



Federal Court of Australia Listed Entity

Corporate Plan 2025–2026

Covering the reporting period 2025–26 to 2028–29

Supporting the operations of the Federal Court of Australia, the Federal Circuit and Family Court of Australia (Division 1), the Federal Circuit and Family Court of Australia (Division 2) and the National Native Title Tribunal.



**FEDERAL COURT
OF AUSTRALIA**



**FEDERAL CIRCUIT AND
FAMILY COURT OF AUSTRALIA**
DIVISION 1 | DIVISION 2



**National
Native Title
Tribunal**

© Commonwealth of Australia 2025

ISSN 2982-1185

The content of this document is licensed under the [Creative Commons – Attribution 4.0 International – CC BY 4.0](#) with the exception of the Commonwealth Coat of Arms, the Court and Tribunal logos and Images. Material used must be attributed: © Commonwealth of Australia (Federal Court of Australia) 2025.

Use of the Coat of Arms

The terms under which the Coat of Arms can be used can be found at: www.pmc.gov.au/honours-and-symbols/commonwealth-coat-arms

Contact details

National Communication

P: [\(02\) 6113 9470](tel:(02)61139470)

E: communication@fedcourt.gov.au

W: www.fedcourt.gov.au

Acknowledgment of Country

We acknowledge Aboriginal and Torres Strait Islander peoples as the Traditional Custodians of the land and acknowledge and pay respect to their Elders, past and present.



Contents

Acknowledgment of Country	3
Introduction	5
Statement of preparation	7
Operating context	8
Capability	11
Cooperation	14
Risk oversight and management	17
Program 1.1: Federal Court of Australia	23
Program 1.1 (cont'd): Native Title Tribunal	28
Program 2.1: FCFCOA (Division 1)	32
Program 3.1: FCFCOA (Division 2)	39
Program 4.1: Commonwealth Courts Corporate Services	48
Program 4.2: Commonwealth Courts Registry Services	56
List of requirements	64

Introduction

The 'Federal Court of Australia Listed Entity' (**the Listed Entity**) refers to a group of persons who hold non-judicial positions in three separate courts, one tribunal and shared corporate and registry services¹.



This group of persons includes:

- the CEO and Principal Registrar of the Federal Court of Australia (**FCA**), and certain officers of that Court and staff of its Registries²
- the CEO and Principal Registrar of the Federal Circuit and Family Court of Australia (Division 1) (**FCFCOA (Division 1)**), certain officers of that Court and the staff of its Registries³
- certain officers of the Federal Circuit and Family Court of Australia (Division 2) (**FCFCOA (Division 2)**) and the staff of its Registries⁴, and
- the Native Title Registrar, the Deputy Registrars of the National Native Title Tribunal (Native Title Tribunal), certain staff assisting the **Native Title Tribunal** and certain consultants⁵.

The judicial officers of each Court, and the President of the Native Title Tribunal, are not part of the Listed Entity.

The accountable authority of the Listed Entity is the CEO and Principal Registrar of FCA⁶. Section 35 of the *Public Governance, Performance and Accountability Act 2013* (Cth) (**PGPA Act**) requires the accountable authority to prepare a corporate plan for the Listed Entity, with that plan to include matters prescribed by rule 16E of the *Public Governance, Performance and Accountability Rule 2014* (Cth).

This corporate plan sits within a broader planning framework, modelled on the Commonwealth Performance Framework. It includes:

- Portfolio Budget Statements (in March 2025). These documents outline the Listed Entity's proposed allocation of funds to achieve our stated outcomes. They describe the planned key activities to be undertaken in respect of each of the five budget programs, and describe the measures used to assess performance
- a Corporate Plan (to be published in August 2025). This document is a non-financial strategic planning document, and

- an Annual Performance Statement (to be published in October 2026). This document is produced at the end of the reporting cycle and provides an assessment of how the Listed Entity performed against key activities and performance measures. It includes results against planned performance in both the Portfolio Budget Statements and the Corporate Plan. The Annual Performance Statement is included in the Listed Entity's annual report.

This Corporate Plan principally addresses how the group of people comprising the Listed Entity support the work of the Courts and the Native Title Tribunal through the provision of corporate and registry services. The plan outlines how officers and staff will undertake key activities to support the Courts and the Native Title Tribunal, and how the Listed Entity's performance will be measured.

The purposes and key activities of the FCA, the FCFCOA (Division 1), the FCFCOA (Division 2), the Native Title Tribunal, Corporate Services and Court & Tribunal Services are outlined in their respective reports of the specific programs.

This Corporate Plan will be reviewed each year, allowing us to continue to refine and adapt our efforts and ensure we achieve our objectives.

Statement of preparation

I, Sia Lagos, as the accountable authority of the Federal Court of Australia Listed Entity, present the *Federal Court of Australia Listed Entity Corporate Plan 2025–26*, which covers the period 2025–26 to 2028–29, as required under section 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (Cth).



A handwritten signature in black ink, appearing to read 'Sia Lagos'.

Sia Lagos
Chief Executive Officer and Principal Registrar
Federal Court of Australia Listed Entity

13 August 2025

Operating context

This section describes the Listed Entity's operating context, including the environment, key capabilities, cooperative relationships, risk oversight and management strategies over the period 2025–26 to 2028–29.



Environment

This section describes the Listed Entity's operating context, including the environment, key capabilities, cooperative relationships, risk oversight and management strategies over the period 2025–26 to 2028–29.

The main environmental drivers affecting the Listed Entity are government policy and legislative change, technological advancements, and social and economic factors.

Government policy and legislative change

Government policies and legislative changes can significantly impact the jurisdiction, workload and operating environments of the Courts and the Native Title Tribunal. The existing legislative factors over the period of this plan are outlined below.

Federal Court of Australia

In the 2024–25 Federal Budget the Federal Government allocated \$43.1 million over four years, plus \$3.6 million per year ongoing, specifically to improve justice outcomes for First Nations people through the 'Enhancing First Nations Justice Policy Outcomes' measure. The FCA received funding through this measure to support the digitisation of the FCA's case records in the Native Title practice area and to enable new initiatives to support the case management, mediation and determination of native title proceedings in a way that emphasises traditional owner led agreements, including through more on country work.

Funding was also received in the 2024–25 Federal Budget through the 'Extremely High Migration Backlogs' measure. The purpose of the funding, which was provided to the FCA and other agencies, is to clear backlogs across the full migration system. The measure includes funding for additional judges and staff to support the work of the migration practice area in recognition of the flow on effect that the Federal Government's policy to clear the backlog will have on the workload of the FCA.

Following Royal Assent of the *Attorney-General's Portfolio Miscellaneous Measures Act 2024* (Cth) in

June 2024, the FCA's jurisdiction to hear a wide range of indictable criminal offences was expanded. The Court now has jurisdiction to hear and determine a range of indictable criminal offences contained in the *Corporations Act 2001* (Cth), *Australian Securities and Investments Commission Act 2001* (Cth), *National Consumer Credit Protection Act 2009* (Cth), and *Superannuation Industry (Supervision) Act 1993* (Cth). Furthermore, the Court also has jurisdiction in relation to various indictable offences contained in the Criminal Code (Cth).

Relevant to the workload of the FCA, and also that of the FCFCOA (Division 2), the Administrative Review Tribunal commenced under the *Administrative Review Tribunal Act 2024* on 14 October 2024, replacing the Administrative Appeals Tribunal.

Federal Circuit and Family Court of Australia (Division 1) and the Federal Circuit and Family Court of Australia (Division 2)

The FCFCOA (Division 2) also received funding to support the migration caseload as part of the 2024–25 Federal Budget. The funding included additional judges and support staff, including dedicated staff to assist with the handling of interpreter requests and referrals to pro-bono legal assistance. The measure also included funding for purpose-built court facilities.

On 1 January 2025, the Commonwealth government provided additional funding to enable the FCFCOA (Division 1) and FCFCOA (Division 2) to continue implementation and expansion of the National Strategic Framework for Information Sharing between the family law and family violence and child protection systems to cover property matters.

There have also been a number of amendments to the *Family Law Act 1975* (Cth) impacting the work of the Courts.

The first tranche of amendments followed the commencement of the *Family Law Amendment Act 2023* (Cth) saw a first tranche of amendments in May 2024, with several significant changes particularly in relation to the framework for parenting cases. The amendments include new laws about what the Courts must consider when determining what is in the child's best interests; changes to the law about parenting arrangements,

which include removing the presumption of equal shared responsibility; simpler compliance and enforcement provisions for child-related orders; and new powers for the Courts to prevent harmful litigation.

On 10 June 2025, the commencement of the *Family Law Amendment Act 2024* (Cth) saw a second tranche of amendments to the *Family Law Act 1975* (Cth), including significant changes to the framework for resolving property and financial matters, including identifying how the financial impacts of family violence may be considered in property settlements.

The work to prepare for and implement these changes includes updating relevant Court Rules, forms and practice directions, and IT system changes and staff training, together with the delivery of communications and external education.

Technological advancements

In an increasingly complex and fast changing digital landscape, an agile and responsive approach is necessary to effectively support the Courts and the Native Title Tribunal's evolving priorities.

The key technological factors affecting the Courts and the Native Title Tribunal are operational efficiency, including using technology to streamline case management processes, decommissioning legacy systems, maximising the value of our data assets and ensuring systems are secure and compliant in the face of emerging cyber security threats.

The systems are relied upon by not just the judicial officers and members of the Listed Entity, but also the Courts and Native Title Tribunal's users – the Australian community.

There is an increasing reliance on efficient, secure and contemporary digital services which drives our commitment to providing systems that can continue to adapt in line with emerging demands and opportunities. Secure services built on robust platforms are essential to this objective, while accurate and flexible tools ensure that we are well-placed to safely control opportunities presented by Artificial Intelligence with carefully managed and explainable guardrails in place.

Our data and digital services are critical to judicial officers and members of the Listed Entity in supporting their important work, along with the Australian community who rely on our suite of online tools to engage with the Courts and the Native Title Tribunal. We are supporting the ongoing enhancement of these services through the Listed Entity's digital modernisation program, with considered strategic investment in services that support our ongoing mission to remain at the forefront of innovative digital solutions.

Social expectations and demographic changes

With a growing and increasingly diverse population, there is an increasing demand for accessible and culturally safe services. The Listed Entity is responsive to such changes including through a focus on tailored communication, procedural support and simplified processes.

Community awareness of family, domestic and sexual violence continues to increase. The FCFCOA (Division 1) and FCFCOA (Division 2), supported by the Listed Entity, is committed to proactively contributing to the national reform agenda in the National Plan to End Violence against Women and Children 2022–2032 and its Action Plans, including through safety initiatives.

Economic pressures and equity impacts

Cost-of-living pressures and regional service gaps impact court users' ability to attend hearings and engage legal representation, including among Aboriginal and Torres Strait Islander peoples, migrant and refugee communities, and women escaping violence. The Listed Entity is committed to responsive and accessible services, including through technological improvements.

Increased reliance on digital access, while improving efficiency and regional access, can exacerbate digital exclusion for some users, including those who may lack safe or reliable access to technology. The Listed Entity continues to explore opportunities for integrated services and safety-enhancing facilities.

Capability

The Listed Entity's success in achieving its goals over the next four years relies on continually evolving and leveraging its core capabilities through information technology (IT), our people and workforce capability planning, and investment in infrastructure.



Information and communication technology

Our investment in information technology capability is guided by Corporate Services' strategic priority to deliver innovative, secure and integrated data and digital solutions.

Over the four years of this plan, we will:

- Improve service delivery through aligned digital platforms that are efficient, easy to use and tailored to the needs of the Courts and the Native Title Tribunal and their users.
- Invest in modern, robust platforms including the continued migration to cloud services that allow us to innovate and simplify our systems, and to leverage emerging technologies safely and securely.
- Continue building our internal IT workforce and align IT strategies to whole-of-government initiatives and standards.
- Strengthen cybersecurity protections to mitigate risks from current and emerging threats.
- Standardise systems and processes to allow us to rapidly respond to changes to organisational needs.
- Ensure close strategic alignment between digital investments, to maximise value and reusability of services.

People

Our investment in our people is guided by Corporate Services' strategic priority to ensure we have valued, capable and empowered people.

The Listed Entity's people are critical to enabling the Courts and the Native Title Tribunal to perform their functions effectively. We appreciate that our people underpin our success and cultivating an engaged and diverse workforce with a rich blend of skills and life experiences is instrumental in supporting the Courts and the Native Title Tribunal to deliver on their stated purpose and fulfil their goals and objectives.

To deliver on this commitment over the four years of this plan, we will:

- Commit to cultivating a workplace where employees feel valued, safe, and empowered to reach their full potential.
- Invest in our people and leaders to deliver the best outcomes and support a strong, respectful and inclusive organisational culture.
- Implement and maintain a dynamic workforce planning model that attracts and retains diverse talent, establishes career pathways, and provides development opportunities for all employees.
- Improve awareness and access to health and wellbeing resources, ensuring our workforce is productive, resilient, and safe.
- Enhance diversity awareness and promote inclusiveness through diverse hiring practices, cultural competency training and the establishment of employee networks and diversity champions.
- Recognise and celebrate the achievements and milestones of our employees, instilling a sense of purpose and commitment to deliver government outcomes.
- Commit to reconciliation through a refresh of the Listed Entity's Reconciliation Action Plan (RAP), focusing on relationships, respect, and opportunities.

The Listed Entity is committed to proactively contributing towards achieving the priority reforms articulated in the National Agreement on Closing the Gap. This includes supporting the Courts and the Native Title Tribunal in the development and implementation of further

Reconciliation Action Plans, the continued development and delivery of tailored cultural learning, cultural safety and cultural competency training and education for Judges and staff and continued community engagement and consultation to ensure that policies and initiatives are appropriately co-designed and culturally responsive to the needs of communities.

Workforce capability

The Strategic Commissioning Framework is part of the Government's commitment to reduce inappropriate outsourcing, strengthening the capability of the APS and reducing outsourcing of core work.

Under the framework APS employees will increasingly deliver the core work of the APS.

In 2025–26, the Listed Entity will focus on continuing to reduce outsourcing of core work in accordance with the APS Strategic Commissioning Framework and our internal targets. In 2024–25, we met our target of reducing outsourcing of Human Resources, IT and Procurement work by 5.5 full time equivalent employees. Our continued commitment to the APS Strategic Commissioning Framework will support the Listed Entity in building internal capability and facilitate development opportunities for our current workforce.

Infrastructure

Our investment in infrastructure is guided by the Corporate Services' strategic priority to ensure that the facilities of the Courts and Native Title Tribunal are safe, secure, fit-for-purpose and accessible.

To deliver on this commitment over the four years of this plan, we will:

- Develop a strategic property plan for facilities maintenance and future tenancy requirements.
- Deliver major property projects, including additional migration capacity and associated works.
- Optimise workspaces to suit contemporary work practices.
- Update onsite and personal security arrangements for judges, staff and court users.

Cooperation

Cooperative relationships are essential to help achieve the Listed Entity's purpose and deliver key initiatives and performance measures. Successful engagement and collaboration contribute to more effective connections of services, better cooperation and sharing of information and improved service delivery.



The Listed Entity engages with a broad range of stakeholders, including the legal profession, Government departments and agencies, other courts, non-Government organisations, academia and community groups to build partnerships to promote access to justice, early engagement with products and services and more effective information to assist the Courts and the Native Title Tribunal's users.

For the Courts, stakeholder relationships are managed either by the Chief Justice, Chief Judge, judges and the respective CEO and Principal Registrar on behalf of the Chief Justice and Chief Judge. For the Native Title Tribunal, stakeholder relationships are managed by the President and Native Title Registrar.

The Listed Entity supports the Courts and Native Title Tribunal by facilitating seminars, workshops other events through the provision of Court facilities. These facilities are made available for many events for the legal community, including lectures, seminars, and ceremonies. The Courts also host visiting delegations from overseas courts who are interested in learning more about the Courts' operations.

The Marshal and Sheriff of the Courts and Director Security of the Listed Entity works closely with the Australian Federal Police and state and territory police. This is particularly important in the execution of orders originating from family law matters such as the recovery of children, the arrest of persons and the prevention of persons, including children, leaving Australia. The Marshal and Sheriff also works closely with these services to ensure that information relevant to the safety and security of the Courts and Native Title Tribunal staff and the community, is available at the appropriate time. In addition, the Marshal and Sheriff works with the Commonwealth's domestic security service on developing concerns regarding the Courts' and Native Title Tribunal's security. The Marshal and Sheriff also maintain close and cooperative relationships with the Sheriffs of each State and Territory, to facilitate service and execute civil property, search and seize orders.

The Native Title Tribunal is finalising its strategic engagement strategy to prioritise and manage its relationships with internal and external stakeholders. External stakeholders include Native Title parties and determined Native Title holders, Commonwealth agencies in the Native Title sector, representative

bodies, industry bodies, state departments involved in resources and land use, local councils, and Prescribed Bodies Corporate.

The Registrars, Court Child Experts and other staff of the FCFCOA (Division 1) and FCFCOA (Division 2) continue to regularly engage with numerous external groups such as local family law pathways networks, legal aid, bar associations and law societies, local practitioners and practitioners' associations, community legal centres, family relationship centres, community organisations and support groups, child protection agencies, family violence committees and organisations, state courts, universities and police services.

To support the commitment of FCFCOA (Division 1) and FCFCOA (Division 2), in providing access to justice that is inclusive, trauma-informed and responsive to the needs of diverse communities, several specialist roles have been established to enhance engagement with priority cohorts. The Director – Family Violence and Director – Access, Equity and Inclusion continues to facilitate targeted consultations with organisations, including those representing victim-survivors of family and sexual violence, people with disability or neurodiversity, LGBTIQ+ communities, children and young people, and people experiencing socioeconomic disadvantage or living in regional, rural or remote areas. Insights gathered through these consultations will continue to inform initiatives focused on improving safety, accessibility and user experience.

FCFCOA (Division 1) and FCFCOA (Division 2) also continue to grow and support the work of Indigenous Family Liaison Officers, who play a vital role in building trust and fostering culturally safe engagement with Aboriginal and Torres Strait Islander communities. These officers assist families to navigate the court system and contribute to the development of access to justice initiatives that reflect the values and needs of First Nations peoples.

Further strengthening the consultation and engagement efforts of FCFCOA (Division 1) and FCFCOA (Division 2), a Director – Cultural Liaison Officers and a national team of Cultural Liaison Officers are significantly expanding the Courts' engagement with culturally and racially marginalised communities. The team have facilitated targeted consultations with multicultural community organisations, legal and social support providers, and

relevant peak bodies. This engagement is informing practical improvements to interpreter coordination, community outreach and service design, ensuring that court processes are more culturally responsive, inclusive and accessible for people from diverse linguistic and cultural backgrounds.

The Listed Entity will support the FCFCOA (Division 1) and FCFCOA (Division 2) to continue to focus on the development of tailored responses and initiatives for priority cohorts facing barriers to accessing justice, including through the expansion of the Indigenous Family Liaison Officer and Cultural Liaison Officer cohorts to assist in achieving these important aims.

Risk oversight and management

Risk management in the Listed Entity identifies and addresses the uncertainty in achieving our purpose. The objective of risk management is to identify potential areas of risk and develop appropriate risk mitigation strategies, thereby enhancing our ability to respond to the Courts and Native Title Tribunal requirements, Australian Government policy and legislative change, and to assist in providing the public with the efficient and effective delivery of justice.



Success depends upon developing our people, strengthening and adapting systems, and forging strong relationships with stakeholders. By carefully applying appropriate risk management principles we will maximise the efficiency and effectiveness of planning and decision-making, managing uncertainty and the effective use of resources to achieve the desired outcomes.

The Listed Entity's Risk Management Framework and Plan, developed in accordance with the methodology set out in Commonwealth Risk Management Policy 2014 and the Australian/New Zealand Risk Management Standard (AS/NZS ISO 31000:2018), provides a structured and systematic approach to defining potential threats, measuring their impact and determining appropriate actions. The risk management framework supports the identification, analysis, assessment, treatment, monitoring, and review of all strategic, financial, reputational, personnel, political and operational risks.

The Listed Entity's risk framework is designed to:

- ensure risk management supports the purposes prescribed in legislation.
- support a culture which encourages people to report incidents and take ownership of problems.
- ensure risk management awareness is embedded in all activities; positively contributing to better outcomes.
- ensure relevant stakeholders are consulted to enable the broadest consideration of risk.
- identify and manage entity-wide strategic risks and program or project-specific risks.
- promote sharing of risk information and experiences within the Listed Entity and across the Australian Government Community of Practices to develop more consistent approaches to managing risk.
- align with the PGPA Act and the Australian Government's expectations as detailed in the Commonwealth Risk Management Policy.

Risk management priorities

The Listed Entity's risk management priorities are established based on seven broad risk categories:

1. Human Resources – risks that affect staffs' ethical behaviour, including integrity of decisions, processes and information, or those that affect the work, health and safety and wellbeing of our personnel, including psychosocial risks.
2. Compliance and Statutory – risks that affect integrity and accountability resulting in potential legislative non-compliance and/or reputational damage.
3. Financial – risks that result in potential impacts on financial sustainability.
4. Information Technology Systems – risks that affect information systems and potential impact on program delivery and court operations.
5. Cyber Security – risks of cyber intrusion or data breach resulting in potential harm, loss or disruption to Courts' and Native Title Tribunal's operations
6. Service Delivery – risks affecting ability to deliver services and programs in line with Corporate Plan and/or stakeholder expectations resulting in program delays and reputation impact.
7. Physical Security – risks affecting protective security which undermines the confidence of stakeholders, government and the public.
8. Delivery – risks affecting effective delivery of strategic capital projects impacting operations of the Court and Native Title Tribunals resulting in a loss of stakeholder confidence.

Oversight

The Audit and Risk Committee is established in accordance with section 45 of the PGPA Act and provides specific functions to assist with meeting the Accountable Authority obligations.

The functions of the committee are to:

- provide independent assurance on the effectiveness of the Listed Entity's Risk Management Framework.
- review compliance with the Listed Entity's Risk Management Policy and monitor and understand the potential impact of emerging risks on the Listed Entity's ability to achieve its objectives.
- monitor the implementation of the Listed Entity's Risk Management Plan.
- review compliance with finance law, including financial and performance reporting, risk reports periodically (quarterly and annual reports), and the internal control programs advising whether key controls are appropriate and are operating effectively.
- provide assurance that the Listed Entity has well-designed business continuity and IT disaster recovery arrangements in place and that these are tested periodically.

The Governance and Risk Planning Committee (GRPC) was established in 2024, superseding the Enterprise Risk Management Committee (ERMC). The GRPC has oversight of the implementation and operation of the Listed Entity Risk Management Plan and is accountable to and supports the Accountable Authority by making recommendations concerning:

- the Listed Entity Risk Management Framework including the policy and plan.
- the Accountable Authority's Enterprise Risk Appetite Statement.
- the Enterprise Wide Risk Register.
- risk treatment strategies and action plans.

Additionally, the Integrity Uplift Committee (IUC) was established to promote and oversee the implementation of integrity awareness within the Listed Entity. The IUC is primarily tasked with ensuring that integrity, transparency and accountability remain fundamental to the Courts' and the Native Title Tribunal's operations and culture, in alignment with the National Anti-Corruption Commission (NACC) guidelines and Listed Entity's ethical standards.

Risk management oversight, together with broader responsibility for governance and compliance matters is overseen by the Governance, Risk and Compliance area within Corporate Services.

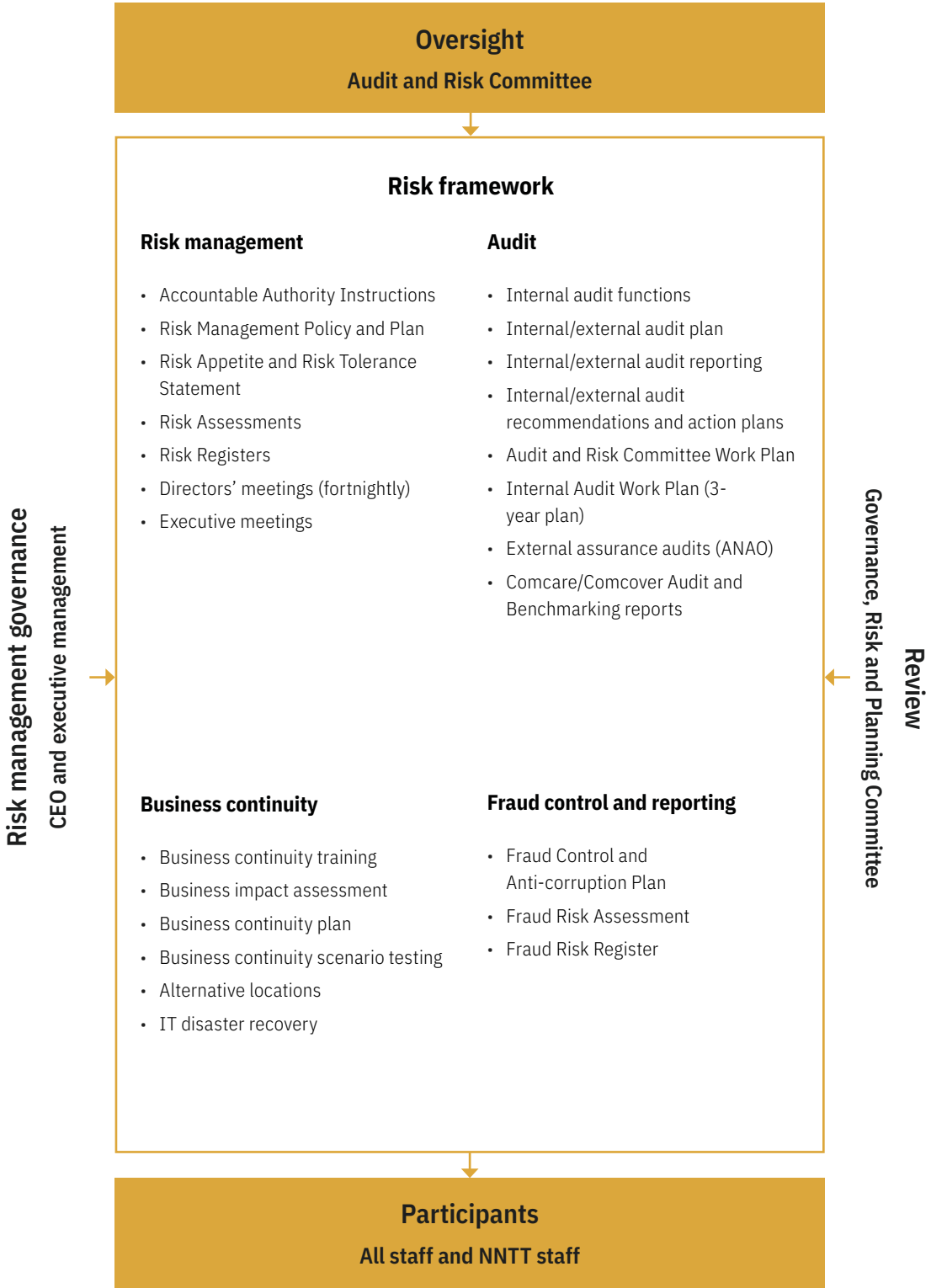


Figure 1. Federal Court Listed Entity risk management structure.

Risks	Area of risk	Risk description	Mitigation strategy
People	Human Resources and Employee Work Health and Safety (WHS) and wellbeing	Failure to safeguard employees from workplace risks and the inability to adequately resource programs and retain staff.	<ul style="list-style-type: none"> • WHS policies and procedures. • Qualified staff to manage psychosocial risks and WHS consultative committees. • Regular communications and consultation with staff. • Upskilling staff or re-deploy workforce. • Periodic review of issues arising. • Monitoring turnover rates at all levels. • Enhanced recruitment capability to target skilled/experienced staff.
Security	Cyber security and physical security	Failure to safeguard against cyber intrusion, data breach, and protective security.	<ul style="list-style-type: none"> • Cyber Security Operations Centre to centrally manage the detection and response to incidents. • Information security policies, procedures and plans. • Dedicated security resources including contracted security services (guards). • Entity wide Security Framework, policy, plan and procedures. • Fit-for-purpose facilities including layered security zones with access control.
Delivery	Service and project delivery	Inability to deliver services, programs and/or capital projects.	<ul style="list-style-type: none"> • Accountable Authority Instructions, internal audit, policies, procedures and budget. • Corporate and strategic planning. • Workforce planning. • Executive Committee. • Budget management. • Key personnel appointments. • Project management. • Adequate planning and forecasting of required resourcing for property operations. Measure against budget, scope, program, performance standards and report to the Project Governance Committee.

Risks	Area of risk	Risk description	Mitigation strategy
Finance	Financial security	Failure to maintain sufficient funding levels resulting in a potential impact on financial sustainability.	<ul style="list-style-type: none"> • Robust budgeting and disciplined financial management practices. • Ongoing communication/ consultation with key stakeholders particularly Minister, Attorney General's Department, Department of Finance and other key government agencies. • Capital Investment Committee. • Re-evaluation and reprioritisation of services/functions in line with funding availability.
IT	IT systems	Failure of IT systems resulting in potential impact on program delivery and court operations.	<ul style="list-style-type: none"> • Digital Court Program underway to align case management systems across the Courts. • Remediation plan to replace obsolete legacy IT systems. • Upgrading IT infrastructure. • Continuously monitor all systems for availability or potential intrusions.
Legislation	Legislative compliance	Failure to comply with legislative requirements	<ul style="list-style-type: none"> • Executive meetings and Governance and Risk Planning Committee. • Environmental scan to determine requirements and gap analysis. • Engagement with business areas to close gaps in requirements. • Awareness campaigns to all staff.

Table 1. Risk faced by the Listed Entity.

Program 1.1: Federal Court of Australia

The Federal Court of Australia was created by the *Federal Court of Australia Act 1976* (Cth) and began to exercise its jurisdiction on 1 February 1977. It assumed jurisdiction formerly exercised in part by the High Court of Australia and the whole jurisdiction of the Australian Industrial Court and the Federal Court of Bankruptcy.



The Federal Court of Australia is a superior court of record and a court of law and equity. It sits in all capital cities and elsewhere in Australia from time to time. The Court's jurisdiction is broad, covering almost all civil matters arising under Australian federal law, and some summary and indictable criminal matters.

The Court's workload is organised by National Practice Areas and, where applicable, sub-areas based on established areas of law.

The Chief Justice is the senior judge of the Court and is responsible for managing the administrative affairs of the Court. The Chief Justice is assisted by the CEO and Principal Registrar, who is appointed by the Governor-General on the nomination of the Chief Justice.

The Federal Court of Australia has a substantial and diverse appellate jurisdiction. It hears appeals from decisions of single judges of the Court, decisions of the FCFCOA (Division 2) in non-family law matters, decisions of the Supreme Court of Norfolk Island and certain decisions of state and territory supreme courts exercising federal jurisdiction.

Since July 2012, the Federal Court of Australia has had responsibility for corporate administration of the Native Title Tribunal, however the Tribunal remains an independent body established under the *Native Title Act 1993* (Cth).

Performance and key activities

The key outcome measures for the Federal Court of Australia are contained in Outcome One of the Portfolio Budget Statements.

Purpose

Decide disputes according to law – promptly, courteously, and effectively and, in so doing, to interpret the statutory law and develop the general law of the Commonwealth, to fulfil the role of a court exercising the judicial power of the Commonwealth under the Constitution.

Outcome

Apply and uphold the rule of law for litigants in the Federal Court of Australia and parties in the National Native Title Tribunal through the resolution of matters according to law and through the effective management of the administrative affairs of the Court and Tribunal.

Guiding principles

- Deliver efficient and just dispute resolution.
- Improve access to justice.
- Contribute to the Australian legal system – strengthen relationships with court users.
- Build public trust and confidence.

Key activities

For 2025–26 (and the outlook period through to 2029), the Listed Entity will provide support for the Federal Court of Australia to progress the following key activities:

Key activities	2025–26	2026–27	2027–28	2028–29
Exercise the jurisdiction of the Federal Court of Australia and support the operations of the National Native Title Tribunal.	•	•	•	•
Increase mediation and case management support for judges through the implementation of a national arrangement for registrars.	•	•	•	•
Align judicial registrars to directly support National Practice Area (NPA) coordinating judges in the management of each NPA, and judges within each NPA generally.	•	•	•	•
Further develop and refine the best practice model that forms the basis for online hearings conducted by a suitable platform.	•	•	•	•

Table 2. Program 1.1 key activities, 2025–26 to 2028–29.

Performance measurement

The key outcome measure for the Federal Court is contained in the Portfolio Budget Statements. Across its jurisdiction, the Court will apply and uphold the rule of law for litigants in the Federal Court and parties in the Native Title Tribunal through the resolution of matters according to law and through the effective management of the administrative affairs of the Court and the Native Title Tribunal.

The Court maintains two (time) goals to measure the performance of its work. All strategies, priorities and key activities are designed to support the achievement of these performance goals. Performance against these goals is reported in the Listed Entity annual report and in the Annual Performance Statement, also published in the annual report.

Performance measure

Goal 1 – Timely completion of cases: 85% of cases to be completed within 18 months of commencement.

Planned performance result

2025–26 – 85% of cases to be completed within 18 months of commencement.

2026–27 – 85% of cases to be completed within 18 months of commencement.

2027–28 – 85% of cases to be completed within 18 months of commencement.

2028–29 – 85% of cases to be completed within 18 months of commencement.

Rationale

This measures the conduct of proceedings through the Federal Court and ensures the timely and efficient administration of justice.

Methodology/source

This target will be measured by reference to the date of each application and the date of the final judgment, sourced from Casetrack.

Performance measure

Goal 2 – Timely completion of cases: Judgments to be delivered within three months.

Planned performance result

2025–26 – Judgments to be delivered within three months.

2026–27 – Judgments to be delivered within three months.

2027–28 – Judgments to be delivered within three months.

2028–29 – Judgments to be delivered within three months.

Rationale

This reflects the timely and efficient administration of justice in a proceeding after the final hearing and/or final submissions of the parties.

Methodology/source

This target will be measured by reference to the last day of hearing or final submissions from the parties to the publication of the judgment, sourced from Casetrack.

Program 1.1 (cont'd): Native Title Tribunal

The *Native Title Act 1993* (Cth) established the Native Title Tribunal as an independent body with a wide range of functions. The *Native Title Act 1993* (Cth) is a special measure for the advancement and protection of Aboriginal peoples and Torres Strait Islanders and is intended to advance the process of reconciliation amongst all Australians.



The purpose of the *Native Title Act 1993* (Cth) is to provide for the recognition and protection of native title, establish a mechanism for determining claims to native title and establish ways in which future dealings affecting native title (future acts) may validly proceed.

The Native Title Registrar and the Tribunal (comprising the President and 4 members) have numerous functions and powers under the Native Title Act to meet that purpose. The Registrar is responsible for notifying new applications under section 61 of the *Native Title Act 1993* (Cth) and Indigenous Land Use Agreements (ILUAs). Where applicable, the Registrar and their delegates must also apply the registration test to new and amended applications to ascertain whether those applications meet a threshold standard entitling them to future act procedural rights. The Registrar must also maintain various public registers of applications, determinations, and registered ILUAs.

The Tribunal has functions under Subdivision P of the *Native Title Act 1993* (Cth) (the right to negotiate part of the future act regime) as well as other facilitation, review, inquiry, and mediation functions.

Since 2021, the Tribunal can provide post-determination assistance to common law Native Title holders and Registered Native Title Bodies to assist in reaching agreement in relation to any native title matters.

The President is responsible for managing the administrative affairs of the Native Title Tribunal with the assistance of the CEO and Principal Registrar of the Federal Court, who has delegated most administrative powers to the Native Title Registrar.

Performance and key activities

Purpose

The purpose of the Native Title Tribunal is to perform the functions conferred upon it by the *Native Title Act 1993* (Cth) in a manner that accords with section 109; that is, ethically, efficiently, economically, and courteously. One of the primary purposes of the Native Title Tribunal's work is to facilitate reconciliation amongst all Australians, reflected in its' new vision statement 'A Reconciled Future – where Country thrives on recognised native title rights and respectful relationships'.

Guiding principles

- Facilitate the protections and recognition of native title rights and interests pursuant to the *Native Title Act 1993* (Cth).
- Improve the accessibility and quality of information to increase party and stakeholder understanding about native title and the native title system.
- Enhance the delivery of services in a culturally appropriate manner.
- Continue to provide services that reflect an understanding of the current and evolving needs of stakeholders.

Key activities

For 2025–26 (and the outlook period through to 2029), the Listed Entity will provide support in respect of, or progress, the following key activities:

Key activities	2025–26	2026–27	2027–28	2028–29
Develop a First Nations employment and retention strategy in conjunction with the Federal Court and Attorney-General's Department portfolio and apply strategy.	•	•	•	•
Review and develop a new document management system to enhance document management and security systems and improve information accessibility and operational effectiveness.	•	•	•	
Identify areas of service delivery where the use of technology can improve accessibility of information for Traditional Owners.	•	•	•	•
Develop internal knowledge, capability, and culture to focus on service excellence and responsiveness to emerging needs and trends.	•	•	•	•
Expand and update the online resources by continuing to assess the Tribunal's website, products, and services.	•	•	•	•
Continue to enhance and improve the NTV plus visualisation tool.	•	•	•	•
Deliver tailored and culturally appropriate services in response to stakeholder feedback.	•	•	•	•
Develop strategic partnerships with key stakeholders to focus resources for maximum educative and partnership impact.	•	•	•	•

Table 3. Program 1.1 (cont) key activities, 2025–26 to 2028–29.

Performance measurement

Success will be measured through a variety of sources including the APS census results, anecdotal feedback from stakeholders, data from the section 60AAA reporting model, and statistical analysis of stakeholder engagement and assistance requests.

Measures of success

- Enhanced hits to the Native Title Tribunal website to access information and resources.
- Maintenance of a user-friendly tool that supports the visualisation of native title by the public and number of access hits and requests for demonstrations.
- High quality geospatial services compliant with industry standards.
- Enhanced and focused stakeholder engagement.
- Number of assistance requests and mediation/facilitations conducted.
- Number of information sessions and educative meetings requested and convened by the Native Title Tribunal.
- Indigenous workforce development opportunities identified and championed.
- Native Title Tribunal staff equipped and motivated to achieve high-quality results.
- A flexible workforce aligned to work needs and demands.

Program 2.1: FCFCOA (Division 1)

The FCFCOA (Division 1) was established as the Family Court of Australia in 1975. In 2021, pursuant to the *Federal Circuit and Family Court of Australia Act 2021* (Cth), the Court was renamed and continued in existence as the FCFCOA (Division 1), as part of a legislative reform that aligned the operations of the Family Court of Australia and the Federal Circuit Court of Australia. This included the introduction of a legislative single point of entry for family law matters, which are all filed in the FCFCOA (Division 2) at first instance.



These reforms received Royal Assent on 1 March 2021 and commenced on 1 September 2021.

The FCFCOA (Division 1) is a superior court of record and a court of law and equity established by Parliament in 1975 under Chapter III of the Constitution. The objective of the FCFCOA (Division 1) is, through its specialist judges, registrars, and staff, to assist Australians to resolve the most complex family disputes and family law appeals by deciding such matters according to the law, as promptly, courteously and effectively as possible.

The Court exercises original and appellate jurisdiction in family law, including in a number of highly specialised areas. From 1 September 2021, the Court's original jurisdiction is enlivened by the transfer of cases from the FCFCOA (Division 2). These matters include those with the most complex law, facts, and parties, including cases arising under the regulations implementing the Hague Convention on the Civil Aspects of International Child Abduction.

The Court provides national coverage as the appellate court in family law matters, including hearing appeals from decisions of single judges of the Court, from judges of the Federal Circuit and Family Court of Australia (Division 2) in family law matters, the Family Court of Western Australia and state and territory courts exercising family law jurisdiction. The Court maintains registries in all States and Territories except Western Australia, including in regional locations.

The Chief Justice is responsible for managing the business and administrative affairs of the Court, assisted by the Deputy Chief Justice. The Chief Justice is assisted by CEO and Principal Registrar, who is appointed by the Governor-General on the nomination of the Chief Justice.

Performance and key activities

Purpose

Through its specialist judges, registrars, and staff, assist Australians to resolve their most complex family disputes and family law appeals by deciding such matters according to the law, safely, promptly, and effectively.

Outcome

Apply and uphold the rule of law for litigants in the FCFCOA (Division 1) through the just, safe, efficient, and timely resolution of family law matters, particularly more complex family law matters including appeals, according to law, through the encouragement of appropriate dispute resolution processes through the effective management of the administrative affairs of the Court.

Guiding principles

- Deliver just, efficient and effective dispute resolution in family law matters.
- Ensure best practice in judicial and non-judicial processes.
- Protect vulnerable parties and children.
- Build public trust and confidence.
- Improve access to justice.

Key activities

For 2025–26 (and the outlook period through to 2029), the Listed Entity will provide support for the FCFCOA (Division 1) to progress the following key activities:

Key activities	2025–26	2026–27	2027–28	2028–29
Just, safe, efficient, and timely resolution of family law matters.	•	•	•	•
Appropriate response to risk and family violence and protecting vulnerable parties, including women and children.	•	•	•	•
Maximise the role of registrars to ensure they provide specialist services to families and to support judges to hear matters earlier.	•	•	•	•
Continue to expand the provision of dispute resolution within the Court, utilising Registrars and Court Child Experts, to free up the Court's pathway for more cases to be heard quickly and cost effectively.	•	•	•	•
Continue Lighthouse to support families who may have experienced family violence and other risks (continuation beyond 2025–26 subject to continued funding).	•	•		
Improve access to justice for Aboriginal and/or Torres Strait Islander litigants and children through the role of Indigenous Family Liaison Officer (continuation beyond 2025–26 subject to continued funding) and a new Reconciliation Action Plan.	•	•		
Enhance collaboration with child welfare agencies and service providers to facilitate information sharing when risks are alleged in family law proceedings.	•	•	•	•
Continue to develop and implement access to justice initiatives, including those designed to assist culturally and linguistically diverse litigants.	•	•	•	•
Improve the digital capabilities of the Court by enhancing the Digital Court File, eFiling and other online services and digital processes.	•	•	•	•

Table 4. Program 2.1 key activities, 2025–26 to 2028–29.

2025–26 significant initiatives

- Ongoing review of the new case management pathway, with a focus on safety, timeliness, efficiency of the new case management pathway and the processes and outcomes for at risk litigants and children.
- Ongoing revision and improvement of Lighthouse, with a focus on refining all aspects of risk screening and assessment, safety planning and assisted service referral, and bespoke risk-based case management, including the high-risk Evatt List. Current funding until 30 June 2026.
- Continued engagement of Indigenous Family Liaison Officers and development of tailored case management processes for matters involving Aboriginal and/or Torres Strait Islander litigants and children, including Specialist Indigenous Lists. Currently majority of funding for Indigenous Family Liaison Officers until 30 June 2026.
- Continued expansion of the information sharing and co-location initiatives in family law.
- Ongoing review and refinement of the Court's Magellan protocol and processes.
- Development of specialised case management and dispute resolution processes for matters relating to the 1980 Convention on the Civil Aspects of International Child Abduction.
- Establish a common platform based on the modernised Digital Court File to incorporate case management, workload management and dashboards within a single application.
- Continued development of access to justice initiatives to assist culturally and linguistically diverse litigants, people with disability, people from regional, rural and remote areas, and other key cohorts.
- Continued education and training program for judicial officers and staff, to support working in a trauma informed, family violence informed, culturally responsive and disability inclusive way.

Performance measurement

The key outcome measures for the FCFCOA (Division 1) are contained in Outcome 2 of the Portfolio Budget Statements.

The FCFCOA (Division 1) maintains two goals related to timely completion of cases. All strategies, priorities and key activities are designed to support the achievement of these performance goals.

Performance against these goals is reported in the Court’s annual report and in the Annual Performance Statement.

Performance measure

Goal 1 – Timely completion of cases: 80-90% of final order applications resolved within 12 months.

Planned performance result

2025–26 – 80–90% of final order applications resolved within 12 months.

2026–27 – 80–90% of final order applications resolved within 12 months.

2027–28 – 80–90% of final order applications resolved within 12 months.

2028–29 – 80–90% of final order applications resolved within 12 months.

Rationale

This measures the percentage of final order applications that are resolved in less than 12 months from the date they are filed. This will assist the Court to monitor the efficient resolution of disputes, to ensure families are receiving timely access to justice.

Methodology/source

The target will be measured by reference to the percentage of final order applications finalised within the financial year that have been finalised within 12 months of their filing date.

Performance measure

Goal 2 – Timely completion of cases: 75% of all judgments delivered within three months.

Planned performance result

2025–26 – 75% of all judgments delivered within three months.

2026–27 – 75% of all judgments delivered within three months.

2027–28 – 75% of all judgments delivered within three months.

2028–29 – 75% of all judgments delivered within three months.

Rationale

This measures the percentage of judgments that are delivered within three months of the date of the hearing to which they relate, to ensure the Court is resolving matters in a timely way where that resolution requires the delivery of orders and reasons for judgment.

Methodology/source

This target will be measured by reference to the time taken between the conclusion of the hearing/submissions and the date the reasons for judgment are delivered, and the percentage of those judgments that are delivered within three months, out of all judgments delivered during the financial year.

Measures of success

- Improved efficiencies, safety and access to justice in family law through clear and harmonised rules and case management procedures.
- Improved case management through early registrar triage and safely conducted dispute resolution, resulting in increased judicial time to focus on the most complex disputes and judgment writing.
- Reduced delays and backlogs of pending family law cases, assisting litigants to resolve their disputes in a just and timely manner with simplified court procedures.
- Timely delivery of judgments by both judges and registrars.
- Safe outcomes for children and families through increased information sharing and engagement with relevant stakeholders and other jurisdictions.
- Improved safety of at-risk parties and children exposed to family violence and other risks through early risk identification, safety planning and assisted referrals.
- Improved support and cultural responsiveness in proceedings involving Aboriginal and/or Torres Strait Islander litigants and children, through the ongoing engagement with communities and stakeholders and growth in the Courts' Indigenous Family Liaison Officer cohort.
- Improved accessibility and inclusiveness for parties who face additional access to justice barriers, including culturally and linguistically diverse litigants, people with disability, people from regional, rural and remote areas, and other key cohorts.

Program 3.1: FCFCOA (Division 2)

The FCFCOA (Division 2) was established as the Federal Magistrates Court in 2000, and later became the Federal Circuit Court of Australia. In 2021, pursuant to the *Federal Circuit and Family Court of Australia Act 2021* (Cth), the Court was renamed and continued in existence as the FCFCOA (Division 2).



The FCFCOA (Division 2) is a federal court of record and a court of law and equity established by Parliament as an independent federal court under Chapter III of the Constitution.

The jurisdiction of the Court is best described by reference to three main areas: family law and child support, migration law, and a broad range of general federal law areas of jurisdiction including administrative law, admiralty law, bankruptcy, consumer law, human rights, industrial law, intellectual property, and privacy. The Court shares these jurisdictions with the FCFCOA (Division 1) (in respect of family law and child support) and the Federal Court of Australia (in respect of migration and general federal law).

Since 1 September 2021, the Court operates as the single point of entry for the filing of all family law applications, and matters may be transferred to the FCFCOA (Division 1) where considered appropriate based on their complexity.

The objective of the Court is to provide safe and timely access to justice and resolve disputes in all areas of law in an efficient and cost-effective manner, using appropriate dispute resolution processes. The provisions of the Federal Circuit and Family Court of Australia Act 2021 (Cth) enable the Court to operate as informally as possible in the exercise of judicial powers, use streamlined procedures and make use of a range of dispute resolution processes to resolve matters without the need for judicial decisions, where appropriate.

The Court sits in all capital cities and some major regional centres in all of the areas in which the Court has jurisdiction. The Court also regularly circuits to a number of regional and rural locations in family law. It deals with a high volume of matters and delivers services to regional Australia, in addition to utilising technology to facilitate remote access to the Court where appropriate.

The Chief Judge is responsible for managing the business and administrative affairs of the Court, assisted by the Deputy Chief Judge (Family Law) and the Deputy Chief Judge (General and Fair Work). The Chief Judge is assisted by the CEO and Principal Registrar, who is appointed by the Governor-General on the nomination of the Chief Justice.

Performance and key activities

Purpose

To provide timely access to justice and resolve disputes in all areas of law in an efficient and cost-effective manner, using appropriate dispute resolution processes.

Outcome

Apply and uphold the rule of law for litigants in the FCFCOA (Division 2) through the just, safe, efficient, and timely resolution of family law and general federal law matters according to law, through the encouragement of appropriate dispute resolution processes through the effective management of the administrative affairs of the Court.

Guiding principles

- Deliver just, efficient, and effective dispute resolution in family law, migration and general federal law matters.
- Ensure best practice in judicial and non-judicial processes.
- Protect vulnerable parties and children.
- Build public trust and confidence.
- Improve access to justice.

Key activities

For 2025–26 (and the outlook period through to 2029), the Listed Entity will provide support for the FCFCOA (Division 2) to progress the following key activities:

Key activities	2025–26	2026–27	2027–28	2028–29
Just, safe, efficient, and timely resolution of family law and general federal law matters.	•	•	•	•
Appropriate response to risk and family violence and protecting vulnerable parties, including women and children.	•	•	•	•
Maximise the role of family law registrars to ensure they provide specialist services to families and to support judges to hear matters earlier.	•	•	•	•
Enhance the Court's ability to conduct more court hearings and provide greater access to justice for rural and regional Australia.	•	•	•	•
Continue to expand the provision of dispute resolution within the Court, utilising registrars and Court Child Experts, to free up the Court's pathway for more cases to be heard quickly and cost effectively.	•	•	•	•
Continue and expand the Lighthouse Project to support families who may have experienced family violence and other risks (continuation beyond 2025–26 subject to continued funding).	•			
Continue to implement the Priority Property Pool (PPP cases) to provide a quicker, cheaper, and simpler way of resolving family law property disputes involving small property pools.	•	•	•	•
Improve access to justice for Aboriginal and/or Torres Strait Islander litigants and children through the role of Indigenous Family Liaison Officers (continuation beyond 2025–26 subject to continued funding) and the development of tailored case management processes, including specialist Indigenous lists and a new Reconciliation Action Plan.	•			
Enhanced collaboration with child welfare agencies and service providers to facilitate information sharing when risks are alleged in family law proceedings.	•	•	•	•

Key activities	2025–26	2026–27	2027–28	2028–29
Continue to develop and implement access to justice initiatives, including those designed to assist culturally and linguistically diverse litigants.	•	•	•	•
Review the general federal law rules, practice directions and case management procedures to improve support for judges and achieve efficiencies.	•			
Improve the digital capabilities of the Court by enhancing the Digital Court File, eFiling and other online services and digital processes.	•	•	•	•

Table 5. Program 3.1 key activities, 2025–26 to 2028–29.

2025–26 significant initiatives

- Ongoing review of the new case management pathway, with a focus on safety, timeliness, efficiency of the new case management pathway and outcomes for at-risk litigants and children.
- Ongoing revision and improvement of Lighthouse, with a focus on refining all aspects of risk screening and assessment, safety planning and assisted service referral, and bespoke risk-based case management, including the high-risk Evatt List. Currently funding until 30 June 2026.
- Expansion of PPP to additional registries nationally, with an expanded criterion, to enable a cost-effective means for the resolution of property disputes with smaller asset pools, in a way that addresses all aspects of family violence, including coercive control.
- Continued engagement of Indigenous Family Liaison Officers and development of tailored case management processes for matters involving Aboriginal and/or Torres Strait Islander litigants and children, including specialist Indigenous Lists. Currently majority of funding for Indigenous Family Liaison Officers until 30 June 2026.
- Continued expansion of the information sharing and co-location initiatives in family law.
- Timely delivery of judgments by both judges and registrars.
- Ongoing review and update of the Federal Circuit and Family Court of Australia (Division 2) (General Federal Law) Rules 2021 to create a complete set of rules applicable to the general federal law jurisdictions of the Court that are consistent with the Federal Court Rules 2011 where appropriate.
- Ongoing review and refinement of case management processes and procedures in the migration jurisdiction to address the backlog of pending migration cases.
- Enhanced migration registrar support for judges in migration cases.
- Draw on data and new techniques to identify appropriate case management for different cohorts of migration cases, and greater use of technology and areas of responsibility for registrars to deal with migration cases as quickly as possible.
- Ongoing implementation of changes to small claims matters within the Court's fair work jurisdiction.
- Enhanced general federal law registrar support for judges in time consuming interlocutory disputes and dispute resolution.
- Efficient and effective approach to Fair Work (Small Claims) matters, include through an emphasis on dispute resolution processes and the effective use of registrar resources.
- Establish a common platform based on the modernised Digital Court File to incorporate case management, workload management and dashboards within a single application.
- Continued development and implementation of access to justice initiatives, including those designed to assist culturally and linguistically diverse litigants, people with disability, people from regional, rural and remote areas, and other key cohorts.
- Continued education and training program for judicial officers and staff, including to support working in a trauma informed, family violence informed, culturally responsive and disability inclusive way.

Performance measurement

The key outcome measures for the FCFCOA (Division 2) are contained in Outcome 3 of the Portfolio Budget Statements.

The FCFCOA (Division 2) Court maintains three goals related to timely completion of cases to measure the performance of its work. All strategies, priorities and key activities are designed to support the achievement of these performance goals. Performance against these goals is reported in the Court’s annual report and in the Annual Performance Statement, published in the Listed Entity annual report.

Performance measure

Goal 1 – Timely completion of cases: 80-90% of final order applications resolved within 12 months.

Planned performance result

2025–26 – 80–90% of final order applications resolved within 12 months.

2026–27 – 80–90% of final order applications resolved within 12 months.

2027–28 – 80–90% of final order applications resolved within 12 months.

2028–29 – 80–90% of final order applications resolved within 12 months.

Rationale

This measures the percentage of final order applications that are resolved in less than 12 months from the date they are filed. This will assist the Court to monitor the efficient resolution of disputes, to ensure families are receiving timely access to justice.

Methodology/source

The target will be measured by reference to the percentage of final order applications finalised within the financial year that have been finalised within 12 months of their filing date.

Performance measure

Goal 2 – Timely completion of cases: 90% of general federal law applications (excluding migration) resolved within 12 months.

Planned performance result

2025–26 – 90% of general federal law applications (excluding migration) resolved within 12 months.

2026–27 – 90% of general federal law applications (excluding migration) resolved within 12 months.

2027–28 – 90% of general federal law applications (excluding migration) resolved within 12 months.

2028–29 – 90% of general federal law applications (excluding migration) resolved within 12 months.

Rationale

This measures the percentage of general federal law applications (excluding migration) that are resolved in less than 12 months from the date they are filed. This will assist the Court to monitor the efficient resolution of disputes, to ensure litigants are receiving timely access to justice.

Methodology/source

The target will be measured by reference to the percentage of general federal law applications finalised within the financial year that have been finalised within 12 months of their filing date.

Performance measure

Goal 3 – Timely completion of cases: 75% of all judgments delivered within three months.

Planned performance result

2025–26 – 75% of all judgments delivered within three months.

2026–27 – 75% of all judgments delivered within three months.

2027–28 – 75% of all judgments delivered within three months.

2028–29 – 75% of all judgments delivered within three months.

Rationale

This measures the percentage of judgments that are delivered within three months of the date of the hearing to which they relate, to ensure the Court is resolving matters in a timely way where that resolution requires the delivery of orders and reasons for judgment.

Methodology/source

This target will be measured by reference to the time taken between the conclusion of the hearing/submissions and the date the reasons for judgment are delivered, and the percentage of those judgments that are delivered within three months, out of all judgments delivered during the financial year.

The Listed Entity’s Annual Performance Statement, published in the annual report, will report on the success of the plan to achieve timely completion of cases.

Measures of success

- Improved efficiencies, safety and access to justice in family law through clear and harmonised rules and case management procedures.
- Improved case management through early registrar triage and safely conducted dispute resolution, resulting in increased judicial time to focus on the most complex disputes and judgment writing.
- Reduced delays and backlogs of pending family law cases, assisting litigants to resolve their disputes in a safe, just and timely manner with simplified court procedures.
- Improved efficiencies and access to justice in general federal law and migration cases through clear, comprehensive, and updated rules, case management procedures and increased registrar support.
- Safe outcomes for children and families through increased information sharing and engagement with relevant stakeholders and other jurisdictions.
- Improved safety of at-risk parties and children exposed to family violence and other risks through early risk identification, safety planning and assisted referral.
- Improved support and cultural responsiveness in proceedings involving Aboriginal and/or Torres Strait Islander litigants and children, through ongoing engagement with relevant communities and stakeholders as well as growth within the Courts' Indigenous Family Liaison Officer cohort.
- Improved support and cultural responsiveness in migration review proceedings involving migrant and refugee litigants, through ongoing engagement with relevant communities and stakeholders including through the Court's Cultural Liaison Officer cohort.
- Improved accessibility and inclusiveness for parties who face additional access to justice barriers, including culturally and linguistically diverse litigants, people with disability, people from regional, rural and remote areas, and other key cohorts.
- Improved efficiencies and access to justice in general federal law and migration cases through clear, comprehensive, and updated rules, case management procedures and increased registrar support.

Program 4.1: Commonwealth Courts Corporate Services

The Commonwealth Courts Corporate Services program was established following the enactment of the *Courts Administration Legislation Amendment Act 2016* (Cth).



Corporate Services includes finance, people and culture, security, risk oversight and management, communications, information technology, business intelligence, property and procurement, library, information management and judgment publishing.

The shared corporate services body is managed by the Accountable Authority, which is the Federal Court's CEO and Principal Registrar.

The Accountable Authority consults with:

- the head of jurisdiction of the FCA
- the head of jurisdiction of the FCFCOA (Division 1) and the FCFCOA (Division 2)
- the CEO and Principal Registrar of the FCFCOA (Division 1) and the FCFCOA (Division 2), and
- the President and Native Title Registrar of the Native Title Tribunal.

in relation to the performance of this function

Details relating to corporate services and consultation requirements are set out in a memorandum of understanding.

Corporate Services aims to optimise the delivery of shared functions and reduce duplication to generate efficiencies.

Performance and key activities

Purpose

To provide efficient and effective corporate services to the Commonwealth Courts and Tribunals to support them in achieving their purposes and achieving their key activities.

Outcome

Improved administration and support of the resolution of matters according to law for litigants in the Federal Court of Australia, the FCFCOA (Division 1), the FCFCOA (Division 2) and parties in the Native Title Tribunal through efficient and effective provision of shared corporate and registry services.

Guiding principles

The guiding principles are aligned to Corporate Services' strategic priorities:

- Innovative, secure and integrated data and digital solutions
- Valued, capable and empowered people
- A safe, secure operating environment with fit-for-purpose, accessible facilities, and
- Financial sustainability and effective governance.

Key activities

For 2025–26 (and the outlook period through to 2029), Corporate Services will progress the following key activities:

Key activities	2025–26	2026–27	2027–28	2028–29
Ensure our digital services are optimised, stable and secure, and available to Court and Tribunal users when they need them.	•	•	•	•
Ensure our buildings are safe and secure for all occupants.	•	•	•	•
Increase workforce planning and capability, and reform enabled by modern technology.	•	•	•	•

Table 6. Program 4.1 key activities, 2025–26 to 2028–29.

Performance measurement

The key outcome measure is contained in Outcome 4 (Programs 4.1 and 4.2) of the Portfolio Budget Statements. That is, improved administration and support of the resolution of matters according to law for litigants in the Federal Court of Australia, the FCFCOA (Division 1), the FCFCOA (Division 2) and parties in the Native Title Tribunal through efficient and effective provision of shared corporate and registry services.

All strategies, priorities and key activities are designed to support the achievement of these performance goals. Performance against these goals is reported in the Listed Entity annual report.

Performance measure

Goal 1 – Optimise technology to support judicial, registry and corporate services functions.

Planned performance result

2025–26 – Proposed future state capability and technology supports the demands of each Court and its users. Successful delivery of the Digital Court Program.

2026–27 – Proposed future state capability and technology supports the demands of each Court and its users. Successful delivery of the Digital Court Program.

2027–28 – Proposed future state capability and technology supports the demands of each Court and its users. Successful delivery of the Digital Court Program.

2028–29 – Proposed future state capability and technology supports the demands of each Court and its users. Successful delivery of the Digital Court Program.

Rationale

Continuous enhancement of digital services is critical to meeting the expectations of court users and supporting the operation of modern courts. The Digital Court Program encompasses a range of initiatives such as CourtPath and a transition to cloud services which deliver secure, seamless and efficient court systems and ensure the Courts' digital environment is robust, secure and ready to meet future opportunities.

Methodology/source

This target will be measured by reference to the following:

- Capabilities migrated from legacy systems to updated platform as per digital and IT program roadmap.
- Legacy systems no longer in use.
- Reductions in outage and performance issues, particularly for remote working.

Performance measure

Goal 2 – Implementation of a Cyber Security Program.

Planned performance result

2025–26 – The Listed Entity continues to deliver services in a productive and secure manner in the event of a cyber incident.

2026–27 – The Listed Entity continues to deliver services in a productive and secure manner in the event of a cyber incident.

2027–28 – The Listed Entity continues to deliver services in a productive and secure manner in the event of a cyber incident.

2028–29 – The Listed Entity continues to deliver services in a productive and secure manner in the event of a cyber incident.

Rationale

Increasing protection against current and emerging threats will ensure resilient Court and Tribunal services.

Methodology/source

This target will be measured by reference to the following:

- Reduced measured vulnerabilities, particularly aged, to within recommendations from the Australian Cyber Security Centre, or compensating controls implemented.
- A risk-based approach to data protection.
- Protective Security Policy Framework and Information Security Manual compliance.
- Completion rates for cyber security awareness training.

Performance measure

Goal 3 – Efficient and effective corporate services.

Planned performance result

2025–26 – Corporate Services to be provided within the agreed funding.

2026–27 – Corporate Services to be provided within the agreed funding.

2027–28 – Corporate Services to be provided within the agreed funding.

2028–29 – Corporate Services to be provided within the agreed funding.

Rationale

The delivery of efficient and effective shared corporate services will generate efficiencies, reduce duplication, improve financial sustainability, and increase the effectiveness of the public administration of the Courts and the Native Title Tribunal.

Methodology/source

This target will be measured by reference to:

- Ensuring synergies between Corporate Services and Court and Tribunal Services (where possible) to ensure there are no gaps in service provision.
- Including non-Corporate Services staff in planning and implementation of services.
- Providing clear career pathways for staff into and from Corporate Services to other parts of the agency.
- Continuing to move resources to where they are most needed.
- Consultation and transition to activity-based work practices for Corporate Services in Sydney and Melbourne Offices to reduce space requirements and improve work point usage.

Performance measure

Goal 4 – Gender equality – female representation in the senior executive service (SES) and executive level (EL) classifications.

Planned performance result

2025–26 – Approximately 50% of SES and approximately 50% of EL staff.

2026–27 – Approximately 50% of SES and approximately 50% of EL staff.

2027–28 – Approximately 50% of SES and approximately 50% of EL staff.

2028–29 – Approximately 50% of SES and approximately 50% of EL staff.

Rationale

In line with the Australian Public Service Gender Equality Strategy 2021–26, ensuring the Listed Entity provides a diverse and inclusive workplace is key to maintaining employee engagement, as well as ensuring the Courts and the Native Title Tribunal benefits from employees' varied perspectives. The Listed Entity is committed to ensuring its female employees have the same opportunity as all other employees to progress into senior leadership positions.

Methodology/source

This will be measured by reference to calculating the proportion of senior leadership positions occupied by female employees at the SES classification and the EL classification.

Performance measure

Goal 5 – Indigenous representation – proportion of staff who identify as Indigenous.

Planned performance result

2025–26 – Indigenous representation of 3% of total staff.

2026–27 – Indigenous representation of 3% of total staff.

2027–28 – Indigenous representation of 3% of total staff.

2028–29 – Indigenous representation of 3% of total staff.

Rationale

The Listed Entity is committed to furthering and advancing reconciliation, both within the organisation and more broadly across the community. Key to reconciliation is ensuring Aboriginal and Torres Strait Islanders have access to the same employment opportunities as all other people.

Methodology/source

This will be measured by reference to calculating the proportion of overall positions within the Listed Entity occupied by employees who identify as Aboriginal or as Torres Strait Islanders.

Program 4.2: Commonwealth Courts Registry Services

The registry services functions for the FCA, the FCFCOA (Division 1) and the FCFCOA (Division 2) are amalgamated into the 'Commonwealth Courts Registry Services' program under Outcome 4 (Program 4.2). Within the Courts, the service is known as 'Court and Tribunal Services' or 'CTS'.



The amalgamated service provides an opportunity to shape the delivery of administrative services and stakeholder support across the Courts and Native Title Tribunal in a more innovative and efficient manner. A focus on maximising registry operational effectiveness through streamlined structures and digital innovations will contribute to the future financial sustainability of these operations.

A national approach ensures that the quality and productivity of registry services is the very best it can be. The focus on building consistency of registry practice and expertise in all roles, across all court locations, will continue to support the important work of judges and registrars and improve the experience of court users.

In the 2025–26 financial year, planned replacement and upgrades of key business applications will improve service delivery outcomes for court users.

Performance and key activities

Purpose

To provide efficient and effective registry services to the Commonwealth Courts and Tribunals to support them in achieving their purposes and achieving their key activities.

Outcome

Improved administration and support of the resolution of matters according to law for litigants in the FCA, the FCFCOA (Division 1) and FCFCOA (Division 2), and parties in the Native Title Tribunal through efficient and effective provision of shared corporate and registry services.

Guiding principles

- Deliver efficient and effective registry services to each Commonwealth Court and Tribunal.
- Build a service-oriented and digitally knowledgeable workforce.
- Deliver a high quality consistent registry service experience to all users.
- Improve access to justice.

Key activities

For 2025–26 (and the outlook period through to 2029), Registry Services will progress the following key activities:

Key activities	2025–26	2026–27	2027–28	2028–29
Design a new service model for integrated registry services in support of jurisdictional strategic priorities.	•	•	•	
Implement business process changes to complement and leverage the Digital Strategy.	•	•	•	•
Uplift client service capability through knowledge management and training. Increase workforce planning and capability, and reform enabled by modern technology.	•	•		
Support specialisation where that creates efficiency and improved service outcomes.	•	•		
Enhance Contact Centre systems and capability.	•	•	•	
Increase data maturity and data-driven decision making.	•	•	•	

Table 7. Program 4.2 key activities, 2025–26 to 2028–29.

2025–26 significant initiatives

- Support the FCA with Litigant-in-Person initiatives.
- Support the FCA to improve the user experience with regard to non-party file inspections.
- Support the FCFCOA to improve the user experience for divorce applications.
- Support the FCFCOA to improve the user experience in migration cases.
- Optimise service delivery under the court’s interpreter services contract.
- Optimise service delivery under the court’s recording and transcription contract.
- Refine the CTS and associate recruitment strategies to support optimal service delivery.
- Develop greater capability for data informed decision making and quality assurance practices.
- Develop a business case for modern and fit for purpose client service systems.
- Work with the courts to develop enhanced practices and processes that ensure the safety of litigants, particularly in the family law jurisdiction.

Performance measurement

The key outcome measure is contained in Outcome 4 (Programs 4.1 and 4.2) of the Portfolio Budget Statements. That is, improved administration and support of the resolution of matters according to law for litigants in the FCA, the FCFCOA (Division 1), the FCFCOA (Division 2) and parties in the Native Title Tribunal through efficient and effective provision of shared corporate and registry services. Performance against these goals is reported in the Listed Entity annual report.

Performance measure

Goal 1 – All information and service provided by registry services is high quality, timely and meets the needs of clients.

Planned performance result

2025–26 – At least a 90% customer enquiry satisfaction rate.

2026–27 –At least a 90% customer enquiry satisfaction rate.

2027–28 – At least a 90% customer enquiry satisfaction rate.

2028–29 – At least a 90% customer enquiry satisfaction rate.

Rationale

Consistent, timely and accurate advice to clients is essential for high quality service delivery and supports the ability of the judiciary and support staff to operate efficiently and effectively.

Methodology/source

This will be measured by a post-call survey: achievement of 90% satisfaction rating of 4/5 or 5/5 of surveyed clients.

Performance measure

Goal 2 – Timely processing of documents.

Planned performance result

2025–26 – 75% of documents processed within two working days.

2026–27 – 75% of documents processed within two working days.

2027–28 – 75% of documents processed within two working days.

2028–29 – 75% of documents processed within two working days.

Rationale

Efficient processing of documents is essential for the efficiency and quality of the conduct of hearings and provision of quality service to clients.

Methodology/source

This will be measured by a report from the Case Management Database of the percentage of documents processed within two working days.

Performance measure

Goal 3 – Efficient registry services.

Planned performance result

2025–26 – All registry services provided within the agreed funding levels.

2026–27 –All registry services provided within the agreed funding levels.

2027–28 – All registry services provided within the agreed funding levels.

2028–29 – All registry services provided within the agreed funding levels.

Rationale

Ensure a sufficient level of staffing resources to provide a range of high-quality registry services at each registry location (e.g. to process documents, answer client enquiries and provide courtroom support).

Methodology/source

This will be measured by regular provision and analysis of financial and budgetary reports to ensure all registry services are provided within agreed funding levels. Staff performance will be monitored through the management structure and the performance review process.

Measures of success

- Effective and efficient use of available resources.
- Improved service delivery capability.
- Quality, timely and consistent information for all court users.
- Maximised benefits of nationalised service delivery.
- An environment that focusses on safety for court users experiencing family violence.
- Maximised efficiency in managing national enquiries.
- Full realisation of the benefits of the Digital Court Program in registry practice.
- Effective digital litigation support provided to the judiciary, profession and litigants.

List of requirements

The corporate plan has been prepared in accordance with the requirements of:

- subsection 35(1) of the *Public Governance, Performance and Accountability Act 2013* (Cth), and
- the *Public Governance, Performance and Accountability Rule 2014* (Cth).



The table details the requirements met by the Federal Court of Australia Listed Entity’s corporate plan and the page reference(s) for each requirement.

Requirement	Pages
Introduction	5–6
Purpose	24, 29, 33, 40, 49, 57
Key activities	25, 30, 34, 41–42, 50, 58
Operating context	8–10
Capability	11–13
Risk oversight and management, including key risks and its management	17–22
Cooperation	14–16
Subsidiaries (where applicable)	N/A
Performance	26–27, 31, 36–37, 44–46, 51–55, 60–62

Table 8. Listed Entity 2025–26 Corporate Plan, List of Requirements.

Endnotes

- Federal Court of Australia Act 1976 (Cth) s 18ZB(a), (b), (d).*
- Federal Court of Australia Act 1976 (Cth) s 18N(1), (7).*
- Federal Circuit and Family Court of Australia Act 2021 (Cth) s 103(1), (6).*
- Federal Circuit and Family Court of Australia Act 2021 (Cth) ss 259, 265.*
- Native Title Act 1993 (Cth) s 130(1); Federal Court of Australia Act 1976 (Cth) s 18ZI.*
- Federal Court of Australia Act 1976 (Cth) s 18ZB(c).*

