

VISION
2020

Diversity & Inclusion Strategy 2016-2020

STRENGTHENING CAPABILITY THROUGH DIVERSITY



MESSAGE FROM THE COMMISSIONER AND CEO



I am pleased to release the *Northern Territory Police, Fire and Emergency Services (NTPFES) Diversity and Inclusion Strategy 2016 - 2020: Strengthening Capability through Diversity*. This Strategy is a critical step in our Agency's diversity and inclusion journey, starting with the affirmation that a diverse and inclusive culture makes us agile, responsive and strong.

We want the NTPFES to be an employer of choice, with a reputation for championing diversity and inclusion and for supporting our people to reach their full potential. This Strategy is a commitment to you as Commissioner and CEO that the Executive team will be agents for change, providing the leadership essential to achieving our strategic outcomes.

This Strategy reflects our commitment to listening and responding to your needs and your community, ensuring that we treat people fairly and with respect. Through this Strategy we will develop a sustainable culture of diversity and inclusion by valuing and building pride in our workforce.

You have a role to play in implementing this Strategy and it is my expectation that you will all make diversity and inclusion your responsibility. Let us celebrate the different strengths and experiences you and your colleagues bring to the NTPFES – be confident and innovative in your everyday workplaces. It is your contribution and commitment that will allow us to meet the expectations of the community and Government to fulfil our Vision of *being values led to serve and protect the people of the Northern Territory*.

A handwritten signature in black ink, appearing to be 'Reece P Kershaw'.

Reece P Kershaw APM

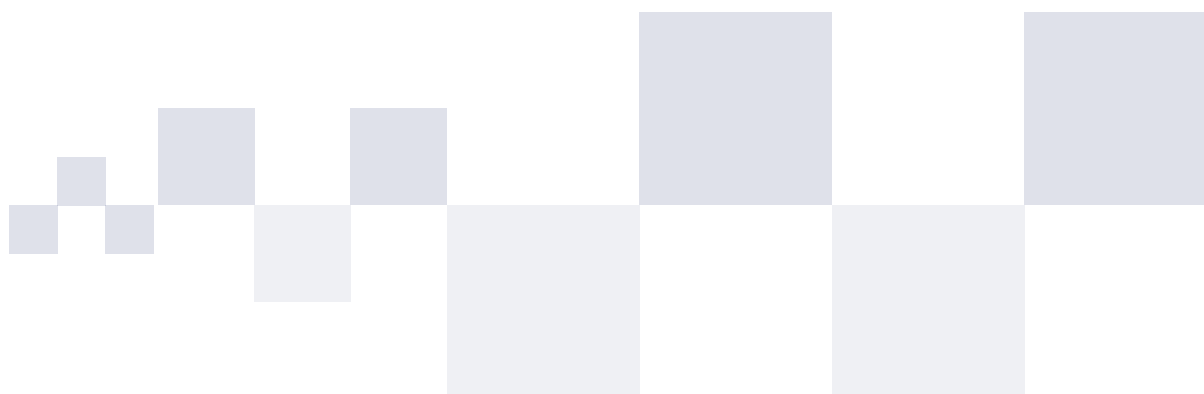
Commissioner of Police and
Chief Executive Officer of Fire and Emergency Services

WHY DIVERSITY AND INCLUSION? THE BUSINESS CASE FOR CHANGE

The Northern Territory is a diverse place presenting our people and community with both opportunities and challenges. The NTPFES serves a community of 250,000 people spread across 1.3 million square kilometres. Our people operate in an environment that is not only geographically challenging – spanning from urban areas to some of the most remote Indigenous communities in Australia – but is also volatile in weather ranging from humid and wet in the north to hot and dry in the south.

The NTPFES employs over 2,000 people each bringing with them different strengths and experiences, representing a huge potential for innovation in how we deliver our business to serve and protect the people of the Northern Territory. Our people are our greatest asset; we require them to be flexible and resilient in applying their skills, knowledge and resources to fulfil the growing and changing demand for our services. This is a challenge that they are quick to meet.

But we as an Agency can do better to embrace the diversity of our people – to recognise and value their different characteristics and the ‘ages and stages’ of their lives. Through this Strategy we will drive meaningful cultural change from which we will all benefit. It is well known that workplaces that support diversity and inclusion – where employees feel respected, valued and have a sense of belonging – create confidence, inspiration and engagement in their people. These form drivers for innovation, increasing employee satisfaction, health and wellbeing as well as economic performance, productivity and employee retention. That is, we will *strengthen our capability through diversity*.



WHERE ARE WE NOW, AND WHERE TO FROM HERE?

This a four year Strategy under *Vision 2020* and forms the Agency's diversity and inclusion framework to guide our actions over this time.

To be truly meaningful in effecting sustainable cultural change, this Strategy will be integrated and embedded into our policies, procedures, practices and behaviours. We will use our *Vision 2020* values to lead the crucial and often difficult conversations that will help us recognise any unconscious biases and where we can do better to harness all that our people have to offer.

In 2016-17, our focus will be fact-finding; undertaking a review to establish where we currently are to inform the key priorities for 2017-20, falling under the themes of:

- » Culture
- » Community Representation
- » Community Engagement
- » Flexibility
- » Career Management & Development
- » Governance and Decision Making

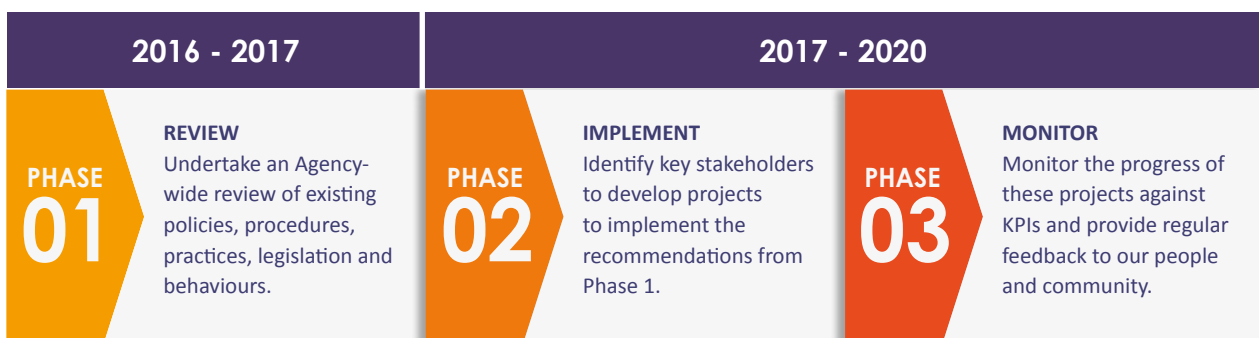
We acknowledge that these priorities may change over time. As such, this Strategy will remain flexible and adaptable to achieving the outcomes we seek. The priority list will be revised every year to ensure our objectives remain relevant to achieving sustainable cultural change.

HOW DO WE GET THERE?

A visible and accountable leadership commitment to diversity and inclusion is a critical factor for the success of this Strategy. The Commissioner and CEO and the Executive leadership team across the NTPFES are committed to this Strategy's outcomes. Executive leaders, managers and supervisors will be held to account through Key Performance Indicators (KPIs) that will be identified and implemented during 2016-17. These KPIs will be regularly evaluated and reported against, forming an integral part of all reporting into the future. However, this Strategy's implementation and success is not simply the responsibility of the Executive, managers and supervisors – it is the collective responsibility of all our people at all levels across the Agency.

We have made a great start by establishing the Diversity and Inclusion Steering Committee (DISC) who informed the development of this Strategy. Members of the DISC are agents for change, forming an oversight body that will work with our people to ensure that the Strategy is effectively embedded across the Agency. Our commitment to this Strategy will be regularly communicated to our people and community and, alongside *Vision 2020*, will form an integral part of all organisational messaging both internally and externally.

The following is an overarching guide how the Strategy will progress:



DRIVERS	<i>Innovation</i>	<i>Confidence</i>	<i>Inspiration</i>	<i>Engagement</i>	<i>Satisfaction</i>					
THEMES	Objectives	Outcomes	Initiatives - Phase 1 (2016-17)	Targets - Phase 1 (2016-17)	Phases 2 & 3 (2017-20)					
CULTURE	Effect sustainable cultural change, adapting NTPFES culture to provide an inclusive and supportive environment that fosters and celebrates the diversity of our people.	The NTPFES is an employer of choice with a reputation for championing diversity and inclusion and supporting our people to reach their full potential. All employees feel respected, valued and have a sense of belonging that inspires confidence and innovation.	Conduct Agency-wide review of all policies, procedures, legislation, practices, behaviours etc relating to the six themes of: Culture Community Representation Community Engagement Flexibility Career Management and Development Governance and Decision Making	Implement Diversity Working Group (DWG) to drive development of the Diversity and Inclusion Strategy. Launch Diversity and Inclusion Strategy and upload to Vision 2020 Intranet site. DWG to become the Diversity and Inclusion Steering Committee (DISC) that will be an oversight body for the Strategy's implementation via a number of Working Groups. Launch DISC Statement of Intent and Intranet site. Implement Communication Plan and Action Plans targeting internal and external stakeholders. DISC and NTPFES Executive team to be leaders and change agents across the Agency for promoting and effecting cultural change under the Strategy.	On completion of Phase 1, the Working Groups reporting to the DISC will facilitate the implementation of Phase 1 recommendations (Phase 2) and monitor their success (Phase 3). Phases 2 and 3 encompass substantial bodies of work that will be undertaken during 2017-20, recognising that achieving sustainable cultural change is a significant journey for which there are no shortcuts.	Respect Integrity Community Accountability Courage Responsibility Trust				
COMMUNITY REPRESENTATION	Adapt NTPFES culture to provide an inclusive and supportive environment that is representative of the diverse needs of the makeup of the Northern Territory community.	Our people are representative of the Northern Territory community, and those from diverse groups feel encouraged to apply for available positions.	Phase 1 will identify the unconscious biases that affect our ability to support diversity and inclusion and make recommendations to inform priority projects for Phases 2 and 3.	Undertake a survey of our people to establish the diversity and inclusion position of the Agency. Aim for 50/50 gender balance for recruitment courses across the NTPFES. Aim for NT Government Indigenous recruitment target of 16 per cent by 2020. Aim for gender balance across internal committees/panels/working groups etc. Begin process for the NTFRS and NTES to become White Ribbon Accredited.						
COMMUNITY ENGAGEMENT	Support and include the diverse community that we serve and protect by improving the quality of our interactions.	The NTPFES engages meaningfully with the community, ensuring mechanisms are in place to support a flexible and agile response to community needs as they change over time.								
FLEXIBILITY	Provide flexible career models in response to the life and career 'ages and stages' of our people.	The NTPFES actively supports flexible work practices that allow our people to balance work and life commitments.								
CAREER MANAGEMENT AND GOVERNMENT	Provide support to our people with appropriate career management and opportunities for development.	Our people feel that they are valued and that career management and development is important and truly based on fairness and merit.								
GOVERNANCE AND DECISION MAKING	The NTPFES is committed to being transparent, open and accountable to its people surrounding the implementation of the Strategy.	The NTPFES meets the Strategy's outcomes by the end of 2020.								
REPORTING	Annual Reports	Service Business Plans					Executive KPIs	Manager / Supervisor KPIs	Individuals	



DIVERSITY & INCLUSION STRATEGY 2016 - 2020

STRENGTHENING CAPABILITY THROUGH DIVERSITY

Vision 2020 DRIVERS

- Service Delivery
- Reform & Innovation
- Collaboration & Cooperation
- Resilience & Flexibility
- Red Tape Reduction
- Communication

Guiding PRINCIPLES

- Innovation
- Confidence
- Inspiration
- Engagement
- Satisfaction

REPORTING

- Annual Report
- Service Business Plans
- Executive KPIs
- Manager & Supervisor KPIs
- Individuals



This is a four year Strategy under Vision 2020 focussing on the six themes of:

- CULTURE**
 - Effect sustainable cultural change
 - Foster and celebrate the diversity of our people
- COMMUNITY REPRESENTATION**
 - Provide a supportive and inclusive environment
 - Be representative of the community we serve
- COMMUNITY ENGAGEMENT**
 - Support and include the community
 - Be agile and flexible in responding to community needs
- FLEXIBILITY**
 - Provide our people with flexible career models
 - Respond to the 'ages and stages' of our people
- CAREER MANAGEMENT AND DEVELOPMENT**
 - Support our people to reach their full potential
 - Provide career management and development that is truly based on merit
- GOVERNANCE AND DECISION MAKING**
 - Ensure transparency and accountability in implementing this Strategy
 - Provide our people and community with regular feedback

2016 - 2017		2017 - 2020	
PHASE 01	REVIEW Undertake an Agency-wide review of existing policies, procedures, practices, legislation, behaviours, etc.	PHASE 02	IMPLEMENT Identify key stakeholders to develop projects to implement the recommendations of Phase 1.
		PHASE 03	MONITOR Monitor the progress of projects against KPIs and provide regular feedback to our people and community.