



Work Programme 2026

Workplace Relations
Commission

Year 2: Strategy Statement

A Decade of Impact,
A Future of Fair Work and Equality



An Coimisiún um Chaidreamh san Áit Oibre
Workplace Relations Commission

Workplace Relations Commission Work Programme 2026

A Decade of Impact, A Future of Fair Work and Equality

Presented to the Minister of State at the Department of
Enterprise, Tourism and Employment Alan Dillon T.D. by the
Board of the Workplace Relations Commission

December 2025

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1. Introduction

Under the Workplace Relations Act 2015, the Board of the Workplace Relations Commission is required to submit an annual Work Programme to the Minister, which sets out the work the Workplace Relations Commission intends to undertake during the year to which the work programme relates.

The Workplace Relations Commission's (WRC) Strategy Statement 2025 – 2027 “*A Decade of Impact, a Future of Fair Work and Equality*” was launched by the Minister of State for Small Business, Retail and Employment, Alan Dillon, T.D., in July 2025. This is the WRC’s fourth Strategy Statement and while its statutory purpose and the services it provides remain unchanged, the Strategy Statement was designed to respond agilely to the changing and challenging economic, social and statutory environment.

The strategic framework is built around four interlocking pillars to ensure the WRC continues to protect workers rights, resolve disputes, empower people with knowledge, and strengthen the WRC’s capabilities through continuous improvement.

Through the Strategy Statement the WRC will seek to achieve its broader strategic vision over three years, this work programme will focus on the work activities planned for 2026 to deliver that vision whilst continuing to effectively deliver its statutory remit serving workers, employers, the staff of the WRC and wider society.



2. Review of 2025

In 2025, the Workplace Relations Commission (WRC) successfully delivered its work programme, ensuring that all statutory obligations and core services were consistently met despite increasing pressures and growing demand.

This achievement reflects our unwavering commitment to maintaining high standards of service delivery while adapting to a dynamic and challenging environment. As demand continues to rise, the WRC has not only sustained operational excellence but also demonstrated resilience and forward-thinking through the development and launch of its three-year Strategy Statement—affirming our dedication to innovation and continuous improvement in meeting the needs of service users.

This strong foundation enabled the delivery of significant initiatives beyond day-to-day operations—projects that strengthened organisational capacity, enhanced service quality, and invested in our people and teams.

Strategy Statement: A Decade of Impact, A Future of Fair Work and Equality

The year began with the engagement of an external consultancy to undertake an Organisational Effectiveness and Efficiency Review. The scope of the Review was to identify opportunities and areas where efficiency and effectiveness could be improved, supporting the WRC in meeting its mandate and its ability to continue to provide high standard services to the public as demands on those services continues to increase.

This engagement process provided the consultants with a comprehensive account of current service delivery, highlighting both the pressures experienced and the opportunities for future transformation. The process also highlighted the multiple improvement initiatives that were already in train and the demonstrable appetite for change.

It was also evident in the findings of the Review that a strong commitment to public service is evident across all the Divisions of the WRC. Notwithstanding the above, a further number of areas for improvement were identified to support the WRC's next phase of development.

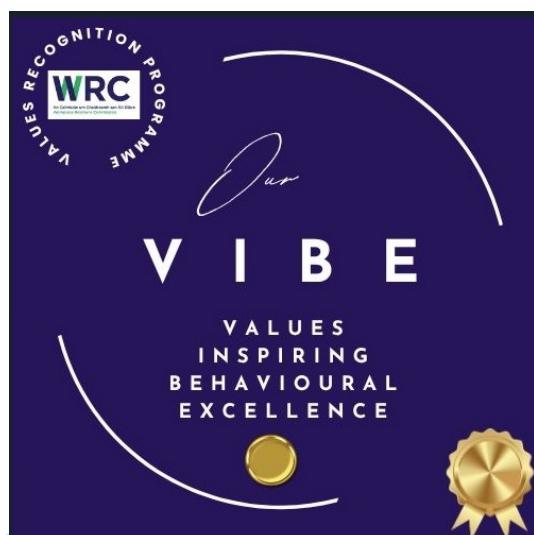
The Review identified several priority actions, foremost among them the need for a detailed business process review, for which a request for tender was issued in December 2025. The Review also reaffirmed the WRC's strategic direction, particularly in relation to the development of its three year Digital Strategy and its initiatives to strengthen workforce resilience and organisational culture by building on its strong service ethos.

This review, together with the staff engagements held in autumn 2024 shaped a clear vision and ambitious objectives, ultimately culminated in the publication of the WRC's fourth Strategy Statement, "A Decade of Impact, A Future of Fair Work and Equality." This strategy is more than a roadmap—it represents a renewed commitment to those we serve and to the dedicated team within the WRC. It sets out a bold agenda for the next three years, ensuring that fairness, equality, and innovation remain at the heart of our work.

Values Inspiring Behavioural Excellence

During the course of formulating the Strategy Statement the WRC took the opportunity to review and revise its values to ensure that they were refreshed and reinvigorated to support the strategic priorities outlined in the Strategy Statement.

To bring the values to life in day-to-day work activities, the WRC's first Values Recognition Programme was created and launched in July 2025. This initiative was designed to embed organisational values into everyday practice and to celebrate individuals and teams who consistently demonstrate these values in their work and interactions. By fostering a culture of recognition, the programme reinforces our commitment to excellence, collaboration, and integrity across all levels of the organisation.



Staff and Stakeholder Conference and International Industrial Relations Agency Summit

October marked a significant milestone with a three-day event that showcased the WRC's mission and values in action. The staff event on 1 October promoted collaboration and engagement through team-building activities, knowledge-sharing sessions, and a panel discussion highlighting the expertise and dedication of our workforce. A key highlight was hosting delegates from the International Industrial Relations Agencies Summit and engaging with over 170 stakeholders from government, employers, trade unions, and other stakeholders.

Together, attendees reflected on a decade of achievement and explored priorities for the future. The event featured impactful multimedia presentations—*Past, Present, and Future*—and divisional showcases that told the story of the WRC and its predecessors, while celebrating the exceptional work being delivered today and the vision for the years ahead.



Establishment of the Knowledge, Information and Advisory Division

2025 also saw the establishment of a new Division of the WRC, the Knowledge, Information and Advisory Division (KIA) and the appointment of its Director. The key objective of the KIA Division is to prevent disputes in the workplace through engagement with employers, employees and their representatives and to develop a greater understanding of employment rights and responsibilities generally. This will be largely achieved through the provision of information, education, outreach and advisory services.

Continuous Improvement

Aligned to the Strategy Statement in the context of building internal capacity and improving the user experience, a Continuous Improvement Office (CIO) was established within the Corporate Services Division. The CIO is responsible for developing and implementing efficiency strategies, analysing business practices and recommending innovative improvement methods and techniques to streamline processes, enhance efficiency, and foster innovation across the WRC.

The 2025 Annual Report which will be published in the first half of 2026 will provide more robust details of service delivery and key achievements across all areas of the WRC.

3. Our Vision and Values

We envision a society where employment and equality standards are upheld for all through the delivery of high-quality services.



Trust and Integrity

We are honest, reliable, transparent and consistent in all our interactions both with our stakeholders and one another. We strive to do the right thing and hold ourselves to account.



Independence and Impartiality

We perform our functions independently. We will always act with neutrality in the delivery of our services and endeavour to check any biases.



Efficiency and Innovation

We will continuously create new ideas, share our expertise and in turn enhance the efficiency of our service delivery.



Equality and Fairness

We espouse the values of equality and fairness and endeavour to provide a workplace where our people can thrive. We promote equality and accessibility throughout our services.



4. Key Strategic Ambitions

The WRC will realise our ambitions by consistently delivering on our core statutory functions, while continuing to evolve and enhance our services in pursuit of our vision, guided by the four strategic pillars outlined in our Strategy Statement

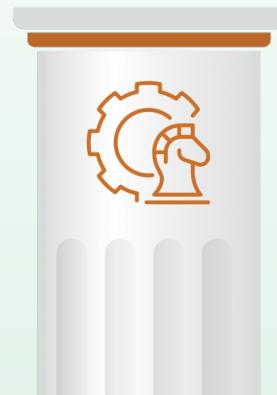
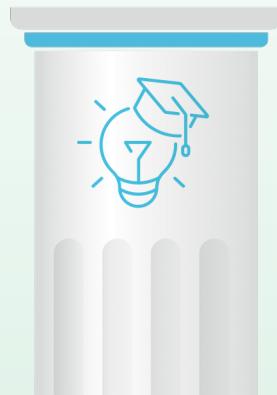
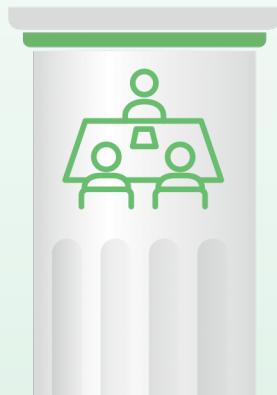
Workplace Relations Commission Key Strategic Ambitions 2025-2027

- Increase accessibility to our services for all
- Strengthen compliance in high-risk sectors
- Improve efficiencies across all our services
- Build a modern, data-informed, adaptive and agile organisation
- Strengthen our resilience and build on our positive culture
- Launch and embed the Knowledge, Information & Advisory Division
- Empower service user led resolution over imposed solutions

The Strategic Pillars set out below are the core elements of focus to deliver our long-term vision and strategic ambition.

Our key strategic ambitions serve as the foundation for defining our strategic pillars, ensuring that each pillar directly supports our overarching goals and drives aligned, sustainable progress.

Strategic Pillars



5. Delivering Our Strategy

2026 Programme

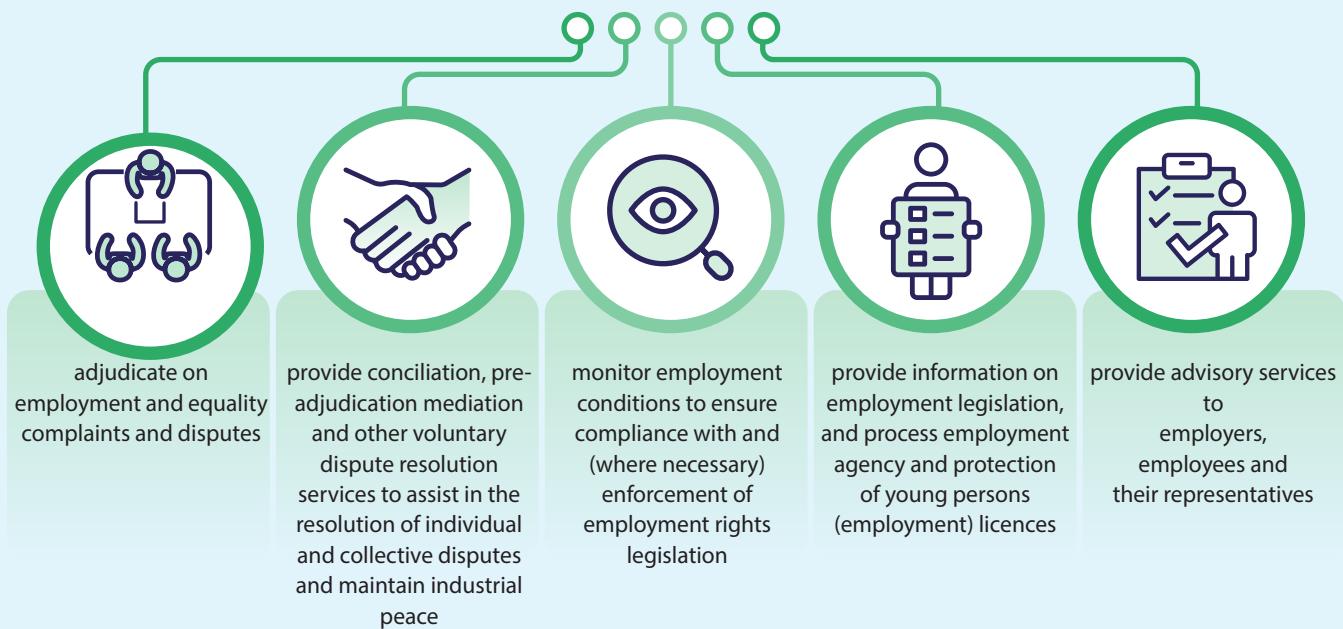
The WRC's core mission is to promote and strengthen workplace relations by maintaining and improving standards, supporting parties in resolving disputes, ensuring compliance with statutory employment obligations, and adjudicating on matters relating to employment, industrial relations, equality, and allegations of discrimination in service delivery.

In pursuit of this mission, the key focus of the WRC in 2026 is to meet the needs of stakeholders and service users through the delivery of high quality, independent and fair outcomes. The next page provides an overview of our core services and statutory functions.



Our Purpose

The functions of the Workplace Relations Commission (WRC) are to:



Additional functions set out in section 11 (1) of the Workplace Relations Act 2015 include:

- a) promoting the improvement of workplace relations, and maintenance of good workplace relations,
- b) promoting and encouraging compliance with relevant enactments,
- c) providing guidance in relation to compliance with codes of practice approved under Section 20 of the Workplace Relations Act 2015,
- d) conducting reviews of, and monitor developments as respects, workplace relations,
- e) conducting or commissioning research into matters pertaining to workplace relations,
- f) providing advice, information and the findings of research conducted by the Commission to joint labour committees and joint industrial councils,
- g) advising and apprising the Minister in relation to the application of, and compliance with, relevant enactments, and
- h) providing information to members of the public in relation to employment

The Registrar of the Workplace Relations Commission (WRC), supported by the Legal Division together with the Corporate Services Division, will continue to underpin the WRC's statutory functions by safeguarding legal compliance, strengthening governance frameworks, and driving operational efficiency. Through expert legal advice to the Director General and the Senior Leadership Team, robust corporate governance, and streamlined administrative services, these divisions ensure that the WRC delivers on its core purpose with integrity, transparency, and the highest standards of service for all stakeholders.

Building on these core functions, the strategic priorities outlined in the Strategy Statement 2025-2027 sets the direction for achieving broader outcomes and ensuring our work delivers maximum impact. The key strategic priorities for 2026 are set out below and are intrinsically linked to the strategic pillars on page 7.

Rights Protection Compliance & Enforcement



Purpose: Safeguard employment rights through inspections, enforcement, and compliance support.

In 2026 we will:

- **Deliver a programme of workplace inspections**

- Improve the current risk-based inspection model to ensure a better focus on non-compliant employers
- Conduct targeted inspection campaigns in sectors and areas of interest, with support from Knowledge, Information and Advisory (KIA) division
- Better utilisation of Fixed Payment Notices for a more effective inspection regime in co-operation with DETE

- **Continue to ensure that the Inspectorate is staffed to its full complement**

- In co-operation with Organisational Strength & Strategic Evolution to engage with DETE and publicjobs.ie to select a recruiting model which is appropriate to the needs of Rights Protection Compliance & Enforcement pillar
- Support the development of career paths for WRC staff
- Ensure inspectors are supported to ensure a quality service is delivered across all regions

- **Delivery of quality service evenly across all regions**

- Ensure all inspectors are fully trained and equipped to carry out their functions
- Review procedures and digital tools which are key to the work of the IED Division
- Ensure that provision of updates on changes in legislation and other relevant information, and avail of the expertise of WRC Legal services.
- In 2026 IED will also collaborate on drafting legislation, training and enforcement of new and recent legislation – both to IED and the WRC at large.

- **Continue to work and co-ordinate with the European Labour Authority**

- To increase the number of CJIs (Concerted and joint inspections) involving other Member States
- Continue to avail of the training, information and capacity building offered by the ELA

- **Provision of non-directive information on WRC activities generally, employment legislation and redress mechanisms through a variety of delivery formats:**

- Provide a high quality accessible and user-friendly response to telephone, email, white mail and other employment rights enquiries.
- Utilise social media platforms to raise awareness of WRC services, redress mechanisms and compliance with employment rights and obligations generally.
- Initiate and deliver information campaigns focussed on increasing awareness of WRC services and providing information on changes to legislation or new legislative developments.

Accessible Fair & Impartial Dispute Resolution



Purpose: Provide efficient, impartial, and people-centred resolution services.

In 2026 we will::

- **Enhance service delivery and operational resilience**

- Develop data analytics capability to structure and standardise adjudication-related data, enabling KPIs to be harnessed effectively for guiding management decisions, monitoring performance, and anticipating trends
- Redesign and streamline workflows to optimise adjudication efficiency and reduce complexity.
- Execute an external Adjudication Officer (AO) recruitment campaign to meet rising demand for adjudication services and address AO attrition

- **Advance legal and procedural frameworks:**

- Engage with the Department of Enterprise, Tourism and Employment for legislative change to mandate submissions prior to hearings, improving case readiness and quality.
- Engage with the Department of Enterprise, Tourism and Employment and relevant government departments regarding potential legislative amendments which impact on the work of the WRC.
- Explore the opportunity to utilise Digital Audio Recording technology under legal provisions to strengthen transparency

- **Elevate adjudication quality and integrate collaborative resolution pathways**

- Collaborate with Legal Division to institutionalise a continuous learning framework where structured knowledge-sharing, precedent updates, and Adjudication Officer forums drive excellence and consistency in decision-making
- Collaborate with Conciliation, Facilitation and Mediation Services Division to support pre-adjudication mediation as a core component of the dispute resolution ecosystem

- **Provide educational and workplace knowledge sharing programmes:**

- Develop and foster new partnership frameworks with key advocacy and stakeholder groups to enhance awareness and compliance with industrial relations and employment rights legislation.
- Delivery of enhanced simplification initiatives to expand the reach and impact of WRC outreach, education and training, including the development and optimisation of webinars, podcasts, and a comprehensive online learning portal hosted on the WRC website.
- Co-operate with DETE where required on the Action Plan for Collective Bargaining
- Publish new research in relation to pre-adjudication mediation at the WRC
- Maximise pre-adjudication mediation service delivery by improving operational resilience
- Improve and simplify the electronic signing of mediated agreements through new technology solutions
- Engage with relevant stakeholders to ensure appropriate staff complement is in place in anticipation of demands on the service in the industrial relations space, particularly in relation to public service talks.

Empowerment Through Education & Engagement



Purpose: Equip employees, employers and the public with the knowledge to uphold rights and the mechanisms available to resolve issues early.

In 2026 we will:

- **Embed and consolidate the new Knowledge, Information and Advisory (KIA) Division within WRC structures:**
 - Implementation of strategic plan to oversee and manage the establishment and integration of KIA Division within WRC's structures,
 - Establish and resource the new Knowledge Development and Outreach Services business unit within the Division.
- **Develop and implement a new fully aligned Outreach & Education Strategy for the WRC with focus on vulnerable cohorts in society:**
 - Conduct public consultation with stakeholders to inform new Outreach & Education Strategy,
 - Develop and implement effective and simplified communication strategies to improve the WRC's Outreach activities,
 - Develop and deliver educational, training, outreach and workplace knowledge sharing programmes to enhance awareness and compliance with industrial relations and employment rights legislation,
 - Enhanced delivery of outreach, education and training via web-based and remote means (including webinars, podcasts and on-line learning portal on WRC website)
- **Develop and implement a Stakeholder Engagement and Communications Strategy to establish the key principles around WRC's approach to stakeholder engagement:**
 - Enhance the WRC's existing stakeholder-engagement fora to strengthen engagement with key stakeholders, including vulnerable cohorts (e.g. persons with disabilities and migrant workers)
 - Co-operation with international agencies on areas of mutual interest (such as ELA, ILO etc.)
 - Foster and expand relationships with stakeholders/partners (such as National Enterprise Hub and LEO's).
- **Initiate a review of some of the established Codes of Practice including:**
 - Carry out a full review of the Code of Practice on Longer Working following the enactment of the Employment (Contractual Retirement Ages) Bill 2025 in consultation with stakeholders.
- **Provision of Advisory Services to promote good practice in the workplace by assisting and advising organisations in all aspects of industrial relations in the workplace:**
 - Improve site-specific workplace relations through the conduct of reviews of industrial relations practices and procedures within organisations and chairing of joint working parties
 - Provide educational and workplace knowledge sharing programmes to promote positive industrial relations principles and working relationships through facilitative workshops for employees and employers
 - Collaborate with internal WRC divisions to gather insights and analysis that will inform the identification and prioritisation of advisory needs across the workforce
- **Development of enhanced data collection to support the labour market of the future:**
 - Utilisation of data from chatbot facility on ICS information repository to inform information, education and outreach programmes.
 - Monitor and analyse employment rights and industrial relations trends through utilisation of WRC data insights.

Organisational Strength & Strategic Evolution



Purpose: Build internal capability to deliver our ambition and adapt to changing needs using evidence-based data-led approaches.

In 2026 we will:

- **Begin work on the multi-year project to carry out a series of Business Process Reviews of key process areas across our operational areas to improve the user experience**
 - Identify key findings from review
 - Analyse budget requirements and resource implications in advance of 2027 budget request
 - Implement a phased rollout of key recommendations
- **Develop and launch the WRC 3-year Digital Strategy**
 - Upgrade the CRM from version 8.2 – version 9.1
 - Design and rollout a staff training tool using AI
 - Further improve our case management system to increase efficiencies internally with a view to exploring the next steps in our digitalisation to improve the customer experience.
- **Embed ‘Our VIBE’ – Values Inspiring Behavioural Excellence – Values and Recognition Programme**
 - Launch phase 2 of VIBE programme to provide regular values recognitions interactions
 - Launch the video to celebrate the 2025 Nominees and Winners.
- **Map workforce strengths and create a skills directory to support growth and development to meet future needs**
 - Identify critical roles and emerging skill requirements based on future business needs
 - Integrate the skills directory with the Workforce Development Plan and PMDS cycle
 - Update the directory regularly to reflect new hires, promotions, and completed training
- **Develop a WRC Workforce Development Programme “Workforce, Readiness and Capability Framework”**
 - Create a WRC Staff Supports Programme which will be a feature of the Workforce Development Programme
 - Scope out and design a skills and learning programme informed on foot of the skills gap analysis
 - Design clear career pathways and collaborate with DETE HR to ensure strategic succession planning
- **Using the SMART criteria, set clear KPIs and agree how targets will be measured**
 - Confirm budget, staff resources and supporting tools and systems to ensure targets are realistic
 - Identify risks
 - Ensure each KPI and target contributes directly to business outcomes and service improvements



6. Monitoring and Reporting



Monitoring and Reporting

 We will monitor this programme through clear output and outcome measures to ensure delivery on our commitments. Regular reviews will track progress and identify opportunities for improvement.

 Our Annual Report 2027 will evaluate the year's programme, showcasing achievements and progress toward longer-term strategic objectives. The WRC's vision will be realised over successive annual work programmes during the 2025–2027 strategy period and beyond.

 To track progress, we will establish high-level performance measures and key indicators that clearly demonstrate delivery against strategic priorities and the positive impact in service delivery achieved.



7. Annual Work Programme 2026

Action Plan

Rights Protection Compliance & Enforcement

Safeguard employment rights through inspections, enforcement and compliance support

Strategic Objectives	Key Actions	Responsible Units	Timeline	Key Performance Indicators
Proactive risk-based inspection strategies	Carry out risk and complaint based inspections, with other State bodies where appropriate Institute legal action where breaches of Employment Rights and Employment are uncovered Issuing and processing of Compliance (as applicable) and Fixed Payment notices and defend appeals to Compliance Notices	IED	2026	4,500 workplace inspection cases completed 44% Non compliance All instances of non compliance will be considered for legal action IED will ensure that Fixed Penalty Notices and Compliance Notices will remain to be a deterrent to non compliance, ensuring that legal notices are only issued in clear instances of non compliance

Work Programme Objectives	Key Actions	Responsible Units	Timeline	Key Performance Indicators
Focused targeting of non-compliant employers, sectors, regions	<p>Conduct targeted Inspection campaigns in sectors and will take place in:</p> <ul style="list-style-type: none"> • NMW • Agriculture • ELA EMPACT • Inspection support to outreach to ELA Romania and Moldova community • Transport • Care homes • ELA week of action on Undeclared work • Continued monitoring of fisheries • Temporary Work • Domestic Work 	IED	2026	50% of campaign targets non-compliant
Enforce awards arising from decisions of Adjudication and Labour Court proceedings	Pursue civil enforcement of decisions and awards arising from decisions of Adjudication Officers and Labour Court in relation to adjudication	IED	2026	Decisions and awards pursued in manner that maximises efficiency and effectiveness subject to available resources

Work Programme Objectives	Key Actions	Responsible Units	Timeline	Key Performance Indicators
Issue licences and enforce legislation in relation to Employment Agencies and the employment of Young Persons	Licenses processed and issued in an efficient and lawful manner	IED	2026	Applications processed within 21 days of receipt
Co-operate with other enforcement agencies	Review MoUs to ensure they are current, valid and in compliance with GDPR requirements	IED	2026	Review and renew, where appropriate, all current Memorandum of Understandings
Co-operate with International agencies on areas of mutual interest	Work with partners such as the International Labour Organisation, the European Labour Authority, the European Platform for Undeclared work, EUROPOL	IED	2026	IED will attend all plenary sessions where designated as Irish member/delegate/expert, provide appropriate assistance to programmes
Actively engage with employers to promote voluntary compliance with legislation prior to enforcement	Provide non-directive information on WRC activities generally, employment legislation and redress mechanisms through a variety of delivery formats	KIA	2026	<p>90% of telephone queries dealt with at initial contact</p> <p>Increased awareness of WRC services and information, monitored through website analytics, social-media impressions and engagement, demand for information resources, participation in outreach events, and periodic stakeholder/public awareness surveys</p>

Accessible Fair & Impartial Dispute Resolution

Provide efficient, impartial and people-centred resolution services.

Strategic Objectives	Key Actions	Responsible Units	Timeline	Key Performance Indicators
Provide timely, effective and efficient conciliation service and ensure demand is met whilst maintaining delivery of all services	<p>Provide conciliation in an appropriate timeframe to facilitate resolution of industrial relations disputes.</p> <p>Proactively engage with service users to provide assistance in the maintenance of positive industrial and workplace relations</p>	CFMS	Throughout 2026	<p>All referrals responded to and initiated within 3 working days</p> <p>80% resolution rate of cases referred</p>
Provide timely, effective and efficient pre-adjudication mediation service	Provide mediation under section 39 of the WRA2015 to facilitate the resolution of employment and equality complaints without requiring an adjudication hearing	CFMS ASD	Throughout 2026	<p>Resolution rate of 55%</p> <p>35% of cases diverted from adjudication (versus decisions issued)</p>
Chair and facilitate agreed industrial relations and statutory fora in both the private and public sector	<p>Chair established industrial relations fora within the agreed frequency of respective terms of reference. Assist parties to deal with all issues in accordance with procedures and operations as set out in agreed terms of reference.</p> <p>Facilitate discussions in a timely fashion.</p>	CFMS KIA	Throughout 2026	<p>Chair 100% of established and agreed industrial relations and statutory fora.</p> <p>All new requests referrals responded to and initiated within 3 working days</p>

Work Programme Objectives	Key Actions	Responsible Units	Timeline	Key Performance Indicators
Efficient and timely adjudication services	<p>Efficient processing of complaints and applications to the WRC</p> <p>Embed analytics and KPI-driven decision-making to anticipate trends and optimise resource allocation</p> <p>Redesign workflows to eliminate complexity and accelerate case resolution</p> <p>Execute an external AO recruitment campaign to strengthen adjudication capacity and ensure sustainability</p> <p>Engage with government departments to secure reforms mandating pre-hearing submissions and address emerging legislative impacts.</p> <p>Explore Digital Audio Recording solutions to reinforce transparency in adjudication processes</p> <p>Embed structured knowledge-sharing, precedent updates, and professional forums to drive excellence.</p> <p>Support pre-adjudication mediation as a cornerstone of the dispute resolution ecosystem.</p>	<p>ASD KIA</p> <p>ASD</p> <p>ASD</p> <p>ASD</p> <p>ASD</p> <p>ASD</p> <p>ASD</p>	<p>Throughout 2026</p> <p>Throughout 2026</p> <p>Q1 2026 and throughout 2026</p> <p>Q1 2026 and throughout 2026</p> <p>Throughout 2026</p> <p>Throughout 2026</p>	<p>All complaints received during 2026 processed efficiently with 90% of files created within 10 working days and respondent put on notice</p> <p>Adjudication decisions issued within a median of 40 working days of hearing</p> <p>A future-proof adjudication system that is agile, efficient, and responsive to demand</p> <p>A robust legislative and procedural framework that enhances case readiness and transparency.</p> <p>Consistent, high-quality adjudication supported by integrated resolution pathways</p> <p>CFMS supported in diverting 35% of cases from adjudication (versus decisions issued)</p>

Work Programme Objectives	Key Actions	Responsible Units	Timeline	Key Performance Indicators
Develop accessible resources across multiple channels to provide service users with the tools to minimise conflict, complaints and disputes	Delivery of enhanced accessibility initiatives to expand the reach and impact of WRC outreach, education and training, including the development and optimisation of webinars, podcasts, and a comprehensive online learning portal hosted on the WRC website	All Divisions KIA CSD	Throughout 2026	Positive impact on compliance and reduction in workplace disputes and complaints
Pilot initiatives such as partnerships with advocacy groups to support accessibility programmes using their insights journey through the WRC	Develop and foster new partnership frameworks with key advocacy and stakeholder groups to enhance awareness and compliance with industrial relations and employment rights legislation	KIA CSD	Throughout 2026	Increased accessibility to core WRC services through strengthened partnerships with key advocacy and stakeholder groups, resulting in demonstrable improvements in awareness of workplace rights and obligations and a measurable reduction in complaints/disputes submitted to the WRC each year
Document key processes across our operational areas to improve the user experience	Combined with the Organisational Strengths & Strategic Evolution pillar, begin work on the multi-year project to carry out a series of Business Process Reviews of key process areas across our operational areas to improve the user experience	CSD	First phase Q2	First phase of BPR complete. Findings presented to DG and SLT.

Empowerment Through Education & Engagement

Equip employees, employers and the public with the knowledge to uphold rights and the mechanisms available to resolve issues early

Strategic Objectives	Key Actions	Responsible Units	Timeline	Key Performance Indicators
Establish and embed the new Knowledge, Information and Advisory (KIA) Division	<p>Coordinate and implement all organisational, structural, and operational measures required to embed the KIA Division within the WRC structures</p> <p>Establish and resource the new Knowledge Development and Outreach Services business unit within the Division</p>	KIA	<p>Q1/Q2 2026</p> <p>Q1 2026</p>	<p>A realistic target for 2026 is 80 outreach events (62 in 2024 and number for 2025 will be similar). The aim is to increase this target incrementally over the course of the three-year period of the new SoS</p> <p>Establishment of core KIA Division systems, tools, and processes (e.g., knowledge management systems, reporting structures, service delivery mechanisms)</p>
Initiate a review of some of the established Codes of Practice	Carry out a full review of the Code of Practice on Longer Working in consultation with stakeholders. In-depth review of a number of selected existing Codes of Practice	KIA	Q1 2026 and throughout 2026	KIA organisational structure implemented, and key posts filled (i.e. 1 APO, 1HEO and 1EO)
Provision of Advisory Services to promote good practice in the workplace	<p>Improve site-specific workplace relations through the conduct of reviews of industrial relations practices and procedures within organisations and chairing of joint working parties and fora</p> <p>Provide educational and workplace knowledge sharing programmes to promote positive industrial relations principles and working relationships through facilitative workshops for employees and employers</p>	KIA	<p>Throughout 2026</p> <p>Throughout 2026</p>	<p>Codes completed and updated</p> <p>Effective, tailored programme delivery, high service user satisfaction, improved workplace relations</p> <p>Broader and better understanding of workplace issues and improved workplace relations</p>

Strategic Objectives	Key Actions	Responsible Units	Timeline	Key Performance Indicators
Deliver Outreach and Education activities with focus on vulnerable cohorts in our society	<p>Develop and implement a new fully aligned Outreach & Education Strategy for the WRC with focus on vulnerable cohorts in society</p> <p>Initiate and deliver outreach and education campaigns focused on increasing awareness of WRC services to the public, employers/ employees, and stakeholder groups as well as identified sectors and vulnerable groups</p> <p>Develop and implement effective communication strategies to improve the WRC's Outreach activities</p>	<p>KIA</p> <p>KIA</p> <p>KIA</p>	<p>Q1/Q2 2026</p> <p>Throughout 2026</p> <p>Throughout 2026</p>	<p>Completion and approval of the new Outreach & Education Strategy by target date</p> <p>Percentage of planned outreach and education actions delivered according to the implementation timeline</p> <p>Demonstrated increase in awareness or understanding of WRC services among stakeholders (including targeted vulnerable groups). Measured through analytics from digital and in-person outreach activities, increased utilisation of WRC information services, and structured feedback from stakeholder and advocacy groups representing targeted communities.</p> <p>Increased awareness and understanding of the WRC, and functions, across industrial relations, employment rights, equality and equal status matters. Measured through increased engagement with WRC communications (digital, media and stakeholder channels), higher participation in outreach activities, and positive feedback from individuals and stakeholders</p>

Strategic Objectives	Key Actions	Responsible Units	Timeline	Key Performance Indicators
Establish stakeholder communications strategies and feedback models	<p>Develop and implement a Stakeholder Engagement and Communications Strategy to establish the key principles around WRC's approach to stakeholder engagement</p> <p>Establish a WRC Stakeholder Forum to facilitate exchange of views with key stakeholders including vulnerable cohorts (e.g. persons with disabilities and migrant workers)</p>	<p>KIA</p> <p>KIA</p>	<p>Q2/Q3 2026</p> <p>Q2/Q3 2026</p>	<p>Strategy completed, approved, and aligned with the WRC Strategic Plan</p> <p>Identification and documentation of key stakeholder needs, expectations, and communication preferences</p> <p>Number and diversity of stakeholder engagement activities conducted</p> <p>Staff training completed on stakeholder engagement principles and communication protocols</p> <p>Forum formally established by target date with approved Terms of Reference</p> <p>Increase in the number or diversity of stakeholders actively engaged with the WRC</p> <p>Stakeholder satisfaction with Forum structure, inclusiveness, and engagement quality</p>
Support the labour market of the future through research and data insights	<p>Utilisation of data from chatbot facility on ICS information repository to inform information, education and outreach programmes.</p> <p>Publish new research and data on the pre-adjudication mediation service in the WRC for industry and public interest and education</p>	<p>KIA</p> <p>CFMS</p>	<p>Throughout 2026</p> <p>Q1 2026</p>	<p>Regular analytical reports produced, highlighting trends and information gaps</p> <p>Outreach, education, and information materials updated or developed based on chatbot insights</p> <p>Final report published</p>

Organisational Strength & Strategic Evolution

Build internal capability to deliver our ambition and adapt to changing needs using evidence-based data-led approaches

Strategic Objectives	Key Actions	Responsible Units	Timeline	Key Performance Indicators
Shape 3-year ICT roadmap to expand digital access across our services	Develop and publish the WRC Digital Strategy 2026 - 2028	CSD	Q1 2026	Strategy document completed and published. Aligned to Strategy Statement ambition. Strategy document and plan agreed with ICT
Agree clear and transparent KPIs for our outputs	Identify priority outputs and define measurable KPIs aligned to the strategic ambitions	All Divisions	Q1 2026	KPI's agreed
Strengthen our culture through strong people initiatives	Embed the WRC Values and Recognition Programme Continue to implement our Cultural Framework through leadership and employee engagement programmes	CSD CSD	Q1 – Q4 2026 Q2 2026	Programme is integrated into organisation and team behaviours Transform Teams Performance
Develop clear career progression frameworks with linked training and development plans	Map workforce strengths and create a skills directory Develop and rollout the WRC career, skills and staff support action plan "WRC: Workforce, Readiness and Capability Framework"	CSD	Q2 2026 Q3 2026	Skills directory established Workforce Development Programme developed





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