2026 APS Employee Census Action Plan

Torres Strait Regional Authority (TSRA) | *Executive themes, goals and actions*

2026	Theme 1 Trusted leadership, communication and voice	Theme 2 Wellbeing, workload and respectful culture	Theme 3 Simpler work, capability and constructive change
Goals	Build a consistent feedback cycle so staff receive timely, clear, accessible information, understand decisions and can offer different views.	Strengthen psychological safety through workload controls, respectful behaviour and confidence to raise concerns and question decisions without fear of adverse consequences.	Build manager capability and simplify work within approved funding, capacity and service coverage. Do not assume training and the trial run together.
Actions	**1. Improve internal communication** • Confirm preferred formats, channels and access needs before or alongside the first update. • Start within 30 days; deliver at least 10 updates in 12 months through existing ELT updates and team discussions. Communicate time-sensitive changes as needed. • Explain decisions and implications; invite questions and different views. • Explain quarterly what feedback was adopted, remains under consideration or cannot be adopted, and why. • Check relevance, timeliness, clarity, accessibility, understanding and feedback follow-through by month 3 and at months 6/12. Record adjustments and evidence limits; no separate survey or forum. **Lead:** CEO; support: Directors. **Review and feedback** Use existing meetings and records. ELT reviews quarterly; combined months 6/12 reviews replace routine reviews. Distinguish completed work, deferred delivery and longer-term outcomes. Protect confidentiality and acknowledge evidence gaps.	**2. Reduce workload and psychosocial risks** • Use existing WHS work and staff/representative consultation. Assess priority risks and record initial controls/schedule by month 3. • By month 6, implement feasible controls and a workload response for each team: stop, defer, simplify or escalate. Escalation is not an implemented control. **Lead:** CEO; Directors implement with people managers, HR and WHS. **3. Strengthen speaking-up confidence and safe reporting** • By month 3, reissue support/reporting information and communicate response expectations: • Acknowledge; listen without dismissing or prejudging; clarify concerns and immediate safety/support needs. • Explain confidentiality limits, pathways, who handles the matter, next steps and updates. Offer an alternative authorised pathway if the manager is involved. • Promptly assess/refer adverse-treatment concerns. Explain action or why suggestions cannot be adopted; protect confidentiality and procedural fairness. • Agree priority improvements by month 6. At months 6/12, use de-identified feedback on listening, next steps, updates and adverse consequences. Silence/fewer reports is not proof of improvement. **Lead:** Assistant Director, HR; support: WHS and Directors.	**4. Test one small process improvement, if capacity permits** • ELT decides proceed/defer at month 6. If approved, trial one local change in months 7–9; assess by month 12 using one before-and-after measure and brief feedback. • Defer this discretionary item first. Record reason, owner and revised dates; deferral is not completion. **Lead:** CEO; support: Directors and confirmed process owner. **5. Deliver Manager Essentials to an initial cohort** • Scope an existing program and priority cohort in months 4–6. Confirm separate budget/procurement approval, provider, participation time and service coverage before booking. • Subject to these gates, target months 7–12 delivery. Cover workload, communication, feedback, respectful behaviour, psychosocial responsibilities, early intervention and responding to concerns. • Stagger attendance; schedule remaining managers beyond year one where needed. Future scheduling is not completion. **Lead:** Director, Corporate Services; support: HR and Directors.