



Philip Seccombe
Police and Crime
Commissioner
for Warwickshire

Decision Application WPC2007

National Police Chaplaincy

Application Date:	August 2016	Name of Applicant:	Neil Hewison
Application Decision Reference: WPC2007			
1. Summary of the application The decision for the Commissioner to consider relates to the appointment of a centrally funded, full time National Police Chaplain.			
2. Background information: The National Police Chaplaincy service presented a business case for funding to all Commissioners via the Association of Police and Crime Commissioners (APCC). The Commissioner has been asked to fund a proportion of the cost of appointing a centrally funded, full time National Police Chaplain, who would be responsible for the ongoing development and management of Police Chaplaincy across the country. The costs involved are detailed within this application along with the business case Chaplaincy is a valued resource across all 43 police forces. The National Association of Chaplains to the Police (NACP) was formed in 2000 to provide a service to police chaplains. The role of Police Chaplains is to provide sensitive pastoral support to Police Officers, staff and their families. Alongside the support they give in terms of moral, ethical and religious matters they also provide support to personnel and assist following major / critical incidents internally and to help facilitate community recovery. The request, if approved, will enable the funding of a National Police Chaplain who would be accountable to both APCC and NPCC for the resourcing and strategic oversight of Police Chaplaincy across the country.			

3. Whether additional information/report is attached to support this decision application

YES / NO

List of additional information/report

- a) Business Case - National Police Chaplaincy
- b)
- c)

4. Expected benefits (non financial)

The role of a National Police Chaplain would be accountable to both APCC and NPCC for the resourcing and strategic oversight of Police Chaplaincy across the country. The initial term will be for five years to ensure success. A directed and coordinated lead National Chaplain would no doubt build upon the good work already being done in various parts of the country.

The benefits are listed within the Business Case at page 3.

5. Impact of not approving the application

It is no longer viable to continue with the present system of volunteer National Police Chaplain. It is not appropriate for one force to bear the cost of releasing their own 'Lead' Chaplain.

6. Costs

Revenue: The annual cost of providing a National Police Chaplaincy service is £76,200. The APCC have confirmed that following the consultation on this with all 41 PCCs nationally, there are 37 PCCs who were supportive of the case for funding with 4PCCs opting out. The cost per PCC is therefore £2,060 per annum.

Capital:

7. Savings:

n/a

8. Equality and Diversity Implications:

The person appointed would be subject to a fair selection process and the principles of equal opportunity will be applied.

9. Treasurer's comments

The costs associated with this decision will be met from the OPCC budget.

10. Legal/Monitoring Officer comments

Recommend approval in line with the attached business case.

Decision of the Police and Crime Commissioner

Approved.

PCC Signature:

A handwritten signature in blue ink, appearing to read "P. J. ...".

Date of Decision:

A handwritten date in blue ink, "25 July 2017".

National Police Chaplaincy

Introduction

This Paper sets out the case for the appointment of a centrally funded, full time National Police Chaplain who would be responsible for the ongoing development and management of Police Chaplaincy across the country. This role would be a valuable internal and external resource.

This document details;

- The benefits of appointing a National Police Chaplain (what this role does)
- Costs
- Potential funding overview
- The model/organisational structure (where the role will sit)
- Recruitment
- Executive Summary

It is intended to seek financial commitment from Police & Crime Commissioners in supporting the creation of the full time post of National Police Chaplain. To ensure effectiveness, success and sustainability it is recommended this be done for a five year term.

Background

In 2003 an HMIC report 'Diversity Matters' recommended that *".....all forces should have resources in place to meet the spiritual needs of police officers and police staff, while respecting the diversity of faiths and beliefs both inside the service and in the communities which they serve."*

In January 2013 a paper was presented to Chief Constable's Council that recognised the growth, value and worth of Police Chaplaincy and supported a number of recommendations to ensure its continuing and ongoing development. [Cover paper attached Appendix A]

Whilst Chaplaincy has been engaged with Policing for many years the years since the above report have seen a huge growth both in terms of chaplaincy numbers and in the scope of engagement. From around 40 Chaplains in the early 1990's today there are approximately 650 Police Chaplains. A 'snapshot' would show the presence of a Lead Chaplain in most forces leading a team of local volunteer chaplains drawn from a range of faiths and beliefs and serving 'people of faith and of no faith' in a fully inclusive and open way. Chaplains contribute approximately 55000 hours per annum. Chaplaincy also provides a unique opportunity for engagement with communities.

Police Chaplaincy

A summary of the role & function of Police Chaplaincy is as follows:

Personal, practical & spiritual care:

- Supporting all Police Officers, Staff & their families

Operational Support:

- To be a resource where faith & operational issues interact.
- Provide a network of advice relating to moral, ethical & religious matters
- To help build and facilitate links with communities and the Police

Response to Major/Critical Incidents:

- To support Personnel & to assist following Major/Critical Incidents internally and to help facilitate community recovery

Chaplaincy should form a fundamental part of the Police Service's approach to wellbeing and make a positive contribution to both individual and organisational health & wellbeing. The provision of effective operational resources, sensitive pastoral support and an informed independent and distinctive voice can best be met by a professional chaplaincy service, fully embedded within the police service.

Chaplaincy offers a complementary role to that of trained counsellors, occupational health and welfare units. Affirming the worth of all police personnel, responding to the needs of all ranks and grades, proactively seeking out personnel in the high-pressure areas, the chaplains' key responsibility is to work with others in helping to keep personnel fit and healthy.

National Police Chaplain

The National Association of Chaplains to the Police (NACP) was formed in 2000 to provide advice, guidance, training and resources to police chaplains. The huge growth in Chaplaincy provision, the need for consistent standards, the requirement to ensure interoperability and the promulgation of good practice have brought considerable demands. There is currently no full time National Police Chaplain fulfilling this co-ordinating role and providing national support and strategic engagement across all forces. Rather, elected by the National Association of Chaplains to the Police, this role is undertaken on a rotating term, from the current pool of police chaplains. For the incumbent, this is additional 'voluntary' work to that which they perform in their own force. They are essentially doing two full time jobs. Canon David Wilbraham from Thames Valley Police is the chaplain who is currently in this post until 2016.

This situation of performing the two roles as described above is unsustainable for the following reasons;

- The demands for chaplaincy in modern policing have outgrown the current structure
- The role & responsibilities of the National Police Chaplain has similarly grown alongside this
- There is a significant personal impact on those that undertake the role
- It is reliant on the good will of the force in question to release their own valuable chaplaincy resource, in this case Thames Valley
- It is dependent on a very small number of full time chaplains wanting to take on additional responsibilities and having the capability to take on such a high profile role
- A National Police Chaplain is a significantly different role to that undertaken at force level. It requires a much more detailed knowledge of policing strategy and the practicalities of day to day policing. As the role is unique, expertise builds over time.

The Benefits of Appointing a National Police Chaplain

A full time National Police Chaplain would be responsible for the following;

- Coordinating chaplaincy across the country (there are currently 650 police chaplains) who need;
- Communication
- Advice and support
- Oversight of training and development
- Protocols and oversight that enable 'interoperability' of Chaplains
- Developing Professional 'doctrine' around Police Chaplaincy & engagement
- Professional guidance, support and resource to Lead Chaplain's particularly
- Ambassadorial role attending key functions, providing a strong visible presence
- Providing chaplaincy support at key ceremonies e.g. National Police Memorial Day; National Police Bravery Awards
- Providing input to various key stakeholder within the world of policing including Staff Associations, Association of Police & Crime Commissioners; National Police Chiefs Council, College of Policing, Police Charities.
- Supporting key national deployments, specifically those that include mutual aid eg G8, NATO
- Attending major incidents providing strategic thinking, guidance, advice, media support to the chaplains and key stakeholders at a local force level. They are integral to the Police response. Recent examples of this where chaplaincy was engaged would include; 'Operation Tempest' – the search for

Item 4.2 – Annex A

missing child April Jones; 'Operation Bede' – historic human tissue enquiries; the murders of GMP Officers Fiona Bone & Nicola Hughes

- Providing a strategic level of engagement and unique advice and support to senior leaders and organisations on complex ethical issues e.g. National Crime Agency, National support services
- Providing a strong voice and leadership in regard to ethical behaviour, values and conduct.
- Engaging with minority communities and faith groups on a theological and community level
- The further development of chaplaincy within Policing

Bridging and engaging all faiths, believers and non-believers, it can be seen how the Chaplaincy has a critical role to play in both the wellbeing of the service, the people it employs and the community it serves. This role very much supports the wellbeing agenda. Policing is a vocation like no other carrying a significant amount of risk. It is certainly a role that is not without its share of moral dilemmas and ethical debate. The uniqueness of the chaplaincy is that it supports the Service in its totality, operating at a strategic organisational level, whilst also at a very individual human level. Non-judgemental help and support is provided in a way that simply cannot be replicated elsewhere.

The role of National Police Chaplain has evolved in the manner indicated above as the value, use and benefits of Chaplaincy have been realised across the Service. Should this not be resourced and further developed it cannot be sustained in such a positive manner nor continue to contribute and develop in other beneficial ways.

Costs

To appoint a full time National Police Chaplain requires a budgetary provision of approx. £76,200 per annum [For a term of 5 years this would cost £381,000.] These costs we believe to be both realistic in terms of resource required and mindful of budgetary constraints.

Specifically:

	Expenditure Per annum
Salary [Based on Clergy stipend & housing costs]	£37,600
Pension/on costs	£10,600
Vehicle [Cost of a small Police Fleet vehicle eg Vauxhall Corsa]	£7,000
Equipment [IT – secure laptop; Telephone]	£1,000
Admin Support [this figure includes office costs as well as provision for p/t admin support]	£15,000
Expenses [travel; accommodation; visiting forces across England & Wales; Conferences [PFEW; APCC;	£5,000

Item 4.2 – Annex A

PSAEW; NPCC]	
Total	£76,200

Funding Overview

It is important that this role is funded in a way which;

- Gives the role legitimacy to act
- Acknowledges the services provided countrywide and recognises their value
- Does not rely on the post holder to fund raise for their own position

In terms of role recognition and legitimacy to act, it is important that all of the forces across England and Wales make a contribution to fund this post.

Structure & Accountability

It is envisaged, at this stage, that this post would be underpinned by a Section 22 agreement being in place providing the usual proportionate safeguards and accountabilities via the 'host' force and a Board of Governance which would include, with others, PCC and CC members. Thames Valley Police have indicated that they would be open to becoming the 'host' force.

External accountabilities would, in addition to the above, be to the College of Policing; APCC; NPCC and HMIC as well as an external accountability to the relevant faith group.

Organisational Structure

The creation of this post would create a new organisational structure for chaplaincy. The vision being that Chaplaincy would be accountable to APCC/NPCC through a representative Chaplaincy Board with chaplaincy training accredited by the College of Policing. Force chaplains would continue to be recruited, deployed and managed by their individual forces but would be accredited by the College.

The Chaplaincy Board would provide additional oversight for the role and in collaboration with the National Police Chaplain direct Chaplaincy strategy and encourage its effective delivery. HMIC would, in due course, provide an appropriate inspection regime

Recruitment

As soon as the funding for this post is secured, the appropriate recruitment process will begin.

Executive Summary

Where we are

- The growth and provision of Police Chaplaincy since the 2003 HMIC Report 'Diversity Matters' has made a hugely positive impact to the Police Service both internally and in assisting community engagement. Chaplaincy is a valued resource across all 43 forces.
- This achievement has brought 'problems of success' in terms of strategic co-ordination; appropriate recruitment, training and professional development; maximising further opportunities across all forces; providing a central resource and point of reference for the Police Service and external agencies.
- There is a need to develop strategic thinking and engagement as forces collaborate locally and nationally as well as build resilience to respond to changing Police demand and the national Policing requirements.

What is the issue

- It is no longer viable for this situation to be sustained, co-ordinated and developed by a 'volunteer' National Police Chaplain.
- It is not appropriate for any one force to bear the financial burden for this provision in 'releasing' their own Lead Chaplain.
- The National Police Chaplain should be within the structure of National Policing bodies to provide a duly accountable strategic resource.

Solution

- Agreement to fund the role of National Police Chaplain who would be accountable to both APCC and NPCC for the resourcing and strategic oversight of Police Chaplaincy across the country.
- This should be agreed for an initial term of five years to ensure success.
- The cost of this is approx £80,000 per annum
- To be established in the first quarter of 2016

The views of others...

The work of the Police Chaplains is held in high regard by members of the PSAEW and many members have engaged with the NACP at our annual conference resulting in greater involvement at a local level. I believe that the establishment of a full-time National Police Chaplain will strengthen the current chaplaincy network and provide more consistency, not only in terms of being a useful operational resource, but particularly as chief officers are becoming more alive to the need to invest more in the wellbeing of their staff.

Chief Superintendent Irene Curtis, OBE | President, Police Superintendents' Association of England & Wales

The research tells us that Chaplaincy is a vital resource in helping the Police Service support its people when they most need it. Quite often there is reluctance to access resources provided by the organisation for fear of stigma or labelling. Chaplains are volunteers who contribute a huge amount of time and effort in frontline locations and are ideally placed to provide care and support in such situations. National co-ordination of Police Chaplaincy will ensure we have a consistent and sustainable community of chaplains for the future.

DCC Andy Rhodes; Lancashire Constabulary; NPCC National Wellbeing and Engagement Lead, NPCC Workforce Futures Business Area.

The Police Service is ever changing and evolving, more so now possibly than at any other time. The threats, risks and day to day strain on serving officers and staff can often be a drain on resources and the health and wellbeing of our most valuable asset, the person, can sometime be overlooked. As a service we are recognising the need for proper support for the welfare needs of individuals and we are beginning to realise the impact of mental wellbeing as well. In my view, closely linked to this is spiritual wellbeing also.

As National Chair of the Police Federation of England and Wales, I have the honour of representing 124,000 officers at national events on significance and importance. Of note is National Police Memorial Day where the current National Chaplain plays a vital, high profile role on behalf of all faiths in remembrance of fallen officers and their families. There is a pressing need for a single point of contact who can represent, liaise and work with national organisations within policing, providing support and counsel on many matters. What must not be forgotten as well, is those occasions when there is a need for a more personal touch effecting national responsibility. For example, in recent years the current national chaplain has provided significant support to staff at PFEW following the sudden loss of close colleagues and staff. In quick time the current Chaplain provided a level and type of care and support often overlooked and not considered within current police culture. Its value was overwhelmingly recognised and supported by officers and staff.

This kind of support is, and I hope will continue to be provided through a properly funded and organised national police chaplaincy, the concept of which has my full support.

The best time to plant a tree was twenty years ago. The second best time is now.

Steve White FCMI; Chairman Police Federation of England and Wales

Item 4.2 – Annex A

For a good number of years I have been President of National Association of Chaplains to the Police. The past few years have been a time a encouraging growth in the engagement and effectiveness of those providing Police Chaplaincy across the country. Undoubtedly this success is due in large measure to a much more coordinated and positive lead by the National Executive in general and the role of the National Police Chaplain in particular. To sustain and further develop this most beneficial resource a full time dedicated role of National Police Chaplain is essential. I am hugely proud to be associated with Police Chaplaincy and would encourage Police & Crime Commissioners to become involved in this partnership and to consider favourably this bid.

Baroness Harris of Richmond DL; House of Lords

Police Chaplains have over the past decade become a valuable resource and an important part of the policing landscape. During my time as Chief Constable of Thames Valley I saw at first hand how Chaplaincy was effective in support of our own staff as well as operationally and as part of our community engagement. I am also aware of the way in which Police Chaplaincy has developed across the country and the work required to bring this about. The continued development and effectiveness of chaplaincy across the service would be enhanced by this modest central provision and resource and I would encourage Police & Crime Commissioners to support this important 'next step'.

Sara Thornton, Chair, National Police Chiefs Council

I have been the Bishop associated with the work of Police Chaplains for around ten years. I have seen the very worthwhile and effective work they undertake both day by day and in times of crisis. This includes sensitive pastoral care to individuals within the Police but also engagement with members of the community. One example in my own area is the provision of a moving, helpful and much appreciated annual Service of Remembrance with the families of those who have been killed on our roads. In recent days the collapse of the building at Didcot Power Station has seen chaplaincy supporting the emergency responders as well as engaging with distressed families. I see the huge benefits linking the Police and faith communities so that together we can serve the wider community. A directed and coordinated lead National Chaplain would continue to build upon the good work already being done.

Rt Rev Colin Fletcher, OBE, Acting Bishop of Oxford

