Australian Government
Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts

2026 Census Action Plan

The success of department and division-level action plans depends not only on the actions included, but also on the energy and willingness with which our people engage with them.
We ask everyone to take a proactive approach to lead and participate in the actions. It is through our collective accountability, leadership and commitment to progress that we can work together to further improve the department's culture and working environment.

Strengths reflected in the Census results

The results show the department has a strong foundation, particularly at local levels.

- **Flexible work** – 92% of respondents feel confident a flexible work arrangement would be considered and 90% of respondents were happy to go the 'extra mile' when required.
- **Role purpose** – 91% of respondents understand how their role contributes to achieving outcomes for the Australian Public.
- **Immediate supervisor support** – 91% of respondents said their supervisor ensures their workgroup delivers on what they are responsible for and 90% said their immediate supervisor cares about their health and wellbeing.
- **Inclusion** –86% of respondents indicated that the department supports and actively promotes an inclusive workplace culture, also supported by over 170 free text comments.

We will continue to

- Support IT uplift and the use of new and emerging technologies in line with the Digital Strategy.
- Implement division-level Census actions to address local level issues.
- Promote and maintain a flexible, diverse and inclusive workplace.
- Empower our people to engage with risk, prioritise effectively and innovate for the benefit of the people and the business.
- Invest in a strong leadership cohort.
- Provide a safe workspace, address accommodation issues and finalise our property footprint.
- Progress the DEI Roadmap and the Mental Health Strategy and Action Plan to support improved outcomes for our people.

Focus areas identified through the Census

The Employee Engagement index declined across most questions, suggesting that engagement and attachment are influenced not only by pride in work, but by other factors that will form the 2026 focus areas outlined below.

Focus area	Actions	Lead	Success indicator
Managing workloads, prioritisation and ways of working	• SES to complete workforce plans that identify and communicate priorities. • SES and People Leaders to make prioritisation and workload discussions part of leadership meetings – explicitly identifying what will be slowed, paused or ceased when new priorities are introduced and redirecting resources where required. • Create opportunity for our people to identify administrative processes and approvals that can be simplified or improved. • Equip our people to harness emerging technologies to identify and achieve efficiencies in the way we work.	All SES and People Leaders	• Improved measures relating to workload/job demands. • Reduced reported burnout. • Improved strategic direction and priority clarity. • Improved perceptions of efficient use of time and resources.
Leadership, communication and change	• Create and distribute discussion guides so People Leaders receive consistent corporate information and practical material for team conversations, including departmental priorities, organisational change and key messages. Include context behind decisions, not simply messages to cascade. • Embed departmental change management capability in governance and delivery practices by supporting People Leaders with practical tools for leading through change. Monitor change readiness, adoption and improvement through major initiatives.	Communications Branch SES and People Leaders Integrated Services Branch	• Improved strategic direction and SES leadership measures. • Improved change communication and consultation measures. • Improved employee engagement.
Support inclusion and accessibility	• Implement the Aboriginal and Torres Strait Islander Cultural Safety Framework and the Social Model of Disability as guiding approaches to cultural safety, workplace inclusion, accessibility and enablement. • Concentrate on inclusive leadership, employee experiences and safe and respectful workplaces by equipping People Leaders to have confident, respectful conversations about inclusion, workplace support and barriers.	Corporate and Territories Group supported by First Nations Partnership Division, SES and our people	• Improved outcomes for employees in diversity cohorts. • Improved confidence in relationship with managers. • Improved outcomes for connection to agency. • Improve outcomes for First Nations peoples and employees