



ROYAL ULSTER CONSTABULARY GC FOUNDATION

Business Plan 2021 - 2022



*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 (and associated institutions) 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 2021 – 2022

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 2022.

A.2.2 Develop and deliver an annual lecture by March 2022 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 a Virtual Service by June 2021.

A.3.2. Agree the venue for the 2022 RUC GC Day Service by September 2021.

A.3.3 Hold committee meetings, agree objectives and make plans for Centenary Commemorations by March 2022.

A.4 Further develop the Oral History Project.

A.4.1 Manage and monitor access to the enhanced Archive by March 2022.

A.4.2. Identify opportunities to promote, and encourage researchers to use, the RUC GC Oral History Project, reporting by March 2022.

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 2022.

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 2022.

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 2022.

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 2021-2022 Scheme and seek applications by end of May 2021.

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 2022 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 2022.

C1.3. Hold an Annual Conference by March 2022.

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 2022 - 2023 Business Plan for the Foundation by March 2022.

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

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 2022.

D.2.2. Hold an appropriate training event for staff and volunteers by December 2021.

D.3. Improve all aspects of administration.

D.3.1. Improve administration procedures and processes and report on progress by March 2022.

D.4 Ensure appropriate use of donated funds.

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

Performance Update against Business Plan Objectives 2020 - 2021

OUTPUT	STATUS
A1.1. Continue to maintain, improve and enhance the garden, its features and overall environment throughout the year	ACHIEVED
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	ACHIEVED
A.2.2 Develop and deliver an annual lecture by March 2021, and explore opportunities for other externally focused events.	CARRIED FORWARD
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.	CARRIED FORWARD
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.	ACHIEVED
A.3.2. Agree the venue for the 2021 RUC GC Day Service by September 2020.	ACHIEVED
A.3.3 Hold committee meetings, agree objectives and make initial plans for Centenary Commemorations by March 2021.	ACHIEVED
A.4.1 Enhance the Archive improving access to it by March 2021.	ACHIEVED
A.4.2. Identify opportunities to promote, and encourage researchers to use, the RUC GC Oral History Project, reporting by March 2021.	ACHIEVED
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.	ACHIEVED

A.4.2. Identify opportunities to promote, and encourage researchers to use, the RUC GC Oral History Project, reporting by March 2021.	ACHIEVED
A.4.2. Identify opportunities to promote, and encourage researchers to use, the RUC GC Oral History Project, reporting by March 2021.	ACHIEVED
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.	ACHIEVED
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.	CARRIED FORWARD
A.7.1 Review and report on the scope, role and future of the Foundation by March 2021	CARRIED FORWARD
B.1.1. Publicise the launch of the 2020-2021 Scheme and seek applications by 11th May 2020 (extended due to Covid-19 pandemic).	CARRIED FORWARD
B.1.2 Select and offer bursaries to a maximum of 5 recipients by an agreed date (dependent on the Covid-19 pandemic).	CARRIED FORWARD
B.1.3 Receive final reports from all recipients of a Bursary by an agreed date (dependent on the Covid-19 pandemic).	ACHIEVED
B.1.3 Receive final reports from all recipients of a Bursary by an agreed date (dependent on the Covid-19 pandemic).	ACHIEVED
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	ACHIEVED
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.	ACHIEVED
C1.3. Hold an Annual Conference by March 2021.	CARRIED FORWARD

D.1.1. Comply with the Management Statement and Financial Memorandum (MSFM) .There is an MSFM in place and it is currently under review	ACHIEVED
D.1.2 Comply with charity law requirements and (following confirmation of registration) reporting requirements to Charity Commission NI.	ACHIEVED
D.1.3. Ensure the Foundation is in compliance with the General Data Protection Regulation (GDPR).	ACHIEVED
D.1.4. Ensure that the Foundation is in compliance with Freedom of Information legislation.	ACHIEVED
D.1.5. Agree the 2021 - 2022 Business Plan for the Foundation by March 2021	ACHIEVED
D.1.6. Ensure that the Foundation remains within the budget with no overspends.	ACHIEVED
D.2.1. Ensure that training needs are identified and actioned for Trustees, Volunteers and Office Staff, and report by March 2021.	CARRIED FORWARD
D.2.2. Hold an appropriate training event for staff and volunteers by December 2020.	CARRIED FORWARD
D.3.1. Improve administration procedures and processes and report on progress by March 2021	ACHIEVED
D.4.1 Ensure donated funds are spent in an appropriate and effective manner	ACHIEVED

Performance Update against Business Plan 2021-22

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 2022.		
A.2.2 Develop and deliver an annual lecture by March 2022, 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 prepare a virtual service by June 2021.		
A.3.2. Agree the venue for the 2022 RUC GC Day Service by September 2021.		
A.3.3 Hold committee meetings, agree objectives and make plans for Centenary Commemorations by March 2022.		
A.4.1 Manage and monitor access to the enhanced Archive improving access to it by March 2022.		
A.4.2. Identify opportunities to promote, and encourage researchers to use, the RUC GC Oral History Project, reporting by March 2022.		
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 2022.		

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 2022.		
A.7.1 Review and report on the scope, role and future of the Foundation by March 2022		
B.1.1. Publicise the launch of the 2021-2022 Scheme and seek applications by end of May 2021.		
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 2022 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 2022.		
C1.3. Hold an Annual Conference by March 2022.		
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 2022 - 2023 Business Plan for the Foundation by March 2022		
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 2022.		
D.2.2. Hold an appropriate training event for staff and volunteers by December 2021.		
D.3.1. Improve administration procedures and processes and report on progress by March 2022.		
D.4.1 Ensure donated funds are spent in an appropriate and effective manner		

RUCGC Foundation Summary Budget for 2021 – 2022

Expenditure	Projected Budget 2021 - 2022
Staff Costs	78,000
Post/Stationary	1,000
Sundry	650
Trustee Travel & Expenses	4,000
Accountancy / Audit	11,000
Bursaries	15,000
Hospitality	500
Church Service	500
Choir Concert	150
Christmas Function	1,500
Volunteer Expenses	500
Garden	11,000
Oral History	2,500
Special Events	500
Donations	200
Strategic Review	5,000
Total	£132,000