

ALAJA WELFARE FOUNDATION TRADING AS
**AUSPOL POLICE
WELFARE FOUNDATION**



STRATEGIC BUSINESS PLAN

2010-2015

Introduction

This document sets out the business and strategic objectives of AUSPOL - Police Welfare Foundation for the period 2010-2015.

Information about the application and assessment process can be found in the AUSPOL - Police Welfare Foundation guide Applications for Assistance: how to make a claim and how claims are assessed.

Copies of AUSPOL - Police Welfare Foundation documents and application forms are available on request from the AUSPOL - Police Welfare Foundation office or from the website.

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Further details about the activities of AUSPOL - Police Welfare Foundation will be published in its annual report.

Background

The AUSPOL - Police Welfare Foundation was established in 1999 in a strategic alliance with the AFPA under the auspices of the Australian Law and Justice Association Limited (ALAJA). ALAJA, acting as Trustee of the AUSPOL - Police Welfare Foundation, is a not for profit public company limited by guarantee. The AFPA has assisted the AUSPOL - Police Welfare Foundation with its startup and provides ongoing administrative and strategic support. This assistance is gratefully acknowledged.

ALAJA's objectives are:

- to develop a professional affinity between federal, state and territory law enforcement and national security employees and organisations;
- to provide high quality professional advice and support to the law enforcement community;

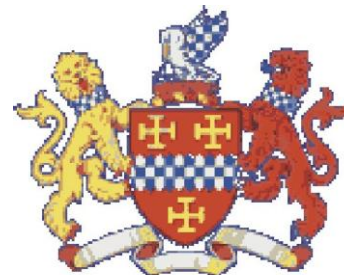
- to develop a strong national organisation representing law enforcement professionals;
- to provide a single force representing the views of its members to Government and industry and thereby enhance job security within the law and justice profession;
- to educate, protect and support these employees and their families;
- to achieve greater community understanding and respect for the law enforcement and justice system;
- to advance community acceptance of all law enforcement professionals.

ALAJA services employees in law enforcement, justice systems and national security services. The ALAJA established AUSPOL - Police Welfare Foundation as a public fund to pursue benevolent purposes in connection with the law enforcement community and the public generally.

ALAJA is trustee for three trusts, one of which is the ALAJA Welfare Foundation, trading as AUSPOL Police Welfare Foundation. The AUSPOL Police Welfare Foundation is a public fund that has been endorsed by the Australian Taxation Office as a Deductible Gift Recipient (ABN 53 881 349 879).

Relationship with the Police Dependants' Trust

AUSPOL Police Welfare Foundation has benefited from the mentorship of the UK Police Dependants' Trust¹ (PDT). Set up in 1966 following the murder of three police officers in Shepherd's Bush by armed criminals, the PDT is the largest police charity in the UK, with assets of £20 million and annual grant payments of around £1 million. HM Queen Elizabeth II is Patron of the PDT.



While there are differences in governance and legislative requirements between the two jurisdictions, where practicable AUSPOL - Police Welfare Foundation has been modeled on the PDT. The AUSPOL - Police Welfare Foundation is grateful for the generous assistance of the PDT, particularly its Chairman, Norrie Flowers and Chief Executive, David French.

Future plans

ALAJA's efforts over the next five years will be focused on maintaining the AUSPOL - Police Welfare Foundation as a soundly based, professionally run

¹ See PDT Website <http://www.policedependantstrust.org.uk/>

charitable organisation. The threshold level of assistance, which has been deliberately set at a modest level, is planned to increase as the amount of funds held increases. Future levels will be influenced by the effectiveness of collection strategies and the growth in requests for assistance.

AUSPOL - Police Welfare Foundation will seek to enhance its international alliances in order to recognise the catastrophic effect a major terrorist incident can have on police in any location. No single police charity can adequately deal with the likes of September 11 2001. Ultimately an international alliance, and mutual alliance, by police charities is a target of AUSPOL - Police Welfare Foundation

ALAJA'S plans for the future include extending and building on the work of AUSPOL - Police Welfare Foundation by launching two additional trusts:

- Australian Law and Justice Education Foundation, which will pursue educational purposes in connection with the law enforcement community and the community generally.
- Australian Law and Justice Foundation, which will pursue charitable purposes in connection with the law enforcement community and the public generally by making donations to funds, authorities or institutions.

Governance of AUSPOL - Police Welfare Foundation

The AUSPOL - Police Welfare Foundation is managed by the four directors of ALAJA Limited (currently Mr Jon Hunt-Sharman, Mr Jim Torr, Mr Jason Parkinson LL.B and Mr Rick Wigglesworth). The directors act as trustees for AUSPOL - Police Welfare Foundation in accordance with its constitution. The honorary Company Secretary is also Mr Jason Parkinson LL.B. The organisational structure is shown at Appendix 1. Legal services are provided by Mallesons Stephen Jaques and RSM Bird Cameron Chartered Accountants is the auditor.

Applications for assistance are considered by the Benefits Assignment Committee, which comprises two directors of ALAJA (one of whom chairs the Committee) and one community representative who is connected to ALAJA. Members of the Benefits Assignment Committee will be appointed by the trustees for a term of 12 months. Members are eligible for reappointment.

AUSPOL - Police Welfare Foundation is a non profit organisation, and neither the trustees nor the members of the Benefits Assignment Committee receive payment for the work they do on behalf of the Foundation (except reimbursement for out-of-pocket expenses).

Jim Torr has been a Federal Police member since 1983 and holds tertiary qualifications in police management. He has a sound background in all aspects of administration and his career has included significant periods in Federal

investigations, professional standards and corporate governance. He is currently a director of ALAJA Limited.

Jon Hunt-Sharman has been a member of the Australian Federal Police since 1983. His background includes Federal investigation and a 3 year period at the NSW ICAC. He has significant experience in corporate governance and administration with tertiary qualifications in law and economics. Jon serves as Company Secretary and Board member of the Brindabella Christian College with over six years standing.

Jason Parkinson LL.B was a detective in the New South Wales Police Force for 12 years before studying law. He has a substantial criminal, litigation and personal injury practice in Canberra (Porters Lawyers).

Rick Wigglesworth is the Curator of the Law Enforcement Wing, Western Goldfields Museum. He was awarded a fellowship of the Australian Institute of History and Arts in 1981 for his work in preserving the historical artifacts of the NSW Police and Goldfields. The Museum is affiliated with the National Trust and the Royal Australian Historical Society.

How the Police Welfare Foundation helps

The AUSPOL - Police Welfare Foundation makes grants to individuals to assist with specific needs. Further details of the types of assistance that AUSPOL - Police Welfare Foundation may offer can be found in the *Applications for Assistance manual*. This manual also provides guidance on the amount of assistance that may be offered.

It is a requirement of the Australian Taxation Office that the AUSPOL - Police Welfare Foundation grants may only be made to persons in "necessitous circumstances". This is described in more detail in the *Applications for Assistance manual*, but in brief it is defined as where a person's financial resources are insufficient to obtain all that is necessary for a modest standard of living in the Australian community.

Applications for grants must be made on the AUSPOL - Police Welfare Foundation grant application form (available from the AUSPOL - Police Welfare Foundation office and AFPA website).

All applications are considered by the Benefits Assignment Committee at its regular meetings, but urgent cases can, if necessary, be considered immediately.

AUSPOL - Police Welfare Foundation's income

AUSPOL - Police Welfare Foundation's income comes mainly from the following sources:

- Corporate contributions
- Individual contributions
 - Payroll deductions
 - one-off donations
- Fundraising
- Bequests
- Strategic alliances with other police welfare organisations, both national and international.

AUSPOL - Police Welfare Foundation's Vision and Values

In the course of their work, members of the law enforcement community put themselves in the firing line to help others, often at direct cost to themselves, and in situations where their own personal safety or material possessions are at risk. These pressures and privations spill over onto families and loved ones. As a result of this commitment, they may find themselves in need of assistance and this is where the AUSPOL - Police Welfare Foundation may assist.

Our vision

The AUSPOL - Police Welfare Foundation's vision is to give law enforcement employees, their families and in certain cases the broader community, an assurance that they can go about their business confident in the knowledge that there is an organisation to whom they can apply for assistance in times of need. Working collaboratively with our partners and supporters, the AUSPOL - Police Welfare Foundation will offer assistance in times of need to those who protect Australia.

Our mission

The AUSPOL - Police Welfare Foundation aims to use its capabilities as a participant in the law enforcement community to operate a model charitable

organisation that will have the capacity and the ability to respond in times of crisis.

To achieve our mission we will, at all times and in all circumstances, uphold the following values to which we subscribe as an ethical business, and stand by our legal and moral obligations to all with whom we are associated.

The AUSPOL - Police Welfare Foundation is dedicated to assisting people in need. Our primary audience is serving and former law enforcement employees and their families, but we aspire to offer assistance to other persons in need.

Our values

The AUSPOL - Police Welfare Foundation is guided by the following values:

- We will provide competent, innovative management and leadership, acting with honesty and integrity at all times;
- We advocate a “fair go” for all members of the law enforcement community and their families, and for the wider community. We treat everyone fairly and equally;
- We respect the dignity and merit of all claims and create an environment where potential claimants are encouraged to bring forward their claims;
- We work in a spirit of collaboration with individuals, communities, and government organisations that share our values;
- We are accountable for our actions and honest and transparent in all that we do;
- We will act quickly and to a high standard in our dealings with our clients and the other organisations with whom we relate;
- We aim for continuous growth and improvement in our work;
- We are not aligned to any institutional political organisation and we are secular.

Strategic goals

For its current year of operation, the AUSPOL - Police Welfare Foundation has identified three key strategic goals. These goals, and the strategies that will be employed to achieve them, are described below. The AUSPOL - Police Welfare

Foundation will report on its activities against these strategic goals in its annual report.

1. To be an operational national charitable organisation for the Australian law enforcement sector.

We will achieve this through the following strategies:

- By consolidating our relationship with the Police Dependants' Trust;
- By entering into collaborative partnerships with the police and law enforcement associations in the States and Territories;
- By gaining the endorsement of respected individuals;
- By harnessing support and building constructive relationships with the corporate sector.

2. To grow the AUSPOL - Police Welfare Foundation fund to \$1m within three years.

We will achieve this through the following strategies:

- By minimising discretionary spending until this target is achieved. After achieving a funds holding of \$1m, this plan will be revised to provide for annual allocation of 5% of the total fund in assistance (averaged over any three year period);
- By continuing our targeted campaign (started on 30 June 2007) to encourage all current AFP staff to make regular donations via payroll deductions. This will be achieved by enlisting the support of AFP senior management to:
 - actively encourage staff to contribute;
 - put in place a workplace giving program
- By continuing our targeted campaign to educate and inform a selected group of people (eg recently retired senior AFP employees) about the benefits of leaving a legacy to the AUSPOL - Police Welfare Foundation.
- By organising events, advertising and marketing to solicit one-off donations by individuals (current, past AFP staff and the general public);
- By forming funding partnerships with the corporate sector to solicit one-off donations, ongoing cash donations, pro bono or in-kind assistance:

- By formalising the existing strategic alliance with the AFPA to specify the level of financial support offered by the AFPA and other types of collaboration, eg joint fundraising initiatives;
- By focusing on the ACT based club industry for donations;
- By entering into collaborative startup arrangements with appropriate aligned charities.

3. To be known in the law enforcement community and wider community as a model charitable organisation.

We will achieve this through the following strategies:

- By undertaking a strategic and targeted marketing campaign (as set out in the AUSPOL - Police Welfare Foundation Marketing plan);
- By establishing and publicising the AUSPOL - Police Welfare Foundation website;
- By demonstrating best practice in the fundraising, application assessment and general administration of the organisation;
- By increasing the level of assistance provided relative to the cost of administration (measured over any four year period);
- By seeking regular feedback from our stakeholders and being responsive to constructive comments.

Appendix 1

ATO Requirements

The AUSPOL - Police Welfare Foundation Welfare Foundation is a Deductible Gift Recipient (ABN 53 881 349 879) approved in the category Welfare and Rights under item number 4.1.3: Public fund for persons in necessitous circumstances.

Requirements for a public fund

- The objects of a public fund must be clearly set out and reflect the purpose of the fund. For a fund to fall within one of the DGR categories, its objects must conform with the requirements of that particular category
- The objects and rules can be set out in a separate founding document or incorporated in its constitution or the founding documents of the sponsoring organisation. The organisation's constitution or founding document must authorise the establishment of the fund, for example, in the organisation's objects.
- It must be the intention of the promoters or founders that the public will contribute to the fund and they invite such contributions. The public or a significant part of it must in fact contribute to the fund.
- The public must participate in the administration of the fund (except where it is established and controlled by a governmental or quasi-governmental authority).
- For non-government public funds the fund must be administered or controlled by persons or institutions who, because of their tenure of some public office or their position in the community, have a degree of responsibility to the community as a whole. Church authorities, school principals, judges, clergy, solicitors, doctors and other professional people, mayors, councillors, town clerks and members of parliament would satisfy this requirement.
- The fund must operate on a non-profit basis: that is, moneys must not be distributed to members of the managing committee or trustees of the fund except as reimbursement for out-of-pocket expenses incurred on behalf of the fund or as proper remuneration for administrative services.
- Gifts to the fund must be kept separate from any other funds of the sponsoring organisation (if there is one). A separate bank account and clear accounting procedures are required.

- The fund must have an acceptable dissolution clause: that is, one which provides that, on winding-up, any surplus money or other assets must be transferred to some other gift deductible fund maintained by a DGR.
- The ATO must be notified of any changes to the fund's constitution or other founding documents.
- The fund must be established and operated in Australia
- The fund's beneficiaries must be located in Australia.

Other requirements

- There are specific requirements for the information to be provided on receipts for tax deductible gifts, including the name of the fund, the ABN of the DGR and the fact that the receipt is for a gift. Reference must be made on receipts to registration number ABN 53 881 349 879. Formally, the AUSPOL – Police Welfare Foundation was recognised by a specific DGR number 900490407. Recently however, the ATO has replaced the DGR numbers with the applicable ABN number.
- The ATO requires endorsed DGRs to undertake regular self-review (ATO recommends annual reviews). The ATO may also instigate its own review of the DGR.