

AFMA Census Action Plan 2025–26

Introduction

The intent of the Census Action Plan is to take a whole-of-AFMA approach to foster a culture of engagement, collaboration and wellbeing, and to ensure everyone is well equipped to adapt to the challenges and demands in the current and future work environment.

The Action Plan is a rolling plan that will be regularly reviewed and updated as required.

Every 6 months, AFMA will complete a review of progress against the Action Plan measures and the specific actions. The People, Capability and Engagement Section will lead this review.

Key measures will include our Agency Census results, feedback from staff captured through internal mechanisms and a review of key workforce metrics.

Each action within this plan will be tracked and reported on by the responsible area.

Areas to celebrate



‘I believe strongly in the purpose and objectives of my agency.’

88% agree



‘I suggest ideas to improve our way of doing things.’

88% agree



‘I am happy to go the ‘extra mile’ at work when required.’

86% agree



‘My workgroup considers the people and businesses affected by what we do.’

86% agree

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Target area	Goal	Action	Measure	Responsibility	Target Date
	What we will do better	What we will do	How we will know it is effective		
Wellbeing policies and support	Enhance the psychosocial and physical health and safety of AFMA staff through the promotion of wellbeing initiatives.	1. Develop a new set of actions and initiatives for wellbeing and mental health, including a Wellbeing Communication Strategy. 2. Expand access to digital wellbeing tools, such as apps or online modules, focusing on mental health, mindfulness, and stress management. 3. Apply the <i>People at Work</i> psychosocial risk assessment tool to identify and manage psychosocial hazards.	• Positive feedback from staff via Executive meetings with the EL cohort, pulse surveys, internal surveys and the Workplace Consultative Committee. • Improved Agency Census results in 2026 (compared to 2025). • Increased participation in wellness initiatives. • Reduction in work-based complaints. • Increased uptake of early intervention. • Reduction in Comcare claims and premiums. • Reduced absenteeism. • Lower staff turnover.	Senior Executive Group People, Capability and Engagement Technology and Digital Services	1. June 2026 2. April 2026 3. June 2026
	Enhance learning and development opportunities. Improve connection with the AFMA purpose by enhancing the value of employee contributions.	1. Create a learning catalogue to make it easier for staff to access learning options that support their career development pathways. 2. Maintain monthly learning seminars. 3. Create a Census Action Plan Hub where staff will be able to see progress updates against the Agency Plan. 4. Every branch will develop their own Census action plan. Branches will be required to review their plan and progress against focus areas as part of team discussions.	• Positive feedback from staff via Executive meetings with the EL cohort, pulse surveys, internal surveys and the Workplace Consultative Committee. • Improved Agency Census results in 2026 (compared to 2025). • Increased participation in learning and development. • Reduction in work-based complaints. • Reduced absenteeism. • Lower staff turnover.	Senior Executive Group People, Capability and Engagement Senior Managers	1. September 2026 2. Ongoing 3. January 2026 4. February 2026

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Target area	Goal	Action	Measure	Responsibility	Target Date
Communication and change	What we will do better	What we will do	How we will know it is effective		
	Enhance our communication, try new things, and do things differently where it makes sense. Embed genuine and effective consultation and change management.	1. Conduct an internal survey seeking feedback on preferred communication mechanisms. 2. Co-design collaboration and communication tools that are timely and reach all staff, regardless of location. 3. Develop change tools to ensure key considerations are addressed during each phase of change.	- Positive feedback from staff via Executive meetings with the EL cohort, pulse surveys, internal surveys and the Workplace Consultative Committee. - Improved Agency Census results in 2026 (compared to 2025). - Improved perceptions of internal communication. - Improved perceptions of change communication. - Increased viewing rates of relevant intranet information.	Senior Executive Group People, Capability and Engagement	1. February 2026 2. May 2026 3. July 2026
Integrity	Enhance a culture of integrity – the pursuit of high standards of professionalism in what we do and how we do it.	Review policies related to integrity and develop guidance materials to strengthen understanding of our integrity risk environment to support staff to raise integrity-related issues early.	- Positive feedback from staff via Executive meetings with the EL cohort, pulse surveys, internal surveys and the Workplace Consultative Committee. - Improved Agency Census results in 2026 (compared to 2025). - Positive and informative results in the Commonwealth Integrity survey. - Reduction in work-based complaints. - Reduced absenteeism. - Lower staff turnover.	Chief Executive Officer Senior Executive Group Senior Managers General Counsel	March 2026