting that how important these are considered depends very much on individuals.

The most frequent suggestions for other support that COPS could provide (each suggested by several people) are:

- Access to counselling
- Legal advice
- Financial advice
- Financial support
- Discussion groups
- Local network or buddy system
- Workshops to develop personal and professional skills
- Advice and support helplines
- Getting day to day things done
- Events focused on fun

¹⁹ The Overall Score takes an average of all the rankings to create an overall score – the higher the score the more important the suggestion.

- Campaigning for survivor issues (such as widows' pensions)
- The peer support is enough

There were also suggestions for transport, professionally staffed 24hr helpline, greater range of events for children, more campaigning on specific issues.

Not all of these suggestions will be of benefit to everyone – some may even find these unhelpful. But **in order to support as many people as possible, we are taking steps to work out how we could go about providing these for people who might need them. The other challenge for us to address is that even those who would benefit from some of these services are likely to need them at different times, so being flexible is as important as the providing the services.**

Finally, 33 (55%) feel their family members were well supported by COPOS, 27 (45%) do not. Of those who do not, the main reasons are either a lack of interest in COPOS from their family members or a lack of specific services that may be of help. In either case, this strengthens the rationale for providing support in other ways.

About needs changing over time

“Grief changes as time goes on, so your needs change too”

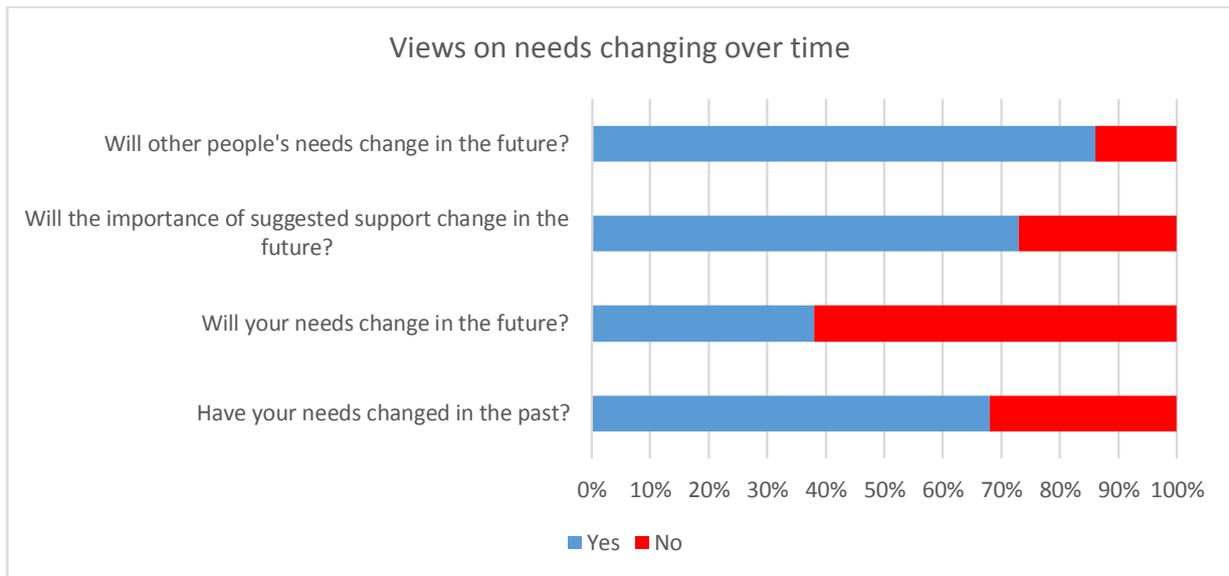
“You learn to live again, not just exist”

“In the future, who knows? This year was better than last and next year will be different I’m sure”

As mentioned above, one important theme to emerge was that people’s needs change over time: people’s needs are first practical, day to day ones and later become more emotional as people begin to rebuild their lives. In that context, it is obvious that the support a person might find most useful will change over time.

As regards their own needs people clearly felt that these had changed in the past: 40 people (68%) agreed that their needs had changed since the first 12 to 24 months of their bereavement, 19 people (32%) thought they had not changed. Surprisingly when asked whether they thought their own needs would change in the future, only 26 (38%) felt they would – 42 (62%) felt they would not. In particular, older people were far less likely to think that their needs would change. Of those people who did think that their needs would change, comments suggested that getting older (from any starting point) brings its own challenges, and/or that since there had been so much change in the past, people were not able to predict what the changes might be in the future.

However, when thinking about other people’s needs, 61 (86%) thought that these would change in the future. People also felt that the relative importance of types of support would change over time: 45 (73%) thought it would.



Taken as a whole, this suggests that whatever support COPS provides should adapt and change as people get older and more join the charity looking for the support already provided to others. This will not be easy as it will mean **providing exactly the sort of thing which has helped many people over the last 13 years, adding the support that will help people continue to move forward and keeping both flexible and adaptable into the future. This is perhaps the charity's greatest challenge in the next few years.** The Three Year Plan will address some of these challenges.

“Not groups – individuals need help”

Asked which family groups of people need most support from an organisation such as COPS, the responses are clear that it is anybody who needs it – different families have different relationships we should all be aware of that. Once again, it is important to recognise that each person can be different. Importantly, as a peer led organisation, we should make sure that nobody feels left out because of who they are or how they came into contact with the charity.

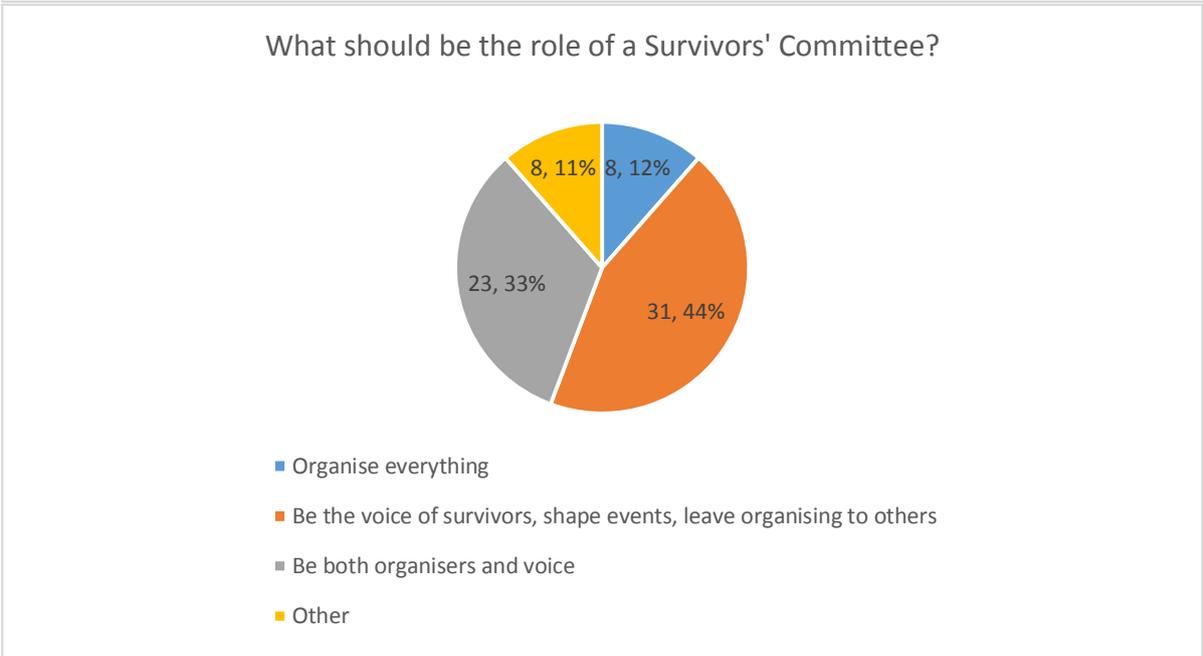
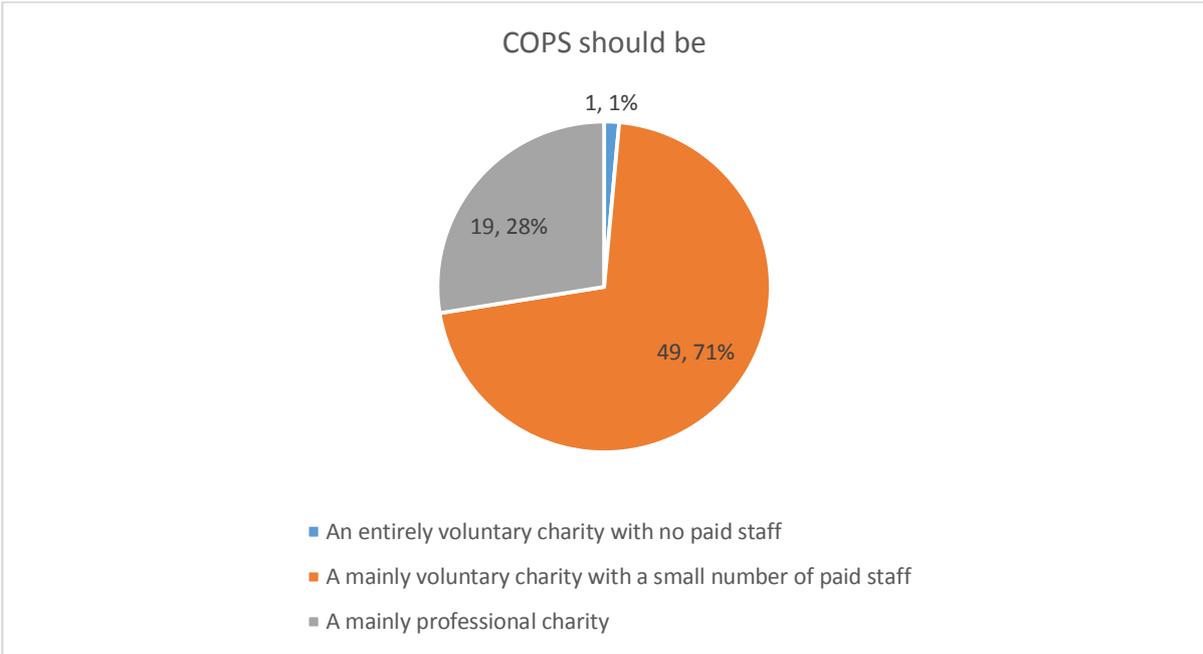
About how the charity should be run

It is clear that survivors should be at the forefront of steering what the charity does – this is mentioned even by people who believe the charity should be run by professional staff. The key question then, is how much should be done by volunteer survivors and how much by others?

“COPS should be organised by Survivors, then there is a real understanding and compassion”

“Survivors are important, but key individuals in key roles are essential”

“It should be organised by the best people available”



Irrespective of the multiple choice answers given above, there was a clear theme that emerged from comments – that it is most important to have people with the right skills doing things, rather than selecting on status alone. Several respondents observed that the balance between staff and volunteers depends in part on the total resources the charity has available – i.e. skills as much as funding. One thing that will undoubtedly influence this is the availability of volunteers. When related to taking part in COPS activities in their local area, only 14 people agreed or strongly agreed that they would be happy to organise things locally, 26 were neutral and 28 disagreed or strongly disagreed, a net score of -15. This is entirely understandable and expected – as COPS develops support to help people rebuild their lives, it is entirely reasonable that many will not be able to commit a huge amount of time as they do that rebuilding.

For all new vacancies, be they trustee, volunteer or paid, we are developing full job descriptions and person specifications and running open selection processes to make sure that we do get the

right skills into the charity. For recruitment to the Board of Trustees, as well as independent people with the right skills, we will be looking to recruit Survivors with the right skills.

About next steps

Some of the work that is already being done, or is already being planned, is mentioned in each section of this report. Other work, and a more detailed analysis of what we need to do in the next few years will be provided in a Three Year Plan which will be published in early 2016. This plan will cover all the areas of COPS work, not just those discussed in this consultation. Although this plan will ask new questions as well as providing answers, some of our key challenges are clear. Broadly speaking, these are:

- Ensure we have the best skills available right throughout the charity
- Ensure that we have the right structures in place to be able to offer the additional support people need
- Ensure that our existing work is as open and beneficial to all survivors as possible
- Ensure that we are flexible enough to meet the demands of changing needs
- Ensure that we understand that we are all different, celebrate those differences, and collectively build a strong support network that works for everyone

Appendix B

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 2016 - 2018	2016 Q1	2016 Q2	2016 Q3	2016 Q4	2017	2018
Vision, mission & strategy	Definition of "Survivor" developed to incorporate views of whole COPS community			Our vision and mission defined		Input, Output, Outcome, Impact measures developed
Legal status & structure	COPS incorporated as a Foundation Charitable Incorporated Organisation		Affiliated with major charity networks			
Service delivery	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
Fundraising	Fundraising strategy developed					
Communications & PR	Media training completed		Contingency planning completed			

<p>Finance & management</p>	<p>Review of all expenditure processes completed</p> <p>Strategic and operational risk analysis tools developed</p> <p>Investment strategy completed</p>	<p>Auto-enrolment completed</p> <p>Cash flow budgeting developed</p>	<p>Review of all income processes completed</p> <p>Review of financial software</p>	<p>3 year budgeting and rolling 12 month budgeting launched</p>
<p>People</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>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>Whole charity training plan developed</p>	
<p>Facilities & infrastructure</p>	<p>Relocation to suitable more visible premises completed</p>	<p>Online presence requirements set</p>		