

The Authority's strong 89% response rate to the 2025 APS Employee Census reflects our commitment to listening and acting. Staff feedback shows high levels of engagement and alignment with our values. This action plan focuses on three priority pathways to build a more inclusive, responsive and high-performing workplace.

Census Highlights

Strong Staff Engagement

96% of respondents believe in the Authority's purpose and objectives (5% above APS average).

Supportive Leadership

94% of respondents feel their immediate supervisor cares about their health and wellbeing (6% above APS average).

Inclusive Workplace Culture

90% of respondents agree the Authority supports and actively promotes inclusion (9% above APS average).

High Innovation Engagement

96% of respondents suggest ideas to improve how things are done (10% above APS average).

Priority Pathways

Project planning, transparency and agility

We're improving planning and change management by making projects more visible, embedding early feedback, and planning ahead to reduce reactive work.



Talent retention and growth

We value our people and are committed to their growth – providing development pathways that help staff stay and thrive.



Workplace wellness and workload

We're creating a healthier, more balanced workplace by supporting wellbeing, improving planning, and working smarter.



Priority Action Areas (We will...)

- Improve project planning and management of changes during delivery by:
 - increasing ongoing project visibility for staff
 - structuring project resourcing and timelines for resilience and responsiveness, and fully considering flow-on impacts of changes
 - improving feedback process between projects teams, executives and Authority members to minimise late changes and rework
- Build on our culture of continuous improvement and learning, through awareness, prioritisation and resourcing
- Develop and implement a learning program to enhance staff capabilities in communicating policy advice, structured problem solving, implementation, and practical tools for everyday work
- When establishing project teams, consider opportunities for staff to learn about new areas, build, and/or broaden their skillsets and work with new people
- Periodically rotate the Executive Officer role, and identify any other across-agency roles suitable for rotation, to broaden staff experience and support internal mobility
- Foster a stronger internal feedback culture in which all staff freely raise concerns, contribute ideas for business improvement, and can challenge the status quo, and the executive proactively deals with change suggestions
- Explore ways to deploy the Authority's most valuable asset – our workforce – more efficiently, effectively, economically and ethically to deliver our outcome and advance our purpose
- Implement a Wellbeing Strategy and Action Plan to support staff mental health, engagement, and workplace satisfaction