



Results from the APS Employee Census each year provide the opportunity to reflect on the views of our staff, understand where the organisation is doing well and where we can improve.

The 2025 Census was the first for the Administrative Review Tribunal (the Tribunal) following the transition from the Administrative Appeals Tribunal on 14 October 2024. This year, we received an overall response rate of 74%, which was an encouraging increase of 12% from 2024.

## What we're doing well

Highlights from the 2025 Census results indicate that Tribunal staff remain committed to their work and are willing to go the extra mile to achieve outcomes for the public. Staff also commended the capabilities of their team and immediate supervisor and the support for flexible working arrangements. The Tribunal also saw an increase of 7% to 60% positive regarding the promotion of health and wellbeing and a 15% increase to 68% positive regarding the communication of health and wellbeing supports available to Tribunal staff.

## Where we can improve

This year's Census results illustrate key areas for improvement in the way we operate and enable staff to perform at their best.

The Tribunal's staff, supported by the Principal Registrar and Senior Management Committee (SMC), have identified the following target areas and associated actions. Progress against these actions will be reported to the SMC on a monthly basis:

### 1 Leadership and accountability

Thirty-four percent of staff felt that the Tribunal had improved leadership capability and communication practices within the last 6–12 months.

In response to this, we will continue to improve leadership capability, confidence and accountability by developing a Leadership Model that:

- supports leadership capability pathways
- defines leadership expectations, prioritisation and accountability, including promotion of a 'Speak Up Culture' across all levels
- includes a statement on how the Tribunal values, supports and recognises leadership at all levels
- recognises and awards leadership.

## 2 Enabling innovation

While 78% of respondents saw innovation as one of their responsibilities, only 47% agreed that staff were recognised for being innovative and fewer staff (41%) were inspired to come up with new ways of working.

In response to this, we will support a culture of innovation that recognises, celebrates and shares innovation across the Tribunal through:

- regular communication or news items of innovative activities occurring within branches
- implementation of an innovation platform
- encouraging all staff to share/promote innovation both locally and across the Tribunal, recommend that innovation be included as a standing agenda item on team/section/branch meeting agendas.

## 3 Change and communication

Thirty-three percent of staff felt that the Tribunal had improved change management practices within the last 6–12 months.

In response to this, we will continue to improve how we communicate and support people through change by developing a Change Management Framework that includes:

- clearly defined consultation and communication protocols
- change management principles
- guidance and capability uplift
- support pathways
- post-implementation review protocols.

We will also support better internal communication practices by promoting effective communication practices and foster a culture of open communication by:

- embedding the Tribunal's new Internal Communications Framework, which ensures a consistent approach to internal communications
- launching an internal communications liaison program to encourage better collaboration and transparency
- seeking in-depth feedback from staff about how we are communicating internally to identify any gaps
- requiring committees to share meeting agendas, minutes and/or consultation outcomes.

## 4 Fostering wellbeing

Building on the work undertaken to promote health and wellbeing at the Tribunal, we will continue to improve promotion, awareness and access to wellbeing support pathways and initiatives including:

- developing a health and wellbeing calendar
- regular promotion of wellbeing initiatives and events

We will also continue to create opportunities for greater staff connection and building a positive Tribunal culture through:

- inviting representatives from other business areas to attend branch/section meetings to talk about their work
- developing social club network guidance and encouraging participation where possible in local social club activities
- establishing a diversity calendar to support Tribunal-wide interaction and build a strong Tribunal culture.