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NIAA

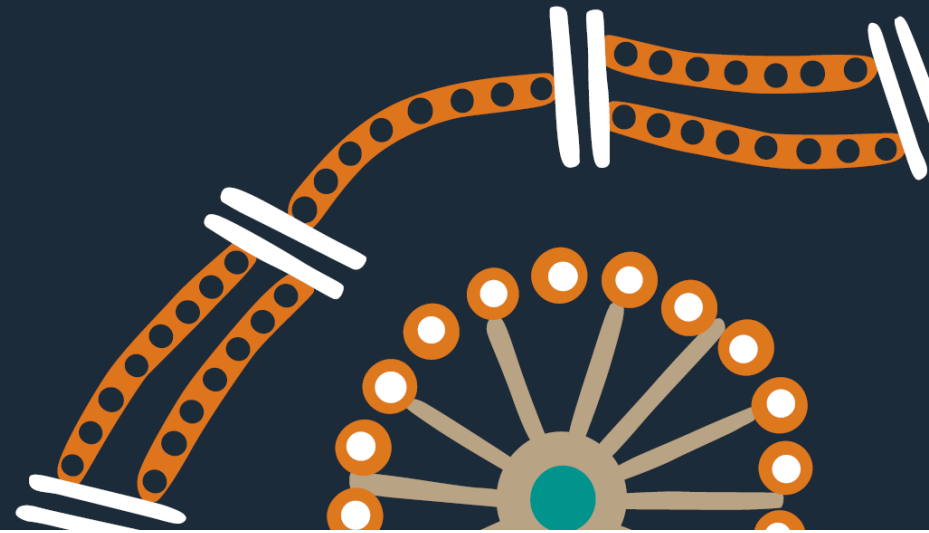
2025 APS CENSUS
YOUR SAY.
OUR FUTURE.

NIAA Census Action Plan 2024-27

Our Census work program: November 2025 – November 2026



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Our approach

We take a longer-term approach to Census Action Planning at an Agency-level, focused on driving meaningful and sustainable change in the areas that matter most to our people.

In 2024, we identified 4 key Agency-level areas of focus to be our anchor for the next few years. These are reviewed each year, to ensure they're fit for purpose, with a tailored program of work developed annually against these focus areas, to make steady change to embed these activities in our workplace.

These focus areas were selected based on an extensive review of our historical Census data, feedback gained through tailored Census cohort sessions held with our SES, EL2, EL1 and APS level staff, thematic review of localised Census Action Plans and in-depth review of complementary data sources, including our exit surveys.

This approach is having an impact. We have seen a significant improvement in our Census results in 2025, particularly in the areas we've been focusing on in our plan. Recognising that culture change takes time, this longer-term approach, coupled by annual localised action plans, provides a strong foundation to get us to where we want to be.

Our priorities for the next 12-months (November 2025-November 2026) are set out over the following pages, as is how we will measure our success and hold ourselves accountable.

Driving shared accountability

In 2025, we asked two Agency-specific questions focused on the Census. These measured staff perceptions of their SES Manager's commitment to responding to Census results and how well embedded localised plans have become. We will continue to ask these questions moving forward to ensure work areas are driving our shared accountability of responding to the Census.

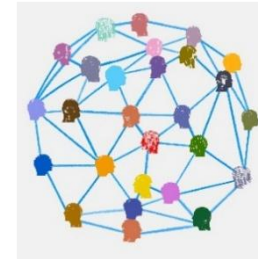
- 78% of staff agreed their SES manager was committed to taking action in response to Census results
- 61% of branches/regions had embedded their Census Action Plans into the way they work

4 key areas of focus:

1. Prioritising the **wellbeing** of our staff and taking action to respond to psychosocial hazards, including demanding workloads and consultation on change.
2. Building an **inclusive workplace culture**, where bullying, harassment and discrimination is called out and not tolerated.
3. Improving our **communication** both at an Agency level and within our work areas.
4. Investing in the **capability** our people, to ensure they have the skills they need to drive organisational outcomes.

8 headline actions 2025-26

Figure 1. 8 headline actions mapped to the areas of focus



Wellbeing

1. Implement our inaugural Wellbeing Strategy
2. Continue to embed ADDRESS and respond to psychosocial hazards

Inclusive culture

3. Respond to the differences in experiences of our diverse staff
4. Continue to foster a culture of integrity, where inappropriate behaviours are called out and not tolerated



Communication

5. Finalise and launch our Internal Communications Strategy
6. Improve how we share information at all levels



Capability

7. Refresh our Leadership Continuum and associated resources
8. Embed our Capability Framework in practice



Headline Action 1: Implement our inaugural Wellbeing Strategy

Why is this a priority? Our inaugural Wellbeing Strategy is based on the APS Mental Health Capability Framework (one of our headline actions from last year). This will ensure our investments in mental health are sustainable overtime and that we are investing in things that work. We will continue to invest in Yarn Strong, our flagship wellbeing program. We will also ensure our available wellbeing supports reflect the diverse needs of our workforce.

Action	Status	Key focus for next 12 months	Lead and timeframes	Measuring success
1.1	New item for 2025-26 Census work program	Launching and starting to implement the NIAA's inaugural Wellbeing Strategy (including key actions that support this as outlined below)	Led by People Branch, in consultation with staff and Wellbeing Network Anticipated launch in November 2025	Gains made in overall maturity of each APS Mental Health Capability Framework domain as measured in action 1.2
1.2	In progress – this action item is being carried forward from 2024-25.	Adapting the Australian Public Service Commission's Maturity Scale Assessment (MSA) tool to support quarterly reviews of our wellbeing offerings	Led by People Branch, with oversight from the People and Culture Committee. Review conducted end of calendar year quarter	MSA to reflect a balance of offerings against each domain of the APS Mental Health Capability Framework
1.3	In progress – this action item is being carried forward from 2024-25.	Continuing to review and refresh wellbeing offerings and resources available to staff, including through our flagship wellbeing program, Yarn Strong	Led by People Branch, in consultation with staff and Wellbeing Network Repeated annually	Gains made in overall maturity of each APS Mental Health Capability Framework domain as measured in action 1.2



Headline Action 2: Continue to embed ADDRESS and respond to psychosocial hazards

Why is this a priority? We have a legislative and moral obligation to ensure we respond to psychosocial hazards. This includes identifying hazards, assessing and controlling risk and making sure our controls are effective. Embedding [ADDRESS](#), an APS model to respond to psychosocial hazards, supports us to meet our obligations while building on what our staff have told us is important to them, including workload and resourcing.

Action	Status	Key focus for next 12 months	Lead and timeframes	Measuring success
2.1	New item for 2025-26 Census work program	Refreshing NIAA's and psychosocial hazard intranet hub and associated resources (including psychosocial hazard factsheets, ADDRESS information and our Agency-level psychosocial risk assessment)	Led by Business Operations Support Branch, in consultation with staff and the National Health and Safety Committee June 2026, then ongoing	Staff engagement with materials available via the Hub; Census ADDRESS screener outcomes; risk register review outcomes
2.2	In progress – this action item is being carried forward from 2024-25.	Continuing to embed the ADDRESS model with branches and regions, integrating this into general ways of workings, and responding locally to hazards and risks	Led by all branch and regional managers, with support from the Business Operations Support Branch Ongoing	Pulse surveys to track success of interventions; Census ADDRESS screener outcomes; risk register review outcomes



Headline Action 3: Respond to the differences in experiences of our diverse staff

Why is this a priority? We embrace diversity as a cornerstone of our values. A review of our Census has highlighted differences in the experience of how diverse staff experience work. As part of our ongoing implementation of the Diversity and Inclusion Framework we're committed to unpacking this further and developing tailored supports for staff to address this challenge.

Action	Status	Key focus for next 12 months	Lead and timeframes	Measuring success
3.1	New item for 2025-26 Census work program	Building cultural safety by adopting the recommendations for workplaces and employment from the National Anti-Racism Framework into our Diversity and Inclusion Framework, where applicable	People Branch; Staff diversity networks Ongoing throughout 2026	Reduction in experience gap for staff of diverse backgrounds (First Nations and Culturally and Linguistically Diverse)
3.2	New item for 2025-26 Census work program	Adopting a data-driven approach to understanding diverse experiences within NIAA, strengthening our ability to unpack trends and empower meaningful discussion and actions	People Branch; Staff diversity networks By June 2026, then ongoing	Increased awareness and understanding from Executive of staff experiences; decreased experience gap between diverse staff and NIAA overall on key Census measures
3.3	In progress – this action item is being carried forward from 2024-25.	Continuing to embed our Diversity and Inclusion Framework (2026 work program), including acknowledging days of significance, and supporting staff-led networks to thrive	People Branch; All groups; All staff; Staff diversity networks Ongoing throughout 2026	Progress on individual items met in line with the measures outlined in the Diversity and Inclusion Framework; staff engagement with days of significance; sustainable staff-led networks



Headline Action 4: Continue to foster a culture of integrity, where inappropriate behaviours are called out and not tolerated

Why is this a priority? We have a zero tolerance for bullying, harassment and discrimination but our Census results indicate a higher prevalence than the APS average on these issues. Our diverse staff also report experiencing this more frequently. We need to do more to ensure we all work in a way that is aligned with our values and behaviours and foster cultures of integrity, underpinned by psychological safety.

Action	Status	Key focus for next 12 months	Lead and timeframes	Measuring success
4.1	New item for 2025-26 Census work program	Rolling out of Walk the Talk – our next iteration of our values and behaviour focus to all staff	Led by People Branch; All Groups; All staff November 2025 then ongoing	Attendance at sessions; increased perceptions of inclusion; decreased perceptions of bullying, harassment and discrimination
4.2	New item for 2025-26 Census work program	Implementing our Agency-level Integrity Strategy and Action Plan (2025-27) supported by a localised focus on integrity in branch/regional plans	Led by Integrity Group and action item owners; All branch and regional managers From 2025 to throughout 2026	Increased perceptions of inclusion; decreased perceptions of bullying, harassment and discrimination; increased reporting of integrity concerns
4.3	New item for 2025-26 Census work program	Data project – unpacking bullying, harassment and discrimination experienced by diverse staff	Led by People Branch in consultation with diverse staff and staff-led diversity networks. Project to be completed by end of 2026 (commences Q2 2026)	Increased perceptions of inclusion; decreased perceptions of bullying, harassment and discrimination; reduced experience gap between staff
4.4	In progress – this action item is being carried forward from 2024-25.	Continuing HR open door sessions to promote greater staff understanding of key Agency initiatives, including flexible work and values and behaviour	Led by People Branch; all staff and managers to attend Throughout 2026	Attendance at sessions; reduction in behaviours out of step with policies and procedures



Headline Action 5: Finalise and launch our Internal Communications Strategy

Why is this a priority? Clear communication is a key to supporting our staff to work efficiently and deliver on Agency outcomes that support our vision. Our Internal Communications Strategy has been developed based on a review of our approach and addresses the feedback we received from staff via the internal communications survey conducted in late 2024, as part of our 2024-25 Census Action Plan.

Action	Status	Key focus for next 12 months	Lead and timeframes	Measuring success
5.1	New item for 2025-26 Census work program	Once launched, adopting the principles of the Internal Communications Strategy into practice, including how we share and contextualise messages for business areas and teams, continuing the work started during our 2024-25 Census work program .	Led by the Parliamentary and Communications Services Branch Throughout 2026	Improved perceptions of internal communication; click through rates of relevant information
5.2	New item for 2025-26 Census work program	Refreshing the way internal communications channels are used to align with the strategy	Led by Parliamentary and Communications Services Branch; all staff disseminating messaging via an internal channel Throughout 2026	Improved perceptions of internal communication; click through rates of relevant information
5.3	In progress – this action item is being carried forward from 2024-25.	Renewing focus on internal news stories, focusing on people and their work, including experience of staff from diverse backgrounds, regional locations and a range of levels	Led by Parliamentary and Communications Services Branch; all staff (though contributing articles) Throughout 2026 (supported by monthly messages)	Improved perceptions of internal communication; click through rates of relevant information



Headline Action 6: Improve how we share information at all levels

Why is this a priority? Our staff have told us that communication at all levels needs to improve. In particular we need to focus on improving the way our SES and managers communicate with their staff and share the rationale behind decision making.

Action	Status	Key focus for next 12 months	Lead and timeframes	Measuring success
6.1	New item for 2025-26 Census work program	Continuing to support Senior Leaders to own and contextualise Agency messaging for the operating environments of their work areas, in a way that is meaningful for staff	Led by the Parliamentary and Communications Services Branch; all branch and regional managers Throughout 2026 (supported by monthly messages)	Improved perceptions of SES communication
6.2	New item for 2025-26 Census work program	Delivering the reducing red tape communications series (part of the summer capability series)	Led by the Parliamentary and Communications Services Branch October 2025 – March 2026	Improved perceptions of internal communication; click through rates of relevant information
6.3	In progress – this action item is being carried forward from 2024-25.	Delivering internal communications masterclasses for SES and EL staff, with a focus on clear messaging and information sharing	Led by the Parliamentary and Communications Services Branch; all SES and EL staff Throughout 2026	Improved perceptions of SES communication; improved perceptions of manager communication; participation in masterclasses



Headline Action 7: Refresh our Leadership Continuum and associated resources

Why is this a priority? Strong leadership critical to our ability to ensure First Nations people are heard, recognised and empowered. Our staff have said they want a continued focus on leadership and manager capability to help them succeed in their roles both as staff and as managers themselves.

Action	Status	Key focus for next 12 months	Lead and timeframes	Measuring success
7.1	New item for 2025-26 Census work program	Evaluating key learning and development initiatives, including Manager Essentials, ensuring these are fit of purpose and driving the capability outcomes sought by staff	Led by People Branch; consultation with staff Throughout 2026	Outcomes of evaluation; staff feedback on quality of capability offerings; staff engagement with future capability offerings
7.2	In progress – this action item is being carried forward from 2024-25.	Refreshing NIAA's leadership continuum	Led by People Branch Quarter 1 2026 (work commenced Quarter 4 2025)	Improved perception of SES and supervisor leadership
7.3	In progress – this action item is being carried forward from 2024-25.	Expanding resources available under each of the pillars of the leadership continuum (leading ourselves, leading others and leading teams)	Led by People Branch; All staff through engagement with materials (throughout 2026)	Improved perception of SES and supervisor leadership; click through rates of information; downloads of resources



Headline Action 8: Embed our Capability Framework in practice

Why is this a priority? Our Capability Framework supports strengths-based development for everyone. It helps staff build their capability aligned with APS Craft and supports effectiveness in their current role and future career aspirations. It outlines the core capabilities to support the ways we work to best meet the needs, priorities and aspirations of First Nations peoples and communities. In 2026, the focus will be on expanding the scalability and reach of the capability framework.

Action	Status	Key focus for next 12 months	Lead and timeframes	Measuring success
8.1	New item for 2025-26 Census work program	Promoting and launching of the Capability Compass to all staff, starting with the EL1 cohort	Led by People Branch; all staff able to create one (promotional launch starting with EL1s and their managers) Throughout 2026	Improvements in perceptions of performance and development conversations improving performance
8.2	In progress – this action item is being carried forward from 2024-25.	Creating tailored capability development plans, focused on building job and professional specific capabilities, as required and supported by their managers.	Led by all staff and managers, supported by People Branch; all staff and managers Throughout 2026	Improvements in perceptions of performance and development conversations improving performance Increase in the number of plans in NIAALearn year on year



We are driving cultural change through evidence-informed activities that will be tracked and monitored overtime.

Measuring our success and keeping you informed

Each year, the NIAA will complete an annual impact evaluation of our progress against the Headline Actions (see figure 1) and the specific 12-month actions in this plan. This will be shared with staff. Quarterly progress reviews will be led by People Branch and reported to our People and Culture Committee.

Key impact measures will include our Agency Census results, including in the areas identified as success measures within each sub-action in this plan, feedback from staff captured through internal surveys (including new starter and exit surveys) and cohort level consultation, and a review of key workforce metrics.

While the key areas of focus will remain the same during the 2024-2027 period, it is expected that the Headline Actions will be adjusted each year based on updated feedback from staff and the other strategies and processes driving cultural change.

Holding ourselves accountable

As an Agency, we will continue to be transparent about the progress we are making. Staff can access information at any time via the Intranet Census Hub (including past results), and we will continue to share key progress goals through our internal communication channels.

Figure 2. Keeping you informed

