



**REBUILDING  
LIVES FOR A  
BRIGHTER  
FUTURE**

**"Police Care UK has given me more independence and a huge sense of dignity."**

*Brian, Injured police officer*

**Trustee Appointment Brief**

February 2019

# Welcome to Police Care UK

We are delighted that you are considering making an application to join our Board as a Trustee. It's a wonderful chance to contribute at a strategic level in our organisation that is crucial in supporting the welfare needs of the police and their families.

Police Care UK (*previously known as the Police Dependants' Trust*) was established in 1966 as a result of the tragic murder of three police officers. We ensure both serving and former colleagues who suffer harm, and their families, have someone to turn to when things get tough.

We provide practical, emotional, and financial support that is confidential, independent, and free to access.

We are an independent Charity governed by a board of Trustees. We have ambitious plans for all aspects of our work and we would like to appoint two high calibre independent Trustees to our board.

To be successful you will have a proven track record of successful strategic leadership gained by operating at board level and a strong grasp of governance.

You will be an effective communicator and have experience of operating in complex environments where collaborations and partnerships are essential.

You'll also have experience of change and growth and a genuine interest in the welfare of police personnel and their families is a must.

In addition, we are particularly interested in individuals who have a background in one or more of the following areas;

- Marketing, Fundraising, Digital and Strategic Communications
- The NHS, Social Care and Clinical Governance
- Occupational Health, Physical and/or Psychological Trauma

If you feel you have the enthusiasm, skills, time, and commitment to help us reduce the impact of harm on police and families, we very much look forward to hearing from you.



**Mark Lindsay**  
Chair



**Gill Scott-Moore**  
Chief Executive

# EVERY DAY THE POLICE FIND THEMSELVES IN HARM'S WAY PROTECTING THE PUBLIC

POLICE CARE UK EXISTS TO MAKE SURE THEY HAVE SOMEONE TO TURN TO



The police risk physical and psychological harm daily, with some paying the ultimate price, just by doing their job.

Working independently of police and government, we make sure both serving and former colleagues who suffer harm, and their families, have someone to turn to when things get tough.

This means championing welfare that works and providing a confidential programme of practical, emotional, and financial support to police and their families.

We understand modern policing and the impact this has. That's why we identify and help fill gaps in care, provide support for those in need, and act as a lifeline for those who carry the physical and psychological scars of public service. Together, we're building a future where no-one suffering harm is left without help.

Our vision is one where the welfare needs of the police family are upheld and members are supported to achieve their full potential.

## OUR MISSION IS CLEAR: TO REDUCE THE IMPACT OF HARM ON POLICE AND THEIR FAMILIES

We do this by demonstrating our five core values:

**Caring** - Our approach is one built around understanding the difficult environment in which the police operate in. We demonstrate empathy, respect, and understanding in everything we do.

**Independent** - We effectively support the service whilst being outside it. This means we can wholeheartedly champion the needs of our beneficiaries free from conflicts of interest.

**Open** - We share our expertise, experience, and resources with others because we understand that collaboration is the only way we can help improve the lives of our beneficiaries.

**Responsible** - We use our resources wisely to best support our beneficiaries both now and in the future while upholding the highest ethical and professional standards possible.

**Innovative** - We constantly seek new ways to improve our working practices, support programmes, and welfare options to better support our beneficiaries.

And by working to achieve three core aims:

- ♥ Everyone is aware of the harm police can experience as part of their role
- ♥ Police and their families can recover and rebuild their lives
- ♥ Police forces and agencies do all they can to reduce harm

# EVERYONE IS AWARE OF THE HARM POLICE CAN EXPERIENCE AS PART OF THEIR ROLE

We believe everyone should understand the dangers police face every day, and how the harm they suffer can affect both them and their families. Through improving awareness, we help develop appropriate services to support them, and reduce the stigma of physical and psychological injuries so that people can get the care they need with dignity.

To achieve this, we will:

## Research and share learning on harm and the ways to prevent or reduce its impact

- Conduct robust research enabling us to reliably and credibly talk about the different types of harm and how they affect people.
- Deliver conferences and events that allow us to have better conversations about the challenges faced by the people we help.
- Confirm that the needs of the people we help are being met and identify gaps through regular surveys.
- Understand what impact harm suffered by serving and former colleagues has on their families and support networks, including children.

## Advocate for the wellbeing of police colleagues

- Better advocate for those we care for by highlighting different types of needs or wellbeing issues.
- Engage with police forces, and other organisations, to demonstrate our research, highlight best practice, and share learning.

## TO US, SUCCESS LOOKS LIKE

-  More people attending, or requesting to speak at our conferences and events.
-  Increased media coverage of our campaigns.
-  More requests for information, advice and guidance.
-  Greater number of people declaring that they are suffering from poor mental health.

# POLICE AND THEIR FAMILIES CAN RECOVER AND REBUILD THEIR LIVES

We believe that police and families should always have someone to turn to that understands their situation and can respond effectively to their needs. By providing a specialist and confidential programme of practical, emotional, and financial support, we help more people effectively recover and rebuild their lives.



To achieve this, we will:

## Connect with people who've been harmed because of their policing role

- ♥ Reach out to those who have been injured on duty, and their families, encouraging them to apply for and use our services.
- ♥ Use print and digital channels to highlight the work we do, who is eligible, and how to access our services.
- ♥ Recruit volunteers who can visit the people we care for and ensure a consistent level of quality and access to services across the UK.

## Provide ways for people to recover and rebuild their lives

### Mechanisms, services, and projects

- ♥ Offer specific solutions that help people recover and rebuild, such as grants to adapt their home or get much-needed mobility equipment.
- ♥ Provide information, advice, and guidance to ensure those who have suffered harm have access to the tools they need to help them recover and rebuild.
- ♥ Provide grants for police and their families in hardship, reducing the risk of poverty due to harm resulting from their policing role.
- ♥ Support police colleagues who have suffered harm to change career or start a new business.
- ♥ Introduce a peer support programme to provide emotional support for people leaving the service.
- ♥ Provide a confidential careline offering telephone advice on everyday issues such as debt, family matters, bereavement, and counselling or psychotherapy when clinically appropriate.
- ♥ Work with police forces to ensure serving colleagues going through a mental health crisis get access to the best support and care in a safe environment.
- ♥ Offer tools and techniques to help people cope with their job and reduce the risk of suffering from post-traumatic stress, including a programme to support team recovery after a serious incident.
- ♥ Identify and investigate new and innovative projects that demonstrably reduce the impact of harm on police and families.

### Help for families and support networks

- ♥ Improve life opportunities of children by providing educational bursaries.
- ♥ Improve the quality of life for families dealing with the effects of harm, through access to respite care.
- ♥ Provide access to our confidential careline to families, including counselling when clinically appropriate.

## TO US, SUCCESS LOOKS LIKE

-  More people knowing that we exist and how to access our support.
-  Increase in the number of people accessing support.
-  Improvements in the wellbeing of the people we care for.
-  No-one having to live in poverty because they experience harm because of their policing role.

# POLICE FORCES AND AGENCIES DO ALL THEY CAN TO REDUCE HARM

We believe that caring for their people is the duty of every police organisation. Our role is to complement this care, and help identify gaps through targeted services, projects, and programmes.

To achieve this, we will:

## Engage with police forces and organisations across the UK, such as staff associations, charities, and statutory agencies

- ♥ Recruit volunteers throughout the UK, who will be our local voice.
- ♥ Attend national and local events, conferences, and forums.
- ♥ Secure commitments to the Police Care Pledge – a campaign to reduce the impact of harm on police and families.
- ♥ Empower police forces, groups, and associations to reduce the impact of harm through a combination of funded initiatives and information resources.
- ♥ Enable police forces, agencies, and charities to improve the health and wellbeing of the people we care for through a combination of funded initiatives and information resources.

## TO US, SUCCESS LOOKS LIKE



All police forces and agencies know what works in reducing or preventing harm.



More organisations are fully committed to wellbeing through actions like signing up to the Bluelight wellbeing framework or the Police Care Pledge.



Increased access to appropriate services, projects or programmes that address the needs of those who suffer harm because of their policing role.

More people are able to get back into work from long-term sickness.

Serving police are less dependent upon the services provided by Police Care UK.

# About the role

The Police Care UK Board of Trustees is responsible for the overall governance and strategic direction of the charity and for the effective delivery of its charitable objects. This is achieved through setting clear organisational objectives and goals and monitoring their achievement, in accordance with the organisations governing documents and relevant regulatory guidelines.

## Strategic responsibility

- ♥ Ensure the charity has a clear vision, mission and strategic plan that have been agreed by the Board and communicated effectively to staff
- ♥ Ensure the business, operational and other plans support the vision mission and strategic priorities
- ♥ Ensure the Chief Executive's annual and longer term objectives and targets support the achievement of the vision, mission and strategic priorities
- ♥ Ensure that there are effective mechanisms in place for the Board to:
  - Regularly listen to and consider the views of stakeholders and current and future beneficiaries on the performance of the Charity
  - Review the external environment for changes that might affect the charity
  - Review regularly its strategic plans and priorities

## Performance responsibility

- ♥ Agree the overall annual income and expenditure budget for the Charity
- ♥ Agree the method for measuring objectively the progress of the Charity in relation to its vision, mission, strategic objectives/priorities, business plans and annual targets, and to receive regularly reports on the performance of the Charity
- ♥ Appoint the Chief Executive; set his/her terms and conditions; and ensure that the Chief Executive and the Charity invest in the Chief Executive's ongoing professional development
- ♥ Receive regular reports from the Chief Executive on progress towards agreed strategic priorities and hold the Chief Executive to account for the management and administration of the Charity
- ♥ Ensure that, as with all staff (and volunteers), the Chief Executive receives regular, constructive feedback on his/her performance in managing the Charity and in meeting the annual and longer term targets and objectives
- ♥ Ensure that there are mechanisms for beneficiaries, stakeholders, employees, volunteers, other individuals, groups or organisations to bring to the attention of the Trustees any activity that threatens the probity of the Charity

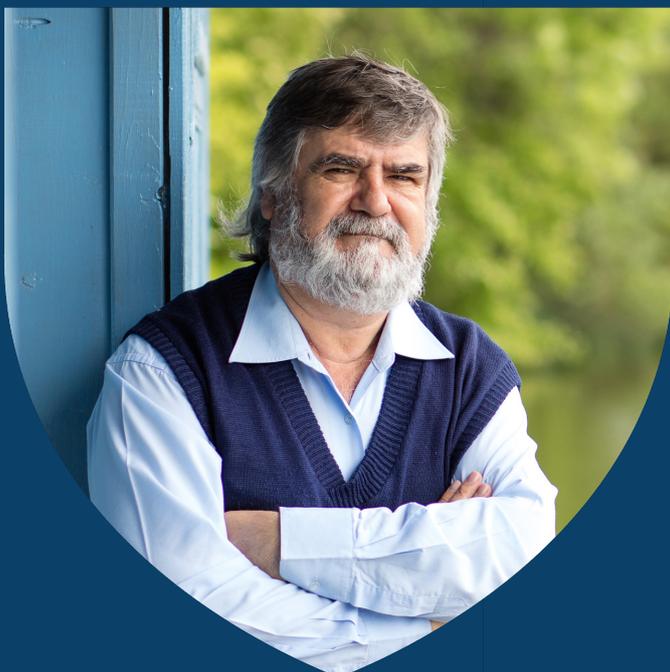
## Compliance responsibility

- ♥ Be aware of, and to ensure the Charity complies with, all legal, regulatory and statutory requirements
- ♥ Maintain familiarity with the rules and constitution that govern the Charity; ensure that the Charity complies with its governing instruments; and review the constitution regularly
- ♥ (In accordance with the Charity's delegation policies) Agree the appropriate levels of delegated authority; ensure that these are recorded in writing by means of minutes, terms of reference for Board committees and sub-committees, job descriptions etc.; and ensure that clear written reporting procedures are established and complied with
- ♥ Ensure that the responsibilities delegated to the Chief Executive are clearly expressed and understood, and that directions given to him/her come from the Board as a whole but via the Chair

## Governance responsibility

- ♥ Ensure that the Charity has an appropriate governance structure in place
- ♥ Reflect annually on the Board's performance and individual Trustees' performance
- ♥ Ensure that the Board has the skills required to govern the Charity well, and has access to relevant external professional advice and expertise; and participate in individual and collective development and training of Trustees
- ♥ Ensure that there is a systematic, open and fair procedure for the recruitment or co-option of Trustees

## "POLICE CARE UK ARE THE REASON THAT I'M STILL HERE TODAY"



I was medically retired from policing in 1989 after suffering a serious injury on duty, and at 41 it felt like I was thrown on the scrap heap. I became depressed and soon began having suicidal thoughts. My injuries affected my home, my relationships and my day-to-day life. I just didn't want to be here anymore.

Because of my injury, I developed arthritis in my ankles, knees and hips, which requires me to use morphine patches and take 19 tablets a day.

Police Care UK helped me get a vehicle, and altered my driveway so I could get out and about. Recently they changed my bathroom into an accessible wet room.

**Their support has changed my life.** I'm not a prisoner in my own home anymore, and while I still have good days and bad, the good days are a pleasure.

Knowing that there was someone out there who could help me when I needed it was life changing. Without Police Care UK, I wouldn't be here today.

# Person specification

Within your supporting statement, you should be able to demonstrate and provide evidence of the criteria listed in Part One.

These will be tested further throughout the process formally and informally, along with the criteria listed under Part Two.

## Part one

A successful Trustee will be able to provide evidence of:

- ♥ A proven track record of successful strategic leadership gained by operating at board level
- ♥ Confident and effective communication skills with a range of audiences and the ability to challenge in a constructive way
- ♥ Demonstrable experience of working in complex environments where collaborations and partnerships are essential
- ♥ A demonstrable track record of driving change and organisational growth
- ♥ Demonstrable experience of working with key stakeholders and colleagues to achieve organisational objectives
- ♥ A sophisticated understanding of leadership, management, charitable and/or corporate governance and the respective roles of the Chair, Trustees and the Executive
- ♥ Empathy with the wellbeing needs of police officers, staff and their families
- ♥ A background in one or more of the following areas would also be welcomed:
  - Marketing, PR, Fundraising, Digital and Strategic Communications
  - The NHS and Social Care, Occupational Health, Physical and/or Psychological Trauma, & Clinical Governance

## Part two

- ♥ Skills to develop productive working relationships that command respect, trust and confidence
- ♥ A high level of emotional intelligence and the ability to engage at all levels
- ♥ Intellectually robust with the ability to quickly assimilate and prioritise complex information
- ♥ The ability to maintain independence of thought and judgement
- ♥ Strong financial literacy, commercial acumen and appreciation of risk
- ♥ Confident and resilient with the ability to handle tensions, conflicts and reach consensus

# Timetable for candidates

Closing date: **Sunday 10<sup>th</sup> March**

Meetings with Attenti: **w/c 18<sup>th</sup> and 25<sup>th</sup> March**

Meeting with Chief Executive: **w/c 8<sup>th</sup> April**

Final panel interview: **Tuesday 16<sup>th</sup> April**

## Terms and conditions

Meetings will be held in either our HQ which is based in Woking, or central London.

Occasionally meetings may be held in other locations including Scotland and Northern Ireland.

The time commitment for this role is approximately 10 days a year

Expenses are reimbursed, and the role is unremunerated

## How to apply

If you are interested in applying for this role, visit [www.attenti.co.uk/policecareuktrustee](http://www.attenti.co.uk/policecareuktrustee)

Please ensure you provide the following:

- A comprehensive CV including details of your achievements in each role
- A short supporting statement, addressing Part One of the Person Specification and outlining why you would like to join Police Care UK
- Details of two referees, one of whom should be with regards to your current or most recent Board level role and let us know whether you would be happy for us to contact them as part of the process. Referees will not, of course, be contacted without your prior consent.

## Closing date for applications is Sunday 10th March 2019

Please ensure that you indicate in your application any dates when you will not be available, or where we might have difficulty in contacting you. All applications will be acknowledged. Attenti will respect the privacy of any initial approach or expression of interest in this role, whether formal or informal.

Please let us know of any accessibility accommodations you may require.

For an informal and confidential discussion, after having read the appointment brief, please contact our advising consultants:

**Jim Banks on 07787 004 768 [Jim.Banks@attenti.co.uk](mailto:Jim.Banks@attenti.co.uk) or  
David Fielding on 07810 507 235 [David.Fielding@attenti.co.uk](mailto:David.Fielding@attenti.co.uk)**



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