

Public

Meeting: **13 February 2017**

Agenda Item: **Strategic Planning and Policy Committee meeting – January 16, 2017 - Summary**



Background

Present:

Mr. Stindar Lal, Chair
Mr. Bill McLean
Ms. Rose Rockbrune
Chief Martin
Deputy Chief Fernandes
Deputy Chief Jaswal
Mr. Stan MacLellan, CAO
Staff Sergeant Jeff Haskins
Sergeant Keith Richards
Constable Pam Devine
Barbara Herring
Trevor Wilson
Keith Taylor
Bill Clancy, Executive Director

Summary of Meeting

Mr. Lal opened the meeting by stressing the importance of the agenda item to both the Board and the Service.

Staff Sergeant Haskins informed the Committee that the draft Diversity, Equity and Inclusion Strategic Plan has been in development for six months, and he introduced the consultants who had assisted the Service in developing the draft Plan. A presentation was then given by Ms. Herring, Mr. Wilson and Mr. Taylor. Mr. Taylor explained the background and context to the Plan, noting that the principles in the Police Services Act recognize the importance of diversity in the delivery of police services. It was noted that the Service derives operational benefits through its focus on diversity and inclusion, and that the execution of the Plan will be critical to achieving success. Mr. Taylor commented that the previous DRPS diversity plans lacked implementation strategies, and the absence of champions for the initiatives contributed to a lack of success. Mr. Wilson emphasized this point, and suggested that the Board's monitoring role will be crucial to delivering results. He suggested that progress on the Plan be reported to the Board as a standing item every 90 days.

Mr. Wilson outlined the five key goals of the Plan:

1. Total engaged community
2. Workforce reflects the Region
3. Leadership reflects the Region
4. Diversity competent members
5. A diverse, engaged workforce where all members feel secure and supported

Mr. Wilson emphasized that representation within the workforce is only one measure of success, and that qualitative metrics that reveal perceptions about the DRPS as an inclusive organization are critical. He suggested the use of a balanced scorecard or a diversity index in this regard.

Mr. Lal asked how the DRPS can instill in members and in the community that advancing diversity and inclusion this is right thing to do. Mr. Wilson suggested that refining and communicating the business case to reflect current reality is imperative to sustain momentum and secure buy in to this organizational objective.

Deputy Chief Jaswal asked whether the Plan should be integrated with the report being prepared on organizational culture and building a safe and inclusive workplace. Staff Sergeant Haskins indicated that he expected that there would be intersections between that report and the Diversity, Equity and Inclusion Strategic Plan. Chief Martin noted that these reports will need to be considered in developing the matrix of priorities.

Mr. McLean indicated that he has witnessed significant change in diversity initiatives since he became a police officer in Toronto. He stated that the Plan represents a positive roadmap and that he looks forward to seeing the continued evolution of the Service. Mr. Wilson commended the DRPS for demonstrating leadership in attaching importance to this initiative, and noted that the Service has the potential to be among the most inclusive police organizations in Canada.

Ms. Rockbrune cautioned that there still exists mistrust of the police within certain communities, and that it should be understood that change will be gradual. Ms. Rockbrune also indicated that in recruitment efforts, expectations of candidates should be made clear and there should not be a presumption that a candidate will be hired on the basis of representing a diverse group. Chief Martin agreed, noting that among 600 applications only 18 recruits were hired in the last round. He further commented that 25 years ago it was difficult to predict the composition of the Region's population, and that we now have greater ability to have foresight and to plan accordingly.

Mr. Lal concluded that it is gratifying that there appears to be a great deal of unity in advancing the Plan.

Approved By: Stindar Lal
Chair
Strategic Planning and Policy Committee