

CED Workforce Management - Proposed Approach May 2026

CED is ready to undertake a voluntary redundancy (VR) round. We have been working with OIRWS to develop a workforce management approach aligned with the Cabinet Submission and WoG Communications Strategy, that includes both encouraging mobility within CED and running a VR round.

We propose the following approach subject to Cabinet endorsement:

- VR round proposed to be open to CED business units other than Transport Canberra Bus Operations (including Transport Officers and Support School Transport), Transport Canberra Fleet Services (mechanics and operations), and positions identified to transfer to Digital Canberra (DCBR) on 30 June 2026.
 - Transport Canberra teams deliver an essential transport service for the community which is aligned to current workforce size. A new network is planned for July. We are unable to quickly reduce or change network and service levels, and the public transport network has an essential role for the community in the current global liquid fuel supply situation. It is one area of our business where we have a public service contract (network) with the community.
 - Employees identified to move to DCBR on 1 July will become employees of DCBR, and will no longer be CED employees. In principle agreement has been reached between DGs on positions identified as part of this move, subject to consultation about to commence. Employees who transition to DCBR could participate in the future process run by DCBR.
- Proposed steps and timeline is at Attachment A. Subject to Cabinet agreement, CED would be ready to launch a VR expression of interest process on Thursday 28 May 2026, following a briefing to the CED executive team on Tuesday 26 May 2026. Attachments C – J provide the draft internal communications materials and other documents to support the process.
- Communications artefacts for CED have been prepared, aligned with the WoG communications plan in the Cabinet Submission (Attachment B).



Some key points for the proposed CED process are:

- The process has been designed to focus on voluntary participation only through expressions of interest. Making an expression of interest does not guarantee a VR, or require an individual to commit to a VR at that point in the process.
- Consistent with the Cabinet Submission, all expressions of interest will be assessed by a panel of Executive Branch Managers, aligned with the principles in the Cabinet Submission and considerate of business needs and capability to ensure the Directorate continues to deliver. Specifically, the criteria used to make a decision on each expression of interest is to:
 - support public and team safety
 - continue essential services
 - deliver Government priorities.
- The VR round will be run in tandem with options for mobility within CED. This dual approach will support CED in mobilising existing staff into priority areas and is aligned with the principles in the Cabinet Submission.
- Key workforce messages have been prepared in the draft narrative at [Attachment B](#) and will be delivered through town hall meetings with team members. These focus on workforce impact following a VR process, including investing in our retained workforce and making sure that workloads reflect the resized workforce, and we prioritise service delivery and Government priorities.
- Risks for the workforce following a VR process include potential psychosocial impacts. This will be actively managed at a team-level by managers and their executives.
- Portfolio Ministers will be regularly informed of VR uptake and expected impacts across portfolio areas of responsibility. Where we consider the impacts will have a meaningful impact on a service or a service standard, we will seek authority from the Minister before proceeding. Resizing the workforce will mean some work must cease and service delivery will need to be prioritised across CED. Activity levels in all areas cannot remain the same.

CED

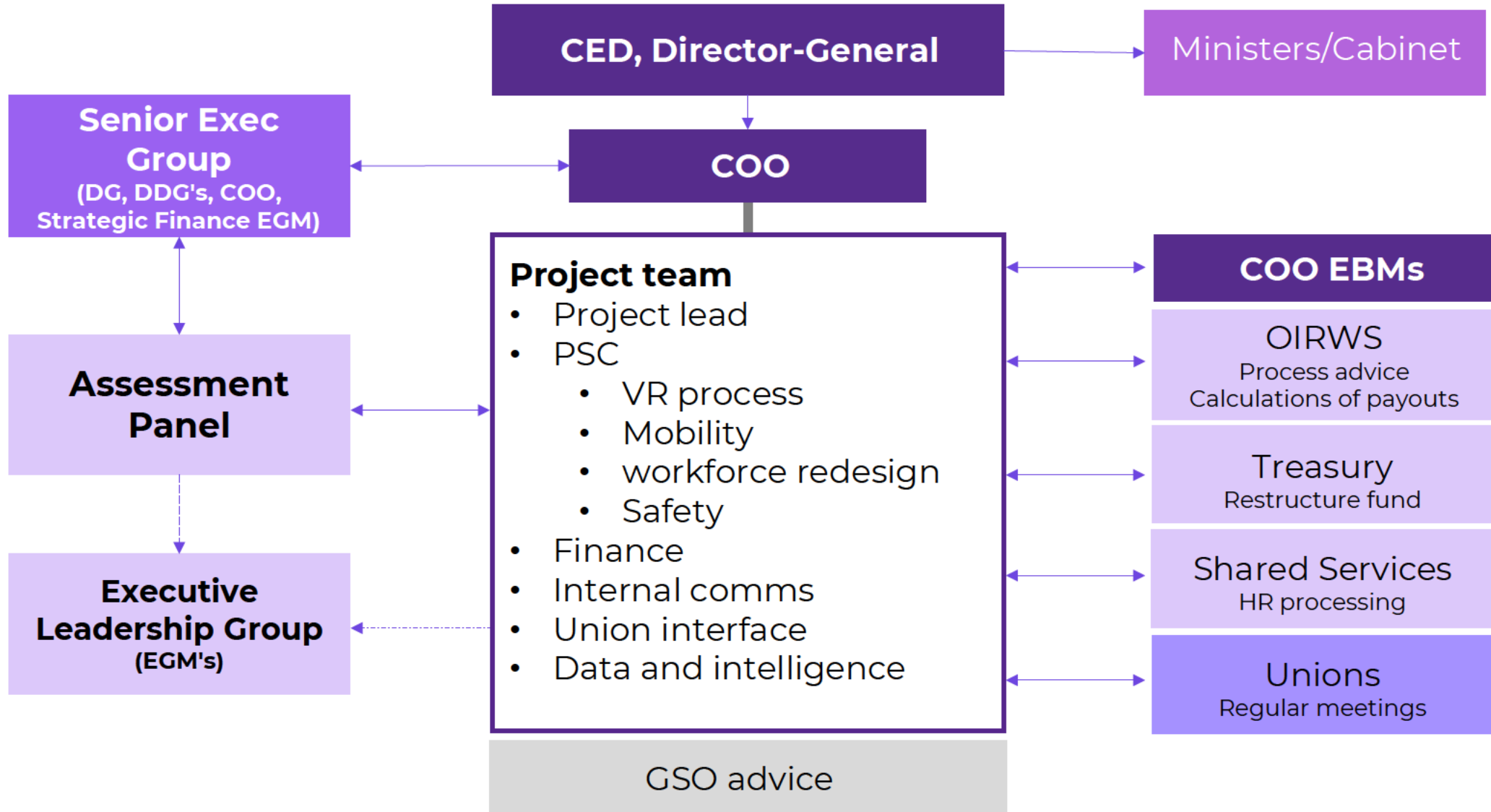
2026-27 Workforce Management Program Project Team and Timeline

SENSITIVE: CABINET



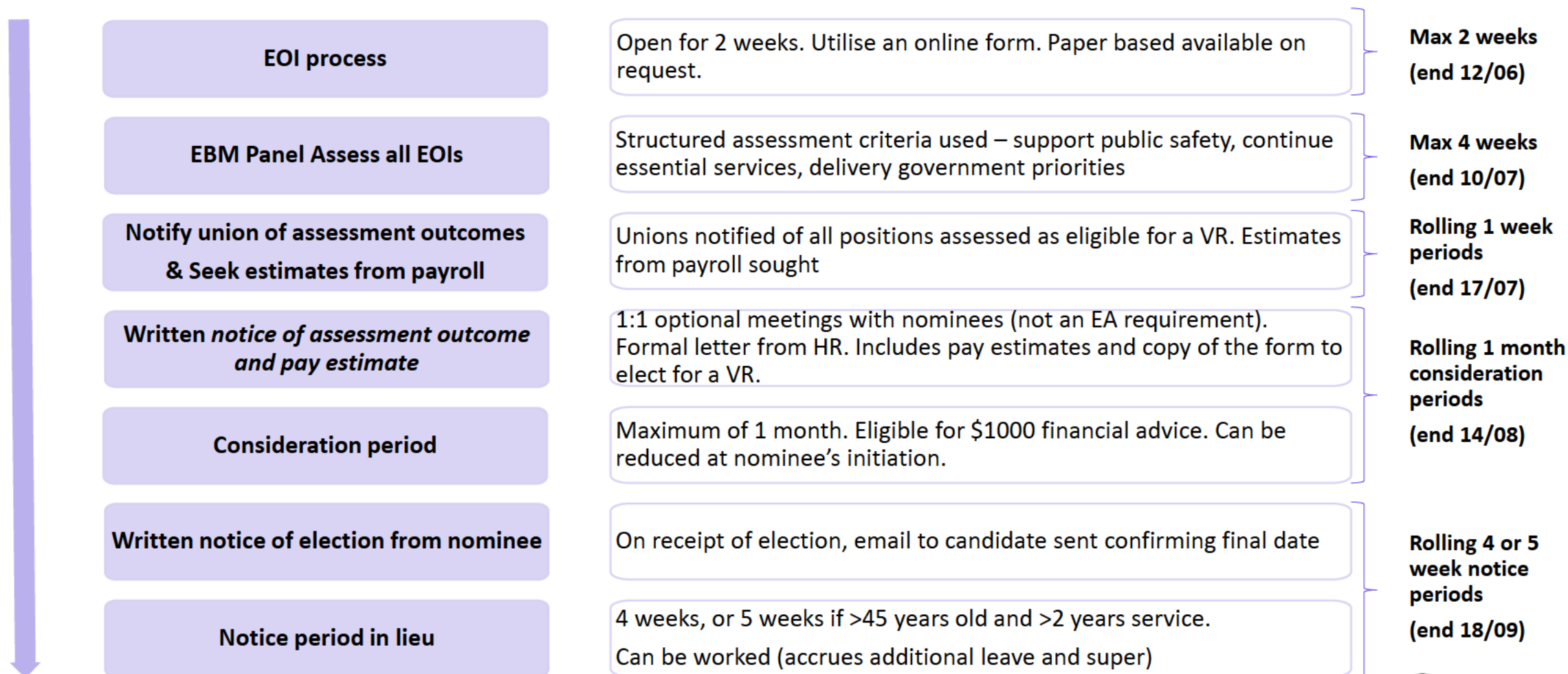
Project Team

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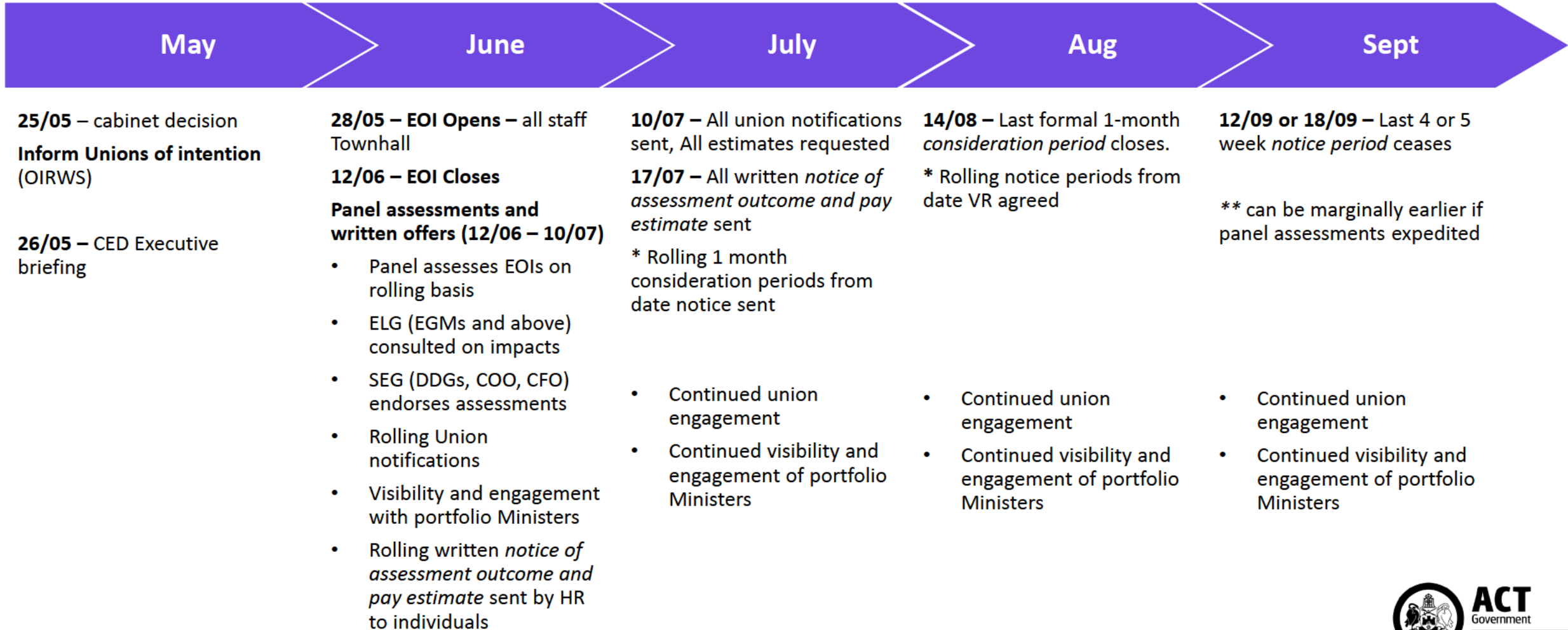
Indicative CED Workforce Management Process

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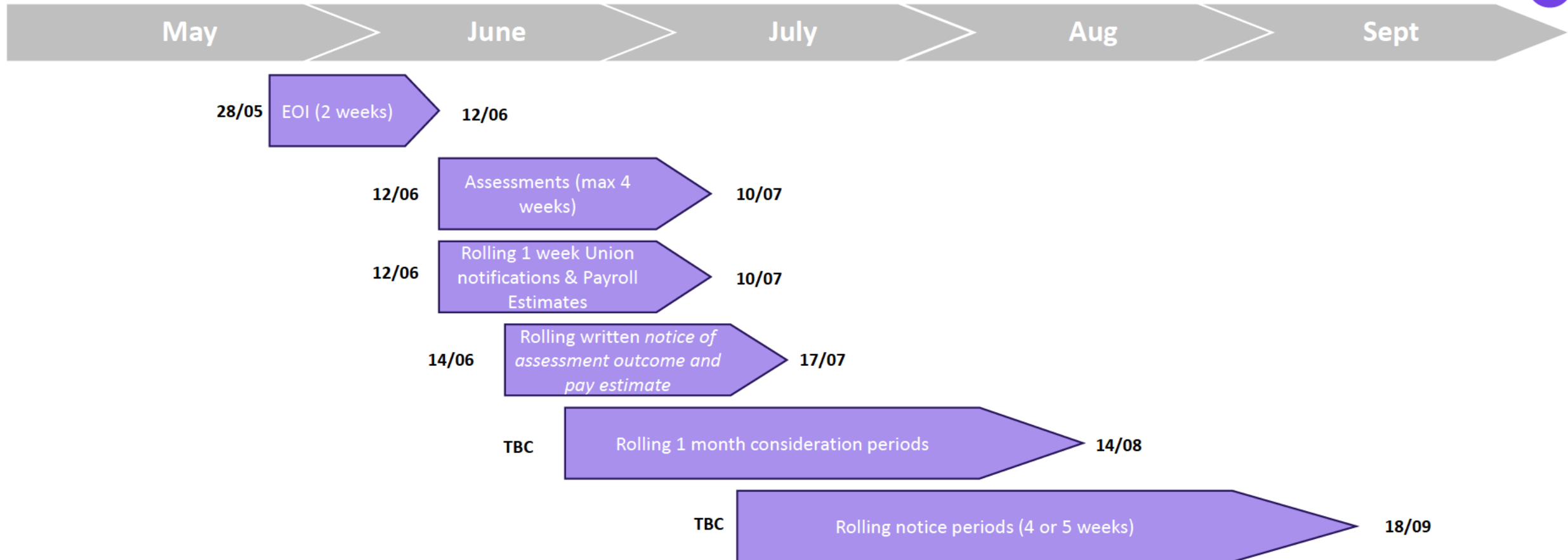
Indicative CED Workforce EOI timeline

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Indicative CED Workforce EOI timeline

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NB. All dates indicative. Timing dependent on cabinet decision, union engagement, and individual nominee engagement

ATTACHMENT B

Internal communications narrative

CED workforce management and voluntary redundancies

The context: why this is happening

The ACT Public Service (ACTPS) has grown significantly in recent years, with staffing levels increasing by approximately 30% since 2018–19. The current number of employees across the ACT Public Service (ACTPS) exceeds the number of funded positions. At the same time, the separation rate from the ACTPS has decreased.

For the ACT Government this means current costs are higher than the forecast budget for next year, with employee expenses remaining the primary financial pressure on the ACTPS budget.

In CED workforce costs account for around half of CED's regular expenses.

To support the long-term sustainability of the public service and to deliver on Government priorities within budget, there is a whole-of-government approach to balance workforce size with full time equivalent (FTE) available funding.

This multifaceted approach includes managing the addition of staff into the ACTPS, encouraging mobility and proactively reducing overall FTE through voluntary redundancy (VR) opportunities.

CED has already taken meaningful steps to reduce workforce budget pressures by taking early, disciplined action to tighten spending controls and improve oversight before issues escalated.

This included implementing an FTE cap on our workforce last year. This has helped stop growth and keep our workforce size stable.

However, this alone will not support the ongoing financial challenges into the future, and we need to consider a more sustainable workforce level.

The approach: what this means for CED

CED will run a voluntary redundancy program as a further step to align the size of our workforce with our budget, and to ensure financial sustainability for the Directorate going forward.

This will focus on voluntary participation only through expressions of interest. This will not be targeted to specific areas or individuals.

As part of a holistic approach, we will also provide options for mobility within CED and across the Service.

Note: identified areas of the CED workforce will be **excluded** from the voluntary redundancy program. These areas include Transport Canberra Bus Operations (including Transport Officers and Support School Transport), Transport Canberra Fleet Services, and positions identified to transfer to Digital Canberra (DCBR) on 30 June 2026.

- We have decided to exclude Bus Operations from the Voluntary Redundancy round. A new Bus Network will commence in July, that has been carefully designed around current workforce capacity. The public transport network is an essential and critical service for the community, particularly given the global supply issues currently being experienced around liquid fuels. We recognise this may be disappointing for some, but it is a government and community priority to deliver our new bus network.
- Staff that will transition to DCBR are proposed to do so on 1 July 2026. They have been excluded from this voluntary redundancy round as they will be Digital Canberra employees but may be part of any future workforce management approach outside of CED.

What “voluntary” means

Voluntary redundancy gives team members the opportunity to nominate if they would like to leave the ACTPS under agreed conditions. Self-nomination will occur through an Expression of Interest process.

This approach is being used because it provides choice for our people and supports a fair and transparent process.

Note: expressions of interest do not mean that a voluntary redundancy must be taken, or that one will be given. The EOI process enables both the individual and the Directorate to consider whether a VR is the right outcome. Nominations will be considered by an assessment panel to determine if it is appropriate to grant the VR. Decisions will consider business needs, capability and Government priorities, and will ensure the Directorate can continue to deliver on key priorities for Government. Individuals who are assessed as appropriate for a VR will then be able to make an informed decision as to whether they wish to take one.

What this means for our people

We recognise this is a challenging and disruptive time for our team members.

For those who do not nominate or are not approved for a voluntary redundancy, we know there may be concerns about workload and role clarity, team changes and ongoing organisational change.

These risks are recognised, including potential psychosocial impacts, and will be actively managed through:

- clear work program prioritisation - CED will continue to review work programs in line with government priorities to identify areas where work may be streamlined or stopped with a focus on impact rather than activity. We will do this in consultation with our Ministers.
- supporting managers to redesign their workforces and service delivery if required – CED will actively support the realignment of roles to fill service delivery gaps that may result through this process.
- leadership support and communication.

Additionally, a portion of all saved salary budget will be retained within affected branches for the responsible Executive to invest as the team requires (branch redesign, capability uplift, work level uplift).

We want a sustainable workforce where we can properly invest in the capability of the people we have.

Our commitment to employees

Throughout this process, CED is committed to:

- **Transparency**
Keeping employees informed, clearly communicating the process and providing the ability for all employees to have their questions answered
- **Fairness and consistency**
Applying clear, evidence-based criteria in all decisions
- **Support and wellbeing**
Recognising the personal impact of change and ensuring support is available
- **Respect**
Treating all employees in line with ACTPS values

This approach reflects a broader goal to support the ACTPS to remain effective, sustainable and able to deliver for the community now and into the future.

What happens next

- employees will receive clear information about the process
- time will be provided to consider options
- support will be available to help employees make informed decisions

Further updates will be shared as decisions are made and implementation progresses.

Communications Plan

What is being communicated?	CED will run a voluntary redundancy (VR) program to align the size of our workforce with our budget, and to ensure financial sustainability for the Directorate going forward. This will need to be communicated to staff as part of a broader workforce management approach so staff understand why it is happening, how the voluntary redundancy EOI process will work, who is included and what support will be available. We also need to be clear about the steps people need to take if they are interested in a VR, and what decisions will be made, how they will be made and when they will be made.
Why are we communicating on this issue?	To inform staff about the VR program, build understanding of the context and process, and maintain trust through clear, consistent and supportive communication. To educate staff about how they can apply for VR and how we will support the workforce that remains.
Background/research/insights	• <i>[WOG Comms Plan] The ACT Public Service (ACTPS) has grown significantly in recent years, with staffing levels increasing by approximately 30% since 2018–19. The current number of employees across the ACTPS exceeds the number of funded positions. At the same time, the separation rate from the ACTPS has decreased.</i> • <i>For the ACT Government this means current costs are higher than the forecast budget for next year, with employee expenses remaining the primary financial pressure on the ACTPS budget. The same is true for CED - workforce costs account for around half of CED's regular expenses.</i> • <i>To support the long-term sustainability of the public service and to deliver on Government priorities within budget, there is a whole-of-government approach to balance workforce size with full time equivalent (FTE) available funding.</i> • <i>This multifaceted approach includes managing the addition of staff into the ACTPS, encouraging mobility and proactively reducing overall FTE through voluntary redundancy (VR) opportunities.</i>

Approved by:
 Action officer:
 Date:

	• CED has already taken meaningful steps to reduce workforce budget pressures by taking early, disciplined action to tighten spending controls and improve oversight before issues escalated. • CED will run a voluntary redundancy program as a further step to align the size of our workforce with our budget, and to ensure financial sustainability for the Directorate going forward.		
Other directorates/agencies involved	Chief Minister, Treasury and Economic Development Directorate (whole-of-government workforce management context); Digital Canberra (for identified transferring roles); OIRWS	Spokespeople	Director-General, Dave Pepper Chief Operating Officer, Lisa Johnson

Target audiences

Primary	All CED staff
Key influencers/stakeholders	Executive Leadership Team Unions Local media
ACTPS (if relevant)	Relevant ACTPS agencies involved in the whole-of-government workforce management approach eg OIRWS.

Key messages – internal

- CED is implementing a voluntary redundancy program as part of a broader whole-of-government workforce management approach to better align workforce size with available funding and support long-term sustainability.
- The ACTPS has grown significantly in recent years, and employee costs remain our biggest financial pressure.
- Within CED, workforce costs account for approximately half of our total expenses.
- CED has already taken early action, like introducing an FTE cap and tighter spending controls but these measures aren't enough on their own.
- Further steps are needed to ensure we remain sustainable while continuing to deliver government priorities.

Approved by: Lisa Johnson, Chief Operating Officer
 Action officer: Melissa Holcroft, Director Internal Comms
 Date: 21/05/2026

Talking points – internal

- This is a voluntary expression of interest (EOI) process which means staff can choose to put their hand up if they are interested in leaving the ACTPS under agreed conditions.
- Submitting an EOI does not guarantee approval, and if it is approved, there is no obligation to accept.
- The process is not targeted to specific individuals or teams.
- All EOI's will be assessed by a panel of Executive Branch Managers across the Directorate. Decisions will consider service delivery needs, public safety and the safety of our team members, operational requirements and government priorities.
- The assessment process ensures we balance workforce reduction, while also maintaining critical services and delivering on Government priorities.
- Some areas are excluded from the program, this includes Transport Canberra Bus Operations, Transport Canberra Fleet Services and our colleagues transitioning to Digital Canberra.
 - These Transport Canberra teams deliver an essential transport service for the community which is aligned to current workforce size. A new network is planned for July. We are unable to quickly reduce or change network and service levels, and the public transport network has an essential role for the community in the current global liquid fuel supply situation. We recognise this may be disappointing for some, but this is one area of our business where we have a public service contract (network) with the community and an emerging situation globally that we need to support the community through
 - Those transitioning to Digital Canberra are proposed to do so from 1 July 2026, subject to a current consultation round. They have been excluded from this voluntary redundancy round as they will be Digital Canberra employees but may be part of any future workforce management approach outside of CED.
- The expression of interest process has been chosen because it provides choice for employees and supports a fair and transparent approach.
- It allows both the employee and the Directorate to consider whether a voluntary redundancy is the right outcome before any final decision is made.
- Information about the financial offer for a voluntary redundancy, including notice and severance provisions under the Enterprise Agreement, can be found on the Voluntary Redundancy information hub and in the ACTPS employment agreements information available at: [Enterprise Agreements - ACTPS Employment Portal](#).
- The CED executive leadership team is committed to transparency and supporting wellbeing. Clear information and regular updates will be provided throughout the process including opportunities to ask questions, time to consider options, leadership support, and wellbeing support to enable people to make informed decisions.
- Throughout this process, CED is committed to transparency and staff wellbeing. Staff will have access to clear information, regular updates, manager guidance, FAQs, leadership visibility and support services so they can understand the process, ask questions and make informed decisions.
- Employees can access wellbeing support through our Employee Assistance Program provider, Converge, which offers free confidential counselling including financial coaching to all employees and immediate family members. Employees can contact Converge on 1300 687 327 or find out more on [Employee Assistance Program & Critical Incident Support - ACTPS Employment Portal](#).

- <https://www.cmtedd.act.gov.au/employment-framework/for-employees/agreements>.

- Staff will receive clear information about the EOI and VR process, timeframes and how decisions will be communicated. There will be time to consider options, opportunities to ask questions, and ongoing updates as the program progresses.
- As the program progresses, CED will continue to review work programs in line with government priorities to identify where work can be streamlined, stopped or redesigned, with a focus on impact rather than activity.
- The aim will be to help manage workload, support service continuity and guide workforce redesign where needed, in line with Government priorities.
- The longer-term goal is to create a sustainable workforce where CED can properly invest in the capability of our people and continue delivering for government and the community now and into the future.
- Find out more information about voluntary redundancies and how to apply through the CED Voluntary Redundancy page on the CED intranet.
- If you have questions or require further information, please speak with your manager or email XXXX@act.gov.au

Note: A separate talking points document will be developed as a working document.

Action plan

When	What	How	Responsibility
22 May 2026	Communication materials for announcement - Powerpoint for Town Hall - Narrative - Talking points - FAQ's - Draft intranet structure - DG message	Developed by internal comms and sent to DG.	LG, MH and AL
25 May 2026	Media statement and talking points	This will be kept on hand in case it is needed.	AL
26 May 2026	ELT briefing - leadership alignment on context, process, support for redesign.	ELT meeting, PowerPoint and talking points.	DG, COO, LG, MH

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TBC	Union consultation (<i>note: OIRWS to kick off first meeting with Unions</i>)	Meetings and emails	COO, LG
28 May 2026	Town Hall Invitation to all staff. Subject: Budget update and resulting workforce management TBC	Calendar invitation. ELT to encourage teams to attend	MH, DGO, ELT
28 May 2026	ELT information packs – timing to align with announcement date (28 May 2026). Talking points for ELT to support workforce and guidance on the process.	Information packs	LG, MH
28 May 2026	Announcement – Town Hall to explain why the program is happening, process, excluded cohorts, assessment process, open period, support available and what happens next.	Livestream and in-person Town Hall, presentation, Q&A, recording shared afterwards.	DG, COO, DDGs, LG, MH, IC&E
28 May 2026– immediately following the Town Hall	Launch supporting materials including intranet info hub including information on process, link to EOI submission form, timeline information, FAQs, support available, recording of Town Hall.	SharePoint intranet hub, FAQs.	MH, LG
Following announcement date	Operational areas: Provide Town Hall recording and toolbox talking points following the confirmed announcement date.	Toolbox Talking Points, Video QR code	MH, IC&E
Day after announcement date	DG all staff email – reinforcing messaging	DG all staff email – printable version for operational areas	DG, MH

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Next edition after announcement date (2 June or 16 June TBC)	Enough CED newsletter article reinforcing process information, key dates and where staff can get more information, with a clear push to the intranet info hub.	Enough CED newsletter article directing staff to the intranet info hub.	MH
09 June 2026 TBC	Hold a second Q&A Town Hall to answer staff questions, address recurring themes, and update FAQs based on feedback and emerging issues.	Livestream and in-person Town Hall, recording and FAQ updates.	DG, COO, MH, LG
Throughout program	Provide regular updates on milestones, clarifications, next steps and wellbeing support while reinforcing workforce redesign and service continuity messages.	DG/COO/DDGs all-staff updates, standups, SharePoint hub updates, leadership engagements and manager briefings.	COO, DG, DDGs, managers, Internal Communications.

CED Workforce Management Approach

Townhall Presentation

City and Environment Directorate

28th May 2026

This financial year has had significant challenges...

2

It's been a fiscally tough year

Cash management has been a challenge

Global impacts on costs and operations (e.g. fuel)

We're a big organisation and until recently had been growing

But we've stabilised together

Early disciplined action and decisions

Cash deficit reduced

Employee expenses holding steady - "Pay 9 cap"

We're streamlining and focusing on impact, not activity

... But the challenge isn't over—it's structural.

3

Even with funding uplifts, our cost base is structurally unsustainable

- Costs are rising faster
- We've deferred works this year to meet budget but we can't defer again, e.g. preventative maintenance
- The workforce is above funded levels – across the ACTPS and in CED
- The forward years also present a financial challenge for our workforce levels

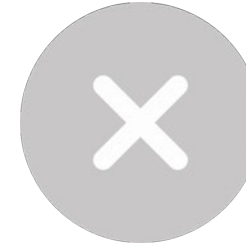
This is not a 1-year problem.

We are opening an EOI process for consideration in a Voluntary Redundancy round



What this is

- Expressions of Interest (EOI)
- Completely voluntary
- Self-initiated EOIs
- Assessed against business, community and Government need and priorities
- Fair and transparent
- Giving you control in the decision



What this process is not

- Not forced or involuntary
- Not targeted to specific areas only
- Not about excess or potentially excess officers
- Not about individual performance management
- Not a guarantee you will receive a VR if you submit an EOI

Some areas are excluded from this

Transport Canberra Bus Operations* and Fleet Services

Why?

- It's an essential service for our community
- Our new July network is aligned to workforce size
- *Service Contract* with the community
- Global liquid fuel supply situation is increasing demand

Staff transitioning to DCBR

Why?

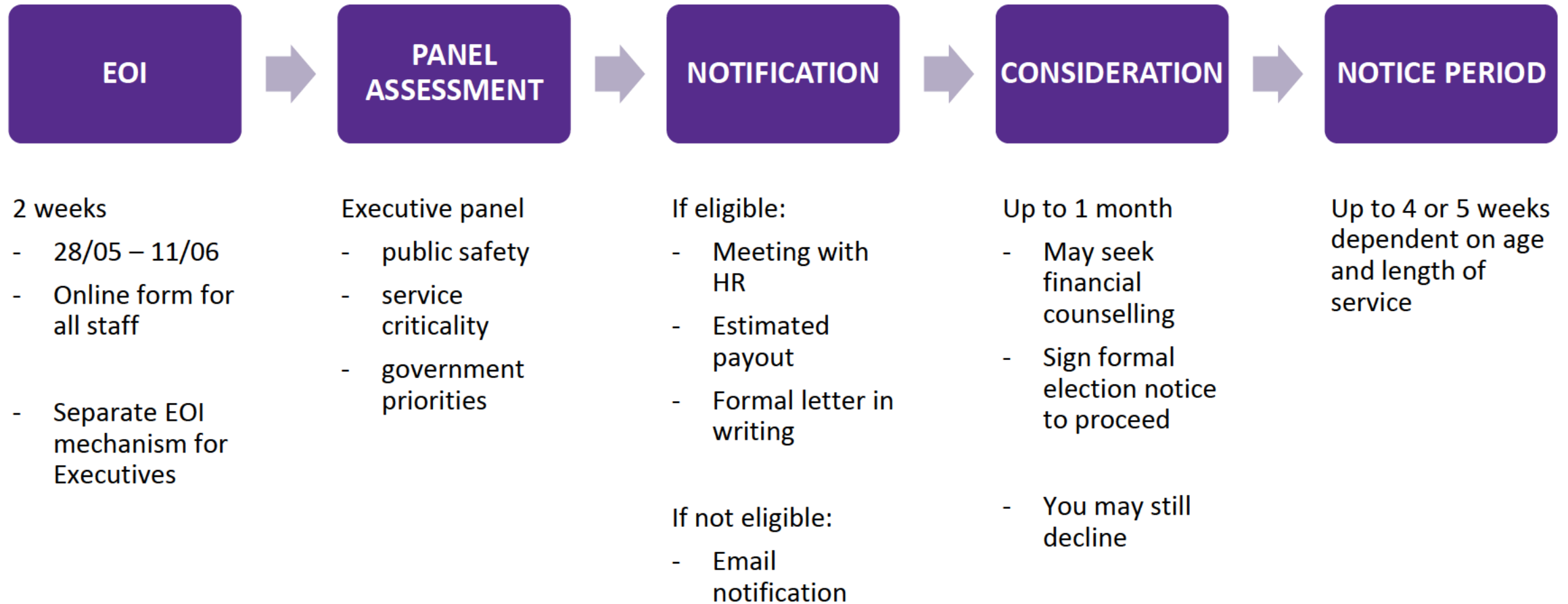
- Proposed to no longer be CED employees on 1 July
- Consultation underway
- May be part of any future workforce management approach outside of CED

*Including Transport Officers and Support School Transport

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So, what's the process?

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*A detailed process map will be on the intranet.

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How will assessment work?

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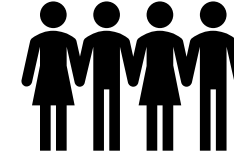


EOIs



The EOI process is not open to TC Bus Operations, TC Fleet or staff transitioning DCBR

Assessment Panel



- **Five** EBM's
- **Structured process based on positions not individuals**
- **Assessment criteria**
 - Public and team safety
 - Service criticality
 - Government priorities
- **Consultation with EGM's and EBM's**
- **Senior Executive Group makes decision (DG, DDGs, COO, EGM Strategic Finance)**

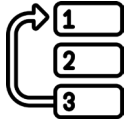
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What will this mean for teams afterwards?

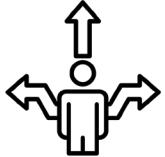
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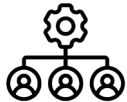
We are not asking you to do more work or do work above your level – we want to be able to sustainably invest in our workforce



We will prioritise our work programs to our capacity and focus on impact not activity



We will offer and encourage opportunities for staff mobility



We will redesign and realign our workforce, if required, directing effort to meet the needs of government and the community



We will look for new and novel ways of delivering



A portion of money will be retained within affected branches to focus on our teams and our people

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Where do I learn more?

Employees will receive clear information about the process

Time will be provided to consider options

Support will be available to help you make an informed decision

More information through:

- Intranet hub
- FAQs
- Townhall recording
- All staff email
- Q&A Townhall
- Talking points for EBMs
- Toolbox Talks for Managers
- Email
CEDHR@act.gov.au

Additional support

Please also consider the following supports available to ACTPS staff:

<u>Employee Assistance Program (EAP)</u>	https://convergeinternational.com.au 1300 OUR EAP (1300 687 327)
Before Blue	Visit the CED intranet or Intranet Hub
Union Representatives and Workplace Delegates	Visit the CED intranet or Intranet Hub
People, Safety and Culture and the VR Project team	XXXX@act.gov.au

Questions?

Close

