

# 2025-26 Reef Authority Census Action Plan



## 1. WORKPLACE CULTURE & BEHAVIOURS

### GOAL

*Create a respectful, inclusive, and connected workplace culture by reinforcing positive behaviours, recognising contributions, and ensuring staff feel safe and supported.*

### ACTIONS

1. Deliver 'in person' training on resilience, constructive feedback (giving and receiving) and difficult conversations
2. Review integration of values & behaviours in all key functional processes across the Authority
3. Enhance and communicate early intervention processes for conflict and informal workplace complaint resolution

#### Quick Wins

- A. Identify and communicate staff achievements and service milestones
- B. Continue to host monthly informal connection events across all offices



## 2. STRATEGIC CLARITY THROUGH STRONG LEADERSHIP

*Foster a transparent, strategically-aligned organisation by strengthening leadership capability, enhancing communication around decisions, and empowering staff through clarity, emotional intelligence, and innovation.*

1. Deliver an adaptive leadership and coaching program for people leaders (SES to APS6)
2. Establish tailored Branch/Section meeting cadence to support two-way communication
3. Clearly and repeatedly articulate the Authority's direction and priorities, then cascade it to each Branch's work

#### Quick Wins

- A. Share EMG meeting outcomes via monthly updates
- B. Dedicate SES time to regularly engage with staff across the Authority



## 3. OPERATIONAL EXCELLENCE

*Enable staff to focus on high-value work by fostering collaboration, trust, and innovation, while streamlining processes and modernising systems to reduce inefficiencies.*

1. Review and refine delegation levels to drive decision-making down
2. Redesign 1-2 internal processes to reduce red tape and increase efficiencies
3. Improve searchability and accessibility of documentation and processes

#### Quick Wins

- A. Deliver training on procurement and finance (including delegations)
- B. Share and promote improvements that save time, reduce risk and improve outcomes and recognise staff involved in these through the CEO update