



# Northern Police Convalescent & Treatment Centre

## Annual Business Plan 2008

### **NPC&TC Objective:**

*“To provide a relaxing comfortable environment in which to provide treatment and convalescence to police officers, serving and retired, who have been sick or injured, in order to return them to better health”.*

## **Overview**

### **Purpose of the 2008 Business Plan**

The Northern Police Convalescent & Treatment Centre (NPC&TC) 2008 Business Plan is an evolution of the Charity's two previous Business Plans of 2006 and 2007 where a series of sometimes unconnected, but nonetheless important, functional activity and projects were undertaken.

The 2008 Business Plan adopts a system and process approach to reviewing and improving key elements of the Charity's activities in a co-ordinated and connected manner. The aim is to establish clear strategies, policies and processes in a planned and scheduled approach to improve the efficiency and effectiveness of the Charity's scarce resources in providing high quality services and facilities to the Charity's beneficiaries in the charity's constituent police forces in England, Scotland, Wales and Northern Ireland.

Three 'key themes' for NPC&TC have been identified along with subsidiary objectives and activity. Achievement of some of the NPC&TC objectives will also have the effect of enhancing and improving the position of The St Georges Police Trust which also operates from St Andrews, Harrogate.

#### **Key Theme One**

Review and evaluate the charity's key service provision activity, facilities, infrastructure and business processes, with a view to developing a 3 to 5 year Business Strategy and supporting annual Business Plans.

#### **Key Theme Two**

Review and evaluate the charity's revenue and income streams, develop proposals for improving existing income streams, and develop new and/or additional income streams.

#### **Key Theme Three**

Improve occupancy and use of St Andrews and Castlebrae Centres, and develop initiatives to use under-occupancy to best effect including generating additional income.

## **NPC&TC Context**

The NPC&TC mission statement is;

*“To provide treatment centres where police officers, serving and retired, can receive intensive physiotherapy, recuperation and treatments in peaceful and well-maintained surroundings to aid their return to better health”.*

The Charity currently employs 113 staff in two Treatment Centres, St Andrews, Harrogate, North Yorkshire and Castlebrae, Auchterader, Perthshire. St Andrews has a total bed capacity of 79 beds and a cottage with 5 adult beds, while Castlebrae has a total bed capacity of 73 beds and 2 family cottages with a total of 8 adult beds. Services provided by the Centres include residential accommodation with full catering and housekeeping, physiotherapy, fitness classes and acupuncture, nursing and health promotion sessions, emergency “first aid” level of care on a 24 hour basis, fitness & leisure facilities, complementary therapies and patient transport services.

Out-patient physiotherapy treatment is provided at both Centres to officers living within reasonable ‘travel time’. In addition on-site outpatient physiotherapy is provided for students and staff, on a paid contractual basis, at the Scottish Police College, Tulliallan.

Nursing and physiotherapy help-lines at both Centres are also staffed during normal working hours.

## **Financial context**

2008 will be the third year of operating and improving financial systems and controls first introduced during 2005. Significant financial analysis and forecasting has been undertaken in the latter part of 2007 to ensure that the 2008 budget forecast is as accurate as possible. Further detailed financial analysis and scrutiny will continue throughout 2008.

## **Performance management & monitoring framework**

The objectives and activity in the 2008 Annual Business Plan contribute towards the achievement of the charity’s strategic aims and also the three identified key themes.

The focus of performance management and monitoring during the year will be to ensure that activity and progress towards achieving the objective is sustained, that obstacles and difficulties are considered and resolved, that the objective is achieved and that where full achievement of an objective or activity may not be possible options are reviewed and considered.

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There is a significant benefit in organising and scheduling the management and Heads of Department (HOD) systems and processes to suit the availability and flow of financial and other management information. Time can be properly allocated and scheduled to consider monthly data and preparing for management & HOD discussion and review. Issues can be dealt within a structured framework, activity & decisions are less fragmented and appropriately considered within a management framework. Consequently the following management and governance framework will be employed during 2008 and will conclude with a report on the Annual Business Plan to the first Trustees Meeting of the following year:-

<b>Monthly Data</b>	Receipt of financial, clinical & other MIS data. (Data collection and presentation to be further developed and enhanced throughout the year).
<b>Monthly HOD 1 to 1's</b> <ul style="list-style-type: none"> <li>• St Andrews - 1 to 1's with HOD's &amp; Functional Heads</li> <li>• Castlebrae - 1 to 1's with HOD's</li> </ul>	<ul style="list-style-type: none"> <li>• Departmental financial, clinical &amp; other MIS data</li> <li>• Budget</li> <li>• People</li> <li>• Business Plan activity</li> <li>• Other activity</li> <li>• Items for HOD Meeting</li> </ul>
<b>Monthly HOD Meetings;</b>  <b>At both St Andrews and Castlebrae</b>	<ul style="list-style-type: none"> <li>• Review finance, clinical &amp; MIS data</li> <li>• Exception reports</li> <li>• Review of Minutes HOD &amp; other key meetings e.g. Staff Reps; Trustees.</li> <li>• Review of HOD meeting ACTIONS</li> <li>• Health &amp; Safety matters</li> <li>• Business Plan Review</li> <li>• Business Cases for consideration</li> <li>• Forward look</li> </ul>
<b>Monthly Departmental Meetings;</b>	<ul style="list-style-type: none"> <li>• Promulgation and Review of key issues from meetings e.g. HOD; Staff Reps; Trustees.</li> <li>• Departmental staff planning</li> <li>• Departmental activity</li> </ul>

### Bi-monthly

<b>Staff Representatives Meetings 2008; -</b>  <b>Held at no less frequency than every two months at both St Andrews and Castlebrae;</b>	<ul style="list-style-type: none"> <li>• Primarily a forum to meet and discuss 'issues of the day' with staff representatives.</li> <li>• Minutes of previous staff reps meetings and other key matters from other appropriate meetings e.g. HOD; Trustees.</li> <li>• Social &amp; welfare issues</li> <li>• Progress on the Business Plan</li> <li>• IIP progress and related issues</li> </ul>
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## Business Plan 2008

### Quarterly

<p><b>Scheduled HOD Meetings</b> In the month following the end of a quarter;</p> <ul style="list-style-type: none"> <li>• 29 January</li> <li>• 29 April</li> <li>• 29 July</li> <li>• 28 October</li> </ul>	<p>These HOD Meetings will focus on the;</p> <ul style="list-style-type: none"> <li>• Quarterly finance, clinical &amp; other MIS to monitor activity and progress; examine &amp; identify trends etc.</li> <li>• Quarterly Business Plan report</li> <li>• Quarterly patient feedback reports</li> </ul>
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<b>Board of Trustees Meeting</b>	<b>Finance Sub Committee</b>	<b>Personnel Sub Committee</b>
Friday 15 February 2008 Castlebrae	Monday 4 February 2008 St Andrews	Monday 4 February 2008 St Andrews
Friday 16 May 2008 St Andrews	tbc	tbc
Friday 27 June 2008 <b>ACGM – Harrogate venue tbc</b>		
Saturday 2 August 2008 Castlebrae	tbc	tbc
Friday 21 November 2008 St Andrews	tbc	tbc

### Six Monthly

<p><b>NPC&amp;TC Joint HOD Meeting</b> To be held in the month following the end of the first &amp; third quarters</p>	<p>St Andrews &amp; Castlebrae HOD teams to meet and discuss key charity business;</p> <ul style="list-style-type: none"> <li>• First quarter Budget &amp; Business Plan outcomes</li> <li>• Third quarter Budget &amp; Business Plan outcomes</li> <li>• Budget &amp; Business Planning for the following year</li> </ul>
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## **Northern Police Convalescent & Treatment Centres**

### **Key Theme One**

**Review and evaluate the charity's key service provision activities, facilities, infrastructure and business processes with a view to developing a 3 to 5 year Business Strategy and supporting annual Business Plans.**

### **Services & Processes**

#### **1. Develop and implement a Clinical Services Review;**

- 1.1. To establish a present position audit of the clinical services provided at St Andrews and Castlebrae within Nursing and Physiotherapy functions by conducting a review of current provision, efficiency and effectiveness.
- 1.2. To identify the information necessary to make informed decisions about patient admission and treatment.
- 1.3. To develop systems and processes that optimise the charity's resources in providing and delivering the Nursing and Physiotherapy services together with options and recommendations for improvement.
- 1.4. To further develop the Clinical Audit process with clear outcome measures of effectiveness.
- 1.5. To review 'equipment' requirements in support of proposed clinical service improvements.
- 1.6. The Clinical Services Review will contribute to, and influence, the development of the **Estate Strategy** in relation to clinical facilities.

#### **2. Clinical Admission process**

- 2.1. To take account of the information identified in the Clinical Services Review necessary to make informed decisions about in-patient and out-patient admission and treatment.
- 2.2. Review the in-patient and out-patient admission application process and administration identifying options and proposals for improvement.
- 2.3. Review the admission clinical assessment processes and ensure that clinical staff contribute effectively to the clinical assessment process but are not unnecessarily engaged in administrative admission functions and activity.

#### **3. Finance & Administration Review**

- 3.1. Consider the findings of the review of finance and administrative systems, processes and procedures;
- 3.2. Evaluate recommendations and proposals/options for improvement.
- 3.3. Develop and implement an improvement plan in relation to agreed recommendations
- 3.4. The Finance & Admin Review will contribute to, and influence, the development of the **Estate Strategy** in relation to finance and administration facilities.

## **Facilities and Infrastructure**

### **4. Develop and Implement a Charity Estates Strategy;**

#### **4.1. St Andrews:**

- 4.1.1. to evaluate the **Clinical Services Review** and assess the clinical facilities at St Andrews with a view to improving the facilities and infrastructure supporting the services provided by Nursing and Physiotherapy Departments.
- 4.1.2. To evaluate the recommendations and proposals/options for improvement contained within the **Finance & Admin Review** and assess infrastructure and accommodation issues arising therefrom.
- 4.1.3. Consider and assess other demands and pressures upon the St Andrews Estate.
- 4.1.4. Develop a learning resource, meeting and conference facility at St Andrews to facilitate on-site training & meetings in respect of Trustees, staff and patients.
- 4.1.5. Develop initiatives to use any spare capacity of a learning resource, meeting and conference facility to best effect including generating additional income.
- 4.1.6. Develop options and proposals for the refurbishment of the Duke of York wing
- 4.1.7. Develop options and proposals for the refurbishment and improvement in dining room areas at St Andrews (outcome to be considered in terms of future Castlebrae options).
- 4.1.8. Consider options for improving facilities for smokers e.g. smoking shelters
- 4.1.9. Improve patient recreational facilities;
  - 4.1.9.1. Patient lounges – St Andrews
  - 4.1.9.2. Improved leisure and sunbathing (garden) areas – St Andrews
- 4.1.10. Develop options for improved staff car parking

#### **4.2. Castlebrae**

- 4.2.1. Using the learning experience from St Andrews to develop and implement a Castlebrae Estates Strategy.

### **5. Asset Management Plan**

- 5.1. Consider the results of the St Andrews site survey to develop and implement a St Andrews Asset Management Plan.
- 5.2. Using the learning experience from St Andrews to develop and implement a Castlebrae Asset Management Plan.
- 5.3. Complete the Catherine Gurney Memorial Gardens at both St Andrews and Castlebrae.
- 5.4. Undertake an 'Arboreal survey' at both St Andrews and Castlebrae to ensure the safety and future health of trees etc.
- 5.5. Develop proposals for 'access control' at St Andrews
- 5.6. Achieve connection to the mains sewerage system at Castlebrae

## **People**

### **6. People Management**

- 6.1. Enhance Staff Induction processes.
- 6.2. Further enhance & develop Training & Development systems and processes to enhance staff skill, knowledge and competence.
- 6.3. Develop and implement a 'Staff Handbook'.
- 6.4. Develop and implement a staff consultation system and process to include staff surveys.
- 6.5. Review and evaluate the current appraisal objective setting and review arrangements.
- 6.6. Review and evaluate the Staff Pension Scheme for 'value for money' and optimum staff & charity benefit.
- 6.7. Review and evaluate the charity's sickness policy.
- 6.8. Review, evaluate and improve management of Bank Holiday, Annual Leave entitlements together with time in lieu systems and processes.
- 6.9. Undertake an IIP shadow assessment to assess proximity to the IIP standard and its achievement.
- 6.10. Investigate good practice and develop a system, process and learning material to support the induction, and refresher training, of Trustees.

## **Environment & Conservation**

### **7. Develop and implement environmental conservation, energy saving and value for money initiatives.**

#### **7.1. Energy Saving and Value for Money.**

- 7.1.1. Update and improve Telephone systems to improve effectiveness and value for money.
- 7.1.2. Examine electrical usage and energy saving initiatives e.g. Lighting sensors.
- 7.1.3. Examine water usage reduction.
- 7.1.4. Identify and develop invest to save initiatives

#### **7.2. Enhance recycling activities.**

- 7.2.1. Paper, cardboard.
- 7.2.2. Kitchen oils
- 7.2.3. Composting etc

## **Other Services and processes**

### **8. Catering Services**

- 8.1. 'Food 4 Thought' Project – review the provision of catering services across both Centres in liaison with clinical staff to ensure that provision is cost effective and in accord with health promotion and nutritional advice.

8.2. To contribute to the development of the Charity's Estate Strategy and Asset Management Plan in relation to the use and potential refurbishment of dining facilities at each Centre.

## **9. Health & Safety**

9.1. Review and evaluate the effectiveness and efficiency of Health & Safety strategy, policy, system and processes and identify options and proposals for improvement.

## **10. Information & Communication Technology (ICT).**

10.1. Review and evaluate the current use of ICT systems and applications, and,

10.2. Develop an ICT Strategy, policy, processes and applications that enhance the charity's business efficiency and effectiveness.

## **11. Feedback & Complaints**

11.1. Develop and implement co-ordinated and effective feedback and complaints systems and processes that address;

11.1.1. complaints about staff conduct, and/or,

11.1.2. complaints about quality of service.

## **Key Theme Two**

**Review and evaluate the charity's revenue and income streams, develop proposals for improving existing income streams, and develop new and/or additional income streams.**

## **12. Increasing number of serving officers in forces contributing to the charity.**

12.1. To target those forces where the number of serving officers contributing to the Charity is less than 75% of officer strength at 1 September 2007 and by the end of 2010 exceeds 75% of officers contributing to the Charity in those forces.

12.2. To work with the remaining forces to ensure that the number of officers contributing in each force continues to exceed more than 75% of officer strength and grows by at least 1% each year by the end of 2010.

12.3. Develop and implement a 'standardised promotional package for use by appropriate 'force champions' to assist in the achievement of 12.1. and 12.2.

**13. Develop funding initiatives to support the Capital Budget and Estates Strategy implementation**

13.1. To develop and implement a fundraising strategy to support the charity's 2008 Capital Budget and the implementation of the Estates Strategy recommendations.

**14. Efficiency in the use of charity resource**

14.1. During 2008 develop an efficiency process to ensure that the charity's activity is regularly scrutinised, and reviewed.

14.2. Implement the efficiency scrutiny process in 2009 to ensure efficiency and effectiveness in the procurement and use of the charities resources

**15. Exploit the use of Information and Communication Technology (ICT)**

15.1. Develop and enhance the Charity's website.

15.2. Develop and implement initiatives enhancing the use of internet facilities e.g. 'web-blast' communication.

15.3. Explore the feasibility of increasing web based donations to the charity via the charity's own website and other charity giving websites such as Everyclick.com.

**16. Promote Charity Aid Foundation and GIFT Aid giving.**

16.1. To engage with forces whose officers do not use the Charity Aid Foundation (CAF) as a means of donating to the charity and promote and encourage the transfer to CAF arrangements, or at the least put in place 'GIFT Aid' arrangements.

16.2. To ensure that a system and processes is developed and implemented that secures the maximum tax return from personal donations to the charity by utilising the GIFT Aid arrangements for the relevant claimable period and the future.

**17. Third Party Recovery claims.**

17.1. Review the current 'pilots' at both St Andrews and Castlebrae for efficiency and effectiveness and put in place a single arrangement for identifying claimants and processing the charity's claims in such cases.

**18. Recovery of charges for clinical reports.**

18.1. Review the system, process and charges levied for the provision of clinical reports, with patient consent, to outside bodies and organisations e.g. insurance companies, solicitors, IPCC, and the like, to ensure that it is effective, efficient and optimises income.

18.2. Investigate good practice and develop a system, process and scale of charges, to deal with requests by forces for clinical reports on officers admitted for treatment (with patient consent).

**Key Theme Three**

**Improve occupancy and use of St Andrews and Castlebrae, and develop initiatives to use under occupancy, or spare capacity, to best effect including generating additional income.**

**19. Occupancy**

- 19.1. Review the collection and presentation of relevant statistics currently used to identify efficiency and effectiveness in the use of the charity's facilities to ensure that they are fit for purpose.
- 19.2. Increase usage of the charity's facilities, both in and out patient, by promoting awareness of the charity's benefit within forces and encouraging attendance.

**20. Generating additional income**

- 20.1. Review the current 'Respite Event' arrangements to ensure that underused occupancy or spare capacity is used to best effect.
- 20.2. Review the criteria for attendance of respite events to ensure that they are fit for purpose and maximise attendance.
- 20.3. Investigate whether St Georges Police Trust beneficiaries could benefit from NPC&TC spare capacity with recompense being made to NPC&TC for the use of those facilities.
- 20.4. Investigate the appropriate use of spare occupancy and meeting/conference capacity by police and 'police family' organisations.

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