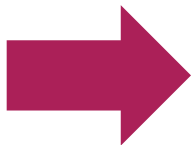


D & I Strategy 'Fairness and Belonging' 2020 Focus areas

	D & I Goals	Qualitative Outcomes	2020 focus areas	Quantitative outcomes
<p><u>This work matters</u></p> <p>Connect with people</p> <p>Act with precision</p>	<p>1. Inclusive culture – Build a culture where all colleagues feel a sense of belonging</p>	<ul style="list-style-type: none"> Rigorous & transparent approach to Inclusion. Policy, Systems & Processes enable our intent. Colleagues experience the culture fairly. Colleagues succeed on merit. Evident pride in Inclusion - owned by all. 	<ul style="list-style-type: none"> Reasonable adjustment Dignity at Work Equality Assessment BAME talent, conduct, student retention Gender, maternity and family, flex working, menopause, sexual harassment Disability; RA and culture LGBT; community engagement, Network, transgender Dialogue programme 	<ul style="list-style-type: none"> Reasonable adjustment spend reduced Reduction in implementation time for RA's Increase in colleague satisfaction on RA's Increase in completed Equality Assessments Increase in internal informal grievances and decrease in formal grievances 100% of identified colleagues completed D & I mandatory learning
<p>Nurture and support</p>	<p>2. Inclusive leadership – Our leaders actively lead inclusion & role model inclusive behaviours</p>	<ul style="list-style-type: none"> Increased maturity, capability & confidence among leaders across the Force. Increased visibility & ownership amongst leaders in delivering on D&I outcomes. 	<ul style="list-style-type: none"> Lead in the delivery of departmental plans Lead in the support of culture change 	<ul style="list-style-type: none"> 100% of departmental D & I plans rated green All Departmental D & I plans reviewed at QPR's
<p>Collaborate in partnership</p>	<p>3. Fair representation – We will drive fair representation at all levels of our organisation</p>	<ul style="list-style-type: none"> Increased maturity in data modelling & analysis. Improving trends in workforce representation at all levels. Inclusive Talent Management approach 	<ul style="list-style-type: none"> Uplift project Commonwealth games Positive action; attraction, development and retention 	<ul style="list-style-type: none"> On track to deliver 1000 additional BAME recruits Increase proportionate representation of under represented groups Under represented groups progress at proportionately higher rates Retention representation proportionately better for under represented groups
<p>Improve through innovation</p>	<p>4. Inclusive reputation and service – We will strive to build trusted relationships with all of the communities we serve</p>	<ul style="list-style-type: none"> Improved perception of fairness and police legitimacy among all diverse communities. Reducing trend in disproportionality. Improved inclusive service delivery Effective external partnerships with reciprocal benefit 	<ul style="list-style-type: none"> Stop and Search Use of Force Citizen satisfaction CJ outcomes 	<ul style="list-style-type: none"> Citizen satisfaction in WMPolice Increased Perceptions of legitimacy toward WMP within disadvantaged communities Reduced disproportionality in CJ outcomes Reduced disproportionality in use of force and stop and search Increase in BWV deployment



How can leaders be successful without a high level of capability in D & I?

**Our people functions are failing
our organisations on D & I**



Good leadership around Diversity and Inclusion

- Understanding and valuing difference
 - Not just about bias
 - Cultural awareness
 - LGBT awareness
 - Gender discrimination
 - Disability challenges.....
- Role modelling Inclusive behaviours
 - Challenging inappropriate behaviours in all situations – setting the right tone
 - Emotional intelligence and self regulation
 - Understanding and managing micro aggressions and subtle messages
 - Talent development and sponsorship
- Leading on D & I
 - Robust plans with clear outcomes and measures. E.g. Use of Force proportionality
 - D & I within BAU metrics not an add on
 - Holding colleagues to account on delivery within performance frameworks
 - Systemic approach not solely training or tokenistic PR
 - It's the job of leaders not HR or D & I function



Our failure to identify and implement D & I competence within leadership capability frameworks has produced a generation of incompetent leaders