

Information for executives – CED Voluntary Redundancy Program

Overview

The City and Environment Directorate (CED) and the Suburban Land Agency (SLA) is implementing a voluntary redundancy program as part of a broader whole-of-government approach to workforce management.

The program is designed to:

- Better align workforce size to available funding
- Support long-term financial sustainability
- Maintain delivery of key government priorities.

To manage current budget pressures, CED will need to reduce the workforce by approximately 3 to 5% which is roughly around 130 roles. However, the final outcome will depend on the profile of applications received and broader organisational considerations.

Participation is entirely voluntary. Employees may apply but are under no obligation to do so and are not required to accept an offer if one is made.

The program has been designed to:

- Maintain essential services
- Protect workforce capability in critical areas
- Support employees through a fair and transparent process.

Why we are doing this

The ACT Public Service is carefully managing workforce growth to ensure it aligns with available funding and government priorities, including prioritising the services delivered to Canberrans.

The ACTPS has grown significantly in recent years in response to Government priorities. Within CED, workforce costs account for approximately half of our total expenses.

We have been open with the workforce about the financial challenges facing CED, and the rising cost pressures being experienced. We also deferred some essential works this year to come in on budget - this puts additional financial pressure on next year.

It is important that we align our people to priority areas, reshaping the workforce to provide financial stability in the long term.

We recognise the important work done this year by our teams to tighten spending controls and to cap the size of our workforce. However, these measures alone are not sufficient. The overall cost of running the business continues to rise year-on-year, and further steps are needed to ensure a sustainable cost base.

Key messages for your teams

The CED and SLA voluntary redundancy process:

- will be managed through an Expressions of Interest (EOI) process initiated by employees
- is completely voluntary
- will be assessed by a panel against business, community and Government need and priorities
- will be fair and transparent.

This is not:

- forced or involuntary
- targeted to specific areas only
- about excess or potentially excess officers
- about individual performance management
- a guarantee employees will receive a VR if they submit an EOI.

For staff concerned about flow-on impacts to their teams or roles:

- We are not asking you to do more work or do work above your level. For the future of the service we want to be able to sustainably invest in our workforce
- We will reduce workload pressures by prioritising our work programs and activity levels 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 while ensuring safety for the public and our teams
- 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.

Who can apply

The program is open to all permanent CED and SLA employees who hold an ongoing (nominal) position in CED or the SLA. This includes part-time employees and employees on approved leave (e.g. parental leave).

The program does not apply to:

- Transport Canberra Bus and Fleet Services Operational Employees as these teams deliver essential public transport services that rely on current staffing levels. With a new bus network starting in July, we can't make quick changes without impacting the community. While we know this may be disappointing, these roles must be maintained to keep services running.
- Employees transitioning to Digital Canberra on 1 July 2026 (subject to consultation) are not included in this round, as they will no longer be part of CED.
- Temporary and contract employees (non-executive positions).

Assessment

All EOI's will be assessed by an independent panel of Executive Branch Managers from across CED. The final review and decisions will be endorsed through the Senior Executive Group. The delegate of each line area, usually the DDG or EGM position, will sign the final decision.

The panel is comprised of:

- Elizabeth Hall, EBM Homes and Land Supply
- Tim Rampton, EBM Roads ACT
- Ros Malouf, EBM Climate Change and Energy Programs
- Kerry McMurray, EBM Canberra Memorial Parks
- Emily Springett, EBM Service Delivery and Engagement

EOI's will be treated with confidentiality and information will only be shared with those involved in the assessment and an employee's immediate Executives.

Each application will be considered based on public safety and the safety of our team members, government priorities, and service delivery needs.

This ensures we balance workforce change while maintaining critical services.

Assessment process overview

You will be kept informed of EOI progress throughout the process. The process is outlined below and in the image, overleaf:

Step 1. EOIs received

Step 2. EOIs provided to EGMs (staggered through EOI period)

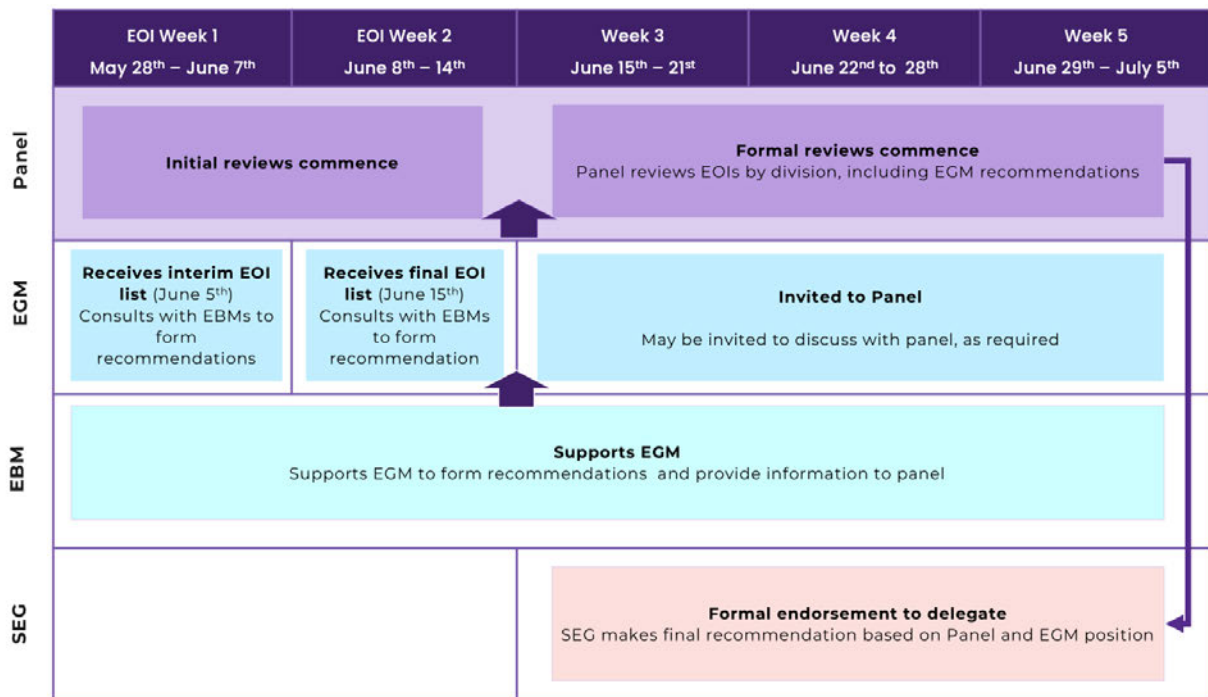
Step 3. EGMs consult with EBMs and PSC (if required) and provide their recommendation on each EOI (support, not support and reason, commentary)

Step 4. Panel assess, considering EGM position, criteria, progress toward target, and other matters (additional data provided by project team). May invite discussion with EGM.

Step 5. SEG review panel recommendation and EGM recommendation. SEG endorse a final recommendation to delegate.

Step 6. Delegate sign off.

See the next section for further information on what to expect, and what is expected of you, at each stage.



Executive expectations through the EOI process

As an Executive Group Manager

What you can expect

- You will be notified of EOIs within your division:
 - End of week 1 of the EOI process (Friday 5 June)
 - One day after EOI close (15 June)
- You will be responsible for liaising with your EBMs and providing your recommendation on each EOI for the Assessment Panel:
 - Support
 - Do not support
 - Comments
- For EOIs you do not support, you must provide reasons against one or more Assessment Criteria (see draft criteria below).
- The Assessment Panel will consider your recommendation and rationale as part of its independent assessment.
 - You may be invited to discuss with the Assessment Panel.

- Your recommendation and the panel's recommendation will be provided to the Senior Executive Group (SEG) for final review and endorsement. SEG may wish to discuss with you.
- You will be advised of SEG's final decision.
- Final decisions will be signed by the relevant delegate (DDGs, COO, EGM Strategic Finance).

What is expected of you

- Engage your EBM's in developing your position on each EOI and keep them informed.
- Communicate with your teams and consider whether Division or Branch level information sharing is most appropriate – talking points and a draft email have been provided.
- Share the list of EOIs with your EBM's.
- Provide timely responses to EOIs and panel information requests.
- Consult with the EBM People, Safety and Culture on workforce matters as needed.
- Support your EBM's to actively lead redesign, realignment, and reprioritisation in your area to sustain service delivery and support team wellbeing.

As an Executive Branch Manager.

What you can expect

- You can expect your EGM to involve you in the process and talk to you about likely impacts on your teams and consider your views. Your EGM will receive a list of team members who have put their hand up for an EOI at the end of the first week, and the close of the EOI process.
- You will be advised of SEG's final decision.
- Final decisions will be signed by the relevant delegate (DDGs, COO, EGM Strategic Finance).
- People, Safety and Culture Branch will set up workshops and provide guidance and support for workforce redesign and change management.

What is expected of you

- Discuss impacts, concerns, opportunities with your EGM during the EOI and assessment process.
- Communicate with your teams and consider whether Division or Branch level information sharing is most appropriate – talking points have been provided.
- Consult with the EBM People, Safety and Culture on workforce matters as needed.
- Supported by your EGM's, actively lead redesign, realignment, and reprioritisation in your area to sustain service delivery and support team wellbeing.

Executive EOI process

CED Executives can submit an EOI for a voluntary redundancy. However, the process for Executives will differ from that for other employees due to the nature of their employment relationship.

Executives who are interested in applying are requested to:

- Initiate a conversation with their Deputy Director-General or for those in Corporate, your Executive Group Manager, or
- Engage directly with the Chief Operating Officer (COO).

All Executive EOIs will be managed and assessed separately, with the decision made by the Director-General in consultation with SEG.

Mobility

Mobility is the default first option for vacancies, enabling rapid deployment of capability for responding to government and community priorities and to maintain service efficiency. For employees, mobility supports retention of skills and experience in the Directorate and broadens staff capability, corporate knowledge and extends their professional network.

A new CED Mobility Framework has been developed to provide a clear, practical process to move existing CED employees at level into vacant and temporarily available roles before other recruitment methods are considered. It will include an Employee-Initiated Mobility Register – a standing register allowing employees to express interest in at-level mobility opportunities through completion of Mobility EOI form.

Further information will be available from People, Safety and Culture soon.

WHS Roles & Responsibilities

A psychosocial risk assessment has been completed and will be consulted on and made available to you for the implementation of relevant controls. A summary of actions you will need to take is below.

Executive Group Managers (EGMs)

- Ensure clear, consistent communication to staff (emphasise process is voluntary).
- Support workload redesign and manageable distribution of work.
- Confirm risk assessments for areas with FTE reductions.
- Regularly check in with EBM's and affected staff.
- Brief ministers on service/deliverable impacts as required.
- Champion change management and support leadership capability.

Executive Branch Managers (EBMs)

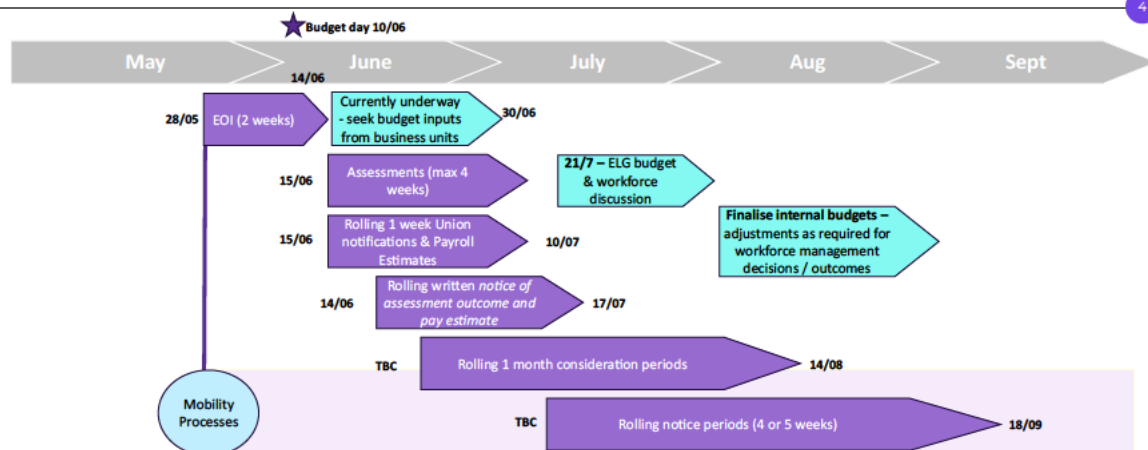
- Communicate program details, timelines, and updates to staff.

- Reinforce that participation is voluntary.
- Equip managers to respond to staff questions and escalate issues.
- Support staff wellbeing (e.g. EAP, additional assistance as needed).
- Lead work redesign and ensure workload remains manageable.
- Participate in check-ins and share lessons learned.
- Address capability needs (e.g. difficult conversations training).
- Review risks, monitor psychosocial factors (e.g. absenteeism, fatigue).
- Support post-transition stability (workload reviews, team check-ins).
- Capture critical knowledge where FTE reductions occur.

Key dates

- EOI opens: May 28th
- Initial EOI list provided: Friday June 5th.
- EOI closes: Sunday June 14th
- Final EOI list provided: Monday June 15th
- Panel assessments commence: Tuesday 16th
- Panel assessments complete: Friday July 10th (earlier if possible)
- Timing may vary depending on EOI volume; divisions with higher volumes will be scheduled later
- You should begin forming your recommendations once EOI data is provided.

Workforce management and budget timeline



Further information

Please refer to the [Voluntary Redundancy Program SharePoint page](#) which includes [FAQs](#).

If you would like more information please contact Lisa Johnson, Luke Garrett or CEDVR@act.gov.au.