

ROLE PROFILES

The roles of the Executive Leadership Team of the Police Pagan Association, including the duties and responsibilities of each role.

POLICE PAGAN
ASSOCIATION

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“Unity is strength; when there is teamwork and collaboration, wonderful things can be achieved”

Mattie Stepanek

Section 1

Summary

This document specifies the roles of the Executive Leadership Team of the National Police Pagan Association (PPA) as of 2025.

In September 2023, the Home Secretary commissioned His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) to investigate the extent to which police involvement in politically contested matters may be having an impact on operational policing, by influencing policing policy, priorities and practice.

Whilst the report recognised the importance and value of national staff networks, it identified a need for clear and consistent terms of reference, including the structure thereof.

Of the 22 recommendations included in the report, recommendation 21 pertained specifically to the governance and structure of national staff networks:

By 31 March 2025, the National Police Chiefs' Council should publish a national terms of reference and governance structure for staff networks. The National Police Chiefs' Council and forces should withdraw funding and resources from any staff network that doesn't comply with these governance arrangements.

The National Police Chiefs' Council should also publish guidance to forces to make sure local and national networks operate in a consistent and coherent manner.¹

Following consultation with national staff network leads the National Police Chiefs' Council (NPCC) produced their Operating Principles for National Staff Networks, in which they included the following aims:

- To support recommendation 21 of the aforementioned HMICFRS report.
- To provide a set of principles and expectations for National Staff Networks.

¹ HMICFRS An Inspection into Activism and Impartiality in Policing September 2024 pp.119

- To provide consistent support for National Staff Networks through a national governance framework.²

In addition, the Operating Principles recommended that National Staff Networks should align with the NPCC Policing Vision 2023 and the joint College of Policing and NPCC Culture and Inclusion Strategy 2025-2030.

Section 4.7 of the Operating Principles defined the conduct of National Staff Network staff and members thus:

*All members of the network, including executive members, must conduct themselves in accordance with the Code of Ethics, the underpinning ethical policing principles, other associated policies in their force or policing body, and any specific provisions laid out in the network's constitution.*³

In addition to the above, the staff network and its members must:

- *Operate in line with the Memorandum of Understanding for Executive Officers of Staff Networks⁴*
- *Not engage in activities that could be construed to be political, nor engage in formal political debate in their network role.*
- *Always remain impartial.*
- *Avoid making public their views on government policy.*
- *Demonstrate high standards at all times, to avoid risking damage to public trust and confidence in the police service*
- *Recognise the difference between themselves and formal role and responsibilities of staff associations, e.g. Police Federation, Police Superintendents' Association, UNISON/other unions for police staff. For example, staff networks should not become directly involved in representing members on issues such as pay and rewards, or other matters such as formal disciplinary/grievance processes. However, it is recognised that a network could provide informal support for members in such situations.*

² NPCC Operating Principles for National Staff Networks February 2025 pp.1 Section 1.3

³ NPCC Operating Principles for National Staff Networks February 2025 pp.5 Section 4.7.1

⁴ Annex A

Section 2

The Executive Leadership Team

The following is taken from the PPA Constitution Document, and is included here for ease of reference.

- The Association shall be managed by the Executive Leadership Team which will have the duty to exercise the authority of the Association in pursuance of the Aims of the Association and on behalf of the Association as a whole.
- The Executive Leadership Team shall consist of:
- The Chair, Vice Chair, Treasurer, General Secretary, First Point of Contact Coordinator, Community Coordinator, and Web Manager, being Pagan members of the Association, elected by the members of the Association at the Annual General Meeting in accordance with such voting procedures as recommended to the Annual General Meeting by the Executive Leadership Team.
- Voting will be by secret ballot and the result declared at the next the Annual General Meeting. The Chair, Vice Chair, General Secretary, and Treasurer shall be full members of the Association.
- The Executive Leadership Team shall have power to co-opt persons having special knowledge or experience to further the Aims of the Association provided that the number of co-opted members shall not exceed one quarter of the total membership of the Executive Leadership Team. Persons so co-opted shall hold office as members of the Executive Leadership Team until the end of the Annual General Meeting following their co-option but will have no power to vote.
- Other than a co-opted member, the Executive Leadership Team may invite or permit any person to attend any meetings without power to vote.
- The Executive Leadership Team may mandate any other person to act on its behalf for a specific purpose.

- All terms of Office unless otherwise herein provided shall expire at the election of their successor at an Annual General Meeting or an Extraordinary General Meeting. For the term of any Office of persons appointed to fill casual or temporary vacancies or for any person appointed during the currency of any year of the Association, the Office shall be held until their successor is appointed at the Annual General Meeting for the ensuing year.
- Any competent member of the Executive Leadership Team may be re-appointed, re-co-opted or re-elected as the case may be.
- The proceedings of the Executive Leadership Team shall not be invalidated by any vacancy among their number, or by any failure to appoint, or any defect in the appointment or qualification of, a member.
- Any member of the Executive Leadership Team may resign at any time by giving written notification to the Secretary. In the case of the Secretary, to the Chair.

The NPCC Operating Principles for National Staff Networks document contributes to the definition of the roles and responsibilities of executive leadership roles within National Staff Networks thus:

- *The executive leadership roles of the network should be included in the Network's Constitution.*
- *The executive leadership roles should have clearly defined profiles and responsibilities to allow the membership to hold executive members to account.*
- *The expectations around the conduct of executive members should be clearly set out, taking into account the principles and guidance set out in the Code of Ethics, schedule 2 of The Police (Conduct) Regulations 2020, the public sector equality duty, and other associated police body policies.⁵*

In addition, the Operating Principles document states:

⁵ NPCC Operating Principles for National Staff Networks February 2025 pp.3 Section 4.3

- *Those standing for election to any network post, or holding elected office, should not be under investigation by professional standards for gross misconduct. If such investigations are initiated for sitting incumbents, it is expected that the individual would not carry out their network role while the investigation is ongoing and resign if allegations are upheld.⁶*

⁶ NPCC Operating Principles for National Staff Networks February 2025 pp.4 Section 4.6.4

Section 3

Chair

The Chair will lead the Police Pagan Association (PPA), championing inclusion, wellbeing, and representation across the organisation.

The Chair will provide strategic direction and be the primary spokesperson of the PPA, ensuring members' voices are heard at every level.

The role of Chair offers a unique opportunity to develop leadership skills, influence organisational culture, and make a lasting difference for our colleagues and the communities we serve.

Accountability

The Chair reports to the NPCC Networks Portfolio Lead, the PPA Executive Leadership Team and the PPA membership.

Roles and Duties

Leadership and Strategy

- Provide overall leadership and direction for the PPA.
- Set the vision, priorities, and strategic objectives in line with organisational values.

Governance and Accountability

- Chair meetings, ensuring fair, inclusive, and effective decision-making.
- Oversee minutes, action tracking, and transparent reporting.
- Ensure PPA activities align with equality, diversity, and inclusion commitments.

Representation and Influence

- Act as the primary spokesperson for the PPA internally and externally.
- Represent members' interests at senior leadership forums, cross-network groups, and external partnerships.

Membership Engagement

- Encourage participation, inclusion, and active involvement of members across the organisation.
- Act as a visible and approachable figurehead for the PPA.

Event and Initiative Oversight

- Provide leadership for campaigns, awareness events, and wellbeing initiatives.
- Delegate delivery and support subcommittees or working groups where appropriate.

Succession and Development

- Mentor committee members, supporting their growth and confidence.
- Ensure succession planning and leadership resilience within the PPA.

Operational Oversight

- Share workload with the Vice Chair and committee to ensure smooth running of day-to-day PPA activities.
- Provide direction on correspondence, reports, and urgent matters requiring leadership.

Championing Values

- Promote inclusivity, fairness, and wellbeing across the organisation.
- Act as a role model for respectful, professional, and ethical behaviour.

Skills and Qualities

- Strong communication and leadership skills.
- Confidence in representing and influencing at senior levels.
- Organisational ability and capacity to manage competing priorities.
- Commitment to inclusion, fairness, and staff wellbeing.

Vice Chair

The role of Vice Chair involves working closely with the Chair to shape strategy, represent members, and promote inclusion and wellbeing across the PPA.

The Vice Chair will deputise for the Chair when required, support events and initiatives, and act as a visible champion for our values.

The role of Vice Chair provides a great opportunity to develop leadership skills, build connections, and make a real difference for our colleagues and the communities we serve.

Accountability

The Vice Chair reports to the Chair and the PPA membership.

Roles and Duties

Deputising for the Chair

- Step in to lead meetings, events, or external engagements when the Chair is unavailable.
- Ensure continuity of leadership and decision-making.

Supporting Strategic Direction

- Assist the Chair in shaping the vision, strategy, and priorities of the PPA.
- Contribute to policy input, action plans, and delivery of objectives.

Governance and Accountability

- Ensure decisions and actions align with force values, equality, diversity, and inclusion commitments.
- Support transparent record-keeping, minutes, and reporting.

Membership Engagement

- Act as a visible representative for members, ensuring their voices are heard.
- Support recruitment, retention, and engagement of PPA members.

Liaison and Representation

- Represent the PPA at internal forums, cross-network collaborations, and external partnerships.
- Build links with senior leaders, stakeholders, and other staff associations.

Event and Initiative Support

- Help organise events, training, awareness campaigns, and wellbeing activities.
- Provide oversight of working groups or subcommittees.

Succession and Development

- Mentor and support newer committee members or volunteers.
- Support succession planning to ensure leadership resilience.

Operational Support

- Share workload with the Chair, e.g. responding to correspondence, preparing reports, and managing projects.
- Step into urgent matters requiring leadership between meetings.

Championing Values

- Promote inclusivity, fairness, and wellbeing across the PPA and wider organisation.
- Act as a role model for professional conduct and respectful engagement.

Skills and Qualities

- Good communication and organisational skills.
- Ability to work collaboratively and supportively with colleagues.
- Confidence in deputising and representing the PPA at all levels.
- Commitment to fairness, inclusion, and wellbeing.

Treasurer

The Treasurer involves the management the PPA finances and the support of its activities.

This Treasurer will maintain accurate records, prepare budgets, identify fundraising opportunities, manage the PPA bank account, and ensure financial transparency.

The role of Treasurer is a great opportunity to develop organisational management skills, build leadership experience, and support the PPA in making a real difference for our colleagues and the communities we serve.

Accountability

The Treasurer reports to the Chair and the PPA membership.

Roles and Duties

Financial Oversight

- Manage the PPA's finances responsibly and transparently.
- Maintain accurate financial records, including income, expenditure, and balances.

Budget Management

- Prepare budgets to support the PPA's events, initiatives, and activities.
- Monitor spending to ensure it stays within agreed limits.

Reporting and Accountability

- Present regular financial reports to the committee and, where required, to senior leadership.
- Ensure financial transparency and accountability in line with organisational policies.

Fundraising and Resources

- Support applications for funding, grants, or sponsorship to sustain PPA activities.
- Work with the Community Coordinator explore opportunities to secure funding at community events in line with the PPA's aims.

Compliance and Governance

- Ensure financial practices meet organisational and legal requirements.
- Support any audits or reviews of the PPA's finances.

Collaboration

- Work closely with the Chair, Vice Chair, and committee to align financial management with strategic goals.
- Advise colleagues on budgetary matters to enable informed decision-making.

Succession and Development

- Keep clear, accessible records to support handovers and succession planning.
- Mentor or support a deputy/assistant treasurer if appointed.

Championing Values

- Promote fairness and transparency in all financial matters.
- Ensure funds are used ethically and in the best interests of members.

Skills and Qualities

- Good numeracy and organisational skills.
- Attention to detail and accuracy in record-keeping.
- Integrity, transparency, and accountability in decision-making.
- Commitment to the values of fairness, inclusion, and wellbeing.

Secretary

The role of Secretary involves the coordination of meetings, the recording of minutes, the management of correspondence, and ensuring that members stay informed.

The Secretary will support communication between members, the committee, and the wider organisation.

The role of Secretary is a great opportunity to build organisational skills, develop experience in governance and communication, and contribute to making a real difference for our colleagues and the communities we serve.

Accountability

The Secretary reports to the Chair and the PPA membership.

Roles and Duties

Administrative Oversight

- Manage the day-to-day administration of the PPA.
- Act as the first point of contact for enquiries and correspondence.

Meetings and Records

- Schedule meetings, circulate agendas, and ensure accurate minutes are recorded.
- Track actions and decisions, following up with committee members as needed.

Communication

- Maintain clear and timely communication between the committee, members, and stakeholders.
- Distribute newsletters, updates, or key information as agreed by the committee.

Governance and Compliance

- Ensure the PPA's records are accurate, accessible, and up to date.
- Support compliance with organisational policies and data protection requirements.

Event and Initiative Support

- Assist in the planning and coordination of events, campaigns, and awareness activities.

- Manage bookings, logistics, and communication related to PPA activities.

Collaboration

- Work closely with the Chair, Vice Chair, Treasurer, and other committee members to ensure smooth running of the PPA.
- Provide administrative support for funding applications, reports, and presentations.

Succession and Development

- Keep clear, well-structured records to support future handovers.
- Mentor or support a deputy/assistant secretary if appointed.

Championing Values

- Promote openness, clarity, and inclusivity in all communication.
- Ensure processes are accessible and supportive for all members.

Skills and Qualities

- Strong organisational and time management skills.
- Accuracy and attention to detail in record-keeping.
- Ability to handle confidential information responsibly.
- Commitment to inclusivity, fairness, and wellbeing.

First Point of Contact Coordinator

The First Point of Contact (FPOC) Coordinator will manage and develop our national network of representatives across individual police forces.

The FPOC Coordinator will ensure each force has an active point of contact, keeping them engaged with regular communication, providing consistent representation across the country.

The role of FPOC Coordinator is a great opportunity to develop leadership and coordination skills, strengthen national collaboration, and support the PPA in making a real difference for our colleagues and the communities we serve.

Accountability

The First Point of Contact Coordinator reports to the Vice Chair and the PPA membership.

Roles and Duties

Network Management

- Coordinate and oversee the network of First Points of Contact (FPOCs) across police forces.
- Maintain an up-to-date register of FPOCs, ensuring each force has appropriate representation.

Support and Development

- Provide guidance, resources, and regular updates to FPOCs to help them represent the PPA effectively.
- Organise induction, training, or briefing sessions to develop FPOCs' confidence and knowledge.

Communication

- Act as the central link between the committee and the wider FPOC network, updating the FPOC handbook annually.
- Share information, updates, and key messages from the committee with FPOCs, and gather feedback in return.

Collaboration and Engagement

- Encourage FPOCs to promote the PPA locally and engage colleagues in their own forces.

- Facilitate regular meetings or forums for FPOCs to share best practice and support each other.

Reporting and Accountability

- Provide the committee with regular updates on FPOC activity, engagement, and issues raised.
- Identify gaps in coverage or areas for improvement and make recommendations.

Governance and Compliance

- Ensure that FPOC activity reflects the values, policies, and aims of the PPA.
- Promote consistency of standards across all participating forces.

Succession and Development

- Keep records and processes clear and accessible to ensure smooth handovers.
- Encourage succession planning within the FPOC network to build sustainability.

Championing Values

- Promote fairness, inclusivity, and professionalism across all FPOC activity.
- Act as a role model for collaboration, transparency, and ethical engagement.

Skills and Qualities

- Strong organisational and coordination skills.
- Ability to communicate effectively across different ranks, roles, and forces.
- Ability to identify gaps, challenges, and opportunities for improvement.
- Commitment to the PPA's values of inclusivity, fairness, and wellbeing.

Community Coordinator

The Community Coordinator will oversee our Pagan chaplaincy programme, produce the PPA newsletter, and lead on community events.

The Community Coordinator role also carries responsibility for safeguarding, ensuring our activities are safe, inclusive, and supportive for all.

The role of Community Coordinator is a great opportunity to develop coordination, communications, and safeguarding experience while making a meaningful impact for our colleagues and the communities we serve.

Accountability

The Community Coordinator reports to the Vice Chair and the PPA membership.

Roles and Duties

Chaplaincy Oversight

- Provide coordination and support for Pagan police chaplains across forces.
- Maintain records of active chaplains, ensuring appropriate induction, support, and accountability.

Newsletter Production

- Lead on the creation and distribution of the PPA newsletter.
- Gather updates, articles, and contributions, ensuring content is inclusive, professional, and reflective of the PPA values.

Community Events

- Manage logistics, promotion, and communication for events, exploring fundraising opportunities with the Treasurer.
- Support FPOCs and chaplains to represent the PPA at community events.

Safeguarding and Wellbeing

- Act as safeguarding lead within the committee, ensuring policies and practices are upheld.
- Provide advice or signposting on safeguarding concerns raised within community or chaplaincy activity.

Communication and Engagement

- Maintain regular communication with chaplains, members, and wider communities.
- Encourage participation and create opportunities for members to engage with PPA activities.

Governance and Accountability

- Ensure chaplaincy and community activities align with the PPA aims and organisational policies.
- Provide reports to the committee on chaplaincy activity, events, and safeguarding issues.

Collaboration

- Work with the Executive Leadership Team to integrate chaplaincy, community, and communications activity into the wider PPA strategy.
- Build relationships with external faith, community, and wellbeing partners.

Championing Values

- Promote inclusivity, safety, and fairness across all community activities.
- Act as a role model for respectful engagement within policing and community settings.

Skills and Qualities

- Strong organisational and coordination skills.
- Confident event planning and management experience.
- Understanding of safeguarding principles and willingness to act responsibly in this area.
- Commitment to fairness, inclusion, wellbeing, and the values of both policing and Pagan community practice.

Web Manager

The Web Manager oversee our website and online presence, keeping the PPA website updated and managing our social media and digital platforms, ensuring our online communications are professional, engaging, and inclusive.

The Web Manager has vital role in sharing resources, promoting events, and strengthening our online community.

The role of Web Manager is a great opportunity to build digital communication and content management skills while making a real difference for our colleagues and the communities we serve.

Accountability

The Web Manager reports to the Vice Chair and the PPA membership.

Roles and Duties

Website Oversight

- Manage and maintain the PPA's website, ensuring content is accurate, relevant, and accessible.
- Keep pages up to date with news, resources, events, and contact details.

Online Presence Management

- Ensure a consistent, professional, and inclusive tone of voice across all digital channels.
- Schedule and coordinate posts, updates, and announcements on the PPA's online platforms (e.g. social media, intranet, blogs, or forums).

Content Creation and Coordination

- Ensure digital communications reflect the diversity of the PPA and the wider community.
- Promote engaging content and awareness campaigns, events, and initiatives through online channels.

Engagement and Accessibility

- Encourage member engagement with online content, responding to enquiries and feedback.
- Ensure digital platforms are inclusive and accessible, meeting organisational standards.

Governance and Compliance

- Ensure online activity complies with organisational policies, data protection, and safeguarding standards.
- Monitor online interactions to uphold safe and respectful engagement.

Collaboration

- Work with the Executive Leadership Team to ensure integrated communications.
- Share best practice with other staff networks or partners around digital engagement.

Championing Values

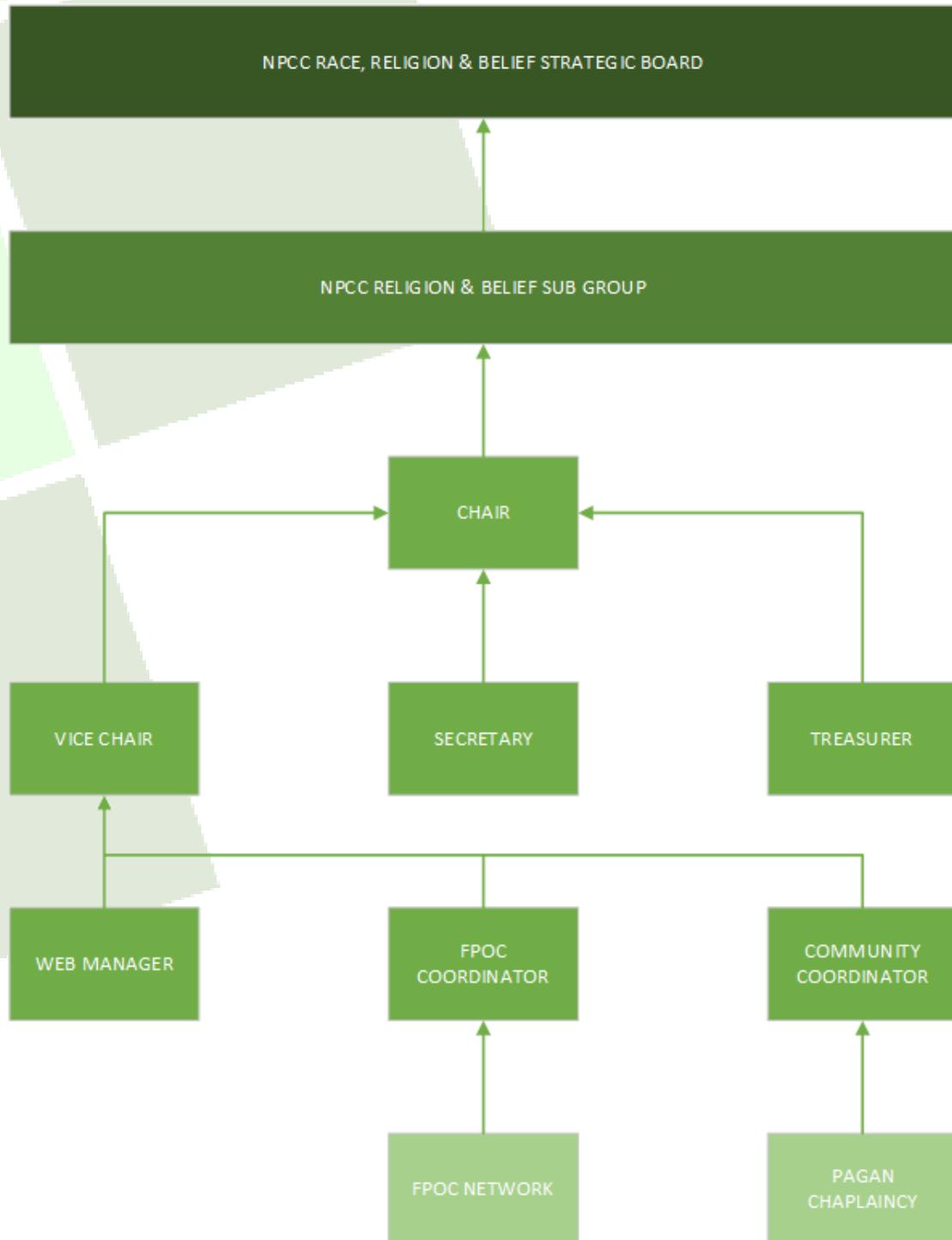
- Promote inclusivity, fairness, and transparency through all digital communications.
- Act as a role model for respectful, professional online presence.

Skills and Qualities

- Good written communication and attention to detail.
- Creative approach to content creation and engagement.
- Awareness of safeguarding, data protection, and online conduct.
- Commitment to inclusivity, fairness, and wellbeing in all communications.

Section 4

PPA Accountability Hierarchy



Section 5

Annex A

NPCC Memorandum of Understanding for Executive Officers of Staff Networks

1. This MoU relates to Executive Officers (EO) of national staff networks.
2. Release of those within force level staff networks should be subject of local arrangements.
3. This MoU does not prohibit in any way bespoke agreements made between an executive member and their own Chief Constable. This MoU is seen as the minimum agreeable level.
4. Staff networks are a key strategic asset in delivering a truly diverse workforce and in delivering an effective service to our diverse communities. Their contribution cannot be underestimated, and they are an essential link between our staff, our communities and our organisation.
5. To be effective, those who hold executive roles within the national staff networks will require to be released from their day-to-day activities to fulfil their obligations within that role.
6. The release of staff should be allowed as is reasonable taking account the nature of the role held and subject to the operational requirements of the force.
7. Where the Chief Constable and EO disagree with how much time should be afforded to fulfil the obligations of the national role then either party may approach the Chair of the NPCC Diversity, Equality and Inclusion Committee to facilitate a further discussion between parties. The DEI Chair will be able to provide comment and advice but the final decision as to how much time will be afforded will be that of the Chief Constable of the home force.
8. It is anticipated that a majority of the requests to be released can be given by the EO in good time to enable the organisation to make alternative arrangements to cover their duty where necessary.
9. Reasonable travel and accommodation expenses should be met by the home force.

10. Chief Constables should ensure that line managers are both aware of and instructed to follow this MoU.
11. The release of staff and any requests that are declined should be recorded by the EO and annually collated and reported via the Chair of the respective national staff network to the DEI Committee to enable the efficacy of this MoU to be continually assessed.
12. The DEI Committee Chair will provide an annual report to the Committee outlining details of any interactions made under para 7 and information gathered under para 11.

Section 6

Document Control

Compliance		Date	Auditor
Diversity		23/08/2025	Insp 1158 Andrew Pardy
Health and Safety		23/08/2025	Insp 1158 Andrew Pardy
Data Protection		23/08/2025	Insp 1158 Andrew Pardy
Human Rights		23/08/2025	Insp 1158 Andrew Pardy
Freedom of Information		23/08/2025	Insp 1158 Andrew Pardy
Information Management		23/08/2025	Insp 1158 Andrew Pardy
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02/10/2015	1.1	Original	
11/11/2017	1.2	Formatting	
09/01/2019	1.3	Extended introduction section	
		Inclusion of Executive Leadership Team section	
28/02/2021	1.4	Document reformatting	
		GDPR	
		Accessibility compliance	
23/08/2025	1.5	Document reformatting	
		Edited introduction section	
		NPCC and Home Office compliance	
		Reformatting of all role descriptions	
		Addition of Community Coordinator role	
		Removal of Internal Liaison role	
		Addition of FPOC Coordinator role	



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