



# AAT Strategic Plan

## 2015–20

### OUR VISION

We will be an expert, innovative and respected tribunal that delivers high-quality reviews.

### OUR PURPOSE

We provide independent merits review of administrative decisions as provided under Australian law. We aim to provide a mechanism of review that:

- is accessible, fair, just, economical, informal, quick and proportionate; and
- promotes public trust and confidence in the AAT's decision-making.

We enable individuals and organisations to challenge decisions that affect their interests and, more broadly, contribute to improving the quality of government decision-making.

### OUR STRATEGIC OBJECTIVES

#### INTEGRATE

We will create an integrated, national Tribunal

#### TRANSFORM

We will improve how we work and maximise our use of technology

#### ENGAGE

We will engage with stakeholders and build public trust and confidence

#### OPTIMISE

We will build capacity and make best use of our resources

# OUR STRATEGIC PRIORITIES

## PRIORITIES

## INTENDED OUTCOMES

### INTEGRATE

- Build a cohesive and collaborative culture aligned with the values set out in the Conduct Guide for AAT Members and the APS Values
- Harmonise our operations across divisions and locations, where practicable, including by pursuing harmonisation of member employment arrangements and the legislation governing the AAT's operations

- ✓ **Increased member and staff engagement**
- ✓ **Improved consistency, efficiency and effectiveness of AAT operations for external and internal users**
- ✓ **Legislative framework facilitates the AAT providing review processes that further our statutory objective**

### TRANSFORM

- Establish logical national practice areas for different categories of cases with efficient, proportionate and timely case pathways
- Build an integrated suite of electronic systems that support service delivery for external and internal users
- Ensure our services are accessible to all users, including by engaging them in the design of services

- ✓ **Well-operating national practice areas and case pathways**
- ✓ **Increased availability and uptake of digital services with increased user satisfaction**
- ✓ **Merits review is accessible for people affected by administrative decisions**
- ✓ **High performance against the Australia and New Zealand Tribunal Excellence Framework**

### ENGAGE

- Communicate with stakeholders by implementing a comprehensive engagement strategy that facilitates the needs of all external and internal stakeholders being considered
- Implement a public affairs strategy and decision publication policy that enhance public trust and confidence in the AAT and our decisions

- ✓ **Improved stakeholder perceptions of the AAT**
- ✓ **Increased trust and confidence in the AAT**

### OPTIMISE

- Implement effective and accountable governance arrangements
- Implement member and staff professional development frameworks and strategies to build capability, including the ability to work across divisions
- Develop the AAT's program and project management capabilities

- ✓ **Governance arrangements support the achievement of statutory and strategic objectives**
- ✓ **Members and staff deliver high-quality services and are able to work successfully in new areas and ways**
- ✓ **Transformation activities are planned, prioritised and completed successfully**