



Australian Government

Australian Public Service Commission

2025 Public Update

Implementation of the
APS Strategic Commissioning Framework



Contents

Overview	1
Background	2
Progress in 2024-25	3
Targets	3
Embedding the framework	5
New outsourcing of core work	6
Commitments for 2025-26.....	7
Core work	7
Targets	9
Next steps	11
Attachment A - List of agency targets	i

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Overview

The Strategic Commissioning Framework applies to more than 100 agencies in the Australian Public Service (APS). It requires core work to be done in-house by APS employees and sets limited circumstances in which core work can be outsourced. Agencies are making this change over time by defining their core work and setting targets to bring it in-house.

The 2025 Public Update is the second update on implementation. It provides a snapshot of APS agencies' combined progress and their ambitions for the year ahead. While this update provides useful insights, it is important to note the limitations of the data. The information gathered is based on self-reporting and agencies relied heavily on manual processes as they assembled information. The Australian Public Service Commission has not undertaken quality assurance of data provided by agencies and, as such, caution should be taken when analysing the data and drawing definitive conclusions. Some percentages and dollar values in this update have been rounded, affecting some totals. Dollar values are GST exclusive.

Progress in 2024-25

Reporting shows the APS overall slightly exceeded its combined 2024-25 target. Agencies had set targets to reduce supplier expenditure by \$527.6 million in 2024-25 as they brought core work in-house. Collectively, agencies achieved actual reductions of \$542.3 million (102.8% of the APS-wide target).

Reporting indicates most agencies have adjusted their procurement practices to align with the framework. In 2024-25, only 15 agencies signed new contracts for core work for reasons not allowed under the framework's limited circumstances. The total cost of those contracts was \$16.8 million in 2024-25, excluding the Department of Defence which was unable to report on this in 2024-25.

While progress to date is promising, it is not uniform. Roughly a third of agencies have not met, or only partially met, their targets in 2024-25 (0-60% of target reductions achieved). Agencies cited an inability to recruit as the most common reason.

Two agencies drove much of the progress. Defence achieved its \$308 million target and the Australian Taxation Office exceeded its \$32 million target by \$48.5 million (see [Attachment A](#)). Excluding Defence and the ATO, agencies achieved 82% of their combined targets.

Targets for 2025-26

For 2025-26 agencies have set targets which collectively total \$438.9 million. This is 17% lower than 2024-25. The drop in target values is not unexpected, as many agencies made strong progress in 2024-25 to bring core work in-house. A large number of agencies now report that they outsource little or no core work (62 of 105 agencies in 2025-26, up from 28 agencies in 2024-25).

Background

The framework is an APS policy applying to all agencies employing staff under the *Public Service Act 1999* (see list of agencies at [Attachment A](#)). The framework was announced by the Minister for the Public Service on 24 October 2023 and applies from 2024-25.

The focus of the framework is on [core work](#) – this means the work that should be undertaken only by APS employees in most instances. The framework includes mandatory APS-wide core work (such as drafting cabinet submissions or leading policy development) and agency-specific core work set by each APS agency. There is recognition that the APS will continue to need external expertise and the framework is not intended to stop all outsourcing. The framework focusses on ensuring the core work of the APS is done by APS employees and only outsourced in limited circumstances.

The APSC has central policy responsibility for the framework and coordinates monitoring and reporting. Key features of the framework's implementation are devolved to agency heads as accountable authorities. When implementing the framework, agencies must comply with the *Public Governance, Performance and Accountability Act 2013* and Commonwealth Procurement Rules. Additionally the framework does not replace the Department of Finance's Budget and Average Staffing Level processes. The framework's remit is limited to core work only; this distinguishes it from Finance's Audit of Employment, which collects information on all outsourcing not just core work.

Agency participation

In 2025-26, 105 agencies were in scope to implement the framework.¹ The list of participating agencies differs slightly from 2024-25 due to machinery of government changes.

All agencies in scope reported to the APSC in 2025 as required, and the information they provided has informed this public update. Overall, agencies continue to make good progress implementing and embedding the framework.

In 2025, 90 agencies summarised their targets in their corporate plans. While providing a total target dollar value was encouraged, it was not required in 2025-26 corporate plans. This recognised that agencies would be publishing their corporate plan by 31 August, before targets needed to be settled for reporting to the APSC in September 2025.

Agencies were also asked to summarise progress against their 2024-25 targets in their annual report. At the time of writing, annual reports were still being finalised.

Reporting methodology

APS agencies reported directly to the APSC between August and September 2025. Agencies mapped their core work and targets to the top level of the APS Job Family Framework, to allow some comparison across agencies. Some agencies continue to grapple with the concept of core work and subsequent target-setting, however there continues to be genuine engagement with the framework's intent and the reporting process.

¹ This includes an intelligence agency that is otherwise excluded from reporting data on security grounds.

Progress in 2024-25

Targets

APS agencies were asked to set targets to reduce outsourcing of core work in 2024-25. As set out in the [2024 Public Update](#) in November 2024, the combined total of agency targets for 2024-25 was \$527,553,088. In 2025, APS agencies were asked to report on the extent to which their 2024-25 targets were achieved.

Overall, the APS slightly exceeded its 2024-25 target. The combined total of agency progress against 2024-25 targets was \$542,329,195. This means the 2024-25 target of \$527,553,088 was exceeded by \$14,776,107, or 102.8% of the APS-wide target.

Table 1 - Collective progress APS-wide on 2024-25 targets

Entity	2024-25 overall target	Progress against overall target (\$)	Progress against overall target (%)
APS overall	\$527,553,088	\$542,329,195	102.8%

Individual agency progress was mixed. In 2024-25, 75 agencies set targets. A third of these agencies have not met, or only partially met, their targets (0-60% of target reductions achieved). An inability to recruit was the most common reason given for not fully meeting targets. Other common reasons included the need for technical/in-demand skills and a temporary need for backfill while recruitment was underway.

Table 2 - Agency progress on 2024-25 targets

Progress on overall agency target	Number of agencies	% of agencies that set targets
Not Met (0-15%)	9	12.0%
Partially Met (16-60%)	18	24.0%
Substantially Met (61-99%)	18	24.0%
Met (100%)	12	16.0%
Exceeded (>100%)	18	24.0%
Total	75	100.0%

Two agencies drove much of the progress. Defence achieved its \$308 million target and the ATO exceeded its target by \$48,470,815 (see [Attachment A](#)). Excluding Defence and the ATO, agencies achieved 82% of their combined targets.

Table 3 shows progress against 2024-25 targets broken down by job family (mapped against the 2024 version of the [APS Job Family Framework](#)).

Table 3 - APS progress against 2024-25 target by job family

Job Families	2024-25 targets	Progress against targets (\$)	Progress against targets (%)
Accounting and Finance	\$24,923,160	\$19,382,960	77.8%
Administration	\$8,649,645	\$10,474,393	121.1%
Communications and Marketing	\$9,575,148	\$7,578,562	79.1%
Compliance and Regulation	\$3,766,659	\$3,512,389	93.2%
Data and Research	\$12,930,284	\$24,417,984	188.8%
Defence ²	\$308,000,000	\$308,000,000	100.0%
Engineering and Technical	\$1,433,938	\$1,357,337	94.7%
Human Resources	\$3,852,878	\$4,494,486	116.7%
ICT and Digital Solutions	\$49,013,919	\$72,984,228	148.9%
Information and Knowledge Management	\$2,194,616	\$2,488,919	113.4%
Intelligence	\$2,076,119	\$3,234,125	155.8%
Legal and Parliamentary	\$11,736,547	\$5,717,107	48.7%
Monitoring and Audit	\$2,003,222	\$2,365,799	118.1%
Policy	\$5,328,827	\$5,718,095	107.3%
Portfolio Program and Project Management	\$38,441,251	\$24,664,374	64.2%
Science and Health	\$6,867,557	\$6,647,911	96.8%
Senior Executive	\$30,000	\$30,000	100.0%
Service Delivery	\$34,685,259	\$37,506,393	108.1%
Trades and Labour	\$2,044,060	\$1,754,133	85.8%
Total	\$527,553,088	\$542,329,195	102.8%

² Defence was unable to provide a dollar break down by job family.

Embedding the framework

Embedding the framework into agencies' internal policies, systems and processes takes time, and is key to delivering the sustained change the framework requires. Agencies were asked about steps they have taken so far to embed the framework.

Although there is more work to be done, agencies are embedding the framework, with 100% of agencies taking multiple steps to embed the framework and rebuild core capability. The most common steps agencies took were recruiting priority skills and investing in training and development.

Table 4 – Most common steps taken by agencies

Steps taken by agencies	Percentage³ of agencies that have taken this step
Recruited employees with priority skills	95.2%
Invested in training and development	93.3%
Worked with business divisions to identify the agency's core work	91.4%
Upskilled staff through guidance or standard operating procedures	88.5%
Supported staff development through mobility opportunities	84.6%
Transferred knowledge from external workers to APS employees	69.2%
Reviewed and updated procurement policies and forms	66.4%
Reviewed and updated HR policies and forms	64.4%
Internal communication to set expectations for hiring and procuring managers	64.4%
Reallocated existing APS employees to deliver core work	61.5%
Updated Budget processes to factor in the framework's principles	61.5%
Established internal reporting processes for the framework	61.5%

³ As agencies could select more than one option, percentages will not add up to 100%.

New outsourcing of core work

For 2025 reporting, agencies were asked to identify any new core work they procured that was not covered by the limited circumstances allowed under the framework.⁴ Such new outsourcing includes:

- new contracts for core work that were signed in 2024-25 and/or
- variations signed in 2024-25 that increased the value of existing core work contracts.

Reporting shows that in 2024-25, 15 agencies outsourced core work for reason not covered by the framework's 'limited circumstances'. A total of \$16,828,008 was spent on these new contracts in 2024-25, excluding Defence which was unable to report on this in 2024-25.

Table 5 - New outsourcing of core work in 2024-25 beyond the limited circumstances

Job family of new outsourcing	Amount spent 2024-25⁵
Accounting and Finance	\$1,023,455
Communications and Marketing	\$480,962
Data and Research	\$1,094,907
Human Resources	\$225,711
ICT and Digital Solutions	\$4,798,286
Policy	\$20,994
Portfolio Program and Project Management	\$1,940,571
Science and Health	\$6,859,595
Senior Executive	\$383,527
Total	\$16,828,008

⁴ More information about the framework's limited circumstances can be found at [Outsourcing \(in limited circumstances\)](#).

⁵ Excluding Defence which was unable to report on this in 2024-25.

Commitments for 2025-26

Core work

APS agencies had the opportunity to review and refine their core work for 2025-26. Agencies could describe core work as particular tasks, functions and/or job roles – whatever is most meaningful for them – and then map the core work to the relevant job family. Importantly, this does not mean all work in that job family is considered core.

To identify their agency-specific core work, agencies were asked to reflect on the type of work that should not be outsourced, bearing in mind a range of considerations including:

- integrity and managing risk/conflict of interest
- capability gaps and future needs
- legislated responsibilities, enduring functions, expected focus of future work
- stability and business continuity
- commonality with agencies doing similar work
- experiences in 2024-25.

Changes to core work

The most widespread job families for core work remained consistent with 2024-25: Accounting and Finance, Senior Executive, Legal and Parliamentary, Policy, and Service Delivery. These were identified as core work by the highest number of agencies (see **Table 6**).

In 2025-26 more agencies identified core work in the Accounting and Finance, Service Delivery, Senior Executive, Legal and Parliamentary, and Policy job families than in 2024-25. Fewer agencies identified core work in the Human Resources, Data and Research, Information and Knowledge Management, and ICT and Digital Solutions job families.

Changes to outsourcing of core work

In 2025-26, agencies were again asked to specify the job families for their core work, and identify whether any of this core work is outsourced. Reporting shows that in some job families the proportion of agencies who outsource core work has reduced since 2024-25. This includes Policy (down 13.3 percentage points), Legal and Parliamentary (down 11.6 percentage points), ICT and Digital Solutions (down 9.2 percentage points), and Portfolio, Program and Project Management (down 9.0 percentage points).

Table 6 - Number of agencies identifying core work in each job family, and number of agencies that outsource some of their core work in each job family

	2025-26		2024-25	
Job Family	Agencies with core work in this job family	Agencies that outsource some of this core work	Agencies with core work in this job family	Agencies that outsource some of this core work
Accounting and Finance	92	49	89	53
Senior Executive	87	4	78	7
Legal and Parliamentary	85	25	78	32
Policy	83	18	80	28
Service Delivery	80	32	71	33
ICT and Digital Solutions	59	43	67	55
Communications and Marketing	56	31	65	31
Portfolio Program and Project Management	55	34	65	46
Administration	53	26	65	31
Data and Research	51	32	64	40
Human Resources	51	23	68	30
Compliance and Regulation	42	15	50	21
Information and Knowledge Management	36	9	49	17
Monitoring and Audit	36	22	43	21
Intelligence	34	15	45	16
Science and Health	20	11	23	14
Engineering and Technical	11	5	19	12
Trades and Labour	5	4	10	9

Challenges to bringing core work in-house

Agencies were asked to identify expected or known challenges to bringing their core work in-house. This indicates potential barriers and identifies where agencies may need to focus their efforts over time to address these challenges in the future. Consistent with 2024-25 reporting, the most commonly anticipated challenges were difficulties recruiting to fill APS roles and the temporary need for technical and/or in demand skills.

Targets

In 2025 reporting, agencies were asked to set targets to reduce outsourcing of core work in 2025-26. When setting targets for 2025-26, agencies identified the work they would bring in-house, the relevant job family, and the expected reduction in supplier expenditure.

Of 105 agencies, 40 agencies set targets in 2025-26. A further 62 agencies said they did not set a target because they outsource little or no core work and operate in line with the framework's limited circumstances – up from 28 agencies in 2024-25. Two agencies did not set a target for another reason (see [Attachment A](#) for details), and one intelligence agency is excluded from public reporting.

Table 7 - Number of agencies setting a target in 2025-26 compared to 2024-25

Agency category	Number of agencies 2025-26	Number of agencies 2024-25
Setting a target	40	75
Not setting a target – no outsourcing of core work	13	17
Not setting a target – outsourcing of core work is minimal and in line with limited circumstances	49	11
Not setting a target – other	2	1

Targets as a dollar figure

The APS-wide target is 17% lower in 2025-26 than in 2024-25. In 2024-25 the target was \$527,553,088 and in 2025-26 the APS-wide target is \$438,934,172.

Table 8 – Collective targets set by APS agencies for 2024-25 and 2025-26

Entity	2025-26 overall target	2024-25 overall target
APS overall	\$438,934,172	\$527,553,088

The drop in target values is not unexpected, as many agencies made strong progress in 2024-25 to bring core work in-house, and a greater number of agencies now report that they outsource little or no core work. However, there is more work to be done to reduce inappropriate outsourcing of core work.

As with 2024-25, targets are not considered savings, as reductions in supplier expenditure are offset by related costs as work is brought in-house. Agencies can bring work in-house in a range of ways, including investing to build internal capability, reprioritising to redeploy existing employees, recruitment, and partnering with other agencies.

Targets by job family

More than 90% of target dollars are within 8 job families (see **Table 9** below). This excludes the \$378 million target set by Defence, which was unable to provide a dollar break down by job family. Defence's target is a mix of Accounting and Finance, Administration, and ICT and Digital Solutions job families.

Table 9 - Top 8 job families based on 2025-26 targets dollar value, excluding Defence

Job family	2025-26 target	% of overall target (excluding Defence)
ICT and Digital Solutions	\$17,049,127	28.0%
Portfolio Program and Project Management	\$11,073,530	18.2%
Accounting and Finance	\$7,912,844	13.0%
Policy	\$5,366,133	8.8%
Service Delivery	\$5,310,148	8.7%
Data and Research	\$3,587,069	5.9%
Administration	\$3,381,006	5.5%
Legal and Parliamentary	\$2,284,252	3.7%

Targets by type of external labour

As part of the reporting process, agencies were asked to break down their targets by external labour type: labour hire, contractor, consultant or outsourced service provider. Consistent with 2024-25 reporting, targets primarily focus on labour hire and contractors. Defence is listed as a separate category of external labour as it was unable to break down its target.

Table 10 - 2025-26 targets by type of external labour

External labour type	2025-26 target	% of overall target
Defence	\$378,000,000	86.1%
Contractor	\$25,522,142	5.8%
Labour hire	\$20,376,462	4.6%
Consultant	\$7,876,583	1.8%
Outsourced service provider	\$7,158,985	1.6%

Reporting on external positions

Agencies were asked to provide, where possible, the number of external positions affected by each target, on a full time equivalent (FTE) basis. They were also asked to report on FTE reductions against targets where possible. As these are non-mandatory requirements, many agencies did not provide this information. We anticipate FTE figures to be significantly under-reported. In total, 226 positions were identified in 2025-26 targets compared to 1646 in 2024-25. Importantly, any FTE reported as part of an agency's target does not equate to an increase in the agency's existing ASL estimate. Agencies need to work within their ASL estimate and in line with the Budget Process Operational Rules.

Rationale for targets

Agencies were asked to provide information about why they prioritised each target. A total of 145 targets were set across APS agencies for 2025-26, compared to 302 targets set in 2024-25. Enduring functions and capability priorities were the most common reasons for bringing core work in-house in 2025-26. This is slightly different to reporting for 2024-25, where capability priorities and the need for stability/business continuity were the most common reasons for bringing core work in-house.

Table 11 - Agencies' rationale for prioritising 2025-26 targets

Why agencies prioritised targets	Number of targets	Percentage ⁶ of targets
Enduring function	104	71.7%
Capability priority	75	51.7%
Business continuity	60	41.4%
Dollar impact	44	30.3%
Avoid conflicts of interest	13	9.0%

Next steps

Agencies are focused on delivering their targets for 2025-26 as they rebalance their workforce to bring core work in-house. Progress against these targets will be summarised in each agency's 2025-26 annual report.

⁶ Agencies were able to select more than one reason for each target, so percentages will not total 100%.

Attachment A - List of agency targets

Dollar values have been rounded. Portfolio groupings are as at 1 October 2025.

Agency	Size	2024-25 target	2024-25 progress	Target % achieved	2025-26 target
Agriculture, Fisheries and Forestry portfolio					
Australian Fisheries Management Authority	Small	\$150,000	\$150,000	100.0%	-
Australian Pesticides and Veterinary Medicines Authority	Small	\$250,000	\$0	0.0%	-
Department of Agriculture, Fisheries and Forestry	Large	\$7,492,684	\$3,723,590	49.7%	\$2,189,355
Attorney-General's portfolio					
Administrative Review Tribunal	Medium	-	-	-	-
Attorney-General's Department	Large	\$1,887,144	\$1,887,144	100.0%	\$2,187,918
Australian Human Rights Commission	Small	\$202,500	\$34,270	16.9%	-
Australian Law Reform Commission	Micro	-	-	-	-
Federal Court of Australia	Large	\$547,106	\$547,106	100.0%	-
National Anti-Corruption Commission	Small	-	-	-	-
Office of Parliamentary Counsel	Small	\$482,000	\$0	0.0%	-
Office of the Australian Information Commissioner	Small	\$950,000	\$950,000	100.0%	-
Office of the Commonwealth Director of Public Prosecutions	Medium	-	-	-	-
Office of the Commonwealth Ombudsman	Medium	\$81,867	\$0	0.0%	-
Office of the Inspector-General of Intelligence and Security	Extra small	-	-	-	-
Office of the Special Investigator	Small	-	-	-	-
Climate Change, Energy, the Environment and Water portfolio					
Bureau of Meteorology	Large	\$19,421,287	\$13,711,401	70.6%	\$3,428,000
Clean Energy Regulator	Medium	\$1,100,000	\$894,592	81.3%	\$500,000
Climate Change Authority	Extra small	-	-	-	-
Department of Climate Change, Energy, the Environment and Water	Large	\$2,125,000	\$1,796,667	84.5%	\$1,636,250
Great Barrier Reef Marine Park Authority	Medium	\$901,826	\$0	0.0%	-
Murray-Darling Basin Authority	Medium	\$764,000	\$391,580	51.3% ⁷	-
Defence portfolio					
Australian Submarine Agency	Medium	\$725,000	\$142,574	19.7%	-
Defence Housing Australia	Medium	-	-	-	-
Department of Defence	Extra large	\$308,000,000	\$308,000,000	100.0%	\$378,000,000

⁷ Agency's 2024-25 target was reported as GST inclusive. Actual progress was GST exclusive. This impacts progress %.

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Agency	Size	2024-25 target	2024-25 progress	Target % achieved	2025-26 target
Education portfolio					
Australian Research Council ⁸	Small	\$478,000	\$304,735	63.8%	-
Department of Education	Large	\$30,000	\$30,000	100.0%	-
Tertiary Education Quality and Standards Agency	Small	\$145,000	\$20,558	14.2%	-
Employment and Workplace Relations portfolio					
Asbestos and Silica Safety Eradication Agency	Micro	-	-	-	-
Australian Skills Quality Authority	Small	\$450,000	\$262,000	58.2%	-
Comcare	Medium	\$399,087	\$283,400	71.0%	\$163,636
Department of Employment and Workplace Relations	Large	-	-	-	-
Fair Work Commission	Medium	\$1,290,540	\$1,290,540	100.0%	-
Office of the Fair Work Ombudsman	Medium	\$45,000	\$33,000	73.3%	-
Safe Work Australia	Small	\$157,938	\$157,939	100.0%	-
Finance portfolio					
Australian Electoral Commission	Medium	\$1,256,209	\$749,342	59.7%	\$555,000
Department of Finance	Large	\$371,000	\$554,300	149.4%	\$4,025,000
Digital Transformation Agency	Medium	\$783,229	\$676,300	86.3% ⁹	\$169,218
Future Fund Management Agency	Medium	\$7,058,545	\$7,016,014	99.4%	\$485,939
Independent Parliamentary Expenses Authority	Extra small	\$90,000	\$27,850	30.9%	\$50,000
Parliamentary Workplace Support Service	Extra small	-	-	-	\$25,000
Services Australia	Extra large	\$9,397,263	\$2,586,154	27.5%	\$613,192
Foreign Affairs and Trade portfolio					
Australian Centre for International Agricultural Research	Extra small	\$1,466,114	\$780,075	53.2%	\$404,789
Australian Trade and Investment Commission (Austrade)	Large	-	-	-	-
Department of Foreign Affairs and Trade	Large	\$6,140,000	\$3,907,055	63.6%	\$10,079,215
Health, Disability and Ageing portfolio					
Aged Care Quality and Safety Commission	Large	\$700,000	\$557,000	79.6%	\$5,250,000
Australian Commission on Safety and Quality in Health Care	Small	\$1,626,077	\$1,861,590	114.5%	\$920,538
Australian Digital Health Agency	Medium	\$1,342,683	\$614,778	45.8%	\$500,000
Australian Institute of Health and Welfare	Medium	\$1,000,000	\$0	0.0%	-

⁸ ARC advised it is not setting a 2025-26 target because it is undertaking a once in a generation review of its administered National Competitive Grants Program.

⁹ Agency's 2024-25 target was reported as GST inclusive. Actual progress was GST exclusive. This impacts progress %.

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Agency	Size	2024-25 target	2024-25 progress	Target % achieved	2025-26 target
Australian Radiation Protection and Nuclear Safety Agency	Small	\$84,155	\$53,612	63.7%	-
Cancer Australia	Extra small	-	-	-	-
Department of Health, Disability and Ageing	Large	\$8,948,250	\$1,476,000	16.5%	\$1,649,249
Food Standards Australia New Zealand	Small	\$18,500	\$0	0.0%	-
National Blood Authority	Extra small	\$348,000	\$535,000	153.7%	-
National Disability Insurance Agency	Large	\$68,482,391	\$70,401,958	102.8%	\$4,685,476
National Health and Medical Research Council	Small	\$1,030,000	\$1,572,393	152.7%	-
National Health Funding Body	Extra small	-	-	-	-
NDIS Quality and Safeguards Commission	Medium	\$649,016	\$645,008	99.4%	-
Office of the Inspector-General of Aged Care	Extra small	-	-	-	-
Organ and Tissue Authority	Extra small	-	-	-	-
Professional Services Review	Extra small	\$86,000	\$140,000	162.8%	-
Home Affairs portfolio					
Australian Criminal Intelligence Commission	Medium	\$2,928,546	\$842,786	28.8%	\$951,489
Australian Transaction Reports and Analysis Centre	Medium	\$2,055,579	\$1,009,295	49.1%	-
Department of Home Affairs	Extra large	\$4,866,000	\$1,203,692	24.7%	\$6,834,219
National Emergency Management Agency	Medium	\$1,723,386	\$954,000	55.4%	\$2,493,000
Industry, Science and Resources portfolio					
Department of Industry, Science and Resources	Large	\$1,870,000	\$1,566,827	83.8%	\$539,281
Geoscience Australia	Medium	\$899,896	\$5,119,306	568.9%	\$300,000
IP Australia	Large	\$950,000	\$1,106,560	116.5%	-
National Offshore Petroleum Safety and Environmental Management Authority	Small	\$100,000	\$66,623	66.6%	\$115,000
Infrastructure, Transport, Regional Development, Communications, Sport and the Arts portfolio					
Australian Communications and Media Authority	Medium	\$1,370,806	\$1,412,920	103.1%	\$4,259,089
Australian National Maritime Museum	Small	\$325,260	\$149,622	46.0%	-
Australian Transport Safety Bureau	Small	-	-	-	-
Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts	Large	\$1,080,000	\$1,080,000	100.0%	-
High Speed Rail Authority	Micro	-	-	-	-
National Archives of Australia	Medium	\$829,050	\$1,163,988	140.4%	-
National Capital Authority	Extra small	\$518,002	\$634,146	122.4%	-

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Agency	Size	2024-25 target	2024-25 progress	Target % achieved	2025-26 target
National Film and Sound Archive of Australia	Small	-	-	-	-
National Library of Australia	Medium	\$240,000	\$253,530	105.6%	\$300,000
National Museum of Australia	Small	\$389,318	\$0	0.0%	\$240,000
National Portrait Gallery of Australia	Extra small	-	-	-	-
Old Parliament House	Extra small	\$20,000	\$0	0.0%	\$50,000
Sport Integrity Australia	Medium	-	-	-	-
Prime Minister and Cabinet portfolio					
Aboriginal Hostels Limited	Medium	-	-	-	-
Australian Institute of Aboriginal and Torres Strait Islander Studies	Small	\$180,563	\$139,181	77.1%	\$334,000
Australian Public Service Commission	Medium	\$635,500	\$804,744	126.6%	\$532,100
Department of the Prime Minister and Cabinet	Large	\$580,000	\$635,065	109.5%	-
National Indigenous Australians Agency	Large	\$380,000	\$380,000	100.0%	\$129,726
Torres Strait Regional Authority	Small	\$644,783	\$360,320	55.9%	\$372,933
Workplace Gender Equality Agency	Extra small	\$172,710	\$155,439	90.0%	-
Social Services portfolio					
Australian Institute of Family Studies	Small	-	-	-	-
Department of Social Services	Large	\$814,999	\$3,219,980	395.1%	\$2,442,570
Domestic, Family and Sexual Violence Commission	Micro	-	-	-	-
National Commission for Aboriginal and Torres Strait Islander Children and Young People		-	-	-	-
Treasury portfolio					
Australian Bureau of Statistics	Large	-	-	-	-
Australian Competition and Consumer Commission	Large	\$658,514	\$658,514	100.0%	-
Australian Financial Security Authority	Medium	\$493,651	\$412,857	83.6%	\$406,117
Australian Office of Financial Management	Extra small	-	-	-	-
Australian Taxation Office	Extra large	\$31,950,212	\$80,421,027	251.7%	\$500,000
Commonwealth Grants Commission	Extra small	-	-	-	-
Department of the Treasury	Large	\$290,907	\$343,562	118.1%	\$220,523
Inspector-General of Taxation and Taxation Ombudsman	Extra small	\$184,205	\$184,205	100.0%	\$396,350
Productivity Commission	Small	-	-	-	-
Royal Australian Mint	Small	\$489,087	\$610,632	124.9%	-

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Agency	Size	2024-25 target	2024-25 progress	Target % achieved	2025-26 target
Veterans' Affairs portfolio					
Australian War Memorial	Medium	\$346,575	\$71,009	20.5%	-
Department of Veterans' Affairs ¹⁰	Large	\$10,612,129	\$8,603,840	81.1%	-
APS-wide totals					
Totals (APS-wide)		\$527,553,088	\$542,329,195	102.8%	\$438,934,172

Key	Setting a 2025-26 target	Not setting a 2025-26 target – Agency reports outsourcing of core work is minimal and in line with limited circumstances	Not setting a 2025-26 target – Agency reports no outsourcing of core work	Not setting a 2025-26 target – Other reason reported by agency
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¹⁰ DVA advised it was still finalising its 2025-26 target at the time of reporting.