

# Positive Action Leadership Programme



Black and minority ethnic, gay, female, disabled officers and police staff and those from faith groups continue to be under-represented at all ranks and grades within the police service, particularly at senior levels and in key specialisms.

The Positive Action Leadership Programme (PALP), developed in partnership with stakeholders, staff associations and forces, is aimed at encouraging officers and police staff from under-represented groups to stay in the Service and apply for progression either laterally or through promotion when opportunities arise.

The Positive Action Leadership Programme is aimed at all black and minority ethnic, female, gay or disabled officers and police staff, those from faith groups and, in response to age discrimination legislation, for those who feel they face a lack of opportunity to achieve because of their age.

The programme is particularly relevant to constables, sergeants, newly promoted inspectors and police staff of similar grades.

Contextualised to the police service and the day to day demands placed on individuals in the workplace, PALP provides a highly impactful, motivating leadership development experience.

Based on the needs of the individual, using training needs analysis, PALP can also be tailored to suit specific under-represented groups.

It is available to attend either as part of a specific, single target group (for example, all female or all visible/ non-visible ethnic minority delegates) or a general programme of 'mixed' delegates.

The general programmes also allow individuals who may not wish to disclose personal information about themselves to have fair and equal access to the programme. This will, for example, assist gay officers or police staff who do not wish to disclose their sexual orientation, non-visible ethnic minority employees who do not wish to disclose their ethnicity and members of faith groups who do not wish to disclose their faith.

Anyone interested in enhancing their personal and professional development should contact their force training department or local staff association for support to participate in this opportunity.

*"I returned to my duties with a sense of purpose and now realise how much I still have to offer"*

This four day leadership development programme consists of eight modules:

- Foundation
- Values, beliefs, conditioning and limiting assumptions
- Communication
- Decision making and conflict resolution
- Leadership and management
- Mentoring, coaching and networking
- Work/ life balance
- The way forward.

*PALP is a positive action initiative for the police service developed in partnership with the Home Office, National Black Police Association, Gay Police Association, British Association for Women in Policing, National Disabled Police Association, Faith group staff associations and forces; with support from HMIC, ACPO, APA, Unison, the Police Federation and Police Superintendents' Association.*



At the end of the programme participants will have a personal action plan to take back to their workplace.

To assist with developing the action plan, the programme schedule was originally designed to offer a break before day 4 for participants to explore ongoing issues or concerns. In response to feedback, future deliveries will now run over four consecutive days. This will allow delegates to implement their learning within force immediately and takes into consideration the operational needs of the Service.

However, as part of the NPIA's commitment to making PALP as flexible as possible, delivery logistics and duration are negotiable for in-force deliveries in liaison with the PALP team.

*"What makes PALP different is its flexibility"*

As part of the NPIA's current suite of leadership programmes, PALP participants can also access continuous development opportunities through programmes such as the Core Leadership Development Programme (CLDP), a flexible inclusive programme of modules allowing delegates to develop their skills and abilities according to their development needs.

Attendance on the Positive Action Leadership Programme is voluntary and discreet with places provided free of charge to officers and police staff from Home Office forces. The programme may also be available to officers and police staff from other forces on a cost recovery basis by arrangement with the NPIA.

To assist in making PALP available to all potential participants, some programmes will be delivered at NPIA sites and the remainder will be held at force venues across the country to support local or regional requirements.

Forces wishing to deliver PALP locally on a force or regional basis for groups of 10-14 delegates should contact the PALP Management unit in the first instance.

For more information about running in-force or bespoke deliveries of the Positive Action Leadership Programme, please contact the PALP management unit

**T** 01256 602 410

**E** [palpmanagement@npia.pnn.police.uk](mailto:palpmanagement@npia.pnn.police.uk)

**NPIA DELIVERY SCHEDULE  
APRIL - SEPTEMBER 2007**

Dates	Target Audience	NPIA Location
10 - 13 April	Mixed	Bramshill
29 May - 01 June	Mixed	Ryton
18 - 21 June	BME	Bramshill
23 - 26 July	BME	Ryton
20 - 23 August	LGB	Bramshill
24 - 27 September	Gender	Bramshill

For more information about participating on the Positive Action Leadership Programme at a National Policing Improvement Agency (NPIA) venue, please contact the NPIA.

**T** +44 (0)1256 602 300

**F** +44 (0)1256 602 201

**E** [leadershipbramshill@npia.pnn.police.uk](mailto:leadershipbramshill@npia.pnn.police.uk)

For confidential enquiries:

**E** [palp\\_team@npia.pnn.police.uk](mailto:palp_team@npia.pnn.police.uk)

**[www.npia.police.uk](http://www.npia.police.uk)**