



INTERNATIONAL POLICE ASSOCIATION

SECTION UK

STRATEGIC PLAN 2025–2029

Section UK National Executive Committee



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Karen Duckworth**



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The Strategy

For our Association to develop, it must recognize what its priorities and goals are. It must have a plan that is understood by all those who will be responsible for executing it. It must have delivery plans that support the key pillars that signpost the pathway to growth.

This strategy addresses the nine key areas of business that will support Section UK as it strives to rebuild over the next 4 years. It is supported by a **core values and behaviors framework** that underpins the positive culture being driven within the organization (Appendix A).

Recruitment and retention are fundamental to the shape of Section UK moving forwards. Building on the growth that has been seen during 2025 as a result of the Section's 75th Year Anniversary promotion, a key piece of work will be how the branches and regions retain those new members. This requires careful thought and most importantly, collaboration and communication between regions and branches to share good practice and ideas. The role of **Vice President Recruitment, Retention and Sponsorship** will be key to providing specific focus to this and working with all regions to consider new potential funding opportunities. Identifying and **engaging with partners** who share the same values as the organization will help to improve IPA visibility and contribute to the way we promote our member 'offer' to Police UK. This includes re-thinking how we make best use of **technology** to achieve our goals.

Continued Professional Development opportunities for all members, whether to support career progression or personal interest will be important, connected with a focus on **Diversity, Equity and Inclusion** (DEI) to ensure that Section UK is reaching out across all aspects of policing and offers an environment where all members feel welcome and safe. How we communicate with members and encourage **member engagement and participation** in the future will impact on the way that members can get involved with the association, and we need to get this right.

In doing all of this, we must regularly **measure** the progress of the strategic plan, making adjustments where necessary, and be **transparent and accountable** to members in this process.

This strategic plan has been agreed by the National Executive Committee at their Development Day held on Monday 4th August 2025 at Section UK HQ.

Rebuilding Section UK

There is work to be done. **Trust and confidence** in the Association and the National Executive Committee have been compromised by the events of March 2025.



Regaining trust and confidence is key to the effectiveness of the plan, and key to the success that we want to have in re-shaping Section UK moving forward. Making sure that this can never happen again, and that the section has robust policies and procedures in place across all of its operating framework is central to the plan.

Now more than ever, the very first job of the President and the National Executive Committee is to inspire trust. In a chaotic and complex world, stakeholders and members look for credibility and stability in their leaders and Partners – a port in the storm. So, trust is the single most essential element to our ability to deliver the results we need in an enduring way. Trust leads to high-performance because it enables an organization to work as it should; it's the first defence against dysfunction and the first step towards delivering better outcomes.

Rebuilding trust will be done through open and transparent communication with members; It will be done by engaging branch and regional executives in the strategic plan and by having regular opportunities to hear members views and thoughts. The organisation will be open to scrutiny and the NEC will be accountable to members for all decisions made.

The only way we will be able to move forward together as a Section is to rebuild **trust and confidence** in the National Executive Committee.

Karen Duckworth

President – International Police Association Section UK

November 2025

1. Recruitment and Retention

- **Targeted Recruitment Campaigns:** Develop strategies to attract new members, particularly younger officers', staff and members of the police family, by showcasing the benefits of IPA membership and involvement.
- **Mentorship Programs:** Establish mentorship programs to support new members and help them integrate into the organisation.
- **Retention Initiatives:** Implement initiatives to retain existing members, such as recognising medium and long-term membership and providing incentives for continued involvement.

2. Continued Professional Development

- **Training Programs:** Offer regular training sessions, workshops, and seminars on the latest policing techniques.
- **Career Development:** Provide resources and opportunities for members to advance their careers, including certifications.
- **Knowledge Sharing:** Foster a culture of continuous learning by encouraging members to share their expertise and experiences through webinars, publications, and conferences.

3. Diversity, Equality, and Inclusion (DEI)

- **Inclusive Policies:** Develop and enforce policies that promote diversity, equality, and inclusion within the organization.
- **DEI Training:** Highlight to all members on the importance of diversity, equality, and inclusion and how to implement these values.
- **Diverse Leadership:** Encourage and support the representation of diverse groups in leadership positions within the IPA.

4. Openness and Transparency

- **Regular Communications:** Maintain open lines of communication with members through regular updates, newsletters, and meetings.
- **Transparency in Decision-Making:** Ensure that decision-making processes are transparent and that members have the opportunity to provide input and feedback.
- **Accountability:** Establish mechanisms for holding leadership accountable and for addressing members' concerns promptly and effectively.

5. Member Engagement and Participation

- **Interactive Platforms:** Develop online platforms where members can interact, share experiences, and collaborate on projects, fostering a sense of community.
- **Events and Workshops:** Organize regular events, workshops, and webinars to keep members engaged and provide continuous learning opportunities.
- **Feedback Mechanisms:** Implement systems for collecting regular feedback from members to understand their needs and improve services accordingly.

6. Technology and Innovation

- **Digital Transformation:** Embrace digital tools and technologies to streamline and improve communication within the organisation.
- **Innovation Grants:** Offer grants or funding opportunities for innovative policing projects and research initiatives led by members.

7. Engagement and Partnerships

- **UK Policing Engagement:** Increase policing engagement efforts to raise awareness about the IPA's mission and activities, enhancing the organization's visibility and reputation.
- **Collaborative Partnerships:** Seek partnerships with other organisations, including academic institutions, to support shared goals and initiatives.

8. Sustainability and Future Planning

- **Operational Sustainability:** Strengthen financial resilience, governance integrity, and leadership succession to ensure long-term stability and continuity across all levels of Section UK.
- **Environmental Responsibility:** Support the IPA's global commitment to environmental responsibility through practical initiatives and encourage members and branches to integrate sustainability into all activities to reduce our collective footprint.

9. Implementation and Evaluation

- **Monitoring and Evaluation:** Regularly measure and review progress against the strategic priorities, using feedback from branches and regions to guide improvements and maintain transparency throughout the delivery of the plan.
- **Review and Adaptation:** Conduct an annual NEC review of progress and a mid-term strategy refresh in 2027 to ensure the plan remains relevant, achievable, and aligned with the evolving needs of Section UK.



International Police Association Section UK

Core Values and Behaviours

These values reflect the principles of Arthur Troop, who founded the IPA in 1950 to foster Service Through Friendship across all policing cultures.

Integrity

Behaviours:

- Uphold the highest ethical standards and honesty.
- Be transparent, accountable, and take responsibility for actions, ensuring trust between United Kingdom Policing, the association and communities.
- Report unethical behaviours, misconduct, or corruption, regardless of organisational role or nationality.

Respect for Human Rights

Behaviours:

- Promote and protect human dignity, equality, and freedom in all organisational activities.
- Treat all individuals with fairness and courtesy, regardless of nationality, ethnicity, religion, gender, or background.
- Ensure the protection of vulnerable groups and be sensitive to cultural diversity when carrying out organisational duties or changes in our internal structures.

Prioritise Members Interests

Behaviours:

- Prioritise the safety, security, and well-being of the organisation's members, members above personal interest.
- Listen to and understand organisational and individual concerns and feedback to improve service delivery.

Fairness and Impartiality

Behaviours:

- Ensure equal and unbiased treatment of all people, regardless of status, background, or circumstances.
- Exercise discretion fairly and without discrimination, ensuring decisions are consistent with the law and public interest.
- Maintain professional neutrality in all interactions, avoiding favouritism, bias, or influence.

Professionalism

Behaviours:

- Commit to continual learning and development, ensuring the highest standards of knowledge, skills, and competencies.
- Work collaboratively with international stakeholders sharing best practices and lessons learned.
- Maintain a disciplined, competent, and courteous demeanour, upholding the positive image of law enforcement worldwide.

Accountability

Behaviours:

- Accept responsibility for personal actions and the outcomes.
- Ensure transparency in decision-making processes and be open to scrutiny and feedback.
- Act in the interest of public confidence, ensuring that all actions are lawful, justifiable, and in line with organisational values.