Strategic Employee Census Action Plan

2026–2029: Turning staff feedback into sustained workplace improvements

Administrative Review Tribunal

OUR VISION

The Tribunal will build and sustain a workplace where leadership is modelled at all levels, communication is visible and accessible, change is consistently managed, and our staff are supported to perform, develop and thrive.

Priorities	Leadership	Communication	Change	Wellbeing
Outcome	The Tribunal will ensure leaders at all levels set clear direction, model expected behaviours, engage staff in decisions that affect their work, and are accountable for acting on feedback and workforce outcomes.	The Tribunal will support clear, timely and coordinated communication so staff understand priorities, decisions and their impacts, can contribute their views, and can see how feedback has informed action.	The Tribunal will ensure change is planned, coordinated and people centred, with impacts identified early and affected staff meaningfully involved, informed and supported through design and implementation.	The Tribunal expects leaders and staff to contribute to a safe, inclusive and sustainable workplace where workload and wellbeing risks are identified early, capability is strengthened, and staff have the required support and resources to perform and thrive.
Strategic direction	**2026–27 |** A consistent enterprise leadership approach is established, with clear expectations for leadership behaviour, visibility, staff engagement and accountability across the Tribunal. **2027–28 |** Leaders consistently apply inclusive, coaching and workforce management practices, supported by enterprise insights and targeted capability development. **2028–29 |** Leadership impact and accountability are embedded and evaluated, with strong enterprise talent, mobility and succession pipelines supporting future capability.	**2026–27 |** Consistent enterprise communication standards and approaches that provide timely information, explain decisions and impacts, and ensure feedback loops are visibly closed. **2027–28 |** Communication channels and local practices work together effectively, with managers equipped to translate enterprise/strategic priorities and enable genuine two-way dialogue. **2028–29 |** Staff engagement and active participation in Tribunal communications is further embedded, supporting a shared accountability approach in the delivery and receiving of information across the Tribunal and at all levels.	**2026–27 |** A consistent enterprise approach to change establishing clear governance, impact planning, communication expectations and support for leaders, teams and affected staff. **2027–28 |** Change capability is strengthened across the Tribunal, with affected staff routinely involved in design, testing and implementation, and leaders actively supporting adoption. **2028–29 |** Change is coordinated and consistently managed with benefits, impacts and staff experience monitored to support continuous improvement and organisational resilience.	**2026–27 |** Enterprise workforce planning, workload conversations, psychological safety and wellbeing supports provide an improved foundation for safe and sustainable work practices. **2027–28 |** Integrated workforce insights, career and learning pathways, and an established Work Health Safety Management System, supports a more holistic and sustainable safety and wellbeing culture. **2028–29 |** Sustainable workforce settings are embedded across the Tribunal, supported by proactive wellbeing and safety practices, leading to improved practices, culture and retention outcomes.
What success looks like	Leaders consistently demonstrate expected behaviours, communicate clear direction and involve staff in decisions. Staff report greater trust and confidence in leaders, stronger local leadership and visible follow-through on feedback and workforce outcomes.	Staff receive timely, consistent and relevant information, understand the reasons for decisions and know how changes affect them. Two-way communication is routine, feedback loops are visibly closed, and staff engagement and accountability in communication channels and messaging is strengthened.	Change is consistently governed, coordinated and informed by early assessment of workforce impacts. Affected staff are involved throughout design and implementation, leaders actively support adoption, and staff report greater understanding, preparedness and confidence in how change is managed.	Workload, psychosocial and wellbeing risks are identified and addressed early through workforce planning, capable leadership and effective controls. Staff report a safer and more sustainable work experience, with improved access to support, development and resources, and stronger capability and retention outcomes.

GOVERNANCE

Staff at all levels are expected to engage with the plan, contribute feedback and take responsibility for actions and behaviours within their influence. Leaders will translate these priorities into local action, involve staff, monitor progress and address barriers.

The Senior Management Committee will provide enterprise oversight, confirm priorities and accountability, monitor delivery and workforce outcomes, and ensure the plan is reviewed and refreshed each year.