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Reporting workbook - APS Strategic Commissioning Framework

Instructions

This reporting workbook must be completed by agencies that employ staff under the *Public Service Act 1999* . Once complete it must be cleared by your agency's Chief Operating Officer and returned to the APSC by 12 September 2025 via SCF@apsc.gov.au.
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	Agriculture, Fisheries and Forestry
Agency	Department of Agriculture, Fisheries and Forestry
Agency abbreviation	DAFF

CLEARANCE REQUIREMENTS		**CONTACT DETAILS**	
Name of clearing officer (Chief Operating Officer)	Tess Bishop	**P:**	62723070
Date Cleared	10/09/2025	**E:**	ttess.bishop@aff.gov.au
CONTACT OFFICER		**CONTACT DETAILS**	
Contact name:	s. 22(1)(a)(ii)	**P:**	s. 22(1)(a)(ii)
Contact details:		**E:**	s. 22(1)(a)(ii) @aff.gov.au

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.

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Survey questions

Instructions

In this tab, we want to understand three things:

1. Whether your agency is setting a target for 2025-26 and if not, why not - (column A)
2. The steps you have taken to embed the Strategic Commissioning Framework in agency operations (columns B - J)
3. The steps you have taken so far to build in-house capability to deliver core work (columns K - U)

Notes

- Column A: is a mandatory question. Please select the drop down option that best aligns with your agency's approach to target setting in 2025-26
- Columns B-I: are mandatory. Agencies should answer each question with a yes or no
- Column J: If you have taken additional steps to embed the framework please mention them in this free text field
- Column K-T: are mandatory. Agencies should answer each question with a yes or no
- Column U: If you have taken additional steps to build in-house capability to deliver core work please mention them in this free text field

Background

For information on setting a target visit: https://www.apsc.gov.au/initiatives-and-programs/workforce-information/aps-strategic-commissioning-framework/resources-toolkit-strategic-commissioning-framework/targets-monitoring-and-accountability

For more information on the limited circumstances for outsourcing core work visit: https://www.apsc.gov.au/initiatives-and-programs/workforce-information/aps-strategic-commissioning-framework/resources-toolkit-strategic-commissioning-framework/outsourcing-limited-circumstances

	2. Which of these steps has your agency taken so far to embed the framework?									**3. Which of these steps has your agency taken so far to build in-house capability to deliver core work?**										
1. Is your agency setting a target in 2025-26? *(Select from options from drop down list)* *(mandatory)*	**a. Worked with business divisions to identify the agency's core work** *(yes/no)* *(mandatory)*	**b. Reviewed and updated HR policies and forms** *(yes/no)* *(mandatory)*	**c. Reviewed and updated procurement policies and forms** *(yes/no)* *(mandatory)*	**d. Updated Budget processes to factor in the framework's principles** *(yes/no)* *(mandatory)*	**e. Updated project planning processes to consider the framework's principles** *(yes/no)* *(mandatory)*	**f. Established internal reporting processes for the framework** *(yes/no)* *(mandatory)*	**g. Updated finance, procurement and/or HR systems to enable reporting** *(yes/no)* *(mandatory)*	**h. Internal communication to set expectations for hiring and procuring managers** *(yes/no)* *(non-mandatory)*	**i. Other If your agency took other steps not covered by the previous columns, please briefly describe** *(free text)* *(mandatory)*	**a. Reviewed and updated workforce plans** *(yes/no)* *(mandatory)*	**b. Recruited employees with priority skills** *(yes/no)* *(mandatory)*	**c. Reallocated existing APS employees to deliver core work** *(yes/no)* *(mandatory)*	**d. Partnered with APS agencies to deliver core work (e.g. Australian Government Consulting, ABS)** *(yes/no)* *(mandatory)*	**e. Invested in training and development** *(yes/no)* *(mandatory)*	**f. Supported staff development through mobility opportunities** *(yes/no)* *(mandatory)*	**g. Succession planning** *(yes/no)* *(mandatory)*	**h. Upskilled staff through guidance or standard operating procedures** *(yes/no)* *(mandatory)*	**i. Transferred knowledge from external workers to APS employees** *(yes/no)* *(mandatory)*	**j. Built knowledge transfer requirements into new contracts** *(yes/no)* *(mandatory)*	**Other k. If your agency took other steps not covered by the previous columns, please briefly describe** *(free text)* *(non-mandatory)*
Setting a 25-26 target	*yes*	*yes*	*yes*	*yes*	*no*	*yes*	*yes*	*yes*	N/A	*yes*	*yes*	*yes*	*yes*	*yes*	*yes*	*yes*	*yes*	*yes*	*yes*	N/A

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Report progress against Year 1 targets (2024-25)

Instructions

Your agency's targets for Year 1 (2024-25) have been pre-populated below. Please report on the extent to which targets were achieved. Explanations can be provided if targets were not fully met. If your agency did not set a target in 2024-25, please leave this tab blank.
The primary metric is actual reductions in supplier expenditure under relevant contracts. If your target included expected reductions in external positions (as FTE) please report on actual reductions in external positions also.
When setting targets in 2024, each agency was asked to document its methodology for calculating expected reductions. This should (in most cases) identify relevant contracts and any assumptions. Refer to this methodology as you calculate actual reductions as agency methodology is not reported to the APSC.

Notes

• Targets capture the total reduction in supplier expenditure as work is brought in-house, not the difference between supplier expenditure and any related employee costs. Please report actual reductions accordingly.
• Actual reductions in external positions (Column F) is non-mandatory.
• Outcome column (G) calculates automatically. % is based on actual reductions in supplier expenditure. Each target will be categorised as: exceeded, fully met (100%), substantially met (61-99% met), partially met (16-60% met), or not met (0-15% met). This categorisation will inform public reporting.
• Explanation columns (H-J) allow you to provide context for any targets not fully met. If your primary/secondary reasons are not in the drop-down list, use free text in column J. Please keep this short and high level. Do not include personal information.
For questions about Year 1 targets contact SCF@apsc.gov.au.

YEAR 1 TARGET In 2024-25, you set a target related to the following **type of core work** *(pre-populated)*	**YEAR 1 TARGET** Relevant **job family** *(pre-populated)*	**YEAR 1 TARGET** In 2024-25, you expected the following reduction in **supplier expenditure** (gst excl.) *(pre-populated)*	**YEAR 1 TARGET** In 2024-25, you expected the following reduction in **external positions** (as FTE) *(pre-populated)*	**RESULT** In 2024-25, what was the actual reduction in **supplier expenditure** for this target? *(gst excl.)* *(mandatory)*	**RESULT** In 2024-25, what was the actual reduction in **external positions** for this target (FTE)? *(non-mandatory)*	**OUTCOME** Based on $ reductions, target will be categorised as: Exceeded, fully met (100%), substantially met (61-99%), partially met (16-60%), not met (0-15%). (% will auto fill - do not change)	**EXPLANATION** **Primary reason** if target not fully met *(mandatory)*	**EXPLANATION** **Secondary reason** if target not fully met *(non-mandatory)*	**EXPLANATION** Other reason/s *(free text)* *(non-mandatory)*
Budget, Costs and Financial Analysis, Finance, Procurement and Contracting	ACCOUNTING AND FINANCE	$1,848,225		$389,503		21%	temp need while capability developed		Recruitment process and capabiilty building took longer than expected resulting in contracts running longer than expected when targets were set
Inspection	COMPLIANCE AND REGULATION	$332,730		$562,700		169%			
Data and Research, Numerical Analysis	DATA AND RESEARCH	$671,903		$78,375		12%	temp tech/indemand skills		Techincal skills continued to be required for medium term digital projects
IT Business Management, Service Delivery, Solutions Development, Solutions Implementation	ICT AND DIGITAL SOLUTIONS	$1,262,580		$203,358		16%	temp tech/indemand skills		Techincal skills continued to be required for medium term digital projects
Design, Portfolio, Program, Project	PORTFOLIO PROGRAM AND PROJECT MANAGEMENT	$1,185,935		$685,460		58%	temp need while capability developed		Techincal skills continued to be required for medium term digital projects
Animal Attendants and Trainers, Labourers	TRADES AND LABOUR	$1,161,591		$1,126,393		97%			
Customer Advice and Support, Program Delivery	SERVICE DELIVERY	$41,591		$79,434		191%			
Executive Support, General Administrative Support	ADMINISTRATION	$444,501		$362,410		82%	temp backfill awaiting recruitment		Recruitment process took longer than expected resulting in contracts running longer than expected when targets were set
Creative Design, Writing and Editing	COMMUNICATIONS AND MARKETING	$265,000		$167,946		63%	temp backfill awaiting recruitment		Recruitment process took longer than expected resulting in contracts running longer than expected when targets were set
Human Resource Operational, Human Resource Strategic	HUMAN RESOURCES	$128,856		$3,761		3%	temp backfill awaiting recruitment		Recruitment process and capabiilty building took longer than expected resulting in contracts running longer than expected when targets were set
Policy Design	POLICY	$149,772		$64,250		43%	temp backfill awaiting recruitment		Recruitment process and capabiilty building took longer than expected resulting in contracts running longer than expected when targets were set

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New outsourcing of core work in 2024-25 not covered by the limited circumstances

Instructions

The Strategic Commissioning Framework outlines limited circumstances where core work can be outsourced (see Background below). Please use this tab to report on any new outsourcing of core work in 2024-25 not covered by the limited circumstances. 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 contracts for core work.

Notes

- Column A is mandatory.
- If you answer 'no' in Column A, no further input is required on this tab. Move to next tab "4. Identify Core Work for 25-26".
- If you answer 'yes' in Column A, all columns are mandatory except Column D (job function if known).
- Column F: if you answer 'yes' in Column A, and have new outsourcing of core work (outside of the limited circumstances) in multi-year expenditure arrangements please write the core work component at Column F.
- Column G: if you answer 'yes' in Column A, include expenditure arrangements of core work for 2024-25 only. This can be a subset of what you have included at Column F or it can be a stand-alone single year arrangement in 2024-25.
- Use multiple rows if required. You can use one row per contract, or group multiple contracts for the same job family on one row. Please do not include personal information.

Background

Core work should only be outsourced in the limited circumstances 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.

For more information visit: https://www.apsc.gov.au/initiatives-and-programs/workforce-information/aps-strategic-commissioning-framework/resources-toolkit-strategic-commissioning-framework/outsourcing-limited-circumstances.

NEW OUTSOURCING **I**n 2024-25, did your agency do any new outsourcing of core work for **reasons NOT covered** by the framework's limited circumstances? (*yes/no*) *If NO, move to next tab* *(mandatory)*	**TYPE OF WORK** What type of core work was outsourced *(free text)* *(mandatory)*	**TYPE OF WORK** Relevant **job family** *(mandatory)*	**TYPE OF WORK** Main **job function** if known *(non-mandatory)*	**EXPLANATION** **Why was outsourcing necessary?** (provide reasons NOT covered by the framework's limited circumstances) *(free text)*	**DETAILS** **Value of expenditure on core work in new single-year contracts, multi-year contracts and/or contract variations from 2024-25** *(gst excl.)* *(mandatory)*	**DETAILS** **Expenditure on core work in 2024-25 only.** Including under new contracts or variations in column F *(gst excl.)* *(mandatory)*	**DETAILS** Were **knowledge transfer** clauses included in this contract? (*yes/no*) *(mandatory)*	**DETAILS** **Other steps** your agency is taking to ensure this work can be done in-house in future *(free text)* *(mandatory)*

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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 SCF@apsc.gov.au.

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)*	**Does your agency outsource any of this core work?** *(yes/no)* *(mandatory)*	**EXPECTED CHALLENGE** to bringing this work in-house: **Inability to recruit** *(yes/no)* *(mandatory)*	**EXPECTED CHALLENGE** to bringing this work in-house: **Peaks and troughs in demand** *(yes/no)* *(mandatory)*	**EXPECTED CHALLENGE** to bringing this work in-house: **Independence required** *(yes/no)* *(mandatory)*	**EXPECTED CHALLENGE** to bringing this work in-house: **Temp need for technical or in-demand skills** *(yes/no)* *(mandatory)*	**EXPECTED CHALLENGE** to bringing this work in-house: **Other** *(free text)* *(non-mandatory)*	**HOW CHALLENGING is it to bring this work in house?** *(estimate)* *(select from drop down list)* *(mandatory)*
Undertaking procurement and account system	Accounting and Finance		yes	yes	no	yes	yes		very difficult 5
Executive Support and General Administrations	Administration		yes	no	no	no	yes		neutral 3
Creative Design, Content Writing	Communications & marketing		yes	no	no	no	yes		neutral 3
Data Analysis	Data and research		yes	yes	yes	no	yes		very difficult 5
IT Service Delivery, Cloud Engineer, Cloud Architect, Solutions	ICT and digital solutions		yes	yes	yes	yes	yes		very difficult 5
Drafting legislation and provide legal support	Legal and parliamentary		yes	no	yes	no	yes	Some legal core roles are temproarily backfill only	difficult 4
APS Wide Policy Deisgn and Lesgialiation	Policy		yes	no	yes	no	yes		difficult 4
Projection, Project Management	Portfolio, program and project management		yes	no	yes	no	yes		difficult 4
Scientist	Science and health		yes	no	no	no	yes		neutral 3
Program Delivery, Customer Service Delivery	Service delivery		yes	no	no	no	yes		neutral 3

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Set target/s for Year 2 (2025-26)

Instructions

Each agency must set a target for the core work it intends to bring in-house in Year 2 (2025-26).
Agencies can set one target or many. Use multiple rows if you have targets in more than one job family. The work in your targets will generally be a sub-set of the core work you identifed on tab "3. Identify Core Work for 25-26".
If your agency does not outsource any core work, or your outsourcing of core work is minimal and aligns with the limited circumstances in the framework, you may not need to set a target. If so, leave this tab blank.

Notes

Please provide the following information for each target.
• In Column A, report the type of work you plan to bring in-house (can be a description of key tasks, functions or job roles). Please do not include personal information.
• In Columns B-C, select the relevant job family (and if possible the main job function) from the drop down menus.
• In Columns D-G, report the expected reductions in supplier expenditure ($ excl GST) as this work is brought in-house. If possible, also provide the expected reduction in external positions (as FTE) at Column H.
• In Columns I-N, report your agency's reasons for prioritising this type of work in 2025-26. The drop down menu options relate to the factors agencies should consider when identifying core work.
Targets should capture the total reduction in supplier expenditure as work is brought in-house, not the difference between supplier expenditure and any related employee costs.
Please document the methodology your agency used to estimate reductions in supplier expenditure for your targets, including any assumptions and relevant contracts. This will depend on current outsourcing arrangements and the changes the agency intends to make. Your methodology does not need to be reported to the APSC but should be kept as an internal record, in order to replicate the approach when it comes time to assess actual reductions at end of financial year. See guidance on maintaining records: https://www.apsc.gov.au/initiatives-and-programs/workforce-information/aps-strategic-commissioning-framework/resources-toolkit-strategic-commissioning-framework/targets-and-reporting#maintaining-records

Background

For more information on setting targets visit: https://www.apsc.gov.au/initiatives-and-programs/workforce-information/aps-strategic-commissioning-framework/resources-toolkit-strategic-commissioning-framework/targets-monitoring-and-accountability
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.

YEAR 2 TARGET TYPE OF WORK **Describe the core work** you will bring in-house in 2025-26 *(free text)* *(non-mandatory)*	**YEAR 2 TARGET TYPE OF WORK** Relevant **job family** *(mandatory)*	**YEAR 2 TARGET TYPE OF WORK** Main job function *(non-mandatory)*	**YEAR 2 TARGET** Expected reduction in **labour hire expenditure** in 2025-26 *($ gst excl.)* *(mandatory – [where/if applicable])*	**YEAR 2 TARGET** Expected reduction in **contractor expenditure** in 2025-26 *($ gst excl.)* *(mandatory – [where/if applicable])*	**YEAR 2 TARGET** Expected reduction in **consultant expenditure** in 2025-26 *($ gst excl.)* *(mandatory – [where/if applicable])*	**YEAR 2 TARGET** Expected reduction in **outsourced service provider expenditure** in 2025-26 *($ gst excl.)* *(mandatory – [where/if applicable])*	**YEAR 2 TARGET** Expected reduction in **external positions** (FTE) *(where known)*	**REASON FOR PRIORITISING Material dollar impact** *(yes/no)* *(mandatory)*	**REASON FOR PRIORITISING Avoiding conflict of interest risk** *(yes/no)* *(mandatory)*	**REASON FOR PRIORITISING Capability priority** *(yes/no)* *(mandatory)*	**REASON FOR PRIORITISING Enduring function** *(yes/no)* *(mandatory)*	**REASON FOR PRIORITISING Business continuity** *(yes/no)* *(mandatory)*	**REASON FOR PRIORITISING Other** *(free text)* *(non-mandatory)*
Procurement and Contract Management, Finance Manager	Accounting and Finance		$ 300,914.89				4.0	no	no	yes	yes	*no*	Develop internal capabilities
Executives Support	Administration		$ -				1.0	no	no	no	yes	*no*	Engagement was for temprorary backfill while recruitment underway. Contract is expected to be completed with work transitioned back to APS Staff upon bulk round outcome.
Communication and Engagement Specialist	Communications & marketing		$ -				1.0	no	no	no	yes	no	Engagement was for temprorary backfill. Contract is expected to be completed with no further external enegagement projected. Work is to be transitioned back into existing teams.
Business Analyst and Data Analyst	Data and research		$ 264,155.98				5.0	no	no	no	yes	no	Surge recruit, role is not turn into enduring function and hence bringing in house
Service Delivery, Test Analyst, App Developer, Develivery Manager	ICT and digital solutions		$ 973,032.50				14.0	no	no	no	yes	no	Attempt to recruit to develop APS capabilities
Draft Legislation	Legal and parliamentary		$ 389,314.56				5.0	no	no	no	yes	no	Initial on a temproary specialist position. The increased workloads suggest it's now a enduring function, thus bringing capabilities in house
Policy Development	Policy		$ 261,936.61				4.0	no	no	no	yes	no	Recruitment underway to build internal capabilities
Asset Management Specialist	Portfolio, program and project management		$ -				3.0	no	no	no	yes	no	Engagement was for temprorary backfill. Contract is expected to be completed with no further external enegagement projected. Work is to be transitioned back into existing teams.