

GOLD STANDARDS FOR POLICE CHAPLAINCY

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Chaplains really are lights in times of darkness, who are embedded, pastoral and fantastic on-ramps for all types of wellbeing provisions.

National Police Chaplain,
Rev'd Matthew Hopley.

The #3DMission for Police Chaplaincy is to Develop, Deliver and Deepen the provision in each force, enabling forces to be inspired by one another in their care for colleagues.

Introducing The Health Hexagon - a simple, conversation-based tool designed to highlight flourishing areas and identify opportunities for development.

Bringing Chaplaincy to the heart of Policing.

www.PoliceChaplaincy.UK



Foreword

Rev'd. Matthew Hopley



**National Police Chaplain,
CEO of Police Chaplaincy UK**

Policing is operating in a time of pressure affecting finances, human resources and technological shifts, all mixed with significant global uncertainties which impact our local communities. There are many voices, views and perceptions of policing that our staff are subjected to daily, all of which add to the pressures they operate within. In a climate of increasing emotional fatigue, and operational pressure, chaplaincy offers a restorative presence - providing space for reflection, renewal, and reconnection with meaning and purpose.

Our policing family deserves exceptional welfare support and a chaplaincy service that is equipped and prepared for the growing challenges they face. Police Chaplaincy UK [PCUK] aims to bring chaplaincy to the heart of policing, providing pastoral and spiritual care to all our officers, staff, and volunteers, regardless of individuals' perceptions of faith, or any personal beliefs.

PCUK is experiencing a rejuvenation with new volunteer chaplains joining teams, lead chaplains appointed and their support being sought due to their positioning on confidentiality outside of HR, Occupational Health or line management structures. Chaplaincy is adapting to meet the challenges posed by evolving ways of working, embracing new technology, an agile workforce, and a younger grouping of officers.

PCUK is the vehicle for the delivery of chaplaincy which

benefits from its status as a registered charity. As National Police Chaplain, I am embedded within the National Police Chiefs Council [NPCC] team which provides the best setting to be amid police leaders, from portfolio leads, those working closely with Home Office colleagues, and importantly being accessible to all forces across the UK.

We are pleased with the relationships that have been formed and the pastoral care that has been provided over the past decade. However, we are resolute that the chaplaincy provision for the next decade will be further embedded into the heart of policing. We will continue to develop effective relationships with faith, religion and belief groups who enable their members to serve as volunteer chaplains.

As we drive the rejuvenation of chaplaincy provision, our vision remains, to position chaplaincy at the heart of policing.

Our commitment is to ensure accessible pastoral and spiritual care is available to every individual in policing. Chaplains provide reflective support to managers and supervisors, helping them navigate the emotional demands of leadership modelling compassionate care within their teams, and I as the NPC extends this support to senior police leadership.

We have set out Gold Standards for the future of police chaplaincy, where we will develop, deliver and deepen the provision across policing providing the best possible service that our teams rightly deserve.

I look forward to serving our chaplains, force colleagues and all levels of leadership as we navigate this new season in police chaplaincy.



Ben Snuggs QPM
NPCC Chaplaincy Portfolio Lead
Deputy Chief Constable, Thames Valley Police

It is a huge privilege to introduce our Gold Standards for police chaplaincy. As part of the NPCC, national police chaplaincy has a core role, right at the heart of policing, to help our entire workforce be their best for the communities we serve. Our vibrant national network of volunteers provide an essential service of support, which is increasingly necessary in the challenging environment in which our colleagues operate.

These Gold Standards set a high bar for chaplaincy, to be effective, consistent and purposeful in delivery. Through them our chaplains will continue to work closely with national police leaders to influence the care, compassion, and support for colleagues. It is important

we remember that this vital service is delivered by a relatively small team of 500 chaplains, supporting a workforce of 270,000 policing colleagues across the United Kingdom.

The increasing challenge, complexity and pace of change in society and our communities also means that our workforce's pastoral needs are growing. We need to be fit to respond to that need through expanding our number of chaplains so they can continue to provide the care, compassion and support that we are used to from our chaplaincy network. I believe that our Gold Standards provide a framework for this to be effective.

That effectiveness also relies on our police chaplains enjoying

even greater support from chief officer colleagues, senior leadership teams and leaders across the service as they carry out their work. Chaplains are vetted, adept at building relationships, working with people in crisis, treating the right information with confidentiality and signposting colleagues to the support they need from others, responsive to their individual need.

Finally, I would like to personally thank each and every one of our chaplains, including all our Police Chaplaincy UK trustees, past and present. You give of yourselves in the service of others and I am very clear that you enable us to be better, more resilient and effective in serving the public. Thank you.



Chief Constable Gavin Stephens
Chair, National Police Chief's Council

“The provision of chaplaincy in policing is a source of pastoral care that remains a fundamental part of the wider wellbeing provisions in policing. In times of significant transformation across policing, chaplaincy is responding with agility, compassion, and clarity of purpose preparing the way for this provision to thrive.

The positioning of chaplains within policing highlights their unique role in supporting our people with confidentiality and compassion. The #3DMISSION to Develop, Deliver, and Deepen the chaplaincy provision reflects a bold and thoughtful approach

to embedding a consistent provision of pastoral care for all of policing for many years to come.

The introduction of the Gold Standards provides a framework that is both practical and visionary, ensuring chaplaincy remains relevant and impactful in an evolving landscape that is embedded within each force. They are also a platform for stability and growth of this valued wellbeing provision of pastoral and spiritual care, and community connection.

I am encouraged by the collaborative spirit and the

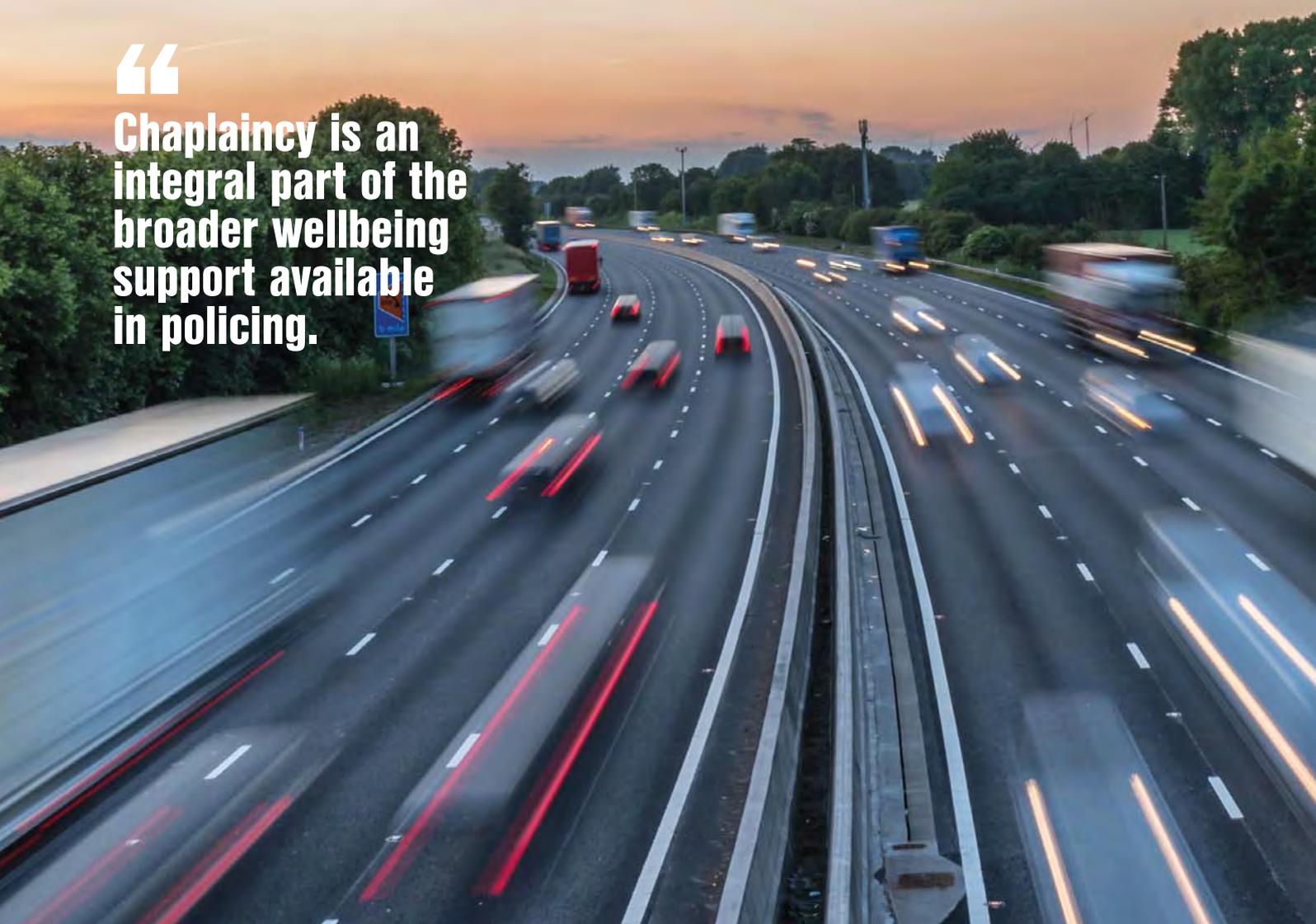
commitment to inclusivity, agility, and leadership that the National Police Chaplain has demonstrated in this publication.

I continue to offer my appreciation to the wonderful Volunteer Chaplains across UK policing who diligently give of their time and care for our teams, and to the Lead Chaplains who bring chaplaincy to the heart of policing. I commend the renewed vision and strategic direction for Police Chaplaincy and encourage each force to work together to see our officers, staff and volunteers receive the care that they rightly deserve.”

POLICE CHAPLAINCY UK UPDATE

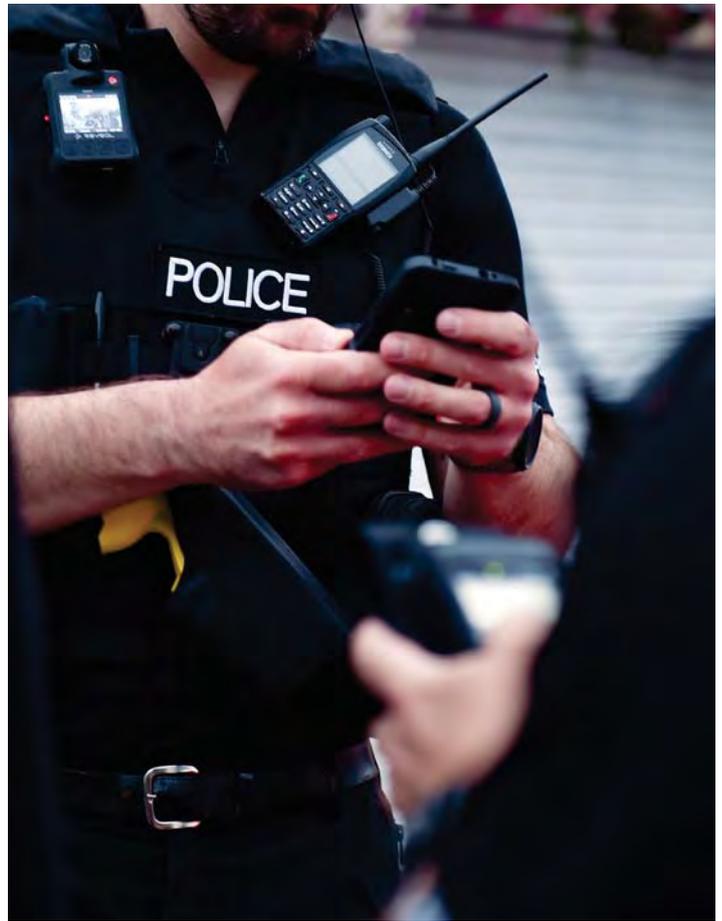
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Chaplaincy is an integral part of the broader wellbeing support available in policing.



Police Chaplaincy UK Update

Police Chaplaincy UK is a registered charity and is the national body for police chaplains across the UK supporting both volunteers and employed chaplains. PCUK works to promote the professional standing of chaplaincy by supporting its members, and through engagement with police leadership and through partnership with other supporting functions and associations. PCUK has a vital role in developing and delivering ongoing training and support to chaplains equipping them with appropriate skills and resources for effective pastoral care. Chaplains provide pastoral care for all and support those with spiritual and religious beliefs. Chaplaincy is an integral part of the broader wellbeing support available in policing.



Police Chaplaincy Today

Chaplaincy in policing is built on a firm foundation with records dating back to 1878. It is strongly believed that informal chaplaincy to police officers would have been in place long before these records. In 1990 the first conference for police chaplains took place and in 2009 the first National Police Chaplain, Rev'd Canon David Wilbraham MBE, was appointed alongside his role as Chaplain with Thames Valley Police. In 2017, the increasing provision and demand led to the decision that the role of National Police Chaplain should be a full-time position, which David continued to fulfil. The professional body, now known as Police Chaplaincy UK became a registered charity in 2020. David set a course for police chaplaincy which broke through barriers such as becoming

established for multi-faith chaplaincy and the appointments of non-ordained chaplains from various faith groups and denominations. David has paved a way for this new season of chaplaincy, and he is held in honour for all that he achieved and the foundations he formed.

Chaplaincy has progressed significantly with the breadth of provision now encompassing more faiths and religious beliefs and embracing chaplains from various denominations within wider faith groups. The term 'multi-faith' once seemed aspirational, but now the encouragement and inclusion of various faiths and denominations is common practice in policing. The UK has vibrant multicultural communities located across the nations and police chaplaincy continues to work to provide

excellent pastoral and spiritual care that meeting the needs of our ever evolving work force. There are approximately 500 volunteer chaplains embedded in their forces across the UK providing pastoral and spiritual care in a sensitive and personal way to officers, staff and volunteers at every level in policing.



In some police forces, chaplains play a vital role in strengthening community engagement. As trusted members of the community, their reputation enables them to act as effective two-way conduits - bridging gaps in perception, language, culture, and the sharing of key messages. Through advocacy and relationship-building, chaplains support policing initiatives and help foster positive connections with groups that policing has sometimes needed help to connect with. This two-way engagement also compliments the outworking of the Office of Police and Crime Commissioners, helping to ensure that community voices are heard, understood, and addressed in the shaping of local policing priorities.

Chaplaincy continues to be a source that is independent, informed, and often distinctive as people of faith. Their input is sort on operational and faith matters particularly when these matters intersect.

The relevance of chaplaincy remains as we are spiritual beings, and spirituality holds great significance for many. Individuals express this in various ways, and this doesn't solely mean through religious beliefs or practises.

Professor John Swinton defines spirituality as "the aspect of human existence that gives it its 'humanness'. It concerns the structures of significance that give meaning and direction to a person's life and helps them deal with the vicissitudes of existence. As such it includes such vital dimensions as the quest for meaning, purpose, self-transcending knowledge, meaningful relationships, love and commitment, as well as the sense of the Holy amongst us".

[From Spirituality and Mental Health Care: Rediscovering a 'Forgotten' Dimension, Jessica Kingsley Publishers, 2001]

“ The support from our chaplain is long-standing, their continued support makes a tangible difference to many lives.



In recent years we have seen the remarkable dedication of chaplains who are motivated by their respective faiths. They have served in times of worldwide crises, terror emergencies, major incidents and amid some of the most harrowing disturbances that most current serving officers will have experienced. Chaplains have selflessly served others, fulfilling their sense of purpose and duty.

Each force has structures that vary dependent upon several factors. Previous successes and reputation may have secured

chaplaincy as a vital part of the wider wellbeing team. Other forces may not have pursued the provision following the retirement of previous chaplains leading to a lapse in the provision. This can result in a lack of appreciation for what a flourishing chaplaincy team provides.

There are remarkable examples where a professional chaplaincy service is fully embedded within a police service and accepted as an integral part of each force's structure. The benefits of appointing the right people

who are enabled and resourced to serve in chaplaincy are far reaching.

PCUK have been made aware of many awards in recent years made to individual chaplains and to departments who have been finalists, and winners, in categories for force awards ceremonies. There have also been several chaplains both nominated and subsequently recognised for honours in recognition of their services to policing through chaplaincy.



Peter Anderson Photography

Strategic Direction & Vision



The future strategic direction for police chaplaincy has been developed to meet the growing contextual shifts within policing and with the knowledge of pending reform. The 'Gold Standards' will enable both chaplains and forces to meet the needs of an agile workforce and evolving methods of operation, and in response to the challenges that wider society is navigating.

The vision remains unchanged for PCUK: 'Bringing chaplaincy to the heart of policing'. There is much work to be done and many people for chaplains to reach. There are an estimated 270,000 people in policing, and the ratio of chaplains to need is out of balance.

“ Sometimes it is the more human and more personal approach that is needed, and our chaplains offer that. ”

#3D MISSION >>>>



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The chaplain offered a perfect blend of a relaxed, supportive and respectful time for my colleague to start working through his feelings.



#3Dmission

The #3DMISSION for Police Chaplaincy is to Develop, Deliver and Deepen the provision in each force. Initially operating on a 3-year perpetual cycle, the mission is to enable forces to be inspired and flourish in their care for colleagues and positively impact communities.

Develop

As we press forward there is a need for chaplaincy provisions to evolve and meet the needs of our workforces whilst maintaining the core aspects of excellent pastoral and spiritual care as part of the wider wellbeing offering to policing.

A simple conversation-based Health Hexagon tool has been developed to help forces reflect on their recent chaplaincy provision, identify areas where they are flourishing, and indeed areas of opportunity to be developed.

Deliver

The outcome from the Health Hexagon conversation will feed the desire to deliver an excellent chaplaincy service in-force and in support of the wider policing family. The positive impact of a well-resourced and equipped team benefits the whole force and indeed the communities the force serves. Where flourishing practises are recognised, the force will be identified for their thriving provision. Where opportunities for development are discovered, forces can tap into each other's successes and learn how they can adopt these practices. As new or rejuvenated provisions are implemented, they will complement the wider welfare provision for the force and help build relationships with communities.

Deepen

As the implemented chaplaincy provisions become established deepening their roots, a 'Health Hexagon' 12-month review conversation can take place. This will help to capture how well rooted the provisions have become, if the desired benefits are being gained, and what actions may help to further deepen the provision within chaplaincy.

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Going above and beyond isn't the exception—it's the standard.

GOLD STANDARDS



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Thank you for your
exceptional kindness
and support for our
colleague and their
family following the
bereavement.

Gold Standards

The main purpose of chaplaincy in policing is for excellent pastoral and spiritual care for afforded officers, staff and volunteers, and this will always remain the primary reason for chaplaincy presence in policing. The impartial nature and confidentiality of the provision provided by people who are deeply rooted in their respective faiths, yet vetted and embedded within forces, brings the uniqueness of chaplaincy to life in collaboration with wider welfare provisions.

In support of the excellent pastoral and spiritual care, there are six Gold Standards that each force is asked to consider. Each standard forms the six sides of the 'Health Hexagon'.



The Six Gold Standards are each supported by underpinning questions allowing for contextualisation that form the 'Health Hexagon' conversations. The questions explore the potential impact and reach, each objective represents.

1. Integrated Resource

Chaplaincy Teams are equipped, resourced and integrated throughout the force, delivering meaningful pastoral and spiritual care and serve during poignant occasions.

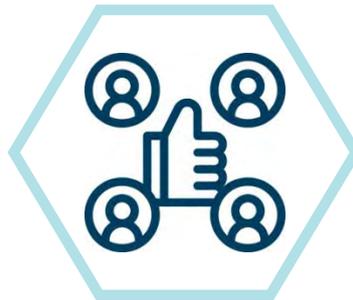


2. Inclusive Provision

Each Chaplaincy Team across policing to be reflective of the cultures, faiths and beliefs of their force's policing family and the communities they serve.

3. Agility & Collaboration

Chaplaincy Teams to be an agile resource that assist with incidents and matters involving their force, the communities they serve, and collaborate regionally and nationally.



4. Engagement & Influence

Chaplaincy Teams will be engaged across their respective force and contribute as people of faith and as those interested in the successes of both policing and the communities they serve.

5. Ambassadors

Chaplaincy Teams will be ambassadors for policing and act as two-way conduits between policing and the communities they serve.



6. Leadership & Coordination

Each force's Chaplaincy Team to be managed and coordinated by a Lead Chaplain who works collaboratively as an operational resource and brings valuable leadership, particularly during times of instability and crisis.

Coordination, Collaboration, Communication.

Coordination

Police Chaplaincy UK continues to work closely with the NPCC and with the College of Policing (CoP) whilst consulting with other bodies in the development of key areas of strategy and policy. The Board of Trustees are currently formed by volunteer chaplains and lead chaplains all from UK police forces. As we move forward PCUK will seek to complement the skills and abilities of the trusteeship ensuring the charity is ready to handle new matters of procurement and a general increase in subjects of governance and policies. The Chair of PCUK and the National Police Chaplain (NPC) are actively coordinating with the board and key partners in preparation for the expansion of responsibility for the board and the charity.

PCUK are positioned to bring a collective approach to chaplaincy in policing whilst recognising that each force has the operational independence of Chief Constable leadership. The NPC is now embedded within the NPCC and helps to form a collective operational coordination and delivery for chaplaincy in critical areas of business as emerging threats and incidents become apparent. This is done for the wider coordination and benefit of policing.

The NPC supports national policing efforts in times of crisis through the National Police Coordination Centre (NPOCC) who coordinate and broker mutual aid and act as a national resource for capacity



and capability, in relation to the Strategic and National Policing Requirements, on specialist UK policing assets. This enables chaplaincy to form a coordinated plan and deployment of chaplaincy in support of large-scale events, operations and national crisis.

PCUK will continue to coordinate and develop new resources and centralise what has been gathered over many years in the way of beneficial documentation such as service plans,

operational plans, liturgy, poems, readings and case studies. These will be accessible through a new platform for PCUK members. In poignant times, central resources can be produced and made available to forces for their tailoring, overcoming repetition and bringing consistency. It is important to note that all chaplains involved with the provision in policing must be registered with PCUK to access the tools and sit within the accountability that PCUK brings.



PCUK and the NPC are valuable resources in support of forces preparing for the recruitment of Lead Chaplains. In recent years there has been an increase in the addition of Chaplaincy Coordinators. This is an area of development that PCUK will work on with CoP to add to existing professional role profiles of Lead Chaplain and Volunteer Chaplain. PCUK will also seek to bring consistency to the appropriate vetting levels for each role, and the respective pay bands for employees.

There is a significant need for the coordination of Continuous Personal Development [CPD] for all police chaplains. It has become clear in the past 12 months, that there are chaplains who have never completed the PCUK one day 'Induction to Police Chaplaincy' course, and in some circumstances, it has been highlighted that there are chaplains operating who are not registered with PCUK. A survey was conducted in recent years across PCUK members which demonstrated a low desire for

formal qualifications through university partnerships, however, there is now appetite for 'bite size' development modules. These CPD modules could be developed and coordinated in partnership with CoP and managed through a system such as College Learn. The creation and management of CDP modules will require sponsorship to see them fully embedded.



We recognise across the organisation the professionalism, leadership, and dedication of chaplaincy.



Collaboration

Chaplaincy in policing has accountability through good collaboration. There is an NPCC portfolio lead for chaplaincy, a chair and trustees' body for PCUK made up of both lead and volunteer chaplains, and the NPC is appointed as CEO of PCUK.

There are also good working relationships with other influential organisations that chaplaincy collaborates with for advice and support. These include CoP, Home Office, the Association of Police and Crime Commissioners (APCC) and His Majesty's Inspectorate of Constabulary and Fire & Rescue Services [HMICFRS].

“ Thank you for everything that you did. I can honestly say a big weight has been lifted and I truly feel I have closure now, I didn't expect it to be so instant, but the result has been.

Chaplaincy recognises that they are part of a wider internal welfare support offering and are actively supporting the initiatives run by National Police Welfare Service [NPWS] (known to many as Oscar Kilo), and other internal support networks. PCUK have great relationships with external welfare providers to policing and are members of Police Charities UK where joint aims and initiatives can be advanced collaboratively.

Chaplaincy is at its best when there is an understanding of gifts and skills chaplains bring, and importantly through collaborative working in how additional appropriate care can be provided to those in need. At force level chaplains complement clinical and peer-led wellbeing services working collaboratively with occupational health, welfare officers, TRIM colleagues, peer support, OK9 dogs and handlers, HR, councillors, psychologists, psychotherapists, well-being teams and force associations, and as many other agreed provisions that a force may have in place. Chaplaincy is not the only route, however through great relationship skills, chaplains can be an 'on-ramp' diligently referring people for specialist support forming a holistic ecosystem of care that integrates emotional, relational, spiritual and pastoral care.

As forces look to recruit new chaplains, PCUK will develop a 'Faith Leaders Endorsement' document enabling forces to obtain a formal endorsement from the senior leader of the prospective chaplains' sending faith group. This will also be an agreement ensuring that pastoral care will be in place for the prospective chaplain from their faith setting and that there is an agreement for communication directly with the sending faith setting.

The Lead Chaplain will be able to seek assurance that the new chaplain has remained in good standing with their faith group and that the chaplain remains supported in their desires for chaplaincy. The collaboration of the sending faith group and the chaplaincy team enables both parties to benefit in their desires to serve communities and introduces a much-needed new level of accountability.



PCUK have visionary plans which require investment. A new website, an app for the use of all chaplains, the creation of a dashboard for each force to understand what involvement and impact their chaplains have, CPD modules and centralised resources. To make all of these happen PCUK will need to operate collaboratively to obtain funding and to develop the respective tools. It is a priority for the NPC and Chair of PCUK to seek funding from those who can work collaboratively and in partnership with PCUK to bring chaplaincy to the heart of policing. This includes exploring opportunities through Corporate Social Responsibility funding streams, which align with the values of community support, wellbeing, and partnership working.



Meeting with the chaplain brought comfort and practical help during a difficult time.



Communication

PCUK aims to be the transparent and trusted voice representing chaplains and the needs that they meet, to other chaplains, chief officers, wellbeing providers, and to the key umbrella organisations within policing. Where representation needs to be made to Home Office and governmental departments and organisations of influence, this can be done by the NPC and through the board of PCUK.

Chaplains who have membership with PCUK are eligible for the support the association offers. Likewise, forces can communicate with PCUK on matters relating to chaplaincy and on topics of faith, religion and beliefs.



Our chaplain is a valued ambassador working tirelessly to build strong relationships with communities.

One of the key ways that PCUK listens and gathers insights is through relationships with those based within forces. This is often achieved through connections with chief officers, superintendents, and force-based association representatives, which gives reach to officers and staff. Another vital point of contact is through visits to chaplaincy teams in their respective forces. This is mainly done by the NPC and through trustees' engagement with their neighbouring forces. The communication and subsequent learning that comes through these relationships and visits is often significant.

Since commencing in post, the NPC has been building relationships through attending functions, conferences and particularly by visiting force teams. Through these engagements, the disparities in chaplaincy provision are evident. The different approaches can add to the rich tapestry of chaplaincy, yet the levels of embedment highlight the need for greater consistency across the service to policing.

Effective Lead Chaplains see opportunities as they emerge and lead their teams in proactively

building relationships and in response in times of need. Great Lead Chaplains are influential communicators who capture good ideas, generate new strategies and form best practices and policies. As PCUK develop, so too must the closer working relationships with Lead Chaplains both regionally and nationally as they share their learning and experiences for the benefit of all.

There is a need for a deeper understanding of the aims and possibilities of a thriving chaplaincy team to be shared widely, with an encouragement for forces to embrace the new season of chaplaincy.

PCUK are committed to developing new ways to send and receive communications so that information and insights can be cascaded in a timely manner, and themes connected with chaplaincy can be regularly shared with stakeholders in each force. By developing an app that enables chaplains to communicate top line information of their engagements without infringing confidentiality, means that the data, analysis and evidence of engagement can be appraised, and the topics that chaplains are addressing can be intentionally resourced.

There are many opportunities that a well thought through app can assist with; from travel claims, duty timings, expected durations of 121, lone working safeguards and escalation alerts, through to assistance request.

The NPC has the responsibility to communicate and explain the vision and objectives for police chaplaincy throughout police leadership. Relationships lead to trust, and trust leads to opportunities. Great communication helps to foster those relationships, and the NPC is expected to build trust with key leaders in the various significant organisations that are both within and in support of policing.

Where colleagues and members of the public may seek to understand more about police chaplaincy, the new PCUK website will be a shop window marketing the best of chaplaincy and ensuring police colleagues can find support day or night with quick access to information.

Guidelines for Chaplaincy

As we move forward rejuvenating chaplaincy, PCUK will develop new guidelines for the provision which will enable consistent delivery of service and ensure high standards are attainable in each force. One of the areas that PCUK are aware of the disparity in the styles of uniforms for both volunteers and Lead Chaplains by each force. Many questions have been raised on this topic by chaplains, and by force leaders which has led the NPC to request support of the 'National Uniform Working Group' to carry out a review of uniforms. The review will factor in health and safety, branding and look at the theme of 'identity and belonging'.

The working group will also review the proportionality of some of the formal styles of uniform worn by chaplains. It is not envisaged that the working group will stipulate a uniform but help to steer forces in a 'unified' direction through creating guidelines for uniform.

Developing Further Guidelines

Safeguarding, Confidentiality, Availability, Advocacy, Critical Friendship, Non-proselytising, Endorsement to serve & Staying Informed.

PCUK has begun the review of current induction training to ensure that a consistent context to police chaplaincy is given along with a great welcome to chaplaincy and PCUK. CPD is a vital area for development to ensure that timely training and awareness modules are

produced and effectively cascaded through an appropriate platform.

The implementation of accreditation for each police chaplain and for CPD training, will result in an effective, consistent and accountable chaplaincy provision. Chaplains will be better equipped and enabled to meet the demands of policing and be supportive of the communities each force serves.

PCUK will continue delivering training conferences which have limited spaces and will be run on alternate years. The training conference is available to all PCUK registered chaplains and contributes to their ongoing CPD record. PCUK also run a training conference specifically for Lead Chaplains and through partnership with CoP, make management and leadership courses accessible to Lead Chaplains adding to their ongoing development and training.





Rev'd Dom Jones, Chair of Police Chaplaincy UK

“Police chaplaincy is growing in reach and impact. New chaplains are being welcomed, teams are expanding their presence, and the #3DMISSION is inspiring consistent care across forces. The contribution of chaplains is increasingly recognised as a vital part of the wellbeing landscape in policing, with a clear direction towards greater professionalism and consistency across the service.

The board of PCUK and I are looking forward to navigating the opportunities that this new season has in store for us. We are determined to see chaplaincy brought to the heart of policing and look forward to partnering with each force and every chaplain to accomplish this.”



Chief Constable Sir Andy Marsh QPM, CEO of the College of Policing

“Chaplaincy plays an important role in supporting the wellbeing of all our officers and staff across the service.

The work being undertaken to bring guidance, personal development, and consistency to the outworking of chaplaincy will help to provide a better package of support for those in policing who wish to access it.”



Emily Spurrell, Chair of Association of Police and Crime Commissioners

“High-quality pastoral and spiritual care from police chaplains is a vital part of the broader wellbeing support available to those in policing. Every day, officers, staff and volunteers face traumatic incidents that can leave a lasting impact, while also navigating life challenges we may all encounter.

“I’m deeply grateful to those who volunteer as chaplains - for their care and commitment to those in policing, and for the way they represent and connect with their faith communities. These Gold Standards will help ensure chaplaincy teams reflect the diverse, faiths, beliefs and cultures within their forces and communities, and that they are equipped to offer timely, appropriate support to all who serve.”

Chaplaincy Health Hexagon

There are six chaplaincy objectives that each force is asked to consider regarding their force’s chaplaincy provision. Each objective is supported by six underpinning questions worded to help lead a conversation exploring the potential impact and reach they represent.

The Health Hexagon isn’t an audit but is a means to review the effectiveness of the pastoral and spiritual care the force receives, and the wider support chaplaincy brings to the force and indeed to the wider communities served.

The National Police Chaplain will visit each force and, discuss with the Lead Chaplain and the Senior Responsible Officer for chaplaincy, where they consider on a scale of 0-6 their achievements for each gold standard.

The outcome from the Health Hexagon conversation will feed the desire to deliver an excellent chaplaincy service in-force and in support of the wider policing family.

The positive impact of a well-resourced and equipped team benefits the whole force and indeed the communities the force serves. Where flourishing practices are recognised, the force will be identified for their thriving provision. Where opportunities for development are discovered, forces can tap into each other’s successes and learn how they can adopt these practices. As new or rejuvenated provisions are implemented, these will complement the wider welfare provision for the force and help build relationships with communities.

Integrated Resource

1. Do all chaplains have appropriate vetting, ID, name badges and access to areas where they are anticipated to operate?
2. Do all chaplains have up-to-date training records for mandatory and advisory modules, have they completed the PCUK induction course, and do they have access to ongoing personal development?
3. Do all chaplains have force agreed uniform which is worn appropriately in line with health and safety policy and in accordance with force standards?
4. Do all chaplains have a dedicated station or location where they consistently visit, building relationships, and have a named leadership point of contact?
5. Do all chaplains have access to and make effective use of force IT systems, such as, Teams, emails, intranet, and are enabled to submit agreed expense claims?
6. Do all chaplains have access to, and fully utilise 'Duty Sheet' or another force agreed time and attendance system?



Inclusive Provision

1. Is the Chaplaincy Team formed with volunteers of various faiths and denominations who are deeply rooted in their respective religious beliefs?
2. Is the Chaplaincy Team formed by chaplains who are well-regarded by their faith communities, and endorsed to serve as a chaplain by their respective sending places of worship?
3. Is the Chaplaincy Team attuned to societal and faith diversities both within the workforce and in the communities served?
4. Is the Chaplaincy Team formed of a mix of genders, ages and ethnicities?
5. Is the Chaplaincy Team formed with a reflection of the faiths and beliefs across the work force?
6. Is the Chaplaincy Team formed with a reflection of the faiths and beliefs of the communities served?



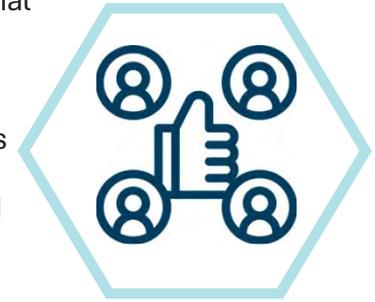
Agility and Collaboration

1. Is chaplaincy specified within trigger plans for significant, critical or major incidents, and are they engaged and actively involved with subsequent operational deployments?
2. Is chaplaincy an 'on call' provision with systems and processes in place to obtain timely support?
3. Is chaplaincy able to access resources to meet operational needs when deployed to incidents such as vehicles, sustenance and force payment systems?
4. Is chaplaincy prepared and enabled to support regionally and nationally during significant events and are the chaplains registered with PCUK for coordination, collaboration and communication?
5. Is chaplaincy connected with Local Resilience Forums and JESIP pro-programmes sharing knowledge about faith communities and the facilities and resources that they have?
6. Is chaplaincy involved with incident exercises and at preparedness planning such as Hydra simulations?



Engagement and Influence

1. Are chaplains able to engage sensitively in the environments they serve and adjust their approach and behaviours according to the circumstances they observe?
2. Are chaplains regarded as an impartial welfare provision that maintains professional confidentiality, who understand the need for safeguarding principles, and adhere to them?
3. Are chaplains understanding of current policing models, and is their presence and involvement welcomed throughout all functionalities and management levels across the force?
4. Are chaplains actively involved in adding value to boards, panels, committees and reference groups as people of faith, and as people invested in the communities they serve?
5. Are chaplains regarded as a vital part of the force's wider welfare provisions, and are they well versed in referring people to other wellbeing services as required?
6. Are chaplains regularly joining the wider wellbeing team at events promoting welfare initiatives and services for policing colleagues?



Ambassadors

1. Does the Chaplaincy Team support events encouraging people to consider bringing their 'whole self' to policing as a career choice, or through volunteering as a Custody Visitor, an IAG or as a Special Constable?
2. Does the Chaplaincy Team foster relationships with places of worship and community groups helping to build trust and confidence?
3. Does the Chaplaincy Team act as two-way conduits between policing and communities, sharing key information with faith communities as trusted individuals known for their faith and involvement in policing?
4. Does the Chaplaincy Team have both the ability and credibility in times of community tension, to navigate difficult conversations, gain understanding and help maintain civility or restore trust?
5. Does the Chaplaincy Team facilitate visits to places of worship connecting policing with faith communities, fostering relationships, and grow awareness and understanding of cultures, faiths and beliefs?
6. Does the Chaplaincy Team promote resilience planning with faith communities for significant incidents, which may involve opening facilities for shelter, distribution of sustenance, as a command post or such like?



Leadership and Coordination

1. Is the Lead Chaplain an effective manager who successfully coordinates and develops Volunteer Chaplains to deliver an excellent chaplaincy provision to officers, staff and volunteers?
2. Is the Lead Chaplain a dedicated chaplaincy resource employed and managed through a department where they are enabled to give priority to the delivery of excellent pastoral and spiritual care?
3. Is the Lead Chaplain integrated within the management and leadership structure of the force, having influence at various force groups, and through the provision of pastoral and spiritual care to SLT?
4. Is the Lead Chaplain invited by the designated portfolio senior leader to scheduled meetings to share updates from the Chaplaincy Team along with their own insights?
5. Is the Lead Chaplain well-regarded for their knowledge and influence regarding themes of faith, religion, belief and community culture, and valued for their input on such matters?
6. Is the Lead Chaplain supporting with the coordination and in the leading of services, memorials, faith festivals and other poignant occasions?



On behalf of Police Chaplaincy UK, its members, and UK policing, we extend our sincere gratitude to IBM User Services partner for ESN for their invaluable support in designing the Gold Standards Publication. Your commitment to collaboration and social value amplifies our ability to scale initiatives and create lasting, meaningful change.

**Working closely with organisation such as yours, chaplains are resourced and empowered to bring hope, to those who serve and protect our shared communities.
Rev'd Dom Jones, Chair of Police Chaplaincy UK**

www.PoliceChaplaincy.UK

*Police Chaplaincy UK is a registered Charity, number 1190186.
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