



# Royal Ulster Constabulary GC Foundation

Corporate Plan 2020 - 2023

Business Plan 2020 - 2021



*Marking the sacrifices and honouring the achievements  
of the Royal Ulster Constabulary GC*



## **CHAIRMAN'S FOREWORD**

### **INTRODUCTION**

It is with great pleasure that I present this Corporate Plan for the Royal Ulster Constabulary GC Foundation, covering 2020 to 2023. The plan gives grounds for confidence that throughout this period the Foundation will successfully achieve its objectives and desired outcomes while paying fitting tribute to all those who served in the RUC GC.

It was my privilege to accept chairmanship of the Foundation on 27<sup>th</sup> November 2018, having been a trustee for over six years. This plan builds on the experience of the past year when I was joined by four new trustees (three appointed by the Department of Justice [DOJ] and one nominated by the Chief Constable of the Police Service of Northern Ireland [PSNI]). Together we have achieved a lot in the short time we worked together and we look forward to doing even more when a fifth trustee is nominated by the Northern Ireland Policing Board [NIPB]. We will endeavour to do all we can to fulfill our duties in a way befitting of the dedicated, courageous and professional service provided by all the men and women of the RUCGC.



### **Board of Trustees**

As a relatively new board of trustees we have a tremendous opportunity to take stock of all that the Foundation has achieved so far and consider how best to continue, and hopefully improve on, the delivery of its important mandate.

Our Vision, Mission, Values and Outcomes, for the period of this plan, remain mostly unaltered from what has gone before. However we believe that, in consultation and through collaboration with all our stakeholders and partners, we may be able to do even more to raise the profile of the Foundation, engage with all sections of the community and, in doing so, improve our performance, efficiency and effectiveness as we mark the sacrifices and honour the achievements of the RUCGC.

## BACKGROUND

The Royal Ulster Constabulary GC Foundation was established in law by the Police (Northern Ireland) Act 2000 – itself the result of a major review of policing following the 1998 Belfast (Good Friday) Agreement. The legislation stated that “the body of constables known as the Royal Ulster Constabulary shall continue in being as the Police Service of Northern Ireland (incorporating the Royal Ulster Constabulary)”. It is important to note that the RUC was not disbanded.

The Independent International Commission on Policing in Northern Ireland (1999) p99 recorded and recognised “the sacrifice and service of thousands of RUC officers who have not only performed their duties with professionalism and fortitude but who have also faced and on many occasions suffered, death and injury”. The resulting Police Act, at section 70 (1), therefore established “a foundation to be known as ‘The Royal Ulster Constabulary GC Foundation’ **for the purpose of marking the sacrifices and honouring the achievements of the Royal Ulster Constabulary**”.

From the outset these key functions of the Foundation were made crystal clear; consequently, marking sacrifices and honouring achievements will be central to all our plans.

Subsequent regulations, published in 2002, widened the remit and provided for the Foundation to “have power to **support the professional development of police officers and innovations in policing**” and enabled the Foundation “**to undertake joint initiatives with the Royal Ulster Constabulary Widows Association, the Royal Ulster Constabulary Disabled Police Officers Association or any other organisation or person within the Royal Ulster Constabulary family, as may be appropriate in matters of common interest**”.

These provisions provide clear guidance to the Foundation in terms of where the focus of its activities should be and, consequently, they are reflected in our plans.

## ACCOUNTABILITY STRUCTURE

The RUCGC Foundation is an arm’s length body of the Department of Justice and therefore our plans, objectives and targets take account of the Department’s “outcome based accountability model” which in turn sits within the Northern Ireland Executive’s draft “Programme for Government” (PFG).

The Foundation seeks to contribute to **Outcome 7** of the draft PFG, an outcome that the DOJ has been asked to lead: “**We have a safe community where we respect the law and each other**”. In addition, the Foundation believes that its mandate allows it to embrace **Outcome 9**, “**We are a shared, welcoming and confident society that respects diversity**”, and this has also been included in our planning where appropriate. We believe that an improved understanding of policing and rule of law, and, an enhanced knowledge of the role policing played, and still plays, in our society will contribute to the achievement of both outcomes. Our role is therefore not purely about the past - it is also about the present and the future. The Foundation’s vision and mission statements reflect these priorities.

Progress is evaluated, reviewed and recorded at the monthly meeting of Trustees and reported frequently during the year to our volunteers and stakeholders at formal meetings. We also have Governance and accountability arrangements in place with the DOJ, including regular Governance Meetings and, not later than 3 months after the end of each financial year, we submit to the DOJ an Annual Report on the work of the Foundation during that period. Our financial management, accounting, and use of public funds operate in line with “Managing Public Money NI” (MPMNI) and a range of other NICS and DoJ regulations, and all matters relating to the use of resources are subject to both internal and external audit.”

**Audit Committee:** The Audit & Risk Committee meets at least twice per year to assess and mitigate various finance and risk issues as well as to assess and measure appropriate compliance with financial governance. This is chaired by a Trustee, with additional Trustee, DoJ Sponsor Branch, Internal & External Audit, and external accountancy representation.

In line with all ALBs across Northern Ireland, the Foundation is preparing to transition from the Management Statement and Financial Memorandum (MSFM) setting out its relationship with DoJ to the new bespoke Partnership Agreement. These are due to be “rolled-out” from 1 April 2020 and we await further engagement with DoJ on the specific timeline for the Foundation’s Partnership Agreement.

## **KEY ACHIEVEMENTS**

As with any plan, attention must be afforded to what has gone before. The past year (2019 - 2020) was a busy and successful one, despite the prolonged absence of local government and a Justice Minister (until January 2020) and the delay on the nomination of a Northern Ireland Policing Board trustee to join the Foundation.

A key issue of interest for the Foundation and its stakeholders continues to be Her Majesty’s Government (HMG) proposals for dealing with the “Legacy of the Past” following the 2014 Stormont House Agreement and a lengthy consultation process. The Foundation had itself previously consulted widely on HMG proposals before submitting a comprehensive document to NIO that recorded some serious concerns about how current proposals may affect our mandate of marking sacrifices and honouring achievements. We will continue to pay close attention to developments in this area. Now that the “New Decade, New Approach” document has been published the Foundation waits with interest to see how legacy - and other proposals such as centenary anniversaries – will impact on our work.

The RUC GC Memorial Garden is considered by many as the “jewel in the crown”; the ‘flagship project’, of the Foundation. It is situated at PSNI Headquarters, Belfast, close to the Foundation’s offices. It includes an ‘Area of Peace’ and a ‘History Trail’. As with any such garden, a considerable amount of upkeep and finance is required to maintain it in a pristine condition, ensuring that it continues to commemorate the service and sacrifice of those who served in the Royal Ulster Constabulary George Cross with such distinction. Thanks to the dedication of our volunteer gardeners and guides we have been able to provide some valuable services “in-house” and free of cost – such as weeding, low level maintenance and guided tours.

The Garden continued to attract many visitors who wish to learn about policing in Ireland, from our History Trail, and to reflect on the sacrifices of those killed by terrorists, in the Area of Peace. During 2020, dependent on the situation regarding the Covid-19 virus, we plan to: refurbish the water feature (as it requires major investment to repair and restore it); renew the garden maintenance contract; and, consider appropriate ways to use donations made by visitors and other donors who wish to support the Foundation and the Garden in particular.

The Garden provided a very appropriate setting for our Annual Remembrance Day Service on 11<sup>th</sup> November 2019. For the first time, the service was interdenominational and attended by a Deputy Lord Lieutenant for Belfast. The service was attended by a large turnout of former RUCGC personnel and relatives along with serving PSNI staff, including the Chief Constable and senior officers.

The Annual RUC GC Day Church Service forms a central part of the Foundation's calendar. It is an important and sombre interdenominational event where we give thanks for the RUC GC and its achievements and take time to remember and mark the sacrifices of officers. In June 2019 the seventeenth Annual Service was held in Omagh. The service continues to attract over 500 worshippers from around the Province and beyond and is attended by the appropriate Lord Lieutenant, VIPs and a wide cross section of stakeholders and friends of the RUC GC. The June 2020 Annual Service had to be postponed due to the pandemic, and was later conducted virtually in October 2020. Due to the continued disruption caused by Covid-19, the Foundation is currently planning on conducting another virtual service in June 2021

In relation to the Foundation's ongoing support to the professional development of police officers and innovations in policing, the Foundation's Bursary Scheme is the main method of driving this forward. During 2018/19 five bursary research projects were completed and an event to mark this was held in the Long Gallery at Parliament Buildings, Stormont on 29<sup>th</sup> January 2019. Certificates were awarded to the bursary recipients; a police psychologist and five officers (ranging in rank from Constable to Chief Inspector). The Bursary Scheme continues to be highly valued by the Chief Constable of the PSNI, the DOJ and NIPB. The 2018/19 research projects produced policy recommendations on issues such as preventing radicalisation, officer wellbeing, joint emergency response teams, and, under-representation of women police in armed response teams and other specialist units.

The event at Stormont was also used to launch the 2019/20 Bursary Scheme and we were delighted to receive 23 applications across 8 themes identified and agreed with the then PSNI Chief Constable. 9 interviews in June 2019 resulted in 5 Bursary awards to 7 individuals (2 projects were joint projects). Reports were to be submitted by the end of March 2020 and the subjects to be researched were:

- cross-border wildlife smuggling
- enabling custody suite staff to better support vulnerable persons
- building support mechanisms for police officers in high trauma roles
- specific training for knife crime scenarios

- countering far-right extremism

The 2020/21 Bursary was launched and publicised on March 2nd 2020, with six research themes as agreed in collaboration with the current PSNI Chief Constable and the Foundation's regular liaison PSNI officer, Superintendent Wendy Middleton. The aim was that bursaries would be awarded by June 2020, with reports due from recipients by the end of March 2021. However, due to the Covid-19 pandemic, at the time of writing, these plans are indefinitely postponed

Our Oral History Project continued to show its worth by supporting various research projects by students, academics and documentary makers. It remains a key part of our plans for the future and we plan to encourage and support serious, objective research into all aspects of the RUC GC and its achievements over the years. We have a very positive story to tell and we wish to enhance wider society's knowledge and understanding of what the RUC GC achieved, the context in which it performed and the pressures under which individual officers operated both on and off duty. As part of our proactive and inclusive communications and education strategy, the Foundation has appointed Web Bureau to address the current deficiencies of the project by installing a new, easy to use, web based system. This system will engage new and old users and be accessible to users outside of the Foundation board room and accessible on mobile devices. The new system will also allow further content, audio and visual to be uploaded, and should be in place within the 2020-2021 financial year (FY 20/21).

The Foundation continues to maintain links with institutions such as the UK College of Policing and in particular its main site in Ryton-in-Dunsmore where a new RUCGC Suite containing commemorative items and other artefacts of the RUC GC was opened (in 2018). The Foundation arranges annual visits for small groups of volunteers to such locations in order to maintain liaison and show appreciation to those in GB who continue to show respect and appreciation for the RUCGC. During 2019 a number of volunteers, stakeholders and trustees visited the College and the nearby National Memorial Arboretum with its RUCGC memorials.

The Foundation was represented at a number of commemorative and remembrance events during the past year for example: National Remembrance Day events in London, the Scottish Police College Memorial Service, the London Metropolitan Police Memorial Service, the Garda Siochana and RIC/Dublin Metropolitan Police Services in Dublin, National Police Memorial Day in Glasgow and "Op Banner" events in Lisburn and at the National Memorial Arboretum. These events provide important opportunities for the Foundation to fulfil its mandate "to mark the sacrifices and honour the achievements of the RUC" and, as we approach the Centenary Year (2022) we will plan to mark the event appropriately.

In addition to our two paid administrative staff, the Foundation relies heavily on its dedicated group of volunteers who act as gardeners, garden guides, stewards, standard bearers and oral history interviewers. They freely give of their time and are always ready, willing and able to undertake a range of tasks, even at short notice. We provide training for them and last year a successful event was held at Brooke

House and on Lough Erne. The Brooke House project which provides services to former RUC officers and other veterans is a new organization and one of several that the Foundation has formed useful alliances with.

In April 2019 the Foundation held its inaugural RUCGC Foundation Annual Conference. It was very well attended by our stakeholders, volunteers, province-wide representatives of RUCGC Association branches and “friends of the Foundation”. It was an excellent opportunity to consult with the “RUCGC family” and to receive feedback and ideas for the future. In 2020 we planned to repeat the exercise, in April, but once again the pandemic caused it to be postponed. We remain keen to be inclusive and consultative as we go forward; for example with centenary commemoration plans, community outreach and ideas about how we make best use of donated funds.

Currently and into the foreseeable future, office accommodation and support staff for the Foundation are provided, as required under regulations, from within the resources of the PSNI. We are grateful for this continued support from the Chief Constable and his senior executive team and we will continue to liaise with them about our needs and how we can work together as appropriate.

The Business Plan for 2020 - 2021 is included with this Corporate Plan. It sets out the specific areas of focus for the year ahead. It builds on the progress made during the past financial year and ensures that the actions we identify for the year ahead are specific, measurable, achievable, realistic and delivered to an agreed time-scale. It is similarly linked to the two identified Programme for Government outcomes (7&9) specified in the Corporate Plan. Next year, as always, the Foundation will welcome opportunities to engage with, report and explain the RUC’s sacrifices and achievements to all interested persons and bodies. We have a very positive story to tell and we aim to demonstrate our commitment to openness and transparency by sharing it as widely and inclusively as possible.

The Foundation wishes to acknowledge the interest shown and support provided by our Patron HRH The Prince of Wales. For a royal service, this royal connection is something the Foundation is most appreciative of and we will continue to update our Patron on all our activities. During the past year we were fortunate to receive very helpful support and encouragement from Her Majesty’s Lord Lieutenant for Belfast – again something we are very grateful for.

## **THE WAY AHEAD**

This Corporate Plan, and the accompanying one year Business Plan, contains our specific objectives regarding: A) marking the sacrifices and honouring the achievements of the RUC GC, B) supporting the professional development of police officers and innovations in policing, C) undertaking appropriate joint initiatives with individual stakeholders and organizations in matters of common interest, and D) delivering all outcomes in the most efficient and effective manner.

Although conscious of previous achievements, we do not wish to stand still. Our overall aim over the next three years is to be a dynamic, proactive Foundation that builds on the achievements and successes of the past. We plan to strengthen existing relationships, to be as inclusive as possible regarding stakeholder engagement and to share the RUC GC’s story as widely as possible. We plan to improve internal and external communications using media, personal briefings, visits,

events (such as centenary commemorations) and other opportunities such as partnerships, lectures and research projects to ensure our voice is heard and the message is spread.

In recent years, an excellent relationship has developed between the Foundation and An Garda Siochana and the Historical and Reconciliatory Police Society (HARP) in the Irish Republic. We are in a position to support each other in such areas as recalling and recording cross border cooperation and commemorating key events. A number of visits are arranged each year between the two jurisdictions, to our mutual benefit.

There has also been an increase in the number of 'outreach' initiatives undertaken by the Foundation in recent years and this is an area we seek to explore. In addition to the Oral History project, Trustees are regularly asked to give interviews and presentations and take part in panel discussions. In the last year this has included visits by and to a number of school and university groups. As we enhance our relationships with local universities and educational institutions, we hope to encourage and support research and reports on the RUC's contributions to policing at home and abroad – not only in terms of security, conflict management and counter terrorism but the leading role it has played in crime fighting, community policing, victim support and a whole range of specialist topics. During the year we were delighted to provide some support to the makers of an important BBC documentary. "Cops on the Frontline" made a major contribution to explaining the role of the RUCGC and the sacrifices and personal price paid by officers and their families. In the future we hope that an Annual RUCGC Foundation Lecture will help this important education and communication process to continue.

In summary, the RUC GC Foundation's future is bright and the new Board looks forward to delivering its crucial mandate. It considers it a real privilege to be charged with the responsibility of marking the sacrifices and honouring the achievements of the RUC and welcomes any constructive suggestions and ideas along with offers of assistance.

A handwritten signature in blue ink, appearing to read 'Stephen White', with a stylized flourish at the end.

**Stephen White OBE**  
**Chairman**



## **Our Vision**

The many sacrifices and considerable achievements of the Royal Ulster Constabulary GC are marked and honoured appropriately.

## **Our Mission**

To ensure the professional and personal contributions made by the men and women of the RUC GC, and their families, continues to be recognised.

To support professional and forward looking policing in a stable and peaceful Northern Ireland (and beyond).

## **Our Outcomes**

We provide and help the wider police family and interested persons with opportunities to 'mark the sacrifices and honour the achievements' of the RUC GC.

All those with an interest in policing are made aware of the positive contribution the RUC GC played in policing.

The population of Northern Ireland receives a better policing service which contributes towards making communities safer.

Staff and volunteers of the RUC GC Foundation are enabled to deliver its objectives in the most effective and efficient manner.

## **Our Values**

In delivering on our purpose of marking the sacrifices and honouring the achievements of the RUC GC, and supporting the professional development of police officers and innovations in policing, we will:

- Act solely in terms of the public interest.
- Act at all times with integrity.
- In carrying out the business of the Foundation, act with objectivity at all times, awarding contracts or benefits solely on the basis of merit.
- Demonstrate accountability for our decisions and actions and submit ourselves to scrutiny where appropriate.
- Be open about the decisions and actions we take.
- At all times declare any conflict of interest in carrying out our public duties and will take steps to resolve any conflicts arising.
- Encourage team working to achieve our objectives.
- Seek excellence in all that we do through continuous improvement.

## **Our Statutory Responsibilities**

The RUC GC Foundation was established by law in section 70 (2) of the Police (Northern Ireland) Act 2000 for the purpose of "marking the sacrifice and honouring the achievements of the Royal Ulster Constabulary".

The Royal Ulster Constabulary GC Foundation Regulations 2002 came into operation on 16th September 2002 Regulations and dictated: the status and constitution of the Foundation; terms of office for its board members, various procedures relating to finance and allowances and confirmed that, in addition to its main function, the Foundation would have the power to:

- support the professional development of police officers and innovations in policing;
- undertake joint initiatives with the Royal Ulster Constabulary Widows Association, the Royal Ulster Constabulary Disabled Police Officers Association or any other organisation or person within the Royal Ulster Constabulary family, as may be appropriate in matters of common interest; and,
- have such other functions as prescribed by the regulations;

Prior to the date of devolution, the RUC GC Foundation was accountable to the Secretary of State for Northern Ireland. When policing and justice functions in Northern Ireland were devolved to the Northern Ireland Assembly on 12 April 2010, the Department of Justice (DOJ) was established as a new Northern Ireland Department by the Department of Justice Act (Northern Ireland) 2010. From this date, the RUC GC Foundation became an executive Non Departmental Public Body (NDPB) ("arms length body") of the DOJ. As such, it is now accountable to the Northern Ireland Minister of Justice

## **Working Draft Programme for Government 2016–21**

A draft Programme for Government Framework (PFG) was produced in 2016, accompanied by an Equality Impact Assessment. PFG is a new approach which focuses on the major societal outcomes that the Executive wants to achieve and provides a basis for all sectors to contribute to the development of plans and actions. Twelve outcomes are identified in the draft PFG, the overall purpose being **'Improving wellbeing for all – by tackling disadvantage and driving economic growth'**.

The key elements of this approach are:

- a focus on outcomes – these are things with which people can identify such as safer communities and a shared society that respects diversity – which are designed to stay in place for a generation rather than a single Assembly term and define if we are progressing as a society;
- indicators which show the change we want to bring about;
- measures that will let us know if we are succeeding;

- a focus on shifting what happens in people's lives, such as a reduction in crime and increased respect for each other – not about how things are delivered;
- a focus on impact rather than the amount of money spent or the number of programmes that have been introduced; and,
- an opportunity for the Executive to work with local government, the private sector and the voluntary and community sectors about how we tackle the biggest challenges facing this society.

### **Department of Justice and RUCGC Foundation**

The Department of Justice leads on PFG Outcome 7 i.e. '***We have a safe community where we respect the law and each other***'. This outcome is about creating safe environments, giving people the confidence they need to live productively and well. It will be supported by an effective and efficient justice system in which individual and collective rights are supported and disputes are resolved fairly and swiftly. In addition, a safe community is one where paramilitary groups and criminal gangs cannot exert influence. The RUCGC Foundation is fully committed to and engaged in the PFG and reports to the DOJ on progress and performance.

Our vision is in line with Outcome 7 and also Outcome 9 i.e. '***We are a shared, welcoming and confident society that respects diversity***'. We firmly believe that an enhanced understanding of the role played by the RUC, its sacrifices and achievements along with our contributions to police officer development and innovations in policing will contribute to the attainment of these outcomes.

We want people to feel safe in their communities – giving people the confidence they need to engage fully in society. Based on principles outlined by the Executive, the Foundation will make our contribution by:

- Leading efforts to increase safety and respect.
- Creating the social conditions that reduce the risk of criminal behaviour, including engaging with young people.
- Ensuring that mutual understanding is increased, and fear and mistrust is reduced among people of different ages, identities and backgrounds.
- Increasing respect for diversity will create communities in which people feel included and safe.

In respect of Outcome 7, we will work with others including the PSNI, the community and voluntary sector, educators and others who work with young people.

In respect of Outcome 9 we will be open, accessible and proactive in exchanging information with all those who engage with us, thereby demonstrating our support for a shared, welcoming and confident society that respects diversity.

### **Indicators**

Progress on the following indicators may contribute to the achievement of this outcome:

- Reduce crime
- Improve trust in police and the justice system
- Increase respect for each other
- Increase the confidence and capability of people and communities
- Increase shared space
- Increase reconciliation
- Increase the effectiveness of the justice system
- Improve our international reputation
- Enhance understanding of and respect for the role of police in society

### **The four Key Objectives of the Royal Ulster Constabulary GC Foundation (Including how they contribute to PFG Outcomes 7 & 9).**

- A. Mark the sacrifices and honour the achievements of the Royal Ulster Constabulary George Cross. (*Outcome 7 – ‘We have a safe community where we respect the law, and each other.’*)
- B. Support the professional development of police officers and innovations in policing. (*Outcome 7 – ‘We have a safe community where we respect the law, and each other.’*)
- C. Undertake joint initiatives with the RUC GC Stakeholders Group and any other organisation or person within the RUC GC family, as may be appropriate in matters of common interest. (*Outcome 9 – ‘We are a shared, welcoming and confident society that respects diversity.’*)
- D. Ensure that the RUC GC Foundation’s aims and objectives are delivered in the most effective and efficient manner. (*Outcomes 7&9 – the more effective we are, the more we contribute.*)

## **How we will achieve these Objectives -**

### ***A. To 'mark the sacrifices and honour the achievements' of the Royal Ulster Constabulary George Cross we will:-***

1. Maintain the RUC GC Memorial Garden
2. Be proactive in terms of communications and raising awareness of the Foundation and its work.
3. Support and organise appropriate events in accord with the wishes of the RUC GC family including preparations for the RUC's centenary (June 2022).
4. Further develop the Oral History Project.
5. Develop and maintain links with all RUC GC and Police Memorials in UK, Ireland and elsewhere.
6. Pursue outreach work with appropriate institutions.
7. Undertake a Strategic Review of the Foundation relating to its scope, role, operations, and future positioning.

### ***B. To support the professional development of police officers and innovations in policing we will:-***

1. Promote the Bursary Scheme in partnership with police colleagues and wider academia.

### ***C. To undertake joint initiatives with the RUC GC Stakeholders Group and any other organisation or person within the RUC GC family, as may be appropriate, in matters of common interest we will:-***

1. Engage with stakeholders and relevant groups in order to take account of their views on the existing and future activities of the Foundation.

### ***D. To ensure that the RUC GC Foundation's aims and objectives are delivered in the most effective and efficient manner we will:-***

1. Deliver good governance of the RUC GC Foundation.
2. Ensure appropriate staff and volunteer development.
3. Improve all aspects of administration.
4. Ensure appropriate use of donated funds.

## RUC GC Foundation Expenditure and Income 17-18 and 18 -19<sup>1</sup>

<b>Expenditure</b>	<b>2018-19</b>	<b>2017-18</b>
Bursary Grant	788	10,952
Hospitality	909	117
Promotional Gifts	825	-
Garden Exp & Maintenance	36,840	32,286
Special Events	14,670	6,749
Oral History Project	234	438
Donations	250	50
Repairs & Maintenance	-	-
Guides Expenses	393	157
Promotional Booklet	0	832
Stock Adjustment	414	-
Governance	20,824	19,463
Staff Costs	48,257	45,347
Support Costs	27,850	26,222
<b>Total</b>	<b>152,253</b>	<b>142,613</b>
<b>Income</b>	<b>2018-19</b>	<b>2017-18</b>
<i>Grant in Aid</i>	131,000	125,000
<i>Donations</i>	223,508	2,042
Charitable Activities	527	887
Investment Income	161	30
Other Income	199	-
<b>Total Income</b>	<b>355,395</b>	<b>127,959</b>

---

<sup>1</sup> figures are taken from RUCGC Foundation Annual Reports

## RUC GC Foundation Expenditure and Income 2019 20<sup>2</sup>

<b>Expenditure</b>	<b>2019 - 20</b>
Bursary Grant	24,056
Hospitality	646
Promotional Gifts	-
Garden Exp & Maintenance	7,579
Special Events	4,842
Oral History Project	1,852
Donations	50
Repairs & Maintenance	-
Guides Expenses	2,764
Promotional Booklet	-
Stock Adjustment	148
Governance	21,487
Staff Costs	53,170
Support Costs	27,525
<b>Total</b>	<b>144,119</b>
<b>Income</b>	<b>2019 - 20</b>
<i>Grant in Aid</i>	97,000
<i>Donations</i>	1,294
Charitable Activities	739
Investment Income	508
Other Income	-
<b>Total Income</b>	<b>99,541</b>

---

<sup>2</sup> 2019 - 20 figures are Taken from RUCGC Foundation Annual Report



# ROYAL ULSTER CONSTABULARY GC FOUNDATION

Business Plan 2020 - 2021



*Marking the sacrifices and honouring the achievements of the  
Royal Ulster Constabulary GC*



## **Our Corporate Objectives**

### ***A. To 'mark the sacrifices and honour the achievements' of the Royal Ulster Constabulary George Cross we will:-***

1. Maintain the RUC GC Memorial Garden.
2. Be proactive in terms of communications and raising awareness of the Foundation and its work. Identify and make use of all opportunities to raise the profile of the Foundation and to tell the positive stories of the RUCGC's sacrifices and achievements using multiple media.
3. Support and organise appropriate events in accord with the wishes of the RUC GC family including preparations for the RUC's centenary (June 2022).
4. Further develop the Oral History Project.
5. Develop and maintain links with all RUC GC Memorials in UK, Ireland and elsewhere.
6. Pursue outreach work with appropriate institutions.
7. Conduct a strategic review of the Foundation relating to its scope, role, operations, and future positioning, taking account of the opportunities afforded by the 2022 Centenary year.

### ***B. To support the professional development of police officers and innovations in policing we will:-***

1. Promote the Bursary Scheme in partnership with police colleagues and wider academia.

### ***C. To undertake joint initiatives with the RUC GC Stakeholders Group and any other organisation or person within the RUC GC family, as may be appropriate, in matters of common interest we will:-***

1. Engage with stakeholders and other relevant groups to take account of their views on the existing and future activities of the Foundation, and take action where appropriate.

### ***D. To ensure that the RUC GC Foundation's aims and objectives are delivered in the most effective and efficient manner we will:-***

1. Deliver good governance of the RUC GC Foundation by complying with the MSFM and, when in place, the new Partnership Agreement
2. Ensure appropriate staff and volunteer development.

3. Improve all aspects of administration.

4. Ensure appropriate use of funds donated to the Foundation.

## **BUSINESS PLAN 2020 – 2021 (dates dependent on pandemic)**

### **A. Mark the sacrifices and honour the achievements of the Royal Ulster Constabulary George Cross.**

*(PFG Outcome 7 – ‘We have a safe community where we respect the law, and each other.’)*

#### A.1 Maintain the RUC GC Memorial Garden

A1.1. Continue to maintain, improve and enhance the garden, its features and overall environment throughout the year.

#### A.2 Be proactive in terms of communications and raising awareness of the Foundation and its work

A.2.1. Identify and make use of all opportunities to raise the profile of the Foundation and to tell the positive story of the RUCGC’s sacrifices and achievements using multiple media by March 2021.

A.2.2 Develop and deliver an annual lecture by March 2021, and explore opportunities for other externally focused events.

A.2.3. Develop and undertake a comprehensive communications review of how the Foundation communicates with audiences and stakeholders, and develop a consequent communications strategy and plan to help re-position the Foundation's activity ahead of the 2022 Centenary year.

#### A.3. Support and organize appropriate events in accord with the wishes of the RUC GC family including preparations for the RUC’s centenary (June 2022).

A.3.1. Agree a Business Case for the RUC GC Day Service, and hold the Service in West Presbyterian Church, Ballymena by June 2020.

A.3.2. Agree the venue for the 2021 RUC GC Day Service by September 2020.

A.3.3 Hold committee meetings, agree objectives and make initial plans for Centenary Commemorations by March 2021.

#### A.4 Further develop the Oral History Project

A.4.1 Enhance the Archive improving access to it by March 2021.

A.4.2. Identify opportunities to promote, and encourage researchers to use, the RUC GC Oral History Project, reporting by March 2021.

#### A.5 Maintain links with RUC GC and Police Memorials (and institutions) in UK, Ireland and elsewhere

A.5.1. Maintain links with RUC GC and Police memorials in UK, Ireland and elsewhere; reporting on visits or other forms of contact, by March 2021.

A.6 Pursue outreach work with appropriate institutions.

A.6.1. Engage with at least 10 educational and other institutions and explore other outreach opportunities to promote the work and achieve the objectives of the Foundation, by March 2021.

A.7 Undertake a Strategic Review of the Foundation relating to its scope, role, operations, and future positioning, taking account of the opportunities afforded by the 2022 Centenary year.

A.7.1 Review and report on the scope, role and future of the Foundation by March 2021

**B. Support the professional development of police officers and innovations in policing.**

*(PFG Outcome 7 - We have a safe community where we respect the law, and each other.)*

B.1. Promote the Bursary Scheme in partnership with police colleagues and wider academia.

B.1.1. Publicise the launch of the 2020-2021 Scheme and seek applications by 11<sup>th</sup> May 2020 (extended due to Covid-19 pandemic).

B.1.2 Select and offer bursaries to a maximum of 5 recipients by an agreed date (dependent on the Covid-19 pandemic).

B.1.3 Receive final reports from all recipients of a Bursary by an agreed date (dependent on the Covid-19 pandemic).

**C. Undertake joint initiatives with the RUC GC Stakeholders and any other organisation or person within the RUC GC family, as may be appropriate in matters of common interest.**

*(PFG Outcome 9 – ‘We are a shared, welcoming and confident society that respects diversity’.)*

C.1. Engage with stakeholders and other relevant groups to take account of their views on the existing and future activities of the Foundation, and take action where appropriate.

C.1.1. Meet with the Stakeholders’ Group on at least three occasions by March 2021 to discuss actions they consider the Foundation should take.

C.1.2. Develop the relationship with members of the “HARP” (retired Garda Siochana) group for our mutual benefit, and organize two events, one North and one South, by March 2021.

C1.3. Hold an Annual Conference by March 2021.

**D.Ensure that the RUC GC Foundation’s aims and objectives are delivered in the most efficient and effective manner.**

D.1. Deliver good governance of the RUC GC Foundation

D.1.1. Comply with the Management Statement and Financial Memorandum (MSFM)  
.There is an MSFM in place and it is currently under review

D.1.2 Comply with charity law requirements and (following confirmation of registration) reporting requirements to Charity Commission NI.

D.1.3. Ensure the Foundation is in compliance with the General Data Protection Regulation (GDPR).

D.1.4. Ensure that the Foundation is in compliance with Freedom of Information legislation.

D.1.5. Agree the 2021 - 2022 Business Plan for the Foundation by March 2021.

D.1.6. Ensure that the Foundation remains within the budget with no overspends.

D.1.7. Ensure that the Donations Sub-committee meets regularly to ensure that donated funds are spent in an appropriate and effective manner and reports on at least three recommendations by March 2021.

D.2. Ensure appropriate staff and volunteer development.

D.2.1. Ensure that training needs are identified and actioned for Trustees, Volunteers and Office Staff, and report by March 2021.

D.2.2. Hold an appropriate training event for staff and volunteers by December 2020.

D.3. Improve all aspects of administration

D.3.1. Improve administration procedures and processes and report on progress by March 2021.

D.4 Ensure appropriate use of donated funds

D.4.1 Ensure donated funds are spent in an appropriate and effective manner

## Outcome against Business Plan Objectives 2019 - 2020

OUTPUT	STATUS
A1.1. Continue to maintain and improve the Garden throughout the year.	<b>ACHIEVED</b>
A.1.2. Improve the positioning of and the environment around the RUC GC Window by March 2020.	<b>CARRIED FORWARD</b>
A.2.1. Encourage the PSNI, as appropriate and within our mandate, to progress the Policing Museum, and report on developments by March 2020.	<b>ACHIEVED</b>
A.3.1. Agree a Business Case for the RUC GC Day Service, and hold the Service in 1 <sup>st</sup> Presbyterian Church, Omagh, Co Tyrone by June 2019.	<b>ACHIEVED</b>
A.3.2. Agree the venue for the 2020 RUC GC Day Service by September 2019.	<b>ACHIEVED</b>
A.3.3 Form a committee and agree objectives for Centenary Commemorations by March 2020.	<b>CARRIED FORWARD</b>
A.4.1. Identify opportunities to promote, and encourage researchers to use, the RUC GC Oral History Project, reporting by March 2020.	<b>ACHIEVED</b>
A.5.1. Maintain a list of all RUC GC memorials in UK, Ireland and elsewhere; reporting on visits or other forms of contact, by March 2020.	<b>ACHIEVED</b>
A.6.1. Engage with at least 10 educational and other institutions to promote the work of the Foundation, by March 2020.	<b>ACHIEVED</b>
A.7.1 Publicise positive Foundation stories using media, and all other means, and report on progress by March 2020.	<b>ACHIEVED</b>
B.1.1. Publicise the launch of the 2019-2020 Bursary Scheme and seek applications by 29th March 2019.	<b>ACHIEVED</b>
B.1.2 Select and offer bursaries to a maximum of 5 recipients by 30th June 2019.	<b>ACHIEVED</b>
B.1.3 Receive final reports from each of the 5 recipients of a Bursary by 31 <sup>st</sup> March 2020.	<b>CARRIED FORWARD. DEADLINE EXTENDED.</b>
C.1.1. Meet with the Stakeholders' Group on at least three occasions by March 2020 to discuss actions they consider the Foundation should take.	<b>ACHIEVED</b>
C.1.2. Develop the relationship with members of the "HARP" (retired Garda Siochana) group for our mutual benefit, and organize two events, one North and one South, by March 2020.	<b>ACHIEVED</b>
D.1.1. Comply with the Management Statement and Financial Memorandum (MSFM) once it is agreed and in operation.	<b>ACHIEVED</b>
D.1.2. Ensure the Foundation is in compliance with the General Data Protection Regulation (GDPR)	<b>ACHIEVED</b>
D.1.3. Ensure that the Foundation is in compliance with Freedom of Information legislation.	<b>ACHIEVED</b>
D.1.4. Agree appropriate initiatives and actions to ensure that donated monies are spent in an effective manner by 2021, and report on progress by March 2020.	<b>ACHIEVED</b>
D.1.5. Agree the 2020 - 21 Business Plan for the Foundation by March 2020.	<b>ACHIEVED</b>
D.1.6. The Foundation will remain within the budget with no overspends.	<b>ACHIEVED</b>

D.2.1. Ensure that training needs are identified and actioned for Trustees, Volunteers and Office Staff, and report by March 2020.	<b>ACHIEVED</b>
D.2.2. Hold an appropriate training event for staff and volunteers by December 2019.	<b>ACHIEVED</b>
D.3.1. Improve administration procedures and processes and report on progress by March 2020.	<b>ACHIEVED</b>

## Key Targets and Milestones for 2020 - 2021

OUTPUT	STATUS (R/A/G)	COMMENTS
A1.1. Continue to maintain, improve and enhance the garden, its features and overall environment throughout the year.		
A.2.1. Identify and make use of all opportunities to raise the profile of the Foundation and to tell the positive story of the RUCGC's sacrifices and achievements using multiple media by March 2021		
A.2.2 Develop and deliver an annual lecture by March 2021, and explore opportunities for other externally focused events.		
A.2.3. Develop and undertake a comprehensive communications review of how the Foundation communicates with audiences and stakeholders, and develop a consequent communications strategy and plan to help re-position the Foundation's activity ahead of the 2022 Centenary year.		
A.3.1. Agree a Business Case for the RUC GC Day Service, and hold the Service in West Presbyterian Church, Ballymena by June 2020.		
A.3.2. Agree the venue for the 2021 RUC GC Day Service by September 2020.		
A.3.3 Hold committee meetings, agree objectives and make initial plans for Centenary Commemorations by March 2021.		
A.4.1 Enhance the Archive improving access to it by March 2021.		
A.4.2. Identify opportunities to promote, and encourage researchers to use, the RUC GC Oral History Project, reporting by March 2021.		
A.5.1. Maintain links with RUC GC and Police memorials (and institutions) in UK, Ireland and elsewhere; reporting on visits or other forms of contact, by March 2021.		
A.6.1. Engage with at least 10 educational and other institutions and		



explore other outreach opportunities to promote the work and achieve the objectives of the Foundation, by March 2021.		
A.7.1 Review and report on the scope, role and future of the Foundation by March 2021		
B.1.1. Publicise the launch of the 2020-2021 Scheme and seek applications by 11 <sup>th</sup> May 2020 (extended due to Covid-19 pandemic).		
B.1.2 Select and offer bursaries to a maximum of 5 recipients by an agreed date (dependent on the Covid-19 pandemic).		
B.1.3 Receive final reports from all recipients of a Bursary by an agreed date (dependent on the Covid-19 pandemic).		
C.1.1. Meet with the Stakeholders' Group on at least three occasions by March 2021 to discuss actions they consider the Foundation should take		
C.1.2. Develop the relationship with members of the "HARP" (retired Garda Siochana) group for our mutual benefit, and organize two events, one North and one South, by March 2021.		
C1.3. Hold an Annual Conference by March 2021.		
D.1.1. Comply with the Management Statement and Financial Memorandum (MSFM) .There is an MSFM in place and it is currently under review		
D.1.2 Comply with charity law requirements and (following confirmation of registration) reporting requirements to Charity Commission NI.		
D.1.3. Ensure the Foundation is in compliance with the General Data Protection Regulation (GDPR).		
D.1.4. Ensure that the Foundation is in compliance with Freedom of Information legislation.		
D.1.5. Agree the 2021 - 2022 Business Plan for the Foundation by March 2021		

D.1.6. Ensure that the Foundation remains within the budget with no overspends.		
D.2.1. Ensure that training needs are identified and actioned for Trustees, Volunteers and Office Staff, and report by March 2021.		
D.2.2. Hold an appropriate training event for staff and volunteers by December 2020.		
D.3.1. Improve administration procedures and processes and report on progress by March 2021		
D.4.1 Ensure donated funds are spent in an appropriate and effective manner		

## RUCGC Foundation Summary Budget for 2020 – 2021

HEADING	PROJECTED BUDGET 20/21
Salaries	78,573
Post/Stationery	1500
Sundry	500
Trustees Travel/Expenses	8000
Accountancy/Audit	11,000
Bursaries	16,677
Hospitality	500
Choir Concert	150
Xmas Function	1400
Volunteer Expenses	2000
Garden	8000
Oral History	2500
Special Events	1000
Donations	200
TOTAL	£132,000