

OFFICIAL-SENSITIVE						
Reporting workbook - APS Strategic Commissioning Framework						
Instructions This reporting workbook must be completed by agencies that employ staff under the <i>Public Service Act 1999</i> . Once complete it must be cleared by your agency's Chief Operating Officer and returned to the APSC by 12 September 2025 via s 22 (1)(a)(ii) Guidance is at the top of each tab. Agencies can also refer to guidance in the Strategic Commissioning Framework resources toolkit: https://www.apsc.gov.au/initiatives-and-programs/workforce-information/aps-strategic-commissioning-framework/resources-toolkit-strategic-commissioning-framework .						
This tab has definitions and collects information on reporting contacts. There are 5 other tabs to complete: 1. Survey questions 2. Report progress against your agency's Year 1 targets (2024-25). Year 1 targets are pre-populated by the APSC from your agency's 2024 reporting workbook. If your agency did not set a target, this tab will be blank 3. Report on any new procurement of core work in 2024-25 not covered by the limited circumstances 4. Report on core work for Year 2 (2025-26) 5. Set targets for the core work you will bring in-house in Year 2 (2025-26)						
Background This is the second year of agency reporting under the Strategic Commissioning Framework. The framework was released in October 2023 to help agencies reduce their reliance on contractors and consultants and prioritise APS employment for core work. The APSC supports agencies to implement the framework, monitors progress and reports annually to the Minister for the Public Service. The information reported will be used to support relevant APSC and cross-government work. Some information will also be reported publicly, including the extent to which your agency met Year 1 targets and your overall target for Year 2.						
Portfolio	Treasury		CLEARANCE REQUIREMENTS		CONTACT DETAILS	
Agency	Productivity Commission		Name of clearing officer (Chief Operating Officer)	s 22 (1)(a)(ii)		
Agency abbreviation	PC		Date Cleared	12.09.2025		<Insert>
			CONTACT OFFICER		CONTACT DETAILS	
		Contact name:	s 22 (1)(a)(ii)			
		Contact details:				
DEFINITIONS under the Strategic Commissioning Framework						
ASL	The average number of employees receiving wages or salaries over the financial year, with adjustments for casual and part-time staff to show the average full-time equivalent. ASL captures direct employment and does not include workers paid through a third party or employees on unpaid leave.					
Consultants	Individuals, partnerships or corporations procured by a government entity to provide professional or expert services or independent advice as part of a one-off or irregular task to support entity decision-making. The output reflects the independent view or findings of the consultancy or consultant, and the output may not belong to the contracting entity unless specifically required under the contract. Consultants generally operate under a lower level of direction and control, and the output may not belong to the entity.					
Contractors	Individuals, sole traders or service providers procured by a government entity to perform a specialised role for a short and fixed-term. A contractor will generally hold requisite qualifications and licenses in their chosen field of work, and bring relevant industry experience to the role. Use of contractors are for short term arrangements involving a one-off or irregular tasks. The output is generally regarded a Commonwealth product and services are performed under the direction and supervision of the Commonwealth entity.					
Core work	Core work is the work that should only be done by direct APS employees and should not be outsourced. There is a list of APS-wide core work on the APSC website at https://www.apsc.gov.au/initiatives-and-programs/workforce-information/aps-strategic-commissioning-framework/resources-toolkit-strategic-commissioning-framework/core-work					
FTE	The number of full-time equivalent workers at a point in time. Part-time workers are converted to full-time equivalent. For example, two staff each working three days per week would be counted as 1.2 FTE. Under the Strategic Commissioning Framework agencies use FTE to report on reductions in external positions as work is brought in-house under agency targets.					
Labour Hire	Labour hire is a "triangular employment arrangement" where a government entity procures a labour hire company to provide a worker to undertake a temporary role which is often generalist in nature. There is no direct employment contract between the government entity and the individual employee. The labour hire company contracts the workers to provide that labour and is responsible for paying the worker. The output is generally regarded a Commonwealth product and is produced under the supervision of the Commonwealth entity.					
Limited circumstances	Core work should only be outsourced in limited circumstances. These are listed in the Strategic Commissioning Framework and copied below. For core work, use of contractors/labour hire is only appropriate if at least one of the following is true: - APS recruitment processes have been unsuccessful or are unlikely to be successful (e.g. due to a competitive labour market and skills shortages). This may apply, for instance, if a current or recent recruitment round has not attracted suitable candidates for a similar vacancy. - There are genuine periods of high demand for staffing beyond what should be reasonably expected of an agency that are also unlikely to reoccur in future. APS employees should still be the first resort in this circumstance. - There is a temporary need to backfill a vacancy to meet critical business needs, pending a recruitment process or while APS capability uplift is underway. For core work, use of consultants is only appropriate if at least one of the following is true: - There is a need for independent research or assessment (for example, due to requirements in legislation or an assurance need) and it cannot be sourced from within the APS. This should be used on a one-off or limited basis - There is a temporary need for specialised or professional skills, at a level that would be inefficient to retain internally. That is, there is not an enduring demand for the skill - There is a genuinely urgent and/or unforeseen need for a skill or capability in an area that is an enduring function, and extra support is needed while capability building or recruitment processes are underway.					
Outsourced Service Providers	External services procured via commercial arrangement to deliver a function of Government to, or on behalf of, an entity. Much of the work delivered by Outsourced Service Providers is expected to be non-core.					
Relevant contracts	Relevant contracts are the contractual arrangements your agency intends to vary or forgo in order to achieve your targets.					
Supplier expenditure	Supplier expenditure is the money paid to an external labour provider under a relevant contract. It is used as a metric to track progress against agency targets, as work is brought in-house and supplier expenditure under relevant contracts reduces.					

OFFICIAL-SENSITIVE
Identify your agency's core work for 2025-26

Instructions
This tab collects information on your agency's core work, whether it is outsourced, and the expected barriers to bringing it in-house.
Please list the work your agency considers core for 2025-26. You can reuse the list of core work you reported in 2024-25 or make changes. Some work is considered core APS-wide (pre-filled for your convenience - please remove if your agency does not undertake this work).
By listing work as 'core' you are determining it should only be done in-house and should only be outsourced in limited circumstances (see definitions on tab "Definitions & contacts").

- Notes**
- In Column A, describe the work that your agency considers core. This can be particular tasks, functions and/or job roles – whatever is most meaningful for your agency. We suggest you keep this as high level as possible. Please do not include personal information.
 - In Columns B and C, map your core work to the most relevant job family (and the job function if possible) using the drop down menus.
 - Most agencies will have multiple rows, because they will have core work in more than one job family. You can use a single row for all core work in a particular job family, or use multiple rows for the same job family.
 - For each row, please identify whether your agency currently outsources any of that core work. If yes, complete columns E to J about expected challenges to bringing this work in-house.

Background
For more information on core work visit: <https://www.apsc.gov.au/initiatives-and-programs/workforce-information/aps-strategic-commissioning-framework/resources-toolkit-strategic-commissioning-framework/core-work>

Things to consider as you define your core work:

- integrity and managing risk/conflict of interest – what work is best done by public servants?
- capability gaps – do you need to break reliance on outsourcing relating to particular skills/capabilities, in order to meet future needs?
- legislated responsibilities, enduring functions, expected focus of future work
- stability and business continuity – what functions are best delivered by a stable employee base to ensure continuity of operations?
- commonality with agencies doing similar work – for instance, regulators or service delivery agencies may wish to touch base with each other as they identify their core work, to understand areas of natural alignment in what they consider 'core'.

Job family and job function drop down menus are mapped to the APS Job Family Framework: <https://www.apsc.gov.au/initiatives-and-programs/aps-workforce-strategy-2025/workforce-planning-resources/aps-job-family-framework>. While some agencies do not use the APS Job Family Framework, reporting by job family is essential to provide a consistent view across the APS.

For a list of the work your agency reported as core in 2024 please contact [s 22 \(1\)\(a\)\(ii\)](#)

TYPE OF WORK Describe your agency's core work (free text) (mandatory)	TYPE OF WORK Relevant job family (One job family per row. Multiple rows can be added for the same job family) (mandatory)	TYPE OF WORK Main job function if known (non-mandatory)	s 22 (1)(a)(ii)						
Policy professionals develop and analyse policies guiding the design, implementation and modification of government or commercial operations and programs.	Policy	Policy design							
Econometric Modelling professionals monitor major economic indicators, researching on industry and companies for investment processes, and conducting investment trend analyses.	Data and research	Numerical analysis							
Research professionals plan, organise, direct, control and coordinate research and development activities, and gather and analyse data in a systemic way, research topics and theories and supervise research projects.	Data and research	Research							
Commissioner - determine, formulate and reviews the general policy program and the overall direction of an organisation within the PC Act.	Senior Executive	Chief executive / statutory office holder							
Executive Management professionals plan, organise, direct, control and review the day-to-day operations and major functions of government organisations through agency managers and subordinate executives.	Senior Executive	Chief executive / statutory office holder							
Chief Financial Officer professionals financially plan, manage, ensure compliance, manage risk and give advice on financial matters for the organisation. They also monitor and maintain financial allocations and budgets and provide strategic advice to senior executives.	Senior Executive	Strategic leadership							
Chief Data professionals guide the research direction to create new algorithms and models, and reviews the feasibility of translating research and development outcomes into data solutions, and oversee the development of data solutions for the business to inform strategy and planning, decision-making and drive performance.	Senior Executive	Strategic leadership							
Chief Information Security professionals plan, implement, upgrade, or monitor security measures for the protection of computer networks and information, and assess system vulnerabilities for security risks and propose and implement risk mitigation strategies.	Senior Executive	Strategic leadership							
Accounting and Finance services	Accounting and Finance	Budget, costs and financial analysis							
Accounting and Finance services	Accounting and Finance	Procurement and contracting							
Accounting and Finance services	Accounting and Finance	Finance							
Accounting and Finance services	Accounting and Finance	Accounting							
Cushman and Wakefield - WOAG PSP arrangements	Administration	Facilities and property							
Communications and Marketing services	Communications and Marketing	Writing and editing							
Communications and Marketing services	Communications and Marketing	Creative design							
Communications and Marketing services	Communications and Marketing	Public relations and stakeholder management							
Deliver strategic HR activities including workforce reporting, workplace relations, case work, policy development and specialist advice.	Human Resources	Human resources strategic							
Deliver operational HR activities including payroll, HR system management and building capability through managing recruitment and learning and development activities.	Human Resources	Human resources operational							
The WHS function oversees and coordinates the requirements under the WHS Act, SRC Act and implementation of robust framework and policy to guide managers and employees to support a culture of health and safety.	Human Resources	Work health and safety							
ICT and digital solutions	ICT and digital solutions	Service delivery							
ICT and digital solutions	ICT and digital solutions	Service support							

ICT and digital solutions	ICT and digital solutions	IT business management
ICT and digital solutions	ICT and digital solutions	Solutions development
ICT and digital solutions	ICT and digital solutions	Solutions implementation
Information and knowledge management	Information and knowledge management	Librarians
Information and knowledge management	Information and knowledge management	Information governance and knowledge
Legal services	Legal and parliamentary	Lawyer / legal advisor
Legal services	Legal and parliamentary	Ministerial / cabinet and parliamentary liaison
Internal Audit services	Monitoring and audit	Audit
Internal Audit services	Monitoring and audit	Risk