

Strategic Commissioning Framework

The Strategic Commissioning Framework is part of the Australian Government's commitment to reduce inappropriate outsourcing and strengthen the capability of the Australian Public Service (APS). The framework's focus is on reducing outsourcing of core work. As such, under the framework APS employees will increasingly deliver the core work of the APS as outsourcing is reduced.

Defining Core Work

For the purposes of reporting, the Office defines its core work from the following APS Job Family.

APS Job Family	APS Job Function	APS Job Role	Description (typical tasks performed)
Service Delivery	Customer Advice and Support	Objections and Complaints Resolution Officer	Objections and Complaints Resolution professionals respond to personal, written and telephone inquiries and complaints about the organisation's goods and services, provide information and refer people to other sources.

Target Statement

Since the 2022-23 financial year, the Office has been reducing its reliance on outsourcing of core work for the Service Delivery Job Family. Use of labour hire in the delivery of our core functions is as a tool to position the Office to deliver on these core functions. Factors such as terminating measures, lack of Budget certainty for the short-term extension of terminating measures and recruitment challenges in sourcing and retaining frontline staff have driven the use of labour hire staff to ensure we can continue to deliver our complaint handling services. In 2023-24, the Office reported that 10% of the Service Delivery Job Family was sourced from a contractor workforce. In 2024-25 the Office will continue its commitment to this strategy, setting a target of not exceeding 5% of outsourced labour hire for the Service Delivery workforce. This will have an expected reduction of \$81,867 in outsourcing expenditure.

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Our 2025–27 Diversity, Inclusion and Belonging Strategy will be launched in 2025–26, reflecting our continued commitment to progressing the diversity and inclusiveness of the Office. Considering diverse perspectives in all aspects of our work enhances our culture of respect, assist our workforce to connect with our diverse clients and stakeholders, and supports employee engagement.

Reconciliation Action Plan

On 20 March 2025, coinciding with National Close the Gap Day, the Office launched its [Innovate Reconciliation Action Plan \(RAP\) 2025–2027](#). The Innovate RAP sets out our vision to support First Nations peoples whether they are utilising our services or employed by the Office.

This year we will implement a range of RAP actions while continuing to build on those already commenced. The forward year activities include, but are not limited to:

- improving employment outcomes by increasing First Nations recruitment, retention, and professional development
- improving the cultural safety and accessibility of our services for First Nations peoples
- establishing and maintaining relationships with First Nations stakeholders and organisations.

The Innovate RAP is a 2-year program. In 2026–27, we will continue our reconciliation journey by implementing our RAP actions and continuing to engage with the wider community.

Strategic Commissioning Framework

The Strategic Commissioning Framework is focused on reducing the outsourcing of core work and sets clear expectations that most roles and functions will be delivered by APS employees.

Defining core work

For the purposes of reporting, the Office defines its core work from the following APS Job Family.

APS Job Family	APS Job Function	APS Job Role	Description
Service Delivery	Customer Support and Advice	Objections and Complaints Resolution Officer	Objections and Complaints Resolution professionals respond to personal, written and telephone inquiries and complaints about an organisation's goods and services, provide information and refer people to other sources.

Target statement

In the 2024–25 financial year, the percentage of labour hire workforce within the Service Delivery job family was 11%. This exceeds the Office's 2024–25 target of not exceeding 5% of the outsourced labour for the Service Delivery workforce. Contractors were required to supplement the workforce while recruitment activities were underway, and also assisted with peak workload demands.