



Strategic Workforce Plan 2026-2030

Draft for consultation

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Empowered Communities By proud Gomeroi woman, Caitlin Trindall

This specially commissioned artwork tells the story of IPART's responsibility in working with Aboriginal peoples to support and strengthen outcomes across NSW.

Acknowledgment of Country

IPART acknowledges the Traditional Owners of the lands where we live and work. Our office is located on Gadigal land and our work touches on Aboriginal lands and waterways across NSW.

We pay our respects to Elders both past and present and recognise Aboriginal people's unique and continuing cultural connections, rights and relationships to land, water and Country.

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1 Introduction

The **Strategic Workforce Plan 2026–2030** sets out IPART's commitment to building a workforce that is structured, skilled and supported to meet the evolving demands of its regulatory and advisory functions. The plan explains how our people, practices and culture will align with IPART's values, strategic goals and operating needs, so we can continue to deliver high-quality services to the public and government. It is informed by employee experience evidence, including the People Matter Employee Survey (PMES) results.

1.1 Purpose

Support IPART to actively manage its workforce and ways of working to ensure it has the right level, mix and deployment of skills to deliver high-quality regulatory and advisory outcomes now and into the future.

1.2 Vision

IPART has a capable and future-ready workforce with the right capabilities, development pathways, sustainable resourcing and productive ways of working so we continue to deliver high-quality, timely and trusted outcomes.

1.3 Strategic Workforce Plan objectives

- **Skills and capability mix:** Build and maintain the right mix of technical, regulatory and enabling capabilities.
- **Workforce performance and development:** Sustain and lift performance through clear expectations, feedback and targeted development.
- **Workforce structure and resourcing model:** Enable sustainable delivery, clear lines of accountability, and scalable capacity to manage uneven or peak workloads.
- **Culture and ways of working:** Strengthen an inclusive, collaborative culture and common ways of working that improve productivity and the quality of our work.

2 Our workforce plan

2.1 Strategic Workforce Plan Objectives

This plan focuses on four interrelated objectives that together support IPART's delivery quality, resilience and long-term capability. These objectives have been identified through Executive Leadership Team (ELT) and Full Executive strategic planning and review of staff feedback through the PMES and Senior Executive structure review.

Objective 1: Skills and capability mix

Objective statement

Build and maintain the right mix of technical, regulatory and enabling capabilities to deliver IPART's work to a high standard, support innovation and future needs, and reduce delivery risk from capability gaps or single points of failure.

Why it matters

IPART's work relies on deep specialist expertise alongside strong regulatory judgement and adaptable generalist capability. Recruitment processes over the last couple of years have shown that it can be challenging to recruit for key skills (e.g. engineering, modelling, Aboriginal capability). IPART operates within defined budget and industrial parameters in a competitive market for specialist skills, requiring deliberate workforce planning to ensure critical capabilities are available when needed and sustained over time.

Key considerations

To ensure IPART has the right capabilities at the right time, this objective focuses on the critical skills we need, how we source and develop them, and how roles and leadership support capability depth and resilience.

- **Critical skills:** economics, engineering, modelling, legal and regulatory practice, data/digital capability, enabling capabilities (including project management, stakeholder engagement and Aboriginal culture), and interpersonal skills (incl. communication, problem-solving and influence).
- **Build / buy / borrow:** targeted use of temporary resources, structured development for ongoing needs, and deliberate knowledge transfer.
- **Leadership:** forecasting capability needs, planning resourcing early, and providing effective oversight.
- **Role design:** clear technical and expert pathways alongside people leadership roles to maintain capability growth.
- **Capability frameworks:** use of the revised NSW Public Sector Capability Framework.

What this looks like

In practice, this means IPART has clear visibility of its capability needs, reduced reliance on single individuals, and the flexibility to scale expertise to meet changing demands.

- Clear visibility of current and emerging capability needs.
- Reduced key person risks in critical disciplines.
- Strong communities of practice that build depth, consistency and productivity.
- Ability to scale capability up or down for uneven work demands.

Performance indicators

- Reduction in identified critical capability gaps and key person risks (annual workforce risk review).
- PMES learning and development indicators improve from baseline (PMES 2025: Learning and development topic 71% favourable; professional development opportunities 60% favourable).
- Improved retention in critical specialist cohorts and reduced reliance on a small number of individuals or consultants for key functions.

How we will achieve it

We will identify the capabilities we need, decide how to source and retain them, support knowledge sharing, and use targeted capability uplift programs and communities of practice.

Action Areas

1.1 Strengthen organisational capability

Strengthen organisational capability through planned build, buy and borrow approaches.

1.2 Build workforce resilience through succession planning

Divisions to identify and address key person risks through succession planning (including targeted recruitment, internal development and planned knowledge transfer).

1.3 Embed knowledge sharing and peer learning

Divisions, supported by ELT, to develop/maintain communities of practice and embed review, reflection and continuous learning practices into delivery to improve consistency and knowledge sharing, that supports improved performance and productivity across teams.

1.4 Broaden talent attraction and workforce pathways

HR, with divisions, to expand and diversify talent pipelines through a range of approaches, such as graduate, early career, specialist, secondment, talent-sharing and other targeted workforce initiatives.

Action Areas

1.5 Uplift capability in priority areas

HR, with subject matter experts, to establish practical capability uplift programs across IPART for core capabilities including use of Artificial Intelligence, Aboriginal cultural understanding, Stakeholder Engagement, and professional interpersonal and communication skills (e.g. judgement, problem solving, writing).

Objective 2: Workforce performance and development

Objective statement

Sustain and lift workforce performance through clear expectations, effective feedback and recognition, and targeted development that builds both technical excellence and strong leadership.

Why it matters

As a small agency with a relatively flat structure and high retention rate, there are limited new positions open for staff progression at any point in time. Through PMES we have heard that staff would like more opportunities to develop and progress their career. While career progression is important, development is broader than movement to a higher role and does not always follow a linear path. It can involve deepening expertise, broadening skills and experience, building leadership capability, taking on new challenges, or contributing in different ways across and beyond IPART.

Development is not only about building capability for today's role or preparing for future opportunities within IPART. As a public sector agency, we also have a responsibility to help develop capable, ethical and effective public servants who contribute to better outcomes for the people of New South Wales throughout their careers, whether those careers continue at IPART or elsewhere across the sector.

To support this, IPART must create meaningful development opportunities through formal and informal learning, stretch assignments, coaching, mentoring, secondments, acting opportunities and other targeted development initiatives. This approach helps maintain engagement, build capability and support employees to achieve their individual career and development goals

Key considerations

This objective focuses on how we set clear expectations, support meaningful development, and provide fair and transparent pathways for growth in a small organisation with limited hierarchy.

- **Development beyond promotion:** building depth of expertise, expanding capability, gaining new experiences, and exploring opportunities both within and beyond IPART.
- **Development approaches:** on-the-job learning, stretch assignments, acting opportunities, coaching, mentoring, peer review, secondments and other targeted opportunities.

- **Career pathways:** transparent pathways for both specialist and people leader streams recognising that career growth may involve lateral, broadening or deepening experiences as well as promotion.
- **Performance clarity:** clear expectations, regular feedback and effective use of PDPs.

What success looks like

Success under this objective is reflected in consistent performance expectations, accessible development opportunities, capable people leaders, and learning embedded into everyday work.

- Visible and equitable access to development opportunities.
- Learning embedded into day-to-day delivery.
- Clear and consistent performance expectations.
- Managers equipped to build capability, support development and lead performance effectively.

Performance indicators

- PMES Learning and development and related development opportunity indicators improve from baseline (PMES 2025: Learning and development topic 71% favourable; professional development opportunities 60% favourable; Feedback and performance management topic 75% favourable).
- Improved participation in planned development (for example coaching, communities of practice, formal training), and improved internal fill rates for acting and progression opportunities.
- Improved feedback and performance including use of available processes (PDP 91%, feedback conversations 89% favourable informal, 77% scheduled, and confidence in poor performance management 74% favourable).
- PMES Role clarity and support and Employee engagement indicators improve or are maintained (PMES 2025: Role clarity and support 80% favourable; Employee engagement score 71), with increased confidence in performance expectations.

How we will deliver this

We will clarify development pathways, embed learning into work and strengthen performance and development leadership.

Action Areas

2.1 Define performance expectations and development pathways

Divisions, in partnership with HR, to develop a clear framework of performance indicators or expectations across grades - considering capabilities, skills, leadership and performance requirements - to guide employees in aligning PDPs and understanding development pathways. This framework will clarify and contextualise requirements for specific teams and divisions, rather than introduce additional or separate expectations. It may also assist inform updates to role descriptions which will continue to be progressed through recruitment or organisational change processes.

2.2 Strengthen performance and development processes

HR to provide additional guidance and support for performance and development plan process, and feedback and performance conversations.

2.3 Articulate career pathways and capability development

Divisions, with HR, to articulate development pathways for technical specialists and people leaders, including clearer progression criteria and opportunities to build capability through coaching, mentoring, stretch assignments, project work, secondments and other development experiences. Recognising that career growth may be lateral, broadening, deepening or promotional, pathways should support development both within and beyond IPART.

2.4 Ensure transparent and equitable access to development opportunities

Hiring managers to ensure transparency and equity in access to development and acting opportunities (clear criteria, expressions of interest where suitable) to support inclusion, engagement and retention.

Objective 3: Workforce structure and resourcing model

Objective statement

Ensure IPART's workforce structure, resourcing choices and allocation processes enable sustainable delivery, clear accountability and effective decision-making, while allowing IPART to scale for uneven demand.

Why it matters

IPART relies on appropriation funding and fees for service to cover our operating costs. This means that our funding changes from year to year and we need to manage our resources accordingly. This is exacerbated by increasing budget pressure across NSW public sector, along with increasing expectations for IPART. Clear principles for structuring work and allocating resources are critical to managing risk, productivity and wellbeing.

Key considerations

To support sustainable delivery, this objective considers how IPART structures work, allocates resources, and makes resourcing decisions in response to fluctuating demand and changing priorities.

- Alignment with agreed organisational design principles, including clear accountability, sustainable spans of control, effective decision-making, organisational sustainability and workforce flexibility.
- ELT-level governance of workforce and resourcing decisions.
- Agile workforce capacity to meet fluctuating demands.

Scalable resourcing arrangements to support evolving priorities

What success looks like

- In practice, this means clearer prioritisation and allocation, organisational structures and spans of control that are fit for purpose, and resourcing decisions that balance delivery needs, risk management and capability building. Transparent allocation of resources aligned to priorities, statutory obligations and capacity.
- Clear principles guiding use of ongoing staff, temporary staff and contractors.
- Organisational structures, spans of control and delegations that support effective decision-making, accountability and timely delivery.
- A sustainable balance between immediate delivery needs and long term capability growth.

Performance indicators

- Improved workload sustainability indicators including improved PMES wellbeing measures (PMES 2025: Wellbeing 72% favourable; workload distribution 48% at capacity and 41% above capacity), and fewer hotspots reporting above capacity.
- Improved organisational effectiveness through fit-for-purpose structures, clearer accountability and effective executive oversight and direction of function delivery. Improved visibility of allocation decisions and clearer alignment between priorities, capacity and resourcing.
- Improved quality outcomes from external resourcing (clear deliverables, effective QA, and documented knowledge transfer).

How we will deliver this

We will strengthen prioritisation and resource allocation processes and improve workforce planning governance and periodically review organisational structures, spans of control and decision-making arrangements to ensure they remain fit for purpose.

Action Areas

3.1 Align priorities, resources and capacity

Divisions to align forward work planning, prioritisation and allocation processes with strategic planning, statutory obligations, resource and budget management processes to ensure workforce decisions reflect mandatory requirements, funded priorities and organisational capacity.

3.2 Establishing resourcing principles and guidance

ELT to establish resourcing principles and guidance for when to use ongoing staff, temporary staff, contractors or consultants.

3.3 Enable evidence-based workforce management

Establish a Workforce Intelligence Framework to support evidence-based workforce and resourcing decisions.

3.4 Review of structures and spans of control aligned to priorities and delivery requirements

ELT and divisions to periodically review organisational structures and spans of control to ensure accountability, decision-making authority and leadership capacity are appropriately aligned to organisational priorities and delivery requirements.

3.5 Monitor and respond to changes in industrial frameworks

ELT to monitor and respond to changes in industrial frameworks, awards and legislation to ensure IPART's employment arrangements remain contemporary and fit for purpose.

Objective 4: Culture and ways of working

Objective statement

Strengthen an inclusive, collaborative culture and common ways of working that improve productivity, efficiency and the quality of our work.

Why it matters

IPART has grown rapidly while maintaining the agility and responsiveness that comes with being a relatively small agency. As the volume, scale and complexity of our work increases, sustaining performance requires more deliberate systems, clearer ways of working, and greater consistency across teams. This includes strengthening capability depth, reducing reliance on single points of failure, and embedding more robust approaches to planning, collaboration and knowledge sharing. At the same time, IPART's strong, values-driven culture remains a critical enabler of performance and must be actively preserved and reinforced as the organisation becomes more mature and sophisticated.

Key considerations

This objective focuses on strengthening inclusion, collaboration and shared ways of working, informed by staff feedback and the need to improve cross-IPART cooperation and change experience.

- Sustain oversight, governance and implementation of belonging and inclusion priorities to ensure ongoing progress and organisational impact.
- Develop and embed common project, governance and decision-making practices across IPART.
- Establish mechanisms to share lessons learned, innovations and good practice across divisions.

Regularly review staff feedback, workforce intelligence and PMES results and communicate actions taken. What success looks like

Success is seen in stronger collaboration across teams, psychologically safe environments, more consistent delivery practices, and well led, well-supported change.

- Strong cross-IPART collaboration and shared practices.
- Psychologically safe environments where diverse perspectives inform decisions and staff are comfortable sharing different views.
- More consistent delivery practices that improve coordination and efficiency.
- Change delivered effectively and experienced positively.

Performance indicators

- Improvement in PMES cross-team cooperation indicator (baseline: 59% favourable for "There is good co-operation between teams across my organisation").
- Improvement in PMES change management indicators, including "Change is managed well in my organisation" (baseline: 49% favourable), and maintaining/improving related support/feedback measures.
- PMES inclusion, belonging and psychological safety related indicators are maintained or improved (for example: Inclusion and diversity topic baseline 84% favourable; 95% favourable that people in workgroups treat each other with respect; 82% favourable that employees would feel safe sharing personal aspects about themselves at work).
- Improved delivery efficiency and quality (for example fewer late-stage changes or escalations and improved retrospective findings on ways of working).
- Improvement in PMES "Action on survey results" indicator (baseline: 68% favourable), reflecting stronger follow-through and closing the loop on feedback.
- Increased participation in cross-IPART learning and innovation practices (communities of practice, peer reviews, staff presentations).

How we will deliver this

We will embed common, collaborative delivery practices, strengthen inclusion and psychological safety, and improve how we plan and support change so innovation and productivity improvements can stick.

Action Areas

4.1 Foster respectful collaboration

Share lessons learned, innovations and good practice to foster respectful collaboration, diverse perspectives and continuous improvement.

4.2 Advance belonging, inclusion and psychological safety

CEO and ELT to champion and monitor belonging and inclusion priorities and embed practices that promote inclusion, respectful challenge, diverse perspectives and psychological safety.

4.3 Leverage workforce intelligence to drive improvement

Regularly review staff feedback, workforce intelligence and PMES results, communicate key insights and monitor delivery of actions in response to identified themes and opportunities.

4.4 Champion and recognise IPART Values

All staff to continue to champion and celebrate the IPART Values through leadership behaviours, performance conversations and employee recognition.

2.2 Context

IPART operates in an environment of increasing demand, complexity and scrutiny, while continuing to manage within finite public sector funding and workforce constraints. Like many NSW public sector agencies, IPART must balance growing expectations for delivery with budget discipline, workforce affordability and competition for specialist skills. These realities require deliberate prioritisation, workforce planning and resource allocation decisions to ensure the organisation remains sustainable and able to deliver its statutory functions effectively.

The **Strategic Workforce Plan 2026–2030** responds to these pressures by shifting from incremental workforce actions to a more deliberate, organisation-wide approach to workforce management. It builds on the foundations of the 2022 plan (particularly inclusion, leadership and behavioural capability) while sharpening focus on skills depth, sustainable resourcing, performance, and collaborative ways of working. The plan is informed by workforce data and employee experience evidence, including the PMES, which shows strong results in inclusion and respect alongside opportunities to improve collaboration, change management and wellbeing.

IPART's role

IPART provides the expertise to help Government align market operations with the public interest. We do this by:

- **Reviewing and advising on market and system arrangements** to identify problems and recommend solutions
- **Monitoring and reporting on performance** to maintain visibility and accountability and inform citizens
- **Managing regulatory regimes** (e.g. licencing, compliance and pricing) to ensure appropriate controls are in place to monitor and enforce compliance
- **Managing market development schemes** to support effective and efficient markets to deliver desired outcomes (e.g. Energy Sustainability Schemes).

IPART's values



**Integrity
and courage**



**Respect and
inclusion**



**Curiosity and
openness**



**Making a
difference**

IPART Strategy Goals (2025-2027)



Other relevant strategies

- **Belonging & Inclusion Strategy and Plan:** Sets the inclusion outcomes and governance that strengthen belonging, psychological safety and respect, and helps build a workforce that reflects the communities we serve.

It translates the five pillars (education, connection, leadership, representation and accountability) into recruitment, development and leadership actions, with ELT oversight through the B&I Committee and Action Plan. It supports delivery of the IPART Strategy by sustaining a high-performing culture and strengthening decision-making through diverse perspectives.

- **Aboriginal Outcomes and Impact Strategy:** Builds the capability, systems and role expectations needed for culturally safe, rights-based engagement and decision-making. It drives cultural capability development and workforce actions (including training, Aboriginal recruitment, employment and development planning, and strengthening culturally safe policies), supported by clear governance and accountability. It supports delivery of the IPART Strategy by improving the quality, legitimacy and impact of our work with Aboriginal communities and across NSW.

- **Communications & Engagement Strategy:** Defines how we build the skills and ways of working needed to communicate clearly, engage stakeholders effectively and support evidence-based regulatory outcomes.

It strengthens internal capability in communication and engagement, embeds inclusive engagement practices (including with Aboriginal communities), and lifts our employer value proposition to attract and retain talent. It supports delivery of the IPART Strategy by improving stakeholder trust, the quality of inputs to our work, and the reach and influence of IPART's advice and decisions.

3 Implementation

3.1 How we will drive action

This Strategic Workforce Plan will be implemented through an integrated approach that connects:

- workforce priorities and actions
- business planning and budget decisions
- delivery governance and portfolio prioritisation
- performance and development planning
- ongoing consultation and feedback mechanisms.

The intent is to ensure that workforce actions are not treated as stand-alone initiatives, but as part of IPART's core operating rhythm and governance.

3.1.1 Governance and accountability

The Strategic Workforce Plan is delivered under the responsibility of the Director Strategy & Engagement, in collaboration with the Human Resources team and Director Corporate Services. All IPART executives are accountable for delivery actions under the workforce plan, in line with role expectations.

The Executive Director Regulation & Compliance is the nominated ELT sponsor overseeing implementation of the workforce plan. This requires maintaining visibility of delivery of actions in the plan and providing advice and guidance on overall direction, with escalation to the CEO and ELT. The CEO and ELT retain broader oversight and decision-making responsibility in line with their Terms of Reference.

Implementation governance will:

- establish clear ownership for each action area
- enable transparent prioritisation decisions where trade-offs are required through ELT strategic discussions
- track delivery and outcomes
- provide regular updates to staff and leadership.

Key governance elements

- **Executive oversight through nominated ELT Sponsor:** This will include oversight of SWP priorities, progress, and risks, with issues escalated where required.
- **Integration with business planning:** SWP actions will be reflected in divisional and team plans, aligned to funded capacity and planned work.
- **Workforce risk management:** Key workforce risks (e.g., single points of failure, capability gaps, retention risks, staff burnout) will be tracked and reviewed through established risk and performance processes.
- **Consultation and feedback loops:** Staff feedback will be sought and incorporated as changes are designed and implemented, and IPART will report back on actions taken.

3.1.2 Prioritisation and sequencing

Given competing demands and finite capacity, SWP actions will be prioritised with consideration of the following:

- impact on delivery quality and statutory obligations
- reduction of operational risk and enabling organisational structures and spans of control that are fit for purpose
- contribution to sustainable workloads and wellbeing
- retention and capability depth in critical roles
- alignment to IPART strategy and funded priorities.

Actions will be sequenced to avoid overloading the organisation with too many concurrent changes and to support better change management outcomes.

3.1.3 Measuring progress and demonstrating follow-through

IPART will track both:

- delivery measures (what we have implemented)
- outcome measures (what has improved for employees and delivery effectiveness).

Progress will be tracked by the Strategy & Engagement team and reported quarterly through the Corporate Performance Report.

Success of the Strategic Workforce Plan will be assessed through both implementation and impact. Progress will be monitored through completion of action areas, achievement of performance indicators, workforce risk trends, PMES results, internal pulse surveys and consideration of whether the plan continues to support delivery of IPART's strategic objectives and evolving workforce needs.

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- Annual review of progress against workforce outcomes and performance indicators.
 - Assessment of whether actions remain aligned to strategic priorities, workforce risks and emerging trends.
 - Evaluation of the extent to which the plan is strengthening organisational capability, workforce sustainability and employee experience.
 - Identification of any adjustments required to priorities, actions or measures over the life of the plan.

Appendices

A Summary of action areas across objectives

Strategic Workforce Plan actions

Action	Owner (as stated)	FY26– 27	FY27– 28	FY28– 29	FY29– 30	FY30– 31
Objective 1: Skills and capability mix						
1.1 Strengthen organisational capability Strengthen organisational capability through planned build, buy and borrow approaches.	Divisions; ELT					
1.2 Build workforce resilience through succession planning Divisions to identify and address key person risks through succession planning (including targeted recruitment, internal development and planned knowledge transfer).	Divisions					
1.3 Embed knowledge sharing and peer learning Divisions, supported by ELT, to develop/maintain communities of practice and embed review, reflection and continuous learning practices into delivery to improve consistency and knowledge sharing, that supports improved performance and productivity across teams.	Divisions; ELT					
1.4 Broaden talent attraction and workforce pathways HR, with divisions, to expand and diversify talent pipelines through a range of approaches, such as graduate, early career, specialist, secondment, talent-sharing and other targeted workforce initiatives.	Divisions; HR					
1.5 Uplift capability in priority areas HR, with subject matter experts, to establish practical capability uplift programs across IPART for core capabilities including use of Artificial Intelligence, Aboriginal cultural understanding, Stakeholder Engagement, and professional interpersonal and communication skills (e.g. judgement, problem solving, writing).	HR; Subject Matter Experts					
Objective 2: Workforce performance and development						

Action	Owner (as stated)	FY26– 27	FY27– 28	FY28– 29	FY29– 30	FY30– 31
2.1 Define performance expectations and development pathways Divisions, in partnership with HR, to develop a clear framework of performance indicators or expectations across grades - considering capabilities, skills, leadership and performance requirements - to guide employees in aligning PDPs and understanding development pathways. This framework will clarify and contextualise requirements for specific teams and divisions, rather than introduce additional or separate expectations. It may also assist inform updates to role descriptions which will continue to be progressed through recruitment or organisational change processes.	Divisions; HR					
2.2 Strengthen performance and development processes HR to provide additional guidance and support for performance and development plan process, and feedback and performance conversations.	HR					
2.3 Articulate career pathways and capability development Divisions, with HR, to articulate development pathways for technical specialists and people leaders, including clearer progression criteria and opportunities to build capability through coaching, mentoring, stretch assignments, project work, secondments and other development experiences. Recognising that career growth may be lateral, broadening, deepening or promotional, pathways should support development both within and beyond IPART.	Divisions; HR					
2.4 Ensure transparent and equitable access to development opportunities Hiring managers to ensure transparency and equity in access to development and acting opportunities (clear criteria, expressions of interest where suitable) to support inclusion, engagement and retention.	Divisions					
Objective 3: Workforce structure and resourcing model						

Action	Owner (as stated)	FY26– 27	FY27– 28	FY28– 29	FY29– 30	FY30– 31
3.1 Align priorities, resources and capacity Divisions to align forward work planning, prioritisation and allocation processes with strategic planning, statutory obligations, resource and budget management processes to ensure workforce decisions reflect mandatory requirements, funded priorities and organisational capacity.	Divisions; ELT					
3.2 Establishing resourcing principles and guidance ELT to establish resourcing principles and guidance for when to use ongoing staff, temporary staff, contractors or consultants.	ELT					
3.3 Enable evidence-based workforce management Establish a Workforce Intelligence Framework to support evidence-based workforce and resourcing decisions.	ELT; Divisions					
3.4 Review of structures and spans of control aligned to priorities and delivery requirements ELT and divisions to periodically review organisational structures and spans of control to ensure accountability, decision-making authority and leadership capacity are appropriately aligned to organisational priorities and delivery requirements.	HR					
3.5 Monitor and respond to changes in industrial frameworks ELT to monitor and respond to changes in industrial frameworks, awards and legislation to ensure IPART's employment arrangements remain contemporary and fit for purpose.						
Objective 4: Culture and ways of working						
4.1 Foster respectful collaboration Share lessons learned, innovations and good practice to foster respectful collaboration, diverse perspectives and continuous improvement.	Divisions					

Action	Owner (as stated)	FY26– 27	FY27– 28	FY28– 29	FY29– 30	FY30– 31
4.2 Advance belonging, inclusion and psychological safety CEO and ELT to champion and monitor belonging and inclusion priorities and embed practices that promote inclusion, respectful challenge, diverse perspectives and psychological safety.	ELT; Divisions					
4.3 Leverage workforce intelligence to drive improvement Regularly review staff feedback, workforce intelligence and PMES results, communicate key insights and monitor delivery of actions in response to identified themes and opportunities.	ELT					
4.4 Champion and recognise IPART Values All staff to continue to champion and celebrate the IPART Values through leadership behaviours, performance conversations and employee recognition.	All staff					

B Performance indicators summary

Performance indicator	2025 baseline	FY26– 27	FY27– 28	FY28– 29	FY29– 30	FY30– 31
Objective 1: Skills and capability mix						
Reduction in identified critical capability gaps and single points of failure (annual workforce risk review).	Baseline to be established (annual workforce risk review)					
PMES learning and development indicators improve from baseline.	PMES 2025: Learning and development topic 71% favourable; "professional development opportunities" 60% favourable					
Improved retention in critical specialist cohorts and reduced reliance on a small number of individuals or consultants for key functions.	Baseline to be established (retention/usage measures)					
Objective 2: Workforce performance and development						
PMES Role clarity and support and Employee engagement indicators improve or are maintained, with increased confidence in performance expectations.	PMES 2025: Role clarity and support 80% favourable; Employee engagement score 71					
PMES learning and development and development opportunity indicators improve from baseline.	PMES 2025: Learning and development topic 71% favourable; "professional development opportunities" 60% favourable; Feedback and performance management topic 75% favourable					
Improved participation in planned development (for example coaching, communities of practice, formal training), and improved internal fill rates for acting and progression opportunities.	Baseline to be established (participation and fill rates)					
Improved feedback and performance including use of available processes.	PMES 2025: PDP 91%; informal feedback conversations 89% favourable; scheduled feedback conversations 77% favourable; confidence in managing poor performance 74% favourable					
Objective 3: Workforce structure and resourcing model						
Improved workload sustainability indicators, including improved PMES wellbeing measures, and fewer hotspots reporting above capacity.	PMES 2025: Wellbeing 72% favourable; workload distribution 48% at capacity and 41% above capacity					

Performance indicator	2025 baseline	FY26– 27	FY27– 28	FY28– 29	FY29– 30	FY30– 31
Fit for purpose structure and improved executive oversight and direction of function delivery.	Baseline to be established (process/throughput measures)					
Improved visibility of allocation decisions and clearer alignment between priorities, capacity and resourcing (tracked through internal reporting).	Baseline to be established (internal reporting)					
Improved quality outcomes from external resourcing (clear deliverables, effective QA, and documented knowledge transfer).	Baseline to be established (QA/knowledge transfer checks)					
Workforce intelligence reporting is used to inform workforce planning, project delivery priorities, resource allocation and workforce sustainability risk management across the organisation.	Baseline to be established					
Objective 4: Culture and ways of working						
Improvement in PMES cross-team cooperation indicator.	PMES 2025: 59% favourable ("There is good co-operation between teams across my organisation")					
Improvement in PMES change management indicators, including "Change is managed well in my organisation".	PMES 2025: 49% favourable ("Change is managed well in my organisation")					
PMES inclusion, belonging and psychological safety indicators are maintained or improved.	PMES 2025: Inclusion and diversity topic 84% favourable; respect in workgroups 95% favourable; safe sharing personal aspects 82% favourable					
Reduction in, rework and delivery risks, with continuous improvement actions identified through retrospectives and lessons learned processes.	Baseline to be established (internal measures)					
Improvement in PMES "Action on survey results" indicator.	PMES 2025: 68% favourable ("Action on survey results")					
Increased participation in cross-IPART learning and innovation practices (communities of practice, peer assists, show-and-tells).	Baseline to be established (participation measures)					