Australian Government
Comcare

# 2026 APS Employee Census Action Plan

**Our commitment:** focus on a small number of enterprise actions that make decisions clearer, leadership more consistent and priorities more manageable. We will report progress, act on evidence and adjust where delivery is off track.

## Communication and change

### Goals

**Build trust and a clear call to action through timely, plain-English communication on decisions, priorities and major change**

### Actions

- CEO communications to include details about what is decided, why it's important and what happens next
- For major changes, there is a clear Executive Leadership Team voice and channel when explaining purpose, impacts, timing and consultation arrangements

### Over the horizon

- Further embed the Change Management Framework and coordinated change oversight
- Invest in an APS5-6 management development program that builds skills to clearly explain decisions and priorities, support teams through change and build a leadership pipeline

## Visible and consistent leadership

### Goals

**Strengthen collective leadership, clear expectations and follow-through across our Senior Executive and Directors**

### Actions

- Deliver a Director Leadership Forum to continue to embed how Directors will work as one enterprise, model Comcare's values and lead change
- Invest in leadership development opportunities such as the APS Leadership Edge program

### Over the horizon

- Establish a consistent Comcare leadership approach and expectations
- Embed leadership expectations in SES and Director performance agreements

## Workload and prioritisation

### Goals

**Make trade-offs visible and remove barriers so effort is directed to the highest-value work, aligned to our strategic priorities**

### Actions

- Continue to ensure core business is aligned to strategic priorities – that is, identify work to continue, stop, postpone or simplify with consideration of capacity, dependencies and risk
- Select 2-3 high-impact process or decision barriers for simplification

### Over the horizon

- Embed prioritisation into business planning and governance, recording agreed trade-offs, including immediate benefits and longer-term consequences
- Identify and remove unnecessary administrative processes through staff-led process simplification workshops