



## **BUSINESS PLAN 2019-20**



# CHIEF EXECUTIVE'S FOREWORD

I attach the Fund's business plan for 2019-20. The work of the Northern Ireland Police Fund continues to support current and former police officers, and their families, where they have been injured or murdered 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 has continued to provide 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 to a number of organisations and associations within the wider police family to enable them to support our clients through their own programme 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 and 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 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 have 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.

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**  
**June 2019**

## **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 2019-20 budget is £1.463m which is unchanged from the previous year. The Fund is aware of the pressure on financial resources 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	52,000
<b>Total</b>	<b>£252,000</b>
<b>Non Pay – Running Costs</b>	
Travel and Subs	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	0
<b>Total</b>	<b>£0</b>
<b>Non Pay – Other</b>	
Organisation Grants	60,000
Direct Grants	1,044,000
<b>Total</b>	<b>£1,104,000</b>
<b>BUDGET TOTAL</b>	<b>£1,463,000</b>

## NIPF Business Plan 2019-20 - Targets

	Objective	Outcomes	Target:
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 31 December 2019 to have completed a data analysis of client profile.
			Owner: CEO and HOA By 31 <sup>st</sup> July 2019 to have reviewed caps and thresholds.
			Owner: CEO and HOA By 30 September 2019 to obtain feedback on how our business meets client need, to identify gaps in provision, thereby informing staff of development opportunities for the Fund.
CF2	<b>Identify gaps in support schemes and align support to those most in need.</b>		Owner: Board and CEO By 31 December 2019 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. Maintain relationship with organisations	Owner: CEO and HOA By 31 <sup>st</sup> December 2019 to have met with all NIPF funded Organisations.
			Owner: HoA and Assessment Officers By 31 <sup>st</sup> March 2020 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	<b>Ensure timely delivery of high quality services within the resources available</b>	Client needs are met. Efficient assessment and processing of cases.	Owner: HoA and Assessment Officers To turnaround 90% of claims under General Support and/or Disability Adaptations Support within two months from receipt of application/quotes to letter of offer.

			<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 maintain 95% satisfaction rate from client questionnaires and report outcomes to Board.</p>
			<p>Owner: All staff To respond to appeals within one month.</p>



	<b>Objective</b>	<b>Outcomes</b>	<b>Target: Individual RAG:</b>
<b>GF1</b>	<b>Maintain costs in line with agreed budgets</b>	Service Delivery within budget.	Owner: CEO and Office Manager Budget allocation and profile agreed by 1 <sup>st</sup> April 2019.
			Owner: CEO and Office Manager All returns (including monitoring rounds) to be completed within DOJ timescales.
			Owner: CEO and Office Manager Annual report and accounts prepared and published in line with agreed timescales.
			Owner: CEO and Office Manager To remain within budget with no overspends.
<b>GF2</b>	<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'.	Owner: CEO By 31 March 2020 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 2020 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.
<b>GF3</b>	<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.	Owner: CEO Papers for meetings are issued at least one week in advance of meetings.

	Objective	Outcomes	Target: Individual RAG:
LD1	Ensure we have the right skills and staff resource to support delivery of business objectives	Staffing structure and skills which meets business needs.	Owner: CEO By 30 September 2019 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 2019.
LD2	Ensure the safety and security of staff	No significant staff health and safety or security incidents.	Owner: CEO and HoA By 31 December 2019 ensure staff receives health and safety training.
LD3	Effective staff management	Sickness absence levels	Owner: All staff To follow performance management and sickness absence procedures.
			Owner: Management Review sickness absence levels on a monthly basis to ensure that they meet or better the target.

	Objective	Outcomes	Target: Individual RAG:
BP1	Ensure IT systems effectively support the delivery of business objectives	An IT system that is fit for purpose. Accreditation of IT system.	Owner: CEO By 31 <sup>st</sup> December 2019 to have IT support contract in place.
			Owner: CEO By 31 <sup>st</sup> December 2018 to have reviewed and tested the IT contingency and business continuity plans.
BP2	Ensure information management and assurance is of the highest standard	No security breaches.	Owner: All staff Throughout the year to adhere to information assurance policies and procedures in compliance with GDPR
			Owner: Office Manager To attend DOJ quarterly security managers forum and action items as necessary.