2026 CENSUS ACTION PLAN

In the 2026 Census, you told us there is more we can do.

You have been clear about where we need to improve. You told us that complex processes, competing priorities, layers of decision-making and unclear communication can make it harder to do your best work. You also told us that you want greater engagement around priorities and decisions, more support through change, opportunities to grow your skills and career, and meaningful work that makes the most of your strengths. You want to feel connected to where we're heading, understand how your work contributes, and have opportunities to engage with leaders and shape conversations that matter.

There are important strengths to build on.

You remain deeply committed to our purpose and the work we do for Australians. Across the organisation, you continue to demonstrate resilience, professionalism and a willingness to go above and beyond when it matters most. There are also clear areas of strength, including supportive leadership, flexible work, inclusion, opportunities to make a meaningful contribution, and continued progress in fostering respectful workplaces.

So, what's next?

Your feedback provides a roadmap for where we need to focus next. Building on our Transformation pillars of **Exemplary Leadership, Game-Changing Agenda** and **Collaboration at our Core**, action planning will occur at the enterprise, group and local levels, to help ensure the actions we take are practical, meaningful and relevant. We will provide you with monthly updates as to how our progress is tracking.

Our Focus Areas

Set clear priorities and support sustainable workloads

- Develop a Home Affairs strategy clearly setting out our priorities over the next 3- and 10-years
- Provide Senior Leadership Team (SLT) priority-setting updates in all-staff webinars
- Engage regularly with staff on priorities and workloads through SES Band 1-led conversations
- Trial practical ways to make meetings more efficient and effective, including a default 25-minute/50-minute meeting standard

Remove red tape and simplify processes

- Identify two or three efficiencies from each Group Head to reduce red tape
- Run branch-led workshops to improve local ways of working and reduce red tape
- Increase training access and support for staff to use AI
- Reinvest some savings to explore and implement opportunities through AI and innovation
- Install Microsoft Teams and Outlook on work phones to support flexible work

Visible leadership and engagement

- Introduce a standing Leadership Back Brief agenda item for all group/division/branch meetings
- Expand Senior Leadership engagement initiatives including The Chatroom, EL Masterclass, and a new senior leadership podcast
- Deliver a regional EL Leadership Roadshow in early 2027 across Australia
- Refresh SES Engagement Plans to emphasise genuine engagement and consultation

Support career and development opportunities

- Launch an enterprise-wide Mobility Board
- Create a Mobility Hub where internal merit pools are published
- Expand leadership development offerings to APS5 and APS6 staff
- Develop a CALD leadership sponsorship program
- Pilot an 8-week learning program to help teams build the skills and capabilities they need