



Information for agencies

Implementing the APS Strategic Commissioning Framework

The framework is a principles-based APS policy document that supports agencies to prioritise APS employment, strengthen APS capability and reduce reliance on consultants, contractors and labour hire for core work. It applies to agencies that employ staff under the *Public Service Act 1999*.

Key features

- A principles-based approach
- Requiring that core work be done by APS employees (not outsourced)
- Requiring that external arrangements grow the capability of the APS
- Central monitoring and reporting
- A resources toolkit to help agencies drive change.

Implementing the framework

Agency heads are accountable for implementing the framework. The principles-based approach allows agencies to operationalise the framework in a way that suits their circumstances.

Agencies will:

- define the core work of their agency
- set targets to reduce inappropriate outsourcing and report on progress
- ensure core work is delivered by APS employees
- ensure future contracts include arrangements to transfer knowledge and skills to the APS
- embed the framework in agency policies and procedures (e.g. budgeting, recruitment, HR metrics, procurement and contract management functions).

Please continue to consider:

- how your enterprise-wide workforce plan accounts for the framework's principles
- any adjustments required to your existing workforce footprint, to ensure core work is done in-house
- how you scope and cost future work
- how new contracts build APS capability through transfer of knowledge and capacity building
- how contracts articulate the behaviour and conduct expected of supplier personnel
- how you will track changes in your workforce composition, to support central reporting.

Resources toolkit

To support implementation, a [resources toolkit](#) can be found on the APSC website.

The toolkit makes it easier for your staff to find advice and information as they make the changes required.

Transparency and accountability

Agency heads have the following obligations under the framework.

- Determine the capabilities and functions considered ‘core work’ for the agency.
This should build on the whole-of-APS list provided in the framework
- Set agency-specific targets to reduce inappropriate outsourcing, informed by the list of core work.
They should specify the anticipated reduction in outsourced expenditure and where possible how many external roles will be affected
- Report to the APSC on core work, targets and progress against targets.

Agencies are also asked to summarise their targets in their corporate plan and report progress against targets in their annual report.

The APSC draws on agency reporting to provide an annual update to the Minister for the Public Service and produce a public update on implementation at the end of each calendar year. The public update is published on the APSC website and includes information on each agency’s overall target. The [2024 Public Update](#) was published on 4 November 2024.

What does successful implementation look like?

Successful implementation will support a fit-for-purpose, diverse, skilled and experienced APS workforce that delivers their responsibilities with integrity. Results will take time and will require commitment from APS leaders. For core work we will see reductions in use of external labour and associated costs.

Over time, this approach will deepen system-wide capability and reduce the risks posed by excessive outsourcing regarding integrity, expertise and public trust.

Further information

Visit: [APS Strategic Commissioning Framework](#)

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