



## **BUSINESS PLAN 2021 - 22**



# CHIEF EXECUTIVE'S FOREWORD

I attach the Fund's business plan for 2021-22. Since its establishment the Northern Ireland Police Fund has made a difference to the lives of current and former police officers and their families where they have been injured or have been murdered as a result of terrorist attacks. The relevance of the Fund has not diminished as officers in the Police Service of Northern Ireland continue to face the risk of injury or death through terrorist acts. Therefore the ability of the Fund to provide sympathetic and timely assistance remains paramount.

The past year has been unique in recent times with the challenge of working in the context of the Covid-19 pandemic. The pandemic has had a huge impact on all of aspects of life, not just in Northern Ireland but around the world. However the Fund has continued to support our clients despite having to suspend home visits and the impact of the lack of suppliers due to restrictions to contain the pandemic. It is a testament to the dedication of staff that the Fund has continued to make a difference to the lives of 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 has also been able to support some of the organisations which it normally supports to maintain contact with their members even where their normal activities have been greatly curtailed.

The Fund has continued to support clients who have real needs, including those who suffer from financial hardship, and we maintain our commitment to provide timely and appropriate interventions.

This business plan reflects our intentions to seek to develop and improve the way we do business going forward whilst maintaining our focus on the changing needs of our clients and to ensure that we continue to support those most in need. In doing so we have aligned the plan to the wider Government intentions as outlined in the Programme for Government including enabling and assisting clients, where

appropriate, to remain in their own homes. The business plan also reflects the objective of the Department of Justice to ensure a safe community where we respect the law and each other.

It is a fact that members of the Fund's staff are faced regularly with dealing 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. There will be a challenge for us going forward in the uncertainty which exists around the ongoing pandemic situation and this inevitably will impact on the delivery of the plan and the way in which we deliver services to our clients.

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 responsive and appropriate to the needs of our clients.

**Ronnie Pedlow**  
**Chief Executive**  
**March 2021**

## **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 combined resource and capital budget allocation for the 2021/22 budget is £1.561m. The Fund is aware of the increasing competition for resources from an ever dwindling pot of public funds but it remains our priority 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	54,000
<b>Total</b>	<b>£254,000</b>
<b>Non Pay – Running Costs</b>	
Travel and Sub	£9,000
Accommodation	£36,000
Communication and IT	£26,000
Training and Development	£6,000
Office Services	£12,000
Professional Costs	£18,000
<b>Total</b>	<b>£107,000</b>
<b>Capital</b>	
Capital	40,000
<b>Total</b>	<b>£40,000</b>
<b>Non Pay – Other</b>	
Client Services	£80,000
Organisation Grants	£60,000
Direct Grants	£1020,000
<b>Total</b>	<b>£1,160,000</b>
<b>BUDGET TOTAL</b>	<b>£1,561,000</b>

## Business Plan 2021/22 Targets and Performance

STRATEGIC PRIORITY – Client Focus				
	Objective and Overall RAG	Outcomes	Target: Individual RAG:	Comment
CF1	<input type="checkbox"/> <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.	<input type="checkbox"/> Owner: CEO and HOA By 31 December 2021 to have completed a data analysis of client profile.	
			Owner: CEO and HOA Monitor caps and grant levels in the light of changing circumstances	
CF2	<input type="checkbox"/> <b>Identify gaps in support schemes and align support to those most in need.</b>		<input type="checkbox"/> Owner: Board and CEO By 30 June 2021 to produce a report on the way forward in meeting future client needs.	
CF3	<input type="checkbox"/> <b>Maintain the confidence of our clients.</b>	Fair distribution of grants across schemes. Fair distribution of grants to clients in need.	<input type="checkbox"/> Owner: CEO and HOA Maintain contact with funded Organisations to monitor need.	
			<input type="checkbox"/> Owner: HoA and Assessment Officers By 31 <sup>st</sup> March 2022 to make at least one contact (visit or telephone call if client does not wish a visit) with 100% of clients within a 12 month period.	
CF4	<input type="checkbox"/>	Client needs are met. Efficient assessment and		
			<input type="checkbox"/> Owner: HoA and Assessment Officers	

<p><b>Ensure timely delivery of high quality services within the resources available</b></p>	<p>processing of cases.</p>	<p>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><input type="checkbox"/></p> <p>Owner: HoA and Assessment Officers</p> <p>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><input type="checkbox"/></p> <p>Owner: HOA and Assessment Officers</p> <p>To maintain 95% satisfaction rate from client questionnaires and report outcomes to Board.</p>	
		<p><input type="checkbox"/></p> <p>Owner: All staff</p> <p>To respond to appeals within one month.</p>	



**STRATEGIC PRIORITY – Governance and Finance**

	Objective and Overall RAG	Outcomes	Target: Individual RAG:	Comment
GF1	<input type="checkbox"/> <b>Maintain costs in line with agreed budgets</b>	Service Delivery within budget.	<input type="checkbox"/> Owner: CEO and Office Manager Budget allocation and profile agreed by 31 <sup>st</sup> May 2021	
			<input type="checkbox"/> Owner: CEO and Office Manager All returns (including monitoring rounds) to be completed within DOJ timescales.	
			<input type="checkbox"/> Owner: CEO and Office Manager Annual report and accounts prepared and published in line with agreed timescales.	
			<input type="checkbox"/> Owner: CEO and Office Manager To remain within budget with no overspends.	
GF2	<input type="checkbox"/> <b>Embed robust governance arrangements</b>	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'.	<input type="checkbox"/> Owner: CEO By 31 <sup>st</sup> March 2022 to review finance, governance and risk framework.	
			<input type="checkbox"/> Owner: CEO To ensure business is conducted in line with Audit recommendations with any P1s being addressed within allocated timescales.	
			<input type="checkbox"/> Owner: CEO By 31 March 2022 to ensure appropriate contracts are in place in line with government procurement procedures.	
			<input type="checkbox"/> Owner: All staff	

			To support the delivery of the DoJ aim for payment of all invoices within 10 days and 100% within 30 days.	
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<b>GF3</b>	<input type="checkbox"/> <b>Ensure effective Board meetings</b>	Arrangements which ensure that Board meetings are arranged on a regular basis to meet the needs of the Fund most effectively.	<input type="checkbox"/> Owner: CEO Papers for meetings are issued at least one week in advance of meetings.	
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<b>STRATEGIC PRIORITY – Learning and Development</b>				
	<b>Objective and Overall RAG</b>	<b>Outcomes</b>	<b>Target: Individual RAG:</b>	<b>Comment</b>
<b>LD1</b>	<input type="checkbox"/> <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.	<input type="checkbox"/> Owner: CEO On line training for staff through CAL in key areas	
<b>LD2</b>	<input type="checkbox"/> <b>Ensure the safety and security of staff</b>	No significant staff health and safety or security incidents.	<input type="checkbox"/> Owner: CEO and HoA Ensure staff receives health and safety training.	
<b>LD3</b>	<input type="checkbox"/> <b>Effective staff management</b>	Sickness absence levels	<input type="checkbox"/> Owner: All staff To follow performance management and sickness absence procedures.	
			<input type="checkbox"/> Owner: Management Review sickness absence levels on a monthly basis to ensure that they fall within acceptable levels as set out in The Bradford Scale and,	

			detailed in the Fund Policy on Managing Sick Absence and Attendance	
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<b>STRATEGIC PRIORITY – Business Processes</b>				
	<b>Objective and Overall RAG</b>	<b>Outcomes</b>	<b>Target: Individual RAG:</b>	<b>Comment</b>
<b>BP1</b>	<input type="checkbox"/> <b>Ensure IT systems effectively support the delivery of business objectives</b>	An IT system that is fit for purpose. Accreditation of IT system.	<input type="checkbox"/> Owner: CEO By 31st July 2021 to have reviewed and tested the IT contingency and business continuity plans.	
<b>BP2</b>	<input type="checkbox"/> <b>Ensure information management and assurance is of the highest standard</b>	No security breaches.	<input type="checkbox"/> Owner: All staff Throughout the year to adhere to information assurance policies and procedures in compliance with GDPR	
			<input type="checkbox"/> Owner: Office Manager To attend DOJ quarterly security managers forum and action items as necessary.	

Green                      Achieved  
Amber                      Awaiting  
Red                            Overdue