

## **BUSINESS PLAN 2017 – 2018**

## CHIEF EXECUTIVE'S FOREWORD

I attach the Fund's business plan for 2017-18. I consider it a privilege to play a part in the work of the Northern Ireland Police Fund which clearly makes a difference to current and former police officers and the families of those who have been murdered or injured as a result of terrorist attack. The Police Service of Northern Ireland continues to face the risk of injury or death through terrorism and the ability of the Fund to provide sympathetic and timely assistance therefore remains paramount.

In the last twelve months the Fund continued to make a difference to the lives of those injured or bereaved clients through the provision of a range of services including disability and bereavement support, wheelchairs and other disability adaptations, carers respite breaks and educational bursaries for dependents. The Fund also provided grants within the wider police family including funding several organisations and associations to enable them to support our clients through their own programmes of events.

The Fund continues to encounter clients who suffer from real financial hardship and we have, as one of our highest priorities, the commitment to providing timely and appropriate interventions.

This business plan reflects our intentions to develop and improve the way we do business going forward, particularly against a background of financial stringency and budget reductions. It shows how we will continue to focus on the changing needs of our clients and align our support to those most in need. In doing so we will continue to take into consideration wider Government intentions outlined in the 'Transforming Your Care'<sup>1</sup> report including re-enablement and assisting clients, where appropriate, to remain in their own homes.

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<sup>1</sup> [www.dhsspsni.gov.uk/transforming-your-care-review-of-hsc-ni-final-report.pdf](http://www.dhsspsni.gov.uk/transforming-your-care-review-of-hsc-ni-final-report.pdf)

Board Members acknowledge that members of the Fund's staff are faced regularly with the effects on families living with the consequences of terrorist violence. This includes the physical, psychological and emotional issues associated with each client's unique circumstance and history. The Fund will continue to seek to ensure that there is an appropriate level of investment in its staff to ensure they have the tools not only to deliver a service but also to keep them safe and secure in the work that they do.

Finally I wish to pay tribute to my Board and the staff of the Police Fund. It is through the dedicated and tireless work of this excellent team that we are able to deliver a professional, efficient and caring service which is rightly responsive and appropriate to the most deserving of clients. It is the staff who translate the heartbeat of the Fund into service delivery for our clients and I wish to thank them for their dedication, enthusiasm and perseverance.

## **RESOURCING THE PLAN**










The Fund receives all its monies through Grant-in-Aid from the Department of Justice. The Board is determined that funding is retained for those people who are in most need of our help – our clients.







The Board acknowledges the support which is offered by way of advice and guidance from those within its Sponsor Division, the Department's Financial Services Division and more generally from others throughout the DOJ.










The budget allocation for the 2017/8 budget is introduced at £1.426m. The Fund is aware of the increasing competition for resources from an ever dwindling pot of public funds but it remains our aim to provide adequate and relevant support to our clients.

A breakdown of the Fund's finance is laid out on the following page.




EXPENDITURE LINE	BUDGET LINE
<b>Pay</b>	
Salaries	200,000
ERNIC &ASLCs	50,000
<b>Total</b>	<b>£250,000</b>
<b>Non Pay – Running Costs</b>	
Travel and Subs	10,000
Accommodation	36,000
Communication and IT	30,000
Training and Development	8,000
Office Services	10,000
Professional Costs	18,000
<b>Total</b>	<b>£112,000</b>
<b>Capital</b>	
Capital	0
<b>Total</b>	<b>£0</b>
<b>Non Pay – Other</b>	
Client Services	76,000
Organisation Grants	50,000
Direct Grants	938,000
<b>Total</b>	<b>£1,064,000</b>
<b>BUDGET TOTAL</b>	<b>£1,426,000</b>








STRATEGIC PRIORITY – Client Focus				
	Objective and Overall RAG	Outcomes	Target: Individual RAG:	Comment
CF1	 <b>Transform and modernise the way NIPF do business by focussing on the changing needs of our clients.</b>	Increased quality of life for clients based on need.  Funding delivered to meet Client need.	 Owner: CEO and HOA By 30 September 2017 to have completed a data analysis of client profile.	
			 Owner: CEO and HOA By 31 <sup>st</sup> March 2018 to have reviewed caps and thresholds.	
CF2	 <b>Identify gaps in support schemes and align support to those most in need.</b>		 Owner: CEO and HOA By 31 December 2017 to plan and implement Regional clinics to obtain feedback on how our business meets client need, to identify gaps in provision, thereby informing staff of development opportunities for the Fund.	
			 Owner: Board and CEO By 31 December 2017 to produce a report on the way forward in meeting future client needs.	
CF3	 <b>Maintain the confidence of our clients.</b>	Fair distribution of grants across schemes.  Fair distribution of grants to clients in need.	 Owner: CEO and HOA By 31 <sup>st</sup> March 2018 to have met with all NIPF Organisations.	
			 Owner: HoA and Assessment Officers By 31 <sup>st</sup> March 2018 to make at least one contact (visit or telephone if client does not wish a visit) with 100% of clients within a 12 month period.	









CF4	 <p><b>Ensure timely delivery of high quality services within the resources available</b></p>	<p>Client needs are met. Efficient assessment and processing of cases.</p>	 <p>Owner: Office Manager To review and update website by 30 September 2017.</p>	
			 <p>Owner: HoA and Assessment Officers To turnaround 90% of claims under General Support and/or Individual Support within two months from receipt of application/quotes to letter of offer.</p>	
			 <p>Owner: HoA and Assessment Officers To turnaround 90% of claims under Educational Bursaries and/or Carers Respite Breaks within 15 working days from receipt of application/supporting documentation to letter of offer.</p>	
			 <p>Owner: HOA and Assessment Officers To achieve 95% satisfaction rate from client questionnaires and report outcomes to Board.</p>	
			 <p>Owner: All staff To respond to appeals within one month.</p>	

STRATEGIC PRIORITY – Governance and Finance				
	Objective and Overall RAG	Outcomes	Target: Individual RAG:	Comment
GF1	 Maintain costs in line with agreed budgets	Service Delivery within budget.	 Owner: CEO and Finance Director Budget allocation and profile agreed by 1 <sup>st</sup> April 2017.	
			 Owner: CEO and Finance Director All returns (including monitoring rounds) to be completed within DOJ timescales.	
			 Owner: CEO and Finance Director Annual report and accounts prepared and published in line with agreed timescales.	
			 Owner: CEO and Finance Director To operate within budget with no overspends and underspends to be within 2% of overall budget.	
GF2	 Embed robust governance arrangements	Governance arrangements which effectively manage the requirements of good governance balanced between independence and accountability.  The Fund operates within guidance of 'Managing Public Money NI'.	 Owner: CEO By 31 March 2018 to review finance, governance and risk framework.	
			 Owner: CEO To ensure business is conducted in line with Audit recommendations with all P1s being addressed within allocated timescales.	
			 Owner: CEO By 31 March 2018 to ensure appropriate contracts are in place in line with government procurement procedures.	



			 Owner: All staff To support the delivery of the DoJ aim for payment of all invoices within 10 days and 100% within 30 days.	
GF3	 Investigate the possible merger of the Fund with PRRT.	Appropriate shared services in place	 Owner: Board and CEO By 31 March 2018 to have engaged with PRRT to determine actions required to merge both organisations.	

<b>STRATEGIC PRIORITY – Learning and Development</b>				
	<b>Objective and Overall RAG</b>	<b>Outcomes</b>	<b>Target: Individual RAG:</b>	<b>Comment</b>
LD1	 <b>Ensure we have the right skills and staff resource to support delivery of business objectives</b>	Staffing structure and skills which meets business needs.	 Owner: CEO By 30 June 2018 to have reviewed staff competences and training needs regarding their ability to deliver professional support and services to clients. Ensure identified training is carried out by 31 <sup>st</sup> March 2018.	
LD2	 <b>Ensure the safety and security of staff</b>	No significant staff health and safety or security incidents.	 Owner: CEO and HoA By 30 June 2017 ensure staff receive health and safety training.	
LD3	 <b>Effective staff management</b>	Sickness absence levels	 Owner: All staff To follow performance management and sickness absence procedures.	
			 Owner: Management Review sickness absence levels on a monthly basis.	

STRATEGIC PRIORITY – Business Processes				
	Objective and Overall RAG	Outcomes	Target: Individual RAG:	Comment
BP1	 <b>Ensure IT systems effectively support the delivery of business objectives</b>	An IT system that is fit for purpose. Accreditation of IT system.	 Owner: CEO By 30 <sup>th</sup> May to have IT support contract in place.	
			 Owner: CEO By 30 <sup>th</sup> September to have re accreditation for IT system.	
			 Owner: CEO By 31st December 2017 to have reviewed and tested the IT contingency and business continuity plans.	
			 Owner: CEO Sage BACS payments to be operational by 31st December 2017.	
BP2	 <b>Ensure information management and assurance is of the highest standard</b>	No security breaches.	 Owner: All staff Throughout the year to adhere to information assurance policies and procedures.	
			 Owner: Office Manager To attend DOJ quarterly security managers forum and action items as necessary.	