



	<p>Chiefs of West Mids, GMP, Leics have been approached to sign renewal letter. RK and JB to draft letter.</p> <p>Budget 2017 was discussed and recommended to the Board. The Board agreed the budget.</p> <p>Next steps on route from compliance to best practice are development of following policies and processes: Fraud prevention, Investment, Reserves. RK to draft documents for Apr FARC meeting. External support, if required, was agreed.</p>	RK
5	<p><b>Strategic Plan Update 2017-2018</b></p> <p>RK presented and recommended the plan to the Board, highlighting the achievements made in 2016 in taking the charity towards best practice. Specifically, these achievements include building on the 2015 Survivor Consultation to make improvements to the Survivor Weekend and other peer support weekends, introducing the new support services provided through Winston's Wish and Red Arc, setting the availability of independent counsellor support in line with NICE guidelines, completing the recruitment of the staff team, completing the first stage of the incorporation of the charity, adding new independent and survivor trustees to the Board, ensuring compliance with new legislation enacted in 2016 and relocating the charity. The updated plan is informed by the extensive discussions with survivors and trustees that have taken place in the last 12 months. Delivery of the plan will mark the conclusion of the process of setting solid foundation for the charity. Consequently 2017 will be a year for considering the next stage of the charity's development. At the April meeting, the Board will be asked to consider what COPS will be in 2020. The COPS2020 discussion will form the basis for the strategic plan for 2018-20 to be agreed in 12 months time.</p> <p>In addition to considering the plan as a whole, the board was asked to consider two specific questions: To agree the proposed terms of reference for the COPS Council as follows: .</p> <p><b>COPS Council Terms of Reference</b></p> <p>The COPS Council replaces the group formerly known as Management Committee and Survivor Committee as a body representing the views of Survivors. This change is necessary as many of the functions of the former committees are now being undertaken by the charity's staff team.</p> <p>Whilst it is envisaged that the specific role of the Council may evolve, it will always be anchored in the following principles and will always adhere to the below Terms of Reference.</p> <p><b>Principles governing the COPS Council</b></p> <ul style="list-style-type: none"> <li>• The Council represents the voice of survivors and so should be widely representative. To this end all appointments to the Council will be by way of an open appointment process.</li> <li>• The Council is a deliberative and advisory body akin to a council of elders – able to draw on collective experience and skills (and, accordingly, should be called a Council).</li> <li>• The Council represents survivors and is free to draw on the skills and experience of others – i.e. it can co-opt non-survivors to the Council.</li> <li>• The Council appoints its own members and in doing so is guided by the paid staff team. Appointments are made on the basis of defined roles and skills. This offers clarity to potential appointees and discourages "sitting" members.</li> <li>• The Council has no oversight responsibilities, but is linked to the staff team via the Survivor and Volunteer Support Coordinator, and linked to the Board of Trustees via the President.</li> </ul>	

- The Board of Trustees is the ultimate arbiter of the Charity's governance, with operational responsibility delegated to the CEO. Strategic responsibility rests with Board of Trustees and CEO. For the avoidance of doubt the Council has no legal authority as defined within the charity's constitution or within the law unless explicitly conferred by the Board of Trustees.
- Survivors who would like to contribute in a more operational capacity (as opposed to Governance) should seek appointment to the Council or as a volunteer (rather than as a Trustee).
- The Council is a source of volunteers and links to a network of volunteers (i.e. not all volunteer roles will need to be carried out by Council members).

#### **Purpose of the Council**

To provide a body within the formal structure of the charity to represent the views of charity beneficiaries and service delivery volunteers

To be a reliable source of volunteers to support all aspects of the charity's work

To reach out to current, former and potential charity beneficiaries for the purposes of providing peer support and soliciting engagement with the work of the charity

#### **Membership of the Council**

The Council is chaired by the serving National President and comprises vice-president(s), Chief Executive, Survivor and Volunteer Support Coordinator and up to 10 other individuals whose skills and experience are deemed by the Council to be necessary or desirable to its effective operation.

Overall, at least two-thirds of the Council must be charity beneficiaries. The Council is considered quorate with 6 members complying with the ratio requirement.

Membership of the Council will at all times be balanced and representative so as to ensure representation for different peer groups, ages, sexes and geographic locations.

The Council appoints its own members, subject to an open appointment process and guidance from the CEO and Survivor and Volunteer Support Coordinator (SVSC).

Appointments to the Council are for a period of no more than two terms of three years, except in the case of the Co-Founder Vice-President, CEO and SVSC who may serve on the council for the duration of their respective terms of office.

The Council may choose to co-opt former Council members (i.e. those who have served the maximum two terms of three years) for specific tasks, however, this can only be done for a maximum of 2 occasions each for a maximum duration of 12 months per occasion.

#### **Responsibilities of the Council**

The Council's primary function is as a consultative and advisory body. The Council has no Governance responsibility and no operational responsibility unless specifically delegated by the Trustees and CEO respectively.

The Council's role as a reliable source of volunteers does not dictate that it is the Council that manages those volunteers.

The Council is linked to the staff team via the SVSC, but does not have any supervisory responsibility for any staff.

The Council may not employ or engage any paid staff without the agreement in writing of both the CEO and Board of Trustees.

The Council's executive authority comes from the CEO.

The Council may be tasked by the CEO (or his/her delegated authority) to undertake any task to support the work of the charity's day to day operations. In this regard the Council is responsible to the CEO (or his/her delegated authority) for the execution of that task.

The Council is free to seek, solicit and represent the views of charity beneficiaries and present these views to the CEO (or his/her delegated authority).

The Council's recommendations are advisory and non-binding. Where such recommendations are not taken up, an explanation setting out strategic and/or operational reasoning will be offered to the Council by the CEO (or his/her delegated authority).

Members of the Council may carry out voluntary tasks or roles within the charity which may be distinct from Council responsibilities. The Member's responsibility for execution of that task or role is towards the originator of the task or role.  
The Council, and individual Council members, should not do or say anything that brings the charity into disrepute.

### **Meetings**

The Council meet at least 4 times per year. Meetings will be organized to maximize attendance.

The Council's business may be carried out by phone, email, post and if appropriate social media.

The Board agreed the Terms of Reference for the Council. Later discussion concerning the role of the National President also suggested conferring on the Council the authority to select the National President in line with the role description and subject to legal compliance. .

The board was also asked to agree the eligibility criteria for the charity, which build on the charitable objects to provide more detail on who is eligible to be supported by the charity as follows: .

### **Eligibility Criteria**

COPS is a UK registered charity dedicated to helping the families of police officers who have lost their lives on duty to rebuild their lives. COPS has widened its scope to include supporting the families and partners of police officers and police staff who have lost their lives in the line of duty or directly in connection with their police duty.

Eligibility criteria are required to ensure that resources are targeted most effectively to the particular group of survivors. These criteria are stated here:-

- The police officer or police staff member died whilst on police duty, or whilst travelling to or from carrying out police duty, or whilst through his/her actions placing himself/herself on police duty.
- The police officer or police staff member died subsequently as a result of a medical condition such as a heart attack or an injury following a serious incident on duty, and their death is clearly linked to their police duty.
- The police officer or police staff member died directly or indirectly, as a result of mental health issues following physical and/or psychological injury received on duty. This may include acute or chronic conditions such as post-traumatic stress disorder (PTSD), severe depression and/or anxiety, substance misuse etc, culminating in the accidental death or suicide of that person. Such a death may occur many months or many years after a traumatic incident. In such circumstances, relevant information will be sensitively gathered with consent by an

	<p>appropriately qualified and experienced professional/s from relevant sources such as the family, friends, colleagues, senior management, Occupational Health, the GP and related professionals, and a carefully considered recommendation will be put together so that the issue of eligibility may be decided by a sub-committee of the Board of Trustees.</p> <ul style="list-style-type: none"> <li>•</li> </ul> <p>It is not envisaged that the bereaved families and friends of police officers or police staff who have died in other sad circumstances would be supported by COPS, as it is necessary to prioritise COPS funds and services in order to ensure that those who have paid the ultimate price in the line of duty or directly connected to their police work are the main recipients of COPS support for as long as they need it.</p> <p>COPS is very sympathetic to all bereaved family and friends of police officers and police staff and is sorry for their loss, and so will endeavour to that those family and friends who may have contacted COPS but who do not actually meet the above COPS criteria, are nevertheless properly and respectfully signposted to the many other police charities and support services and networks who are already in place to help and support people in their particular situation.</p> <p>The Board agreed these criteria.</p> <p>The Board approved and agreed the plan and the accompanying 2017 budget.</p>	
<p>6</p>	<p><b>Role of the President</b></p> <p>The President is a key role within the charity’s structure. The President is a figurehead for the charity and represents all the various parts of the charity coming together to support survivors. A wide ranging discussion about the purpose of the role was held, informed by a paper presented by RK. The board agreed the following aspects to the President’s role:</p> <p>National President is a key role with the charity. The President is a senior representative of the charity as a whole, but does not carry automatic executive authority. Given the nature and purpose of the charity, and the representative nature of the role, the National President must be a Survivor, a charity beneficiary.</p> <p>Within the structure of the charity, the President is the lead voice for beneficiaries. The President speaks for survivors and the charity as a whole, particularly on subjects that are closest to the hearts and minds of our families. As the senior representative of the charity’s beneficiaries, the President is a member of and would normally chair the COPS Council – the body that represents survivor views.</p> <p>The representative nature of the role suggests that the President is appointed to office by charity beneficiaries. This would ensure that the President has the appropriate support from charity beneficiaries.</p> <p>The President is also a Trustee, ensuring senior survivor representation on the Board, and so must abide by the terms of his/her Trusteeship. The role of Trustee and President are locked together, it is not possible to be President without also being a Trustee.</p> <p>The trustee nature of the role suggests that the Board of Trustees retain a role in ensuring that the nominated president is legally permitted to serve as a trustee. This aspect of the role also suggests that the President be in post on the same terms as the Trustees of the charity, i.e. for up to two terms of three years each.</p> <p><b>National President Role Description:</b></p>	

The wide reach of the role suggests that it may be useful for the President to be supported in his/her role by one or more Vice-Presidents (VPs). For the same reason, it seems reasonable that any incoming President has ample opportunity to settle into and understand the role, allowing him or her to fulfil it to maximum potential.

Specific responsibilities of the National President are:

- Represent – in person and through appropriate media channels – the charity, the Board of Trustees and charity beneficiaries.
- Internally and externally be the charity’s national figurehead and the senior “first among equals” Survivor.
- Serve as an elected Survivor Trustee on the Board of Trustees.
- Chair the COPS Council (or delegate this authority to another council member).
- The President may nominate Council members (subject to agreement from the Council and the Council’s Terms of Reference)
- The President holds the casting vote where Council voting is tied

To support the role, the following documents are made available: “The Complete Trustee” explaining the role of a Trustee, COPS Constitution and the Terms of Reference for the COPS Council.

**Appointment of the President**

To ensure all of the above are achieved the process of appointment of future Presidents will be as follows:

**Nominations**

Approximately 15 months before the incumbent’s term of office is due to conclude, the COPS Council will seek nominations for the next President. Potential nominees will be supported through the availability of an outline role description and an outline of skills that would benefit the nominee in performing the role. Potential nominees must secure a minimum of five formal nominations which should be submitted to the COPS Council. Nominations may be made by any Survivor aged 18 and over whose details are held on the COPS database at the time that the announcement inviting nominations is made via the charity’s website. (COPS Council members may not nominate candidates).

**Compliance**

Once all nominations have been received by the COPS Council, the Board of Trustees will verify that nominees are legally permitted to become Trustees of the charity. If a nominee is not legally permitted to serve as a trustee, s/he will be excluded from appointment process. The trustees’ sole responsibility is to ensure legality. Trustees may not exclude any nominee for any reason other than for legal unsuitability for the role of charity trustee, as defined by the charity commission. (it is the Board’s expectation that it will very rarely have reason to exclude any nominees on these grounds).

**Selection and Appointment**

From the list of legally permitted nominees, approximately 12 months before the incumbent’s retirement, the COPS Council will select a President Elect. The COPS Council retains the power to determine the most appropriate method of selection of the President Elect. The selection method must be clearly stated and published at the time of inviting nominations.

**Handover of Office**

The President Elect will spend 12 months supporting the incumbent President so as to ensure that s/he is ready to assume full office in due course. The President elect will immediately join the COPS Council (if not already a member) and will attend Board of Trustee meetings as an observer (unless already a Survivor Trustee). It is the responsibility

DG/RK

	<p>of the incumbent to ensure that his/her successor is adequately prepared to fulfil the role. After 12 months, the President Elect will assume the office of National President for a period of three years. The incumbent President will continue to serve on the COPS Council as Past President for a further period of 12 months. The honorary title of Past President can be held indefinitely.</p> <p>The process and responsibility will be proposed to the COPS Council at the earliest opportunity.</p> <p><b>Co-Founder and Vice-President</b></p> <p>The charity owes its continued existence in no small part to one of its co-founders, Christine Fulton. Her knowledge and experience should be recognised and used to positive effect for the continued good work of the charity. To recognise this it was agreed to offer Christine the title of Co-Founder and Life Vice-President. As the title suggests, this role is not restricted to a three year term of office. . The scope of the role will be agreed with CF and it will exist to support the incumbent National President, will fit into the organisational structure and will not be an alternative source of decision making authority.</p>	RK
7	<p><b>Any other business</b></p> <p>The Board recognised the contributions of KP and MF who are both retiring as Trustees at this meeting. The charity has moved on significantly during their time, and all hope that KP and MF will both retain their links to COPS. Indeed, KP will remain as Patron. MF will remain involved at least in a volunteer capacity.</p> <p>Dates and venues of future meetings in 2017 are as follows:  Tuesday 4 April, London  Thursday 6 July, Midlands  Thursday 19 October, London</p>	
	<p><b>Meeting closed 3:30pm</b></p>	