

IMPACT

REPORT

2025

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INTRODUCTION

Police Chaplaincy UK - Bringing Chaplaincy to the Heart of Policing

Police Chaplaincy UK (PCUK), a registered charity, exists to place chaplaincy at the heart of policing by providing pastoral, spiritual, and ethical support to police officers, staff, volunteers, and their families across forces in the United Kingdom. Our chaplaincy network serves people of all faiths and none, offering presence, support, and professional care within complex and demanding environments.

The past year has been one of consolidation and careful stewardship. Alongside ongoing delivery of training, conferences, and national engagement, significant attention has been given to strengthening the foundations of the organisation. This has included developing clearer governance arrangements, reviewing policies and safeguarding processes, improving financial oversight, and recognising where existing structures need to evolve as PCUK matures as a charity.

During the year, PCUK has continued to build credibility and visibility at national level. The role of chaplaincy within policing has increasingly been recognised within wellbeing, inclusion, and leadership conversations, while also being shaped by wider pressures facing policing, including operational strain, financial uncertainty, and heightened public scrutiny. Strengthening professional standards, and ensuring that chaplaincy continues to offer compassionate, trusted presence at the heart of policing.

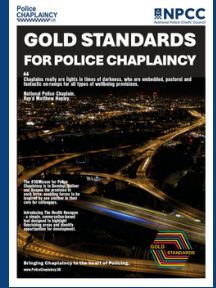
These contexts have influenced both the opportunities available to chaplaincy and the pace at which change has been possible.

This report reflects a year in which progress has not always been measured in new initiatives or rapid expansion, but in creating stability, clarity, and resilience. Some developments remain works in progress, intentionally approached with care rather than haste, to ensure that chaplaincy across UK policing is supported by strong, accountable, and inclusive structures.

As PCUK looks ahead, the focus remains on supporting chaplains in their vital work, strengthening professional standards, and ensuring that chaplaincy continues to offer compassionate, trusted presence at the heart of policing.



NATIONAL CHAPLAIN



During the past year, the role of National Police Chaplain has continued to develop in depth and scope, reflecting both the growing recognition of chaplaincy within UK policing and the increasing pressures faced across the service.

Matthew Hopley has maintained a visible national presence, engaging regularly with the National Police Chiefs' Council, senior leaders, and national wellbeing and ethics forums. Through this work, chaplaincy has increasingly been understood not only as a pastoral resource, but as a professional contribution to leadership, wellbeing, and organisational culture. Engagement with national stakeholders has helped ensure that chaplaincy is represented within wider conversations about policing reform, inclusion, and officer welfare.

A significant strand of the year's work has been the development of Police Chaplaincy Gold Standards. This has involved careful work to update long-standing guidance and to articulate a shared framework for chaplaincy that is professional, inclusive, and adaptable to local force contexts. This work has been positively received by national partners and continues to be shaped through consultation and alignment with existing policing frameworks.

The role has also carried a strong pastoral and ethical dimension at national level. The year has been marked by heightened operational pressure, political uncertainty, and public tension, all of which have had a direct impact on police leaders, officers, and staff. Chaplaincy support has been present within these contexts, including during major incidents, periods of public disorder, and national moments of remembrance, with the National Chaplain offering support alongside local chaplains and senior leaders.

Throughout the year, Matthew has remained attentive to the experiences of chaplains themselves, recognising both the dedication they bring and the isolation that many experience within their forces. Conferences, regional engagement, and ongoing communication have remained important in supporting connection, reflection, and shared learning across the network.

The Board remains aware that the National Chaplain role carries significant responsibility within limited capacity and is currently annually funded. Work is ongoing to secure the sustainability of the role beyond the current funding period, while ensuring that expectations remain realistic and shared appropriately across the organisation.

The contribution of the National Chaplain this year has been characterised not by quick wins, but by steady influence, careful judgement, and a commitment to shaping chaplaincy as a trusted, professional presence within UK policing.



LEAD CHAPLAINS CONFERENCE



During the year, Police Chaplaincy UK held a Lead Chaplains' Conference at the College of Policing, bringing together lead chaplains, chaplaincy coordinators, and national leaders from across the UK.

The conference was intentionally distinct from PCUK's wider training and conference programme. Its focus was on leadership, professional development, and the particular responsibilities carried by those who hold chaplaincy leadership within their forces.

Hosting the conference at the College of Policing was a deliberate choice, reinforcing chaplaincy's place within the professional landscape of UK policing and aligning the development of chaplaincy with national standards for leadership and learning.

The programme explored the current and emerging context of policing, including leadership under pressure, policing reform, culture and inclusion, and the place of chaplaincy within wider wellbeing provision. Contributors included senior figures from national policing, alongside colleagues from the College of Policing and Police Chaplaincy UK.

A central element of the conference was the introduction and exploration of the Gold Standards for Police Chaplaincy.

These sessions focused not only on outlining the standards themselves, but on what they mean in practice for those leading chaplaincy locally – supporting teams, maintaining credibility, and integrating chaplaincy effectively within force structures.

Alongside formal input, the conference created space for reflection, discussion, and shared learning. Delegates particularly valued the opportunity to gather face-to-face with others carrying similar responsibility, with many noting the importance of connection, mutual encouragement, and the reduction of isolation often experienced in lead roles.

Feedback from participants was consistently positive, with high levels of satisfaction and usefulness reported. Chaplains highlighted increased confidence in their leadership role, greater clarity about the direction of chaplaincy nationally, and appreciation for the professional tone and relevance of the programme. The conference also generated constructive suggestions for future development, including more time for peer discussion and ongoing focus on chaplaincy leadership in major incidents, recruitment, and training.

Despite operating within financial and capacity constraints, the Board recognised the Lead Chaplains' Conference as an important investment in the health, confidence, and professionalism of chaplaincy leadership. Its impact is already being felt through strengthened relationships, shared language, and a clearer sense of collective purpose across the chaplaincy network.

TRAINING

Police Chaplaincy UK continues to recognise training as a central part of supporting chaplains to serve confidently, ethically, and well within policing contexts. During the past year, the emphasis has been on strengthening the quality, consistency, and sustainability of training provision rather than expanding the programme.

Induction training for new chaplains continued across a number of forces, with courses delivered in partnership with local chaplaincy teams. Training content was reviewed and refined during the year, with greater emphasis on practical application, discussion, and role-based scenarios. Feedback from participants indicated that this more interactive approach supported confidence and readiness for chaplaincy practice.

The year also highlighted the practical challenges involved in delivering training. Variations in attendance, administrative complexity, and financial pressures required careful management. In response, clearer booking and cancellation arrangements were introduced, alongside improvements to invoicing and financial processes. These changes were made to ensure fairness, transparency, and sustainability for both PCUK and participating forces.

Training delivery has continued to rely on a small number of experienced chaplains, and the Board has become increasingly aware of the need to widen capacity and reduce reliance on individual roles. Encouragingly, volunteers have begun to step forward to shadow training delivery and explore future involvement, supporting resilience and shared ownership of the training programme.

Alongside face-to-face delivery, options for e-learning and blended training models have been explored. While there is clear recognition of the potential value of accessible digital learning, the Board has remained cautious about moving too quickly in this direction, particularly given the cost of development and the importance of in-person connection for chaplains who often work in isolation.

- Looking ahead, PCUK aims to move towards a more planned and coordinated training offer, balancing national consistency with local need, and ensuring that training remains practical, relational, and grounded in the realities of chaplaincy within policing.



POLICE CHAPLAINCY



Inclusivity and Advocacy

Police Chaplaincy UK continues to affirm chaplaincy as a service offered to all police officers, staff, and volunteers, regardless of faith or belief. Over the past year, increased attention has been given to how inclusivity is expressed not only in values, but in practice, governance, and professional expectation. As chaplaincy becomes more visible and more closely aligned with national policing frameworks, questions of identity, endorsement, accountability, and representation have required careful consideration. Work has begun on developing clearer guidance around faith and belief endorsement, recognising the diversity of chaplaincy provision while maintaining appropriate standards of care, safeguarding, and professional integrity.

This has not been straightforward work. The Board has sought to hold space for complexity, ensuring that inclusivity is not reduced to slogans, but is worked out responsibly in real organisational contexts.

Strategic Partnerships

PCUK's engagement with national policing bodies has continued to deepen. Relationships with the National Police Chiefs' Council, the College of Policing, and other wellbeing partners have increasingly shaped how chaplaincy is understood within the wider policing system.

Through this engagement, chaplaincy is now more clearly recognised as part of the professional wellbeing landscape, alongside psychological, occupational, and pastoral support. This recognition brings opportunity, but also scrutiny, requiring PCUK to articulate clearly what chaplaincy offers, how it is delivered, and how quality and consistency are maintained across forces.

The development of the Gold Standards for Police Chaplaincy has been a significant part of this work, providing a shared framework to support credibility, consistency, and local flexibility. This work continues in dialogue with national partners and chaplains on the ground.

Organisational Developments

This year marked a shift from structural change to organisational stewardship. With the closure of Police Chaplaincy UK Ltd completed, attention has focused on strengthening the charity's internal systems: governance, safeguarding, financial oversight, policies, and Board capacity.

These developments have taken place within tight financial and capacity constraints. Decisions throughout the year have reflected a deliberate emphasis on sustainability, shared responsibility, and clarity about what PCUK can realistically deliver at this stage of its development.

PCUK remains committed to growing in professionalism without losing the relational, pastoral heart of chaplaincy. The balance between influence and humility, leadership and service, continues to shape how the organisation moves forward.

BOARD OF TRUSTEES

AS OF JUNE 2025



PICTURED (LEFT TO RIGHT, TOP TO BOTTOM):
DOM JONES (CHAIR); MATTHEW HOPLEY (NATIONAL POLICE CHAPLAIN); NIGEL
FAWCETT-JONES; GEORGE HADLEY; ANDREW BLACKWOOD; JULIE WEARING; STEVE
WALTERS; DAWN THURKETTLE; DUDLEY MARTIN.

PCUK Board Meeting Attendance Log 2025-2026

Meeting Dates ⇨	17.07.25 (AGM)	11.09.25	22.10.25	19.01.26	13.03.26	12.05.26	09.06.26 (AGM)	10.06.26 (New Year)
Attendees ⇩								
Matt Hopley (CEO / National Police Chaplain)	y	y	y	y	y	y		
Dom Jones (Chair) 2025-2028	y	y	y	y	y	y		
Catherine Bentham (Non Trustee Treasurer)	n	y	y	n	y	y		
Dudley Martin 2024-2027	y	y	y	y	y	y		
Julie Wearing 2025-2028	y	n	y	y	y	y		
George Hadley 2023-2026	y	y	y	y	y	y		
Andrew Blackwood 2023-2026	n	y	y	y	y	y		
Richard Brooker 2023-2026	n	y	y	n	Resigned	Resigned		
Nigel Fawcett-Jones 2024-2027	n	n	y	y	y	y		
Dawn Thurkettle 2025-2027	n	y	y	y	y	y		
Steve Walters 2025-2028	n	y	y	n	y	y		



**Members of the Police Chaplaincy UK
Board with DCC Ben Snuggs the
NPCC Portfolio Lead for Chaplaincy**

FUNDING

Police Chaplaincy UK remains financially independent. We do not receive core funding from police forces, Police and Crime Commissioners, or central government. Our work is sustained through a combination of charitable donations, training income, conference fees, and limited partnerships, with all funds reinvested directly into the ministry, training, and support of police chaplaincy across the UK.

The past year has required careful stewardship. Financial decision-making has taken place within a challenging national context for policing and the voluntary sector, with rising costs and increased pressure on both individuals and organisations. Throughout this period, the Trustees have sought to balance ambition with realism, ensuring that commitments are made responsibly and that the charity remains financially sustainable.

Income from induction training and conferences continues to offset delivery costs, rather than generate significant surplus. While these activities are essential to the development and support of chaplains, they require careful planning and administration to ensure value for both participants and the charity. Clearer booking and cancellation arrangements have been introduced during the year to support transparency and sustainability.

Alongside this, Police Chaplaincy UK has begun exploratory conversations with external partners and organisations interested in supporting chaplaincy through social value, sponsorship, or one-off contributions. These discussions are at an early stage and have been approached with discernment, ensuring that any future funding aligns with the values, independence, and ethos of chaplaincy.

Trustees continue to serve in a voluntary capacity, giving significant time and professional expertise without remuneration. This contribution remains vital to the charity's financial viability and governance.

Police Chaplaincy UK remains committed to financial transparency, prudent management, and integrity in all aspects of funding. Detailed financial statements are presented separately within this report.





Receipts and payments accounts

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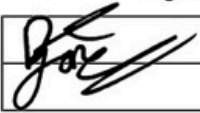
For the period from	01-Jan-25 01-Jan-25	To	31-Dec-25 31/12/2025
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Section A Receipts and payments

	Unrestricted funds to the nearest £	Restricted funds to the nearest £	Endowment funds to the nearest £	Total funds to the nearest £	Last year to the nearest £
A1 Receipts					
Conference sponsorship	4,929	-	-	4,929	-
Donations and grants	75	-	-	75	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
Sub total (Gross income for AR)	5,004	-	-	5,004	-
A2 Asset and investment sales, (see table).					
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	-	-
Total receipts	5,004	-	-	5,004	-
A3 Payments					
Conference costs	7,624	-	-	7,624	-
Website costs	202	-	-	202	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
	-	-	-	-	-
Sub total	7,826	-	-	7,826	-
A4 Asset and investment purchases. (see table)					
	-	-	-	-	-
	-	-	-	-	-
Sub total	-	-	-	-	-
Total payments	7,826	-	-	7,826	-
Net of receipts/(payments)	- 2,822	-	-	- 2,822	-
A5 Transfers between funds	-	-	-	-	-
A6 Cash funds last year end	-	-	-	-	-
Cash funds this year end	- 2,822	-	-	- 2,822	-

SPORT FINANCES

Section B Statement of assets and liabilities at the end of the period

Categories	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
B1 Cash funds	West Bank Account: 716: 045	7,632	-	-
		-	-	-
		-	-	-
	Total cash funds	7,632	-	-
	(agree balances with receipts and payments account(s))	Agreement Error	OK	OK
B2 Other monetary assets	Details	Unrestricted funds to nearest £	Restricted funds to nearest £	Endowment funds to nearest £
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
		-	-	-
B3 Investment assets	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
			-	-
			-	-
			-	-
			-	-
			-	-
B4 Assets retained for the charity's own use	Details	Fund to which asset belongs	Cost (optional)	Current value (optional)
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
			-	-
B5 Liabilities	Details	Fund to which liability relates	Amount due (optional)	When due (optional)
			-	
			-	
			-	
			-	
			-	
Signed by one or two trustees on behalf of all the trustees	Signature	Print Name	Date of approval	
		Rev Dom Jones	04.06.2026	

The charity's income for the financial year falls below the statutory threshold requiring an audit or independent examination. Police Chaplaincy UK is therefore not legally required to have its accounts audited or formally examined.

The charity's accounts are prepared by its accountants, Streets Chartered Accountants, based in Lincoln, and are presented to the Trustees for approval in accordance with charity governance requirements.



LOOKING AHEAD

As Police Chaplaincy UK looks to the year ahead, the focus remains on consolidation, sustainability, and strengthening the core of chaplaincy provision within UK policing.

Priorities for the coming year include continued support for chaplains and chaplaincy leadership, further development of professional guidance and standards, and careful attention to governance, safeguarding, and financial resilience. Work will continue to embed the Gold Standards for Police Chaplaincy in ways that are credible, inclusive, and adaptable to local force contexts.

Alongside this, the organisation will continue to engage thoughtfully with national policing partners, while remaining attentive to the pressures facing both policing and those who serve within it. Progress will be shaped not by speed, but by discernment, capacity, and integrity.

Police Chaplaincy UK remains committed to supporting chaplains in offering compassionate, professional presence – often quietly and without recognition – at the heart of policing.

ACKNOWLEDGEMENTS

The Trustees would like to express their sincere thanks to all those who have contributed to the work of Police Chaplaincy UK over the past year.

In particular, we thank our chaplains across the country, who continue to offer presence, care, and professionalism to police officers, staff, and volunteers in demanding and complex circumstances. Much of this work is unseen, and often carried alongside other significant responsibilities.

We are grateful to colleagues and partners within policing and related organisations who continue to support and value the contribution of chaplaincy. We also thank our Trustees and volunteers, who give generously of their time, experience, and judgment in service of the charity.

Finally, we offer our thanks to all who have supported Police Chaplaincy UK through prayer, encouragement, and financial contribution. Your support enables chaplaincy to continue its quiet and vital work within UK policing.

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WE THANK YOU
FOR YOUR CONTINUED SUPPORT OF
CHAPLAINCY