

# **BUSINESS PLAN 2026-2029**

A draft document detailing the three-year Business Plan for the PPA, aligning with the NPCC Operating Principles for National Police Staff Support Networks.

**POLICE PAGAN  
ASSOCIATION**

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## Section 1

### Foreword from the Chair

Since its founding in 2009, the Police Pagan Association (PPA) has worked to ensure that Pagan officers, staff, and volunteers are recognised, supported, and understood within the policing family. Over the past decade, we have seen the gradual evolution of awareness and inclusion, yet there remains important work to be done to ensure that all colleagues can bring their whole selves to work without fear of stigma or misunderstanding.

This three-year business plan sets out our collective ambition for 2026 to 2029. It reflects both our growth as a national staff support network and our alignment with the Operating Principles for National Staff Networks developed by the National Police Chiefs' Council. These principles guide our commitment to good governance, accountability, financial sustainability, partnership, and measurable impact.

Our priorities for the next three years are to build a resilient organisation, grow and retain our membership, strengthen our partnerships across policing and the Pagan community, and ensure that our work continues to add demonstrable value to equality, diversity, and inclusion across the UK's police services.

The PPA's continued success depends on the dedication of our members, the support of our allies, and the collaboration of our partners. Working in partnership with the National Police Chiefs' Council (NPCC), the College of Policing, and other national staff networks, we aim to foster a culture where Pagan colleagues are visible, valued, and empowered to contribute fully to the service of our communities.

*A Pardy*

Insp Andrew Pardy  
Founding Chair, Police Pagan Association

## Section 2

### Executive Summary

The Police Pagan Association (PPA) is a national police staff support network, founded in 2009 to promote understanding of Paganism within policing and to support Pagan officers, staff, and volunteers across the United Kingdom.

Over the next three years (2026–2029), the Association will focus on strengthening its internal governance, expanding and retaining its membership, increasing visibility within policing, and ensuring long-term financial and operational sustainability.

This business plan aligns with the *Operating Principles for National Staff Networks* developed by the National Police Chiefs' Council (NPCC). These principles provide the foundation for the PPA's strategic direction and ensure that the network operates in a way that is transparent, accountable, and adds measurable value to policing.

Our strategic priorities are structured around the six NPCC business areas:

1. **Governance and Accountability** – ensuring robust leadership, effective oversight, and transparent decision-making.
2. **Membership and Representation** – expanding and diversifying our membership while supporting active engagement and retention.
3. **Communication and Engagement** – improving visibility, internal communication, and public awareness of Pagan representation within policing.
4. **Finance and Sustainability** – developing responsible, lawful income streams and improving financial consistency to sustain and grow the Association's work.
5. **Partnership and Influence** – strengthening relationships across policing, faith networks, and the wider Pagan community to promote understanding and inclusion.
6. **Evaluation and Impact** – embedding evidence-based approaches, measurable outcomes, and continuous improvement throughout all activity.

Through these strategic pillars, the PPA seeks to create a culture in which Pagan colleagues are recognised and respected, their faith and values understood, and their contribution to policing celebrated.

This business plan outlines clear objectives, success measures, and governance structures to guide delivery from 2026 to 2029. It also sets out a working strategy to ensure accountability, continuity, and tangible progress toward the PPA's long-term vision.

## Section 3

### Vision, Mission & Values

#### Vision

To be a recognised and respected voice for Pagan inclusion within UK policing, fostering a culture where Pagan officers and staff can serve with authenticity, confidence, and pride in their faith.

#### Mission

The Police Pagan Association exists to:

- Support Pagan police officers, staff, and volunteers in the expression of their beliefs.
- Promote understanding of Paganism across all levels of policing and within communities.
- Contribute to the wider equality, diversity, and inclusion agenda of UK policing.
- Build partnerships that advance education, wellbeing, and respect for faith diversity.
- Provide expert guidance on Pagan tenets, practices, and welfare considerations relevant to policing contexts.

#### Values

The PPA operates under values that reflect both the principles of Pagan spirituality and the standards of policing:

- **Integrity** – acting with honesty, fairness, and transparency in all activities.
- **Respect** – honouring the diversity of belief, culture, and identity within policing and the Pagan community.
- **Service** – contributing positively to the policing mission and the wellbeing of all colleagues.
- **Inclusivity** – fostering a safe, supportive environment that welcomes all Pagan paths and allied faiths.
- **Partnership** – working collaboratively with forces, networks, and external organisations to achieve shared goals.
- **Accountability** – ensuring responsible governance, financial stewardship, and measurable impact.

## Section 4

### Organisational Overview

The Police Pagan Association (PPA) operates as a national staff support network for serving and retired police officers, staff, and volunteers who identify as Pagan or who wish to support Pagan colleagues. Founded in 2009, the Association is governed by an Executive Leadership Team that provides strategic direction, operational oversight, and representation on behalf of members.

The PPA's governance model ensures accountability, transparency, and compliance with the *Operating Principles for National Staff Networks* developed by the **National Police Chiefs' Council (NPCC)**. The Association upholds the *Code of Ethics, The Police (Conduct) Regulations 2020*, and all relevant data protection, safeguarding, and equality standards.

The Executive Leadership Team (ELT) is responsible for ensuring that the aims of the Association are met, that decisions are made in accordance with constitutional provisions, and that all activity aligns with the wider aims of the NPCC's *Culture and Inclusion Strategy 2025–2030* and *Policing Vision 2030*.

### Governance Structure

The Association is managed by an **Executive Leadership Team (ELT)** comprising the following elected positions:

- Chair
- Vice Chair
- Treasurer
- Secretary
- First Point of Contact (FPOC) Coordinator
- Community Coordinator (*non-voting civilian role*)
- Web Manager

These roles are elected at the Annual General Meeting in accordance with the PPA Constitution and are held by Pagan members of the Association. Each role carries defined duties and responsibilities, ensuring that the membership can hold executive members to account.

### Co-opted Members and Advisors

The ELT may co-opt individuals with specific skills or experience to support particular areas of work, provided that such appointments do not exceed one quarter of the total ELT membership. Co-opted members have no voting rights and serve until the next Annual General Meeting.

### Accountability

The ELT reports to the **NPCC Networks Portfolio Lead**, and by extension, to the **NPCC Diversity, Equality and Inclusion Committee**, in accordance with the *NPCC Memorandum of Understanding for Executive Officers of Staff Networks*. The Chair and Vice Chair are responsible for ensuring compliance with NPCC governance standards and facilitating annual reporting to the NPCC Diversity, Equality & Inclusion Committee.

### Leadership Roles and Responsibilities

Each member of the Executive Leadership Team has a defined remit:

- **Chair:** Provides overall leadership and strategic direction; acts as principal spokesperson; ensures compliance with ethical and governance standards; represents the Association nationally.
- **Vice Chair:** Supports and deputises for the Chair; contributes to strategic planning and governance; builds partnerships and represents the Association at internal and external forums.
- **Treasurer:** Oversees financial management, budget setting, and transparency; supports funding applications and ensures compliance with financial governance.
- **Secretary:** Manages administration, meeting coordination, correspondence, and record-keeping; ensures communication and governance processes are compliant and effective.
- **First Point of Contact Coordinator:** Oversees and supports the network of FPOCs across police forces, ensuring consistent representation, communication, and local engagement.
- **Community Coordinator:** Leads community engagement, chaplaincy coordination, and safeguarding; manages the PPA newsletter and events; promotes wellbeing and inclusion.

- **Web Manager:** Manages digital communications, website content, and social media presence; ensures professional and inclusive online engagement and compliance with data standards.

All Executive Members are expected to act with integrity, impartiality, and professionalism in accordance with the *Code of Ethics, Schedule 2 of The Police (Conduct) Regulations 2020*, the *Public Sector Equality Duty* (as defined by sections 149 to 157 of the Equality Act 2010), the *NPCC Operating Principles for National Staff Networks* and the *NPCC Memorandum of Understanding for Executive Officers of Staff Networks*.

Further information can be found in the *PPA Executive Leadership Team Role Profiles* document.

### Meetings and Governance Rhythm

- **Executive Meetings:** Held at least quarterly to review progress, finances, and strategic objectives.
- **Annual General Meeting (AGM):** Provides formal review of performance, elections, and constitutional amendments.
- **Reporting:** Annual report submitted to NPCC Networks Portfolio Lead and circulated to members.
- **Decision-Making:** Governed by majority vote, with quorum as defined in the PPA Constitution.
- **Transparency:** Minutes and key decisions are recorded and stored securely, accessible to members on request.

### Organisational Structure

Please refer to Annex A.

### Statement of Compliance

The Police Pagan Association (PPA) is committed to the highest standards of professionalism, ethics, and accountability in all aspects of its operation. As a recognised national police staff support network, the PPA aligns its conduct and governance with the *NPCC Operating Principles for National Staff Networks*, the *College of Policing Code of Ethics*, and the *Police (Conduct) Regulations 2020*.

## Ethical Standards and Conduct

All members of the Executive Leadership Team, and all those representing the Association in any capacity, must:

- Uphold the **Code of Ethics**, ensuring integrity, fairness, and respect at all times.
- Act impartially and avoid involvement in activities that may be construed as political or that could bring the police service into disrepute.
- Refrain from making public comment on government policy or politically contested matters in their network capacity.
- Maintain the distinction between staff networks and formal staff associations (e.g. Police Federation, Superintendents' Association, UNISON).

Executive members are further expected to comply with the NPCC *Memorandum of Understanding for Executive Officers of Staff Networks*, including the requirement to act transparently, to document release time requests, and to contribute to annual reporting to the NPCC Diversity, Equality and Inclusion (DEI) Committee.

## Data Protection and Information Management

The PPA operates in compliance with data protection legislation, including the *UK General Data Protection Regulation (UK GDPR) and Data Protection Act 2018*.

All personal data is processed lawfully, fairly, and transparently, and used only for legitimate organisational purposes. Information is stored securely and retained in accordance with the Association's internal information management policy.

## Safeguarding and Wellbeing

The Community Coordinator acts as the Association's Safeguarding Lead, supported by the Executive Leadership Team. The PPA ensures that all activities, events, and communications are conducted in a manner that promotes the safety, wellbeing, and inclusion of all participants. Any safeguarding concerns are managed sensitively, in accordance with

relevant legislation and best practice guidance, with escalation to appropriate authorities where necessary.

### **Equality, Diversity, and Inclusion**

The PPA supports the Public Sector Equality Duty (Equality Act 2010), ensuring that all activities promote equality of opportunity, foster good relations, and eliminate discrimination.

The Association champions inclusivity and accessibility in all its communications, events, and membership engagement, actively encouraging participation from colleagues of all ranks, roles, and backgrounds.

### **Governance and Transparency**

The Executive Leadership Team maintains clear, auditable records of decisions, meetings, and financial activity.

An annual review of compliance is undertaken and recorded within the Association's Document Control Framework to ensure ongoing alignment with NPCC and Home Office expectations.

Any deviations or breaches of the Code of Ethics or governance principles are reviewed promptly and addressed in accordance with internal policy and NPCC guidance.

## Section 5

### Accountability

#### Strategic Aim

To maintain and strengthen the Police Pagan Association’s governance framework so that it reflects national best practice, meets the NPCC *Operating Principles for National Staff Networks*, and provides transparent, ethical, and effective leadership at every level of the organisation.

#### Objectives (2026–2029)

1. **Ensure full compliance** with the NPCC *Operating Principles* and the *Memorandum of Understanding for Executive Officers of National Staff Networks*.
2. **Enhance governance transparency** by formalising reporting mechanisms, role accountability, and decision-making processes.
3. **Develop leadership resilience** by embedding succession planning, leadership development, and committee continuity processes.
4. **Promote ethical and professional conduct** across all PPA activity through adherence to the *Code of Ethics, Police Conduct Regulations 2020*, and internal policies.
5. **Maintain accessible governance documentation** (Constitution, Role Profiles, and Terms of Reference) that is reviewed, updated, and published to members annually.

#### Key Actions

Action	Lead Role	Timeline	Outcome / Success Measure
Conduct annual governance review against NPCC Operating Principles.	Chair	Annually	Annual compliance statement submitted to NPCC DEI Committee, evidence of continuous improvement.
Maintain and update PPA Constitution, Executive Role Profiles, and Terms of Reference to reflect	Secretary (with Chair)	Annual review (Q2)	Revised documents published to members and retained in compliance register.

any NPCC or Home Office changes.			
Introduce structured succession planning process for all Executive roles, including deputy or shadow roles	Chair / Vice Chair	Year 1	Documented process with at least one identified successor for each key role by end of 2029.
Develop and implement an induction and training framework for new Executive members and FPOCs.	Vice Chair / FPOC Coordinator	Year 1–2	Training resources available; positive feedback from new appointees.
Embed quarterly Executive Leadership Team performance reporting, including updates on finances, membership, and compliance.	Secretary / Treasurer	Quarterly	Reports logged, reviewed, and actions tracked.
Maintain and monitor a risk register to identify governance, operational, and reputational risks.	Chair / Treasurer	Ongoing	Risk log reviewed quarterly; mitigation actions in place.
Strengthen links with NPCC Networks Portfolio Lead for oversight and support.	Chair	Ongoing	Annual NPCC feedback to evidence compliance and engagement.

### Governance Commitments

- The Executive Leadership Team will meet quarterly, with at least one meeting per year dedicated to strategic planning and evaluation.
- An Annual General Meeting (AGM) will be held each calendar year to review progress, elect officers, and report financial and compliance outcomes to members.

- The PPA will maintain an up-to-date Governance Handbook, incorporating the Constitution, Executive Role Profiles, and internal policies.
- All governance documents will undergo a formal three-year review cycle, with interim annual reviews to ensure alignment with emerging NPCC guidance.
- Decisions will be made transparently, recorded in minutes, and published to members where appropriate.

### **Success Measures**

- 100% compliance with NPCC Operating Principles and MoU requirements by end of 2026.
- Annual governance review completed and shared with members and NPCC.
- Clear succession and induction frameworks in place by 2027.
- Quarterly governance and financial reporting delivered consistently by 2028.
- Positive NPCC and member feedback on transparency, professionalism, and leadership continuity by 2029.

### **Long-Term Vision for Accountability**

By 2029, the Police Pagan Association will be recognised as a model of ethical, transparent, and accountable governance within UK policing staff networks, demonstrating leadership continuity, organisational resilience, and a clear link between national oversight and grassroots member representation.

## Section 6

### Membership and Representation

#### Strategic Aim

To grow, diversify, and sustain an active membership of serving and retired police officers, staff, and volunteers who identify as Pagan or who support Pagan inclusion in policing, while ensuring all members feel represented, valued, and supported.

#### Current Context

As of 2025, the Police Pagan Association (PPA) has approximately 203 members, consisting of serving and retired officers and staff from across UK policing.

Membership is open to all ranks and roles, including allies who support the Association's aims.

While awareness of the PPA continues to increase, workplace stigma and a lack of understanding around Pagan identity remain barriers to self-identification. In some areas, members still feel cautious about visibility, impacting recruitment and engagement.

This strategy seeks to strengthen membership confidence, representation, and participation through visible leadership, peer support, and effective communication.

#### Objectives (2026–2029)

1. **Increase active membership** by 10% year-on-year through improved visibility, communication, and recruitment activity.
2. **Retain at least 75% of existing members** by enhancing engagement, value, and peer connection.
3. **Develop a more representative membership base**, ensuring inclusion across rank, role, region, and protected characteristics.
4. **Strengthen the national First Point of Contact (FPOC) network** to provide consistent local representation and support.
5. **Ensure members feel visible and supported**, addressing workplace stigma through education, leadership engagement, and peer advocacy.

## Key Actions

Action	Lead Role	Timeline	Outcome / Success Measure
5.4.1 Develop and launch a <b>Membership Growth Plan</b> outlining recruitment targets, promotional activities, and engagement initiatives.	Chair / Vice Chair	Q2 2026	Plan approved and implemented.
5.4.2 Expand the <b>First Point of Contact (FPOC)</b> network to achieve representation in 100% of UK police forces.	FPOC Coordinator	2026–2027	Full national coverage achieved and maintained.
5.4.3 Deliver an annual <b>Member Engagement Survey</b> to capture feedback and measure satisfaction.	Secretary / FPOC Coordinator	Annually	≥80% satisfaction rate and improved retention.
5.4.4 Create and distribute a <b>digital membership welcome pack</b> including guidance on Pagan inclusion, events, and support.	Web Manager / Community Coordinator	Q4 2026	Welcome pack in use; new members onboarded within two weeks of joining.
5.4.5 Establish <b>regional peer support and mentoring</b> to increase active participation.	Vice Chair / FPOC Coordinator	2027	50% of forces have active regional peer support.
5.4.6 Introduce <b>recognition and appreciation initiatives</b> for active members and volunteers.	Chair / Secretary	2027	Annual recognition awards or commendations.

5.4.7 Address <b>workplace stigma</b> by creating supportive spaces for self-identification and awareness campaigns within policing.	Chair / Community Coordinator	Ongoing	Increased visible membership and engagement in internal communications.
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### Engagement and Representation Commitments

- **Accessibility:** Membership open to all serving and retired police officers, staff, and volunteers who identify as Pagan or wish to support Pagan inclusion.
- **Representation:** The PPA will ensure diverse representation in its leadership and encourage participation from underrepresented groups.
- **Visibility:** The Association will work with NPCC, College of Policing, and local networks to normalise Pagan representation within EDI frameworks.
- **Peer Support:** The FPOC network will act as the local face of the PPA, ensuring consistent communication and support.
- **Member Voice:** Feedback will be formally reviewed at quarterly meetings, with action points shared through newsletters and annual reports.

### Success Measures

- 10% annual growth in membership from 2026 to 2029.
- At least one FPOC in every police force by end of 2027.
- 75% retention rate for existing members by 2028.
- ≥80% satisfaction in annual member surveys.
- Year-on-year increase in members self-identifying openly as Pagan.

### Long-Term Vision for Membership

By 2029, the Police Pagan Association will have established a strong, visible, and confident membership community spanning every UK police force.

Members will feel empowered to express their beliefs, contribute to inclusion efforts, and act as ambassadors for understanding and respect within policing and the communities we serve.

## Section 7

### Communication and Engagement

#### Strategic Aim

To strengthen the Police Pagan Association's internal and external communications, ensuring clear, consistent, and inclusive messaging that enhances visibility, builds confidence, and promotes understanding of Pagan representation across UK policing.

#### Current Context

Communication within national staff networks plays a vital role in building engagement, confidence, and influence. The PPA's members span diverse roles and ranks across multiple forces, making clear internal communication essential for coordination and cohesion.

While the Association already maintains a professional website and online presence, there is opportunity to develop a more strategic digital communication plan to:

- Improve internal communication and consistency between members, FPOCs, and the Executive Leadership Team (ELT);
- Increase public and organisational visibility of Pagan inclusion in policing; and
- Address remaining stigma around Pagan identity through education and awareness.

The period 2026–2029 will see the PPA strengthen its digital communications, enhance information-sharing, and promote positive narratives around faith inclusion within policing.

#### Objectives (2026–2029)

1. **Enhance internal communication channels** to ensure members receive timely, relevant updates and can easily engage with national and local PPA activity.
2. **Increase the visibility of Pagan inclusion** through consistent, professional, and inclusive external communications.
3. **Develop a unified digital communications strategy** encompassing website, social media, newsletters, and digital events.
4. **Support education and awareness campaigns** that challenge stigma and promote understanding of Paganism in the workplace.

5. **Ensure communications are accessible, compliant, and aligned** with NPCC and College of Policing guidance on staff networks.

### Key Actions

Action	Lead Role	Timeline	Outcome / Success Measure
6.4.1 Develop and implement a <b>Digital Communications Strategy</b> , setting out brand, tone, content schedule, and accessibility standards.	Web Manager / Chair	Q2 2026	Strategy adopted and reviewed annually.
6.4.2 Launch a refreshed <b>PPA website</b> with improved accessibility, resources for members, and integration with FPOC network tools.	Web Manager	Q4 2026	New website live; 25% increase in engagement metrics.
6.4.3 Introduce a <b>quarterly PPA newsletter</b> featuring news, features, and wellbeing content.	Community Coordinator	Q1 2026	Newsletter established; ≥70% member readership.
6.4.4 Create a <b>communications handbook</b> for FPOCs outlining best practice for internal updates, awareness events, and social media use.	FPOC Coordinator / Web Manager	2026	Handbook distributed and in use nationally.
6.4.5 Deliver <b>annual awareness campaigns</b> around Pagan festivals, diversity days, and wellbeing initiatives.	Community Coordinator / Chair	Annually	Minimum four campaigns per year with positive feedback.

6.4.6 Strengthen <b>cross-network communication</b> with NPCC, College of Policing, and other national staff networks.	Chair / Vice Chair	Ongoing	Representation at 100% of key EDI and staff network forums.
6.4.7 Develop <b>media and spokesperson guidance</b> to ensure consistency and compliance with NPCC and Home Office standards.	Chair / Secretary	2027	Guidance approved and disseminated.

### Communication and Engagement Commitments

- **Transparency:** Communicate openly and regularly with members and partners about PPA priorities, decisions, and progress.
- **Inclusivity:** Ensure all communications reflect the diversity of Pagan traditions and the wider policing community.
- **Accessibility:** Design materials that are clear, concise, and accessible to all users, meeting relevant accessibility standards.
- **Representation:** Feature members' stories, reflections, and achievements to highlight the breadth of Pagan contribution to policing.
- **Collaboration:** Actively engage with other staff networks and EDI leads to promote shared learning and mutual visibility.

### Success Measures

- Digital Communications Strategy in place by mid-2026.
- Quarterly newsletter established with ≥70% readership.
- 25% increase in digital engagement (website visits, social media reach) by 2027.
- 100% of forces using the Communications Handbook by 2028.
- At least four awareness campaigns delivered per year with measurable positive impact.
- Positive feedback from NPCC and College of Policing on visibility and professionalism.

**Long-Term Vision for Communication**

By 2029, the Police Pagan Association will have an established and respected communication presence across policing - both internally and publicly - recognised for professionalism, inclusivity, and thought leadership in faith inclusion. Pagan officers and staff will feel informed, connected, and confident to engage, knowing their voices are heard and valued across the service.

## Section 8

### Finance and Sustainability

#### Strategic Aim

To ensure the Police Pagan Association (PPA) remains financially sustainable and capable of supporting its national operations, membership, and events, through transparent, ethical, and compliant financial management practices aligned with NPCC guidance and police service values.

#### Current Context

The PPA currently receives sporadic, one-off funding through applications to various policing bodies and local constabularies. Members contribute a one-off £15 joining fee, which supports administrative and operational costs.

While this has allowed the Association to operate successfully, inconsistent income presents challenges for long-term planning, particularly around digital development, member engagement, and national events.

To achieve its 2026–2029 goals, the PPA aims to strengthen financial stability through diversified income streams, improved financial forecasting, and increased collaboration with partners - all within the constraints of a non-charitable, not-for-profit structure that must remain politically neutral and transparent.

#### Objectives (2026–2029)

1. **Achieve financial stability** through diversified, compliant income sources and consistent financial oversight.
2. **Improve financial planning and forecasting** to support long-term sustainability.
3. **Enhance transparency and accountability** in all financial matters through regular reporting and audit readiness.
4. **Develop income-generation initiatives** aligned with the Association's purpose and ethical standards.
5. **Establish a financial reserve fund** to ensure operational resilience and continuity.

## Key Actions

Action	Lead Role	Timeline	Outcome / Success Measure
7.4.1 Create a <b>three-year financial forecast and annual budget</b> to align expenditure with strategic objectives.	Treasurer / Chair	Q2 2026	Budget approved and monitored quarterly.
7.4.2 Establish <b>consistent funding application cycles</b> to policing bodies, EDI programmes, and force-level diversity funds.	Treasurer / Vice Chair	2026–2029	Minimum two successful grants per year.
7.4.3 Develop a <b>Financial Procedures Handbook</b> outlining controls, authorisations, and reporting standards.	Treasurer / Secretary	2026	Handbook approved and implemented.
7.4.4 Introduce <b>partnership and sponsorship opportunities</b> (e.g., training sessions, educational events, or merchandise) that remain compliant with NPCC policy.	Chair / Treasurer	2026–2027	At least one annual income-generating partnership established.
7.4.5 Explore <b>ethical fundraising options</b> such as paid CPD events, publication sales, or merchandise, ensuring all activity meets police standards.	Treasurer / Community Coordinator	2027	Additional income stream secured and evaluated.
7.4.6 Establish a <b>financial reserve fund</b>	Treasurer / Chair	2028	Reserve fund target reached.

to maintain at least six months of operating costs.			
7.4.7 Conduct <b>annual internal financial review</b> and present findings to members and NPCC DEI Committee.	Treasurer / Secretary	Annually	Reports submitted on time with no compliance issues.

### **Income Development Model**

To support responsible financial growth, the PPA will pursue the following compliant and ethical opportunities:

#### **Professional Development and Training**

- Deliver faith inclusion, wellbeing, and cultural awareness sessions for police forces, partner networks, and EDI programmes.
- Attendance or licensing fees may contribute to PPA sustainability while supporting the wider inclusion agenda.

#### **Events and Educational Materials**

- Produce branded learning resources, event materials, and publications (e.g., awareness guides, booklets, or reports) that can be shared under a contribution model.
- Continue participation in national policing EDI events with partial cost recovery through partnerships.

#### **Merchandise and Awareness Items**

- Offer low-cost merchandise (pins, badges, or patches) to promote visibility and pride, with proceeds supporting operational costs.
- Ensure all designs and messaging are compliant with policing image and uniform regulations.

#### **Strategic Partnerships**

- Work collaboratively with the NPCC, College of Policing, and other staff networks to apply for shared funding or event sponsorships.
- Formalise partnership agreements to clarify governance, purpose, and compliance boundaries.

### **Financial Governance Commitments**

- All PPA accounts will be audited annually by an independent reviewer approved by the Executive Leadership Team.
- Financial transactions will require dual authorisation from the Treasurer and one other Executive Officer.
- Quarterly financial reports will be presented to the ELT and summarised in member updates.
- The Treasurer will maintain accurate, transparent financial records in accordance with UK accounting standards and NPCC expectations.
- All income and expenditure will be used solely to advance the Association's aims and benefit its members.

### **Success Measures**

- Annual balanced budget achieved from 2026 onwards.
- Minimum of two external funding successes per year.
- Establishment of a financial reserve fund equal to six months' operating costs by 2028.
- Full compliance with NPCC and Home Office financial expectations.
- Positive feedback from NPCC DEI Committee regarding transparency and accountability.

### **Long-Term Vision for Financial Sustainability**

By 2029, the Police Pagan Association will have a stable and transparent financial model that supports national growth, member engagement, and operational resilience. The Association will be recognised as a well-managed, ethically funded network that delivers measurable value to both its members and UK policing's wider equality, diversity, and inclusion agenda.

## Section 9

### Partnership and Influence

#### Strategic Aim

To strengthen the Police Pagan Association's partnerships across policing, national networks, and the Pagan community, ensuring that Pagan voices are represented in equality, diversity, and inclusion (EDI) policy and practice, and that the Association contributes constructively to the culture of British policing.

#### Current Context

Since its founding in 2009, the Police Pagan Association (PPA) has built valuable relationships with the National Police Chiefs' Council (NPCC), the College of Policing, and the Home Office, as well as with other national faith and staff networks. These partnerships have supported the PPA's inclusion within formal police structures, ensuring that Pagan officers and staff are represented in policy development and cultural awareness initiatives.

Beyond policing, the PPA maintains positive links with the Pagan Federation, Asatru UK, and the Order of Bards, Ovates and Druids (OBOD). These organisations offer opportunities for collaboration, education, and mutual understanding, strengthening trust between law enforcement and Pagan communities.

Looking ahead to 2026–2029, the PPA aims to deepen these relationships, positioning itself as a trusted, credible, and proactive contributor to national dialogue on inclusion, faith literacy, and community cohesion.

#### Objectives (2026–2029)

1. **Strengthen strategic partnerships** with NPCC, College of Policing, and national staff networks.
2. **Enhance collaboration with Pagan community organisations** to improve mutual understanding and confidence in policing.
3. **Increase the Association's influence** in shaping national EDI and wellbeing policy through evidence-based input and consultation.
4. **Promote positive representation of Pagan officers and staff** within internal and public-facing communications.

5. **Develop shared learning initiatives** with external partners to improve awareness and inclusion across both policing and community settings.

### Key Actions

Action	Lead Role	Timeline	Outcome / Success Measure
8.4.1 Formalise partnership agreements (Memoranda of Understanding or joint working statements) with NPCC and College of Policing.	Chair	2026	Agreements signed and reviewed annually.
8.4.2 Establish a <b>Partnership Engagement Plan</b> mapping all active and potential partner organisations.	Vice Chair / Community Coordinator	Q3 2026	Plan completed; reviewed annually.
8.4.3 Attend and contribute to all national staff network and EDI forums, ensuring Pagan representation at each meeting.	Chair / Vice Chair	Ongoing	100% attendance and contribution recorded.
8.4.4 Develop <b>joint training sessions or awareness events</b> with the Pagan Federation, Asatru UK, and OBOD to support cultural awareness within policing.	Community Coordinator	2026–2028	At least one annual joint event delivered.
8.4.5 Collaborate with other national staff networks (e.g., Christian Police Association, National	Chair / Vice Chair	Ongoing	Minimum two cross-network initiatives per year.

LGBT+ Police Network, National Association of Muslim Police) to promote intersectional inclusion.			
8.4.6 Contribute to NPCC and College of Policing consultations, frameworks, and research on inclusion and wellbeing.	Chair	As requested	Evidence of PPA input in at least three national documents by 2029.
8.4.7 Develop <b>community outreach resources</b> to support engagement with Pagan faith groups and promote understanding of police roles.	Community Coordinator / Web Manager	2027	Resources published online and distributed nationally.

### Partnership Principles

The PPA's approach to partnership is guided by the following principles:

- **Mutual Respect:** Relationships are founded on equality, integrity, and shared goals.
- **Transparency:** All partnerships operate within the governance, ethical, and political neutrality frameworks of the police service.
- **Reciprocity:** The PPA aims for mutually beneficial collaboration that advances inclusion both within policing and in wider society.
- **Cultural Sensitivity:** Engagement with faith partners is conducted respectfully, honouring diversity within Pagan traditions.
- **Evidence-Based Practice:** The PPA uses research, consultation, and member insight to inform all partnership activity.

### Success Measures

- Formal partnership agreements in place with NPCC and College of Policing by 2026.
- Minimum of two joint events or learning collaborations per year with external partners.

- Representation at 100% of national EDI and staff network forums.
- PPA contribution evidenced in at least three national or regional policy documents or frameworks.
- Positive partner feedback on collaboration, visibility, and professionalism.

### **Long-Term Vision for Partnership and Influence**

By 2029, the Police Pagan Association will be recognised as a trusted and valued partner in the policing inclusion landscape - contributing to policy development, supporting faith literacy across forces, and representing Pagan officers and staff with integrity and professionalism. Its influence will extend beyond policing, strengthening relationships between law enforcement and Pagan communities and contributing to the public's confidence in inclusive policing practice.

## Section 10

### Evaluation and Impact

#### Strategic Aim

To embed a culture of reflection, measurement, and continuous improvement across the Police Pagan Association (PPA), ensuring that all activity is evidence-based, aligned with NPCC expectations, and delivers measurable benefits to members, policing, and the communities we serve.

#### Current Context

The *NPCC Operating Principles for National Staff Networks* highlight the importance of demonstrating impact through structured evaluation and reporting. As a national network, the PPA must evidence how its work supports the aims of the NPCC's *Culture and Inclusion Strategy 2025–2030* and contributes to policing's broader Equality, Diversity, and Inclusion (EDI) goals.

The PPA has historically measured impact through activity reports, event participation, and feedback. Over the next three years, the Association will move toward a more structured evaluation framework, linking all objectives to measurable indicators and integrating data collection into routine governance.

#### Objectives (2026–2029)

1. **Develop and implement a formal evaluation framework** that measures progress across all six NPCC business areas.
2. **Establish clear Key Performance Indicators (KPIs)** and annual reporting cycles for internal and external stakeholders.
3. **Collect and analyse member and stakeholder feedback** to inform strategic decision-making.
4. **Use data and evidence to demonstrate value** to the NPCC, College of Policing, and partner organisations.
5. **Embed continuous improvement practices** to ensure that learning informs future planning and delivery.

## Key Actions

Action	Lead Role	Timeline	Outcome / Success Measure
9.4.1 Develop a <b>Performance and Evaluation Framework</b> aligned with the six NPCC business areas.	Chair / Secretary	Q2 2026	Framework approved by Executive Leadership Team (ELT).
9.4.2 Identify and track <b>Key Performance Indicators (KPIs)</b> for each area of the business plan.	Secretary / Treasurer	2026–2029	Quarterly performance dashboard produced and reviewed.
9.4.3 Conduct <b>annual member and stakeholder surveys</b> to measure satisfaction, visibility, and perceived value.	FPOC Coordinator / Community Coordinator	Annually	≥80% satisfaction rate; annual results published.
9.4.4 Introduce an <b>annual impact report</b> summarising achievements, metrics, and lessons learned.	Chair / Secretary	2027 onward	Report distributed to members, NPCC, and partners each year.
9.4.5 Establish an <b>evaluation sub-group</b> within the ELT to review performance data and make recommendations.	Vice Chair / Treasurer	2026	Sub-group established and reporting quarterly.
9.4.6 Use findings to <b>inform planning and funding applications</b> , ensuring evidence-	Treasurer / Chair	Ongoing	Demonstrable use of data in strategy and funding submissions.

based decision-making.			
9.4.7 Share <b>best practice and outcomes</b> with other national staff networks to promote collaboration and shared learning.	Chair / Vice Chair	2028–2029	Contributions included in at least two cross-network reports.

### Evaluation Framework Overview

The PPA will adopt a structured evaluation model based on five key domains:

Domain	Indicators of Success
<b>Governance &amp; Accountability</b>	Annual compliance review completed; transparent reporting; succession plans in place.
<b>Membership &amp; Representation</b>	Year-on-year membership growth; 85% retention rate; diversity of membership reflected in data.
<b>Communication &amp; Engagement</b>	Consistent digital presence; increased reach and participation; positive feedback on visibility.
<b>Finance &amp; Sustainability</b>	Balanced annual budgets; increased funding success; transparent financial reporting.
<b>Partnership &amp; Influence</b>	Active participation in national EDI forums; evidence of PPA input in national strategies; collaborative initiatives delivered.

Each domain will be assessed annually using both quantitative and qualitative data, supported by testimonials, case studies, and impact narratives that reflect lived experience within the Association.

### Monitoring and Reporting

- **Quarterly Reports:** Each ELT meeting will include a review of performance data and progress toward KPIs.

- **Annual Impact Report:** Summarises achievements, challenges, financial performance, and key outcomes, shared with NPCC, College of Policing, and members.
- **Independent Review:** Periodic external review (e.g., every three years) to assess governance, transparency, and strategic alignment.
- **Continuous Improvement:** Lessons learned from each review cycle will directly inform revisions to policy, practice, and the subsequent business plan.

### **Success Measures**

- Evaluation Framework and KPI Dashboard established by mid-2026.
- 100% of quarterly ELT meetings include performance review.
- Annual Impact Report published each year from 2027 onward.
- ≥80% satisfaction from members and partners regarding PPA transparency and effectiveness.
- Demonstrable evidence of the PPA's contribution to national inclusion objectives.

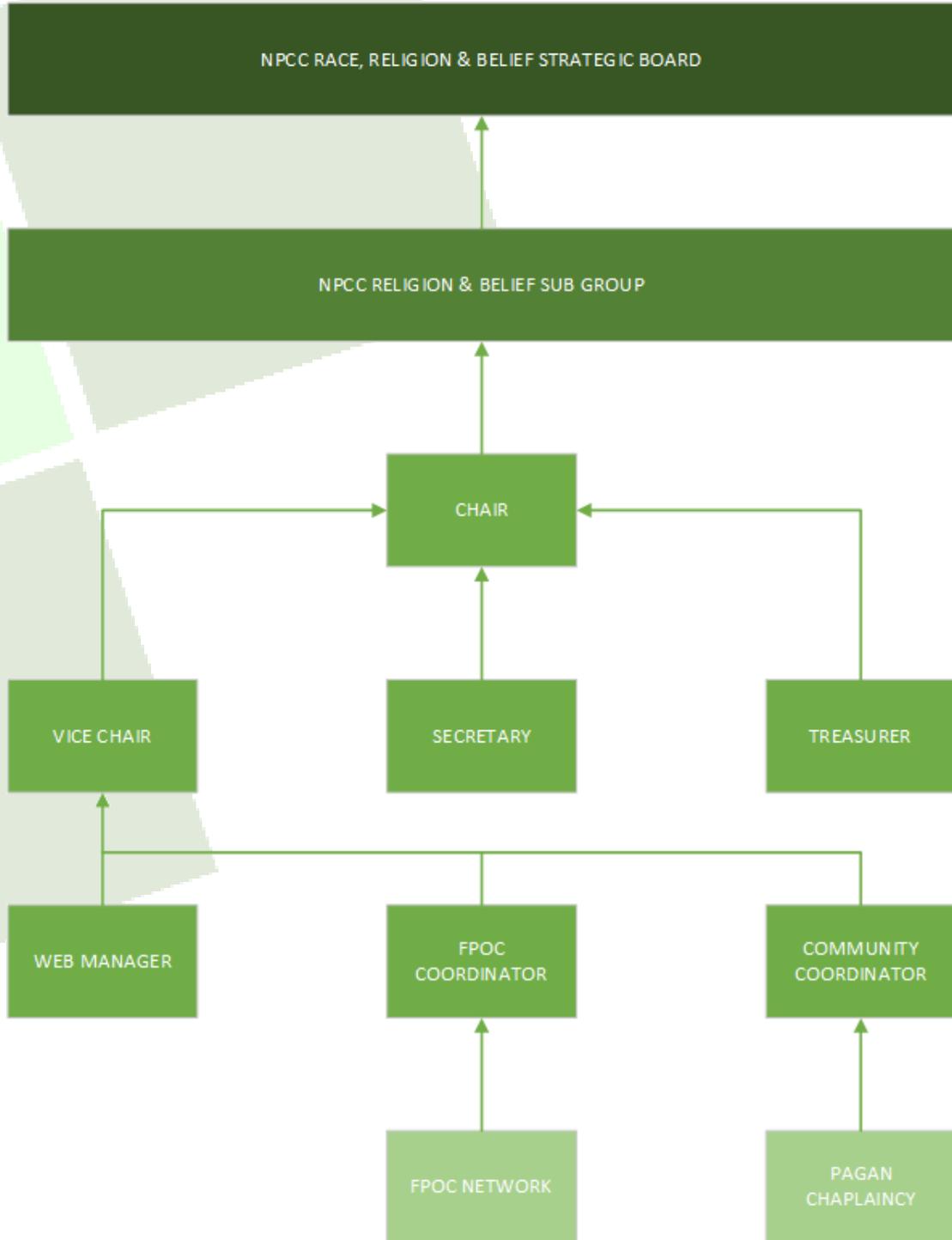
### **Long-Term Vision for Evaluation and Impact**

By 2029, the Police Pagan Association will operate with a mature evaluation framework that not only evidences its value but also informs national best practice for staff networks. The Association will be recognised for its transparency, measurable outcomes, and contribution to inclusive culture within policing - ensuring that Pagan officers and staff are visible, supported, and valued at every level.

# Section 11

## Appendices

### PPA Accountability Hierarchy



## Section 12

### Document Control

Compliance	Auditor	Date
Diversity	07/11/2025	Insp 1158 Andrew Pardy
Health and Safety	07/11/2025	Insp 1158 Andrew Pardy
Data Protection	07/11/2025	Insp 1158 Andrew Pardy
Human Rights	07/11/2025	Insp 1158 Andrew Pardy
Freedom of Information	07/11/2025	Insp 1158 Andrew Pardy
Information Management	07/11/2025	Insp 1158 Andrew Pardy

Date	Version	Summary of Changes
07/11/2025	1.1	Original draft



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