OFFICIAL

APS Census 2026 Action Plan

We are committed to acting on the insights shared by our people through the 2026 APS Employee Census results. The results from our 2026 Census are encouraging & highlight that we are making positive progress on our journey to improve our staff experience & shape a more positive workplace culture.

We have developed this action plan to celebrate & continue in our areas of strength while taking meaningful action to address areas for improvement. This is part of an ongoing journey & commitment to create a workplace that reflects the APS & GBRMPA values & empowers every person to contribute their best. Together, we will continue to grow a culture where our people feel connected, valued & inspired to make a meaningful contribution to the protection of our Great Barrier Reef.

What we did well on in 2026

Checking in
We check in with each other on doing the right thing. When risks are raised, we feel these are given due attention & response.

Team Performance
We feel we deliver on our responsibilities & are positive on our team performance.

Team Inclusion
Our supervisors actively ensure everyone is included. They encourage our staff in new experiences.

Continuous Improvement
We continually look for new ways to improve & feel encouraged to find better ways of working.

Connection & Purpose
We believe in our purpose & understand how our roles contribute to outcomes for the Australian public.

Senior Leadership
Our leaders communicate & ensure our efforts are towards the strategic direction of Reef Authority & the APS.

What we want to improve

Clear Priorities
Everyone is clear on our agency direction & priorities & how they contribute.

Positive Behaviours
We celebrate good culture & behaviours & call out poor behaviour.

Sustainable Workloads
Our teams have the right capabilities, tools & resources in place, & feel supported in their health & wellbeing.

Fit-for-Purpose Processes
Our decision making & administrative processes support optimal performance.

Innovative Thinking
We encourage innovation & creativity, in a safe-to-fail environment.

Safe Environment
Everyone contributes to a safe, respectful & inclusive work environment.

Our Commitment to Action

	1. WORKPLACE CULTURE & BEHAVIOURS	2. STRATEGIC CLARITY THROUGH STRONG LEADERSHIP	3. OPERATIONAL EXCELLENCE
GOAL	Create a respectful, inclusive, & connected workplace culture by reinforcing positive behaviours, recognising contributions, & ensuring staff feel safe & supported.	Foster a transparent, strategically-aligned organisation by strengthening leadership capability, enhancing communication around decisions, & empowering staff through clarity, emotional intelligence, & innovation.	Enable staff to focus on high-value work by fostering collaboration, trust, & innovation, while streamlining processes & modernising systems to reduce inefficiencies.
ACTIONS	1. Review integration of values & behaviours in all key functional processes across the Reef Authority. 2. Enhance & communicate early intervention processes for conflict & informal workplace complaint resolution. 3. Introduce above & below the line behaviour models across the Reef Authority. **We will continue…** • Delivery of 'in person' & online training on resilience, constructive feedback (giving and receiving), difficult conversations & manager skills training. • To host monthly informal connection events across all offices. • To identify & communicate staff achievements & service milestones.	1. Establish tailored Branch/Section meeting cadence to support two-way communication. 2. Creation of a staff accessible dashboard supporting quarterly updates on the achievement of our corporate goals. 3. Introduce a 'You said, We Did' segment to the CEO update, highlighting how employee feedback influences decisions. **We will continue…** • To share EMG meeting outcomes via regular updates. • To dedicate SES time to regularly engage with staff across the Reef Authority. • To clearly & repeatedly articulate the Reef Authority's direction & priorities & cascade it to each Branch's work.	1. Review recruitment & onboarding practices for streamline opportunities. 2. Review & refine delegation levels to drive decision-making down, where appropriate. 3. Establish a 'Reef Tank' for each Branch, where staff (through their EL2 leaders) build & pitch their innovations & solutions for their branch/section to be considered by their General Manager. **We will continue…** • To share & promote improvements that save time, reduce risk & improve outcomes, & recognise staff involved in these through the CEO update. • Work on improving the searchability & accessibility of documentation & processes.