

2022–2023

CORPORATE plan

Covering the reporting period
2022–23 to 2025–26



**FEDERAL COURT
OF AUSTRALIA**



**FEDERAL CIRCUIT AND
FAMILY COURT OF AUSTRALIA**



**National
Native Title
Tribunal**

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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.

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Guidance for the use of the Corporate Plan

The Federal Court of Australia's Corporate Plan is the entity's principal primary planning document. It outlines the strategic direction, goals, challenges and priorities for the entity, which includes 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), the National Native Title Tribunal, Commonwealth Courts Corporate Services and Commonwealth Courts Registry Services.

The Court's planning framework is modelled on the Commonwealth Performance Framework.

The Portfolio Budget Statements (published in April 2022) outline our proposed allocation of funds to achieve our stated outcomes.

The Corporate Plan (published in August) is a non-financial strategic planning document. It sets out our purpose, key activities, and the results we expect to achieve over the next four years. It also includes discussion on our operating environment, our capability, our stakeholders and our management of risk.

The Annual Performance Statement (published in October the following year) is produced at the end of the reporting cycle and provides an assessment of how we performed against our 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 for the entity is included in the Federal Court's annual report.





The Corporate Plan was developed in conjunction with the following reference material:

- Resource Management Guide 131:
Developing good performance information
 - Resource Management Guide 132:
Corporate plans for Commonwealth entities
-

The Corporate Plan covers the following topics and themes:

- introduction
- purpose
- operating context
- capability
- risk oversight and management
- cooperation
- performance, and
- resourcing.

This is a living document that is reviewed and updated each year.

Message from the Chief Executive Officer and Principal Registrar

The Corporate Plan is our primary non-financial planning document. It outlines the strategic direction, goals, challenges and priorities for the Federal Court entity.

The Corporate Plan focuses on our planned future work and outlines how we will achieve our goals against our stated purpose and how we will measure our performance.

The Corporate Plan, Portfolio Budget Statements and Annual Performance Statement (included in the Annual Report) are the core elements of the Commonwealth performance framework.

We operate in a constantly changing environment, so this plan will be reviewed each year, allowing us to continue to refine and adapt our efforts and ensure we achieve our objectives.

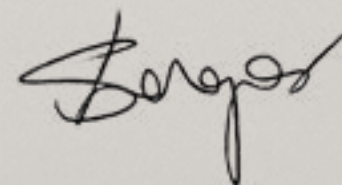
I look forward to working closely with each court and the National Native Title Tribunal to implement the plan for the benefit of all Australians.



Sia Lagos

Chief Executive Officer and Principal Registrar

I, Sia Lagos, as the accountable authority of the Federal Court of Australia, present the *Federal Court of Australia's Corporate Plan 2022–23*, which covers the period 2022–23 to 2025–26, 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', written in a cursive style.

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

11 August 2022

Introduction

The Chief Executive Officer and Principal Registrar of the Federal Court of Australia, together with officers and staff identified under the *Federal Court of Australia Act 1976* (Cth), the *Federal Circuit and Family Court of Australia Act 2021* (Cth) and the *Native Title Act 1993* (Cth), constitute a single Statutory Agency for the purposes of the *Public Service Act 1999* (Cth).

Employees are engaged to work in support of the following Courts or Tribunal:

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

The Federal Court, the Federal Circuit and Family Court of Australia (Division 1) and the Federal Circuit and Family Court of Australia (Division 2) are each separate Chapter III courts and each maintain a distinct statutory identity, with separate Heads of Jurisdiction, independent administrations, separate functions and judicial independence.



Federal Court of Australia entity and programs

The Federal Court of Australia entity has four programs:

- **Program 1.1:** Federal Court of Australia (including the National Native Title Tribunal)
- **Program 2.1:** Federal Circuit and Family Court of Australia (Division 1)
- **Program 3.1:** Federal Circuit and Family Court of Australia (Division 2)
- **Program 4.1:** Commonwealth Courts Corporate Services
- **Program 4.2:** Commonwealth Courts Registry Services

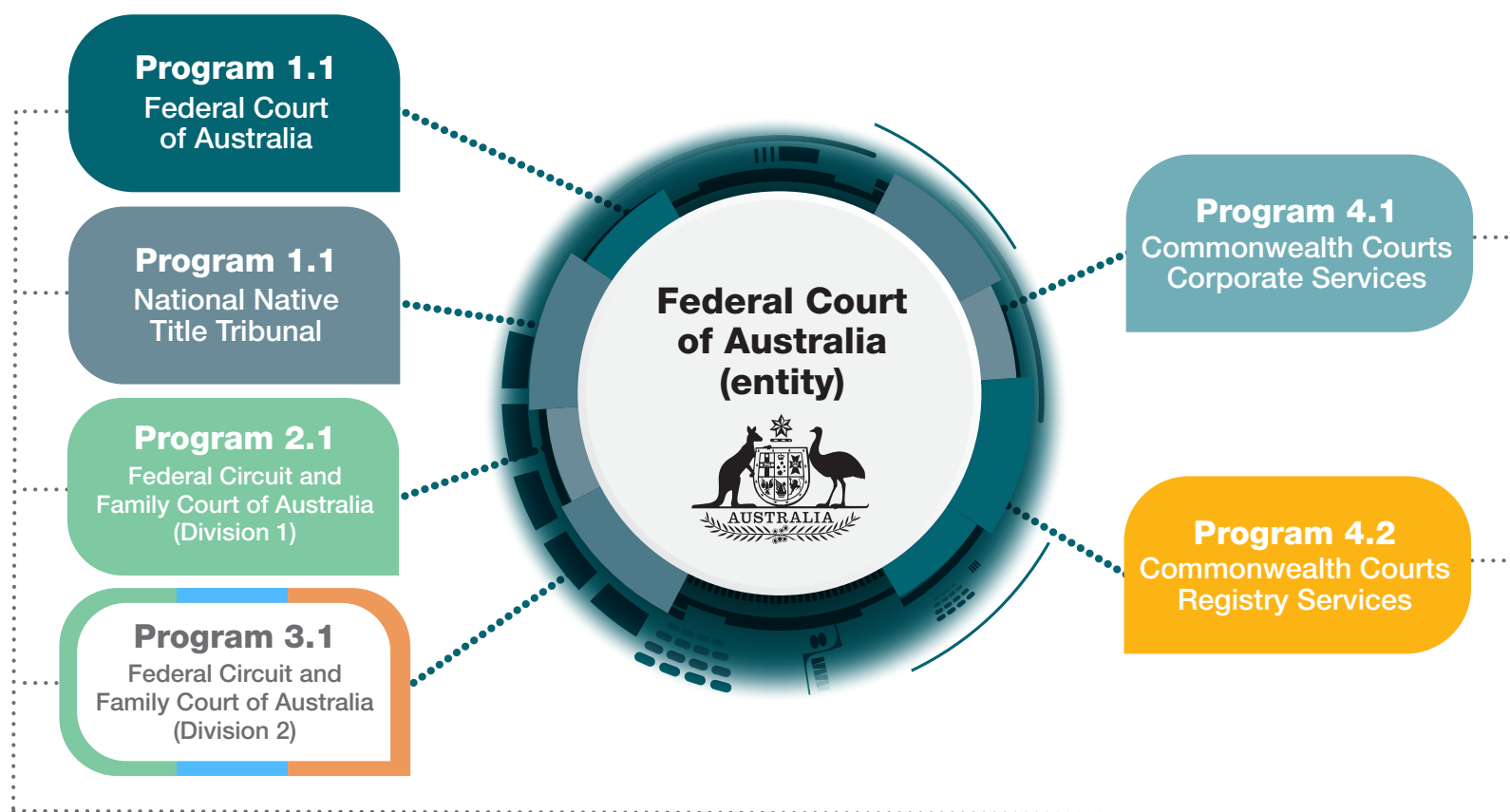


Figure 1: Federal Court of Australia entity and programs

Program 1.1: Federal Court of Australia

The Federal Court of Australia was created by the *Federal Court of Australia Act 1976* 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 business and administrative affairs of the Court. The Chief Justice is assisted by the Chief Executive Officer (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 Federal Circuit and Family Court of Australia (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 National Native Title Tribunal, however the Tribunal remains an independent body established by the *Native Title Act 1993*.

In 2016, the corporate services of then Family Court of Australia and the Federal Circuit Court of Australia were merged with the Federal Court of Australia, with the management of those corporate services managed by a listed non-corporate entity known as the Federal Court of Australia (the entity).

Program 1.1 (Cont'd): National Native Title Tribunal

The *Native Title Act 1993* established the National Native Title Tribunal as an independent body with a wide range of functions. The *Native Title Act 1993* 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 scheme, established by the *Native Title Act 1993*, 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 proceed.

The National Native Title Tribunal has numerous functions designed to assist in serving that purpose. In particular, it has responsibilities in connection with the processing of applications for determinations as to the existence or non-existence of native title over identified parcels of land, and with applications for compensation payable pursuant to the *Native Title Act 1993*.

The National Native Title Tribunal has functions in connection with future acts as defined in section 233 of the *Native Title Act 1993*.

The functions also include post-determination assistance to common law holders and their corporations to provide conflict resolution that assists in achieving outcomes from the determined native title.

The President is responsible for managing the administrative affairs of the National Native Title Tribunal with the assistance of the Federal Court CEO and Principal Registrar.

The President may delegate his powers under the *Native Title Act 1993*.

Program 2.1:

Federal Circuit and Family Court of Australia (Division 1)

The Federal Circuit and Family Court of Australia (Division 1) (Court) was established as the Family Court of Australia in 1975. In 2021, pursuant to the *Federal Circuit and Family Court of Australia Act 2021*, the Court was renamed and continued in existence as the Federal Circuit and Family Court of Australia (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 Federal Circuit and Family Court of Australia (Division 2) at first instance.

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

The Court 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 Federal Circuit and Family Court of Australia (Division 1) is, through its specialist judges, registrars and staff, to assist Australians to resolve their most complex family disputes and family law appeals by deciding such matters according to the law, promptly, courteously and effectively.

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 Federal Circuit and Family Court of Australia (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 some 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 the CEO and Principal Registrar.



Program 3.1: Federal Circuit and Family Court of Australia (Division 2)

The Federal Circuit and Family Court of Australia (Division 2) (Court) was established as the Federal Magistrates Service 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*, the Court was renamed and continued in existence as the Federal Circuit and Family Court of Australia (Division 2).

The Court 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 in terms of three main areas: family law and child support; migration law; and a broad range of general federal law areas of jurisdiction covering administrative law, admiralty law, bankruptcy, consumer law, human rights, industrial law, intellectual property and privacy. The Court shares these jurisdictions with the Federal Circuit and Family Court of Australia (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 Federal Circuit and Family Court of Australia (Division 1) where considered appropriate based on their complexity.

The objective of the Court is 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. The provisions of the *Federal Circuit and Family Court of Australia Act 2021* 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 certain major regional centres in all of the areas in which the court has jurisdiction. The Court also 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 through its regular circuit court program, including utilising technology 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.

Program 4.1:

Commonwealth Courts Corporate Services

The *Courts Administration Legislation Amendment Act 2016* (Cth) established the Commonwealth Courts Corporate Services program from 1 July 2016.

Corporate Services includes finance, human resources, 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 heads of jurisdiction and the CEO and Principal Registrar of the Federal Circuit and Family Court of Australia (Division 1) and (Division 2) 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 generates efficiencies by consolidating resources and infrastructure, streamlining processes and reducing duplication. The savings gained from reducing the administrative burden on each court and the National Native Title Tribunal are reinvested to support the core functions of the entity.

Program 4.2: Commonwealth Courts Registry Services

In 2019–20, the registry services functions for the Federal Court and the Federal Circuit and Family Court were amalgamated into a new program under Outcome 4 (Program 4.2) known as the Commonwealth Courts Registry Services (also known as Court and Tribunal Services).

This provides the Courts with the opportunity to shape the delivery of administrative services and stakeholder support across the entity in a more innovative and efficient manner. A focus on maximising registry operational effectiveness through streamlined structures and digital innovations will significantly contribute to the future financial sustainability of the Courts.

The Accountable Authority consults with the heads of jurisdiction and the CEO and Principal Registrar of the Federal Circuit and Family Court of Australia (Division 1) and (Division 2) in relation to the performance of this function. Details relating to corporate services and consultation requirements are set out in a memorandum of understanding.

This national approach ensures that the quality and productivity of registry services is the very best it can be, by building consistency in registry practice across all court locations and expert knowledge to support the National Court Framework and the important work of the judges and registrars.

Purpose

Federal Court of Australia entity

Purpose: The provision of corporate services in support of the operations of the Federal Court, Federal Circuit and Family Court and the National Native Title Tribunal.

PROGRAM 1.1 Federal Court of Australia

Purpose: To decide disputes according to the law as quickly, inexpensively and efficiently as possible.

PROGRAM 1.1 National Native Title Tribunal

Purpose: To perform the functions conferred upon it by the Native Title Act in accordance with the directions contained in section 109, ethically, efficiently, economically and courteously, thus advancing the purposes underlying the Native Title Act, particularly reconciliation amongst all Australians.

PROGRAM 2.1 Federal Circuit and Family Court of Australia (Division 1)

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, promptly, courteously and effectively.

PROGRAM 3.1 Federal Circuit and Family Court of Australia (Division 2)

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.

PROGRAM 4.1 Commonwealth Courts Corporate Services

Purpose: To provide efficient and effective corporate services to the Commonwealth Courts and Tribunals.

PROGRAM 4.2 Commonwealth Courts Registry Services

Purpose: To provide efficient and effective registry services to the Commonwealth Courts and Tribunals.

Operating context

This section describes how the Federal Court of Australia entity will pursue its environment, cooperative relationships, key capabilities and risk oversight and management strategies over the period 2022–23 to 2025–26.

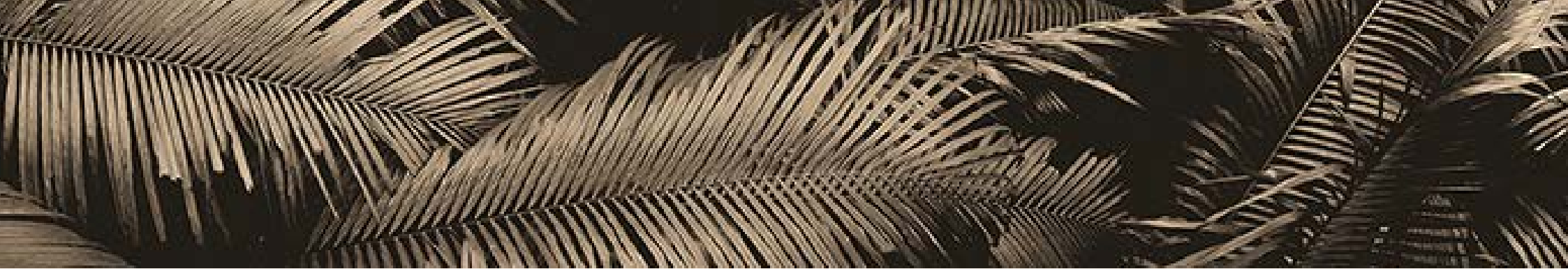




Environment

The Courts and the National Native Title Tribunal undertake regular reviews of their operating environments, challenges and risks to determine performance goals and operational plans each year. A review of the external environment suggests that the key environmental drivers are government policy and legislative change, technological improvement, and social and economic change.

COVID-19 continues to have an impact on our environment at all levels and will continue to do so over the four years of this plan as we capture our lessons learned and apply this knowledge to build and improve on existing resources, products and services. Supporting the delivery of essential services in the administration of justice throughout the COVID-19 pandemic remains a key priority for the Courts and the National Native Title Tribunal. This includes workforce planning and capability actions and continuing digital transformation and information and communications technology reform to support the delivery of Court and Tribunal services.



Government policy and legislative change

Government policy and legislative change affects not only the jurisdiction of each court and the Tribunal, but their workloads and operating environment.

As a result, the Courts and the National Native Title Tribunal need agile and flexible resources and systems to ensure we can respond to change in the fastest and most cost-effective way.

The Federal Court is anticipating changes as a result of incoming government policy decisions, however specific details and the impact of any potential changes is currently unknown.


The application of current and previous efficiency dividends against the Court's property operating funding has continued to affect the entity's budgets. The Courts will continue to discuss the current property funding shortfalls with Government to ensure there are adequate resources for the effective administration of justice.

Existing policy and legislative factors that could impact our environment over the period of this plan include the following:

- The Federal Circuit and Family Court of Australia Bill 2019 and the Federal Circuit and Family Court of Australia (Consequential Amendments and Transitional Provisions) Bill 2019 passed both houses and received Royal Assent in **March 2021** with a commencement date of **1 September 2021**.

The *Federal Circuit and Family Court of Australia Act 2021* brought together the administrative structure of the Family Court and the Federal Circuit Court and aligned their operations in the family law jurisdiction. The purpose of the reforms was to create a single point of entry into the family law system, promote common rules, forms, and case management processes, and to ensure families are able to have their matters dealt with as quickly, efficiently and as cost effectively as possible. The single point of entry for all family law matters through the Federal Circuit and Family Court of Australia (Division 2) is also intended to simplify the filing process, facilitate proper triage of cases and reduce transfers between the two Courts.

- In the Federal Budget in **May 2021**, the Government announced a significant injection of funding to assist the Federal Circuit and Family Court of Australia to implement a new case management pathway, including additional Senior Judicial Registrars, Judicial Registrars, Court Child Experts, Indigenous Liaison Officers and support staff. These resources have been utilised in three key areas of the case management pathway so that judicial resources can focus on the most complex matters, trials and judgment writing; namely front-end triage, duty work and case management, interim decision making, and increased dispute resolution. These resources will enable the Courts to more efficiently deal with the family law caseload.
- **Throughout 2020 and 2021**, the then Family Court of Australia and Federal Circuit Court of Australia worked to harmonise the rules of court that apply in the family law jurisdiction, the case management pathway, procedures and court forms. The rules harmonisation process was undertaken by the Joint Rules Harmonisation Working Group, comprising an independent Chair, the Hon. Dr Chris Jessup QC and then the Hon. Ray Finkelstein AO QC, two supporting barristers, and a Joint Committee comprising judges of both courts.
- On **1 September 2021**, the Federal Circuit and Family Court of Australia (Family Law) Rules 2021 and the Federal Circuit and Family Court of Australia (Division 2)(Family Law) Rules 2021 commenced, along with a suite of practice directions applicable to the family law jurisdiction. This includes the Central Practice Direction – Family Law Case Management, which sets out the standard case management pathway for all family law matters.
- In the Federal Budget in **March 2022**, the Federal Circuit and Family Court of Australia (Division 1) and (Division 2) received funding to expand the Lighthouse Project model into 15 registries. This followed a successful pilot and positive evaluation of the Lighthouse Project in the Adelaide, Brisbane and Parramatta registries which commenced in 2020. The model utilises a custom built web application to risk screen to assist the Courts with early identification of family safety risks. Cases are then directed to appropriate case management pathways, safety planning and service referrals. High risk cases are allocated to a dedicated high risk list, the Evatt List, for case management by specialised and highly experienced Judges, Senior Judicial Registrars, Judicial Registrars and Court Child Experts.



This important project aligns with the Courts' focus on protecting vulnerable children and parties, particularly in the context of family violence, and delivering positive public safety and health outcomes.

The Courts also received funding for additional Indigenous Liaison Officers to provide cultural support and assist with court proceedings including the Lighthouse Project model expansion, noting the prevalence of family violence and other risks in Indigenous communities. The presence of 11 additional Indigenous Liaison Officers will also assist with providing greater support to regional and rural areas.

- The Australian Law Reform Commission (ALRC) conducted a wide-ranging review into the family law system. The final report of the ALRC, delivered in **March 2019**, recommended significant reforms of relevance to the family law courts. The Courts will continue to engage with government and key stakeholders regarding the implementation of a number of these recommendations.

- A further inquiry into the family law system was announced in **September 2019** when the Joint Select Committee on Australia's Family Law System was appointed by resolution of the Senate and House of Representatives on **18 and 19 September 2019** respectively. The terms of reference direct the Committee to examine a number of aspects of the family law system. The Committee published two interim reports, the second of which provided a number of recommendations and dealt with the substantive issues. The Committee published a third report which addressed the child support system and a final report. The Joint Select Committee recommended the national rollout of the Lighthouse Project and the PPP500 Pilot.

- On **4 June 2020**, the House of Representatives Standing Committee on Social Policy and Legal Affairs announced an inquiry into family, domestic and sexual violence. The terms of reference specifically include the adequacy of the evidence base around the prevalence of domestic and family violence, and data collection from institutions including the Courts. A final report was handed down in **March 2021** which provided 85 recommendations, however these are not directly related to the Courts.

- In **November 2021**, the *National Strategic Framework for Information Sharing between the Family Law and Family Violence and Child Protections Systems* was endorsed by the meeting of Attorney-Generals. The Framework aims to promote the safety and wellbeing of adults and children affected by family violence and child abuse, and support informed and appropriate decision making in circumstances where there is, or may be, a risk of family violence or child abuse. The Federal Circuit and Family Court of Australia will collaborate on the implementation and delivery of the Framework to enhance information sharing and collaboration between the federal family law and State and Territory child protection and family violence systems.

- The *Native Title Legislation Amendment Act 2021* (Cth) received royal assent on **16 February 2021**, and fully came into force from **25 September 2021** when the final measures, which relate to applicant decision making and replacement of applicants, commenced.



Technological improvement

The Courts and the National Native Title Tribunal continue to improve digital capabilities to increase efficiency and streamline services.

Electronic and digital court files, along with eFiling and eLodgment services, reduce cost and time for litigants and enable efficient national operations for the Courts and the National Native Title Tribunal.

Hearings, mediation and dispute resolution are now conducted remotely via Microsoft Teams or Cisco video conferencing, in court, or a hybrid approach with in-person and remote participants. This allows judicial officers to balance the complexity of the matter, and the benefits of in-person appearance and efficiency for participants. For example, case management

and interlocutory hearings may be managed via video conference to progress efficiently through listed matters, and vulnerable parties can be securely connected to the Court without the potential impact of physical proximity to other parties.

In line with the principles of open justice, live streaming is now used to allow the media and interested members of the public to openly and transparently view proceedings where appropriate. In some cases, such as where there are privacy or security issues, edited video of proceedings is uploaded for later public viewing. This has been well received, in particular by the media, for high profile matters.

The entity continues to capture key lessons from COVID-19 and refocus our priorities and programs accordingly.

The Federal Circuit and Family Court of Australia (Division 1) and (Division 2) have responded to the COVID-19 pandemic through key initiatives such as the national electronically based COVID-19 List to expeditiously deal with family law matters related to the pandemic where they had a significant connection to COVID-19.

These rapid technological changes have provided greater access to justice to litigants in regional and rural Australia, improved safety for vulnerable litigants and more efficiently and effectively utilised judicial and registrar resources on a national basis.



The Courts and the National Native Title Tribunal are already well advanced in the digital space, and further work will be conducted over the life of this plan to embrace and expand these new technologies. This includes:

- modernising and harmonising core court, case and file management systems
- redesigning court networks to better support remote and hybrid hearings and working
- increasing available video conferencing equipment and streaming technology
- enhancing cybersecurity to protect against current and emerging threats
- taking advantage of the benefits of digital litigation, and
- consolidating services and optimising costs.

In 2022, the Federal Circuit and Family Court of Australia (Division 1) and (Division 2) are continuing to utilise both in-person and electronic hearings depending on what best serves the interests of justice. The majority of final hearings are being conducted in-person, however electronic hearings and electronic dispute resolution are being utilised where efficient or where it provides increased access to justice, such as for litigants in regional and remote locations, or where they have safety concerns about attending a court registry.

In 2022, the Federal Circuit and Family Court of Australia (Division 1) and (Division 2) are focused on the expansion of the Lighthouse Project model into 15 registries. This follows a successful pilot and positive evaluation of the Lighthouse Project in the Adelaide, Brisbane and Parramatta registries which commenced in 2020. The model utilises a

custom built web application to risk screen and triage all new parenting only applications into three levels of risk, assisting the Courts with early identification of family safety risks. Cases are then directed to appropriate case management pathways, safety planning and service referrals. High risk cases are allocated to a dedicated high risk list, the Evatt List, for case management by specialised and highly experienced Judges, Senior Judicial Registrars, Judicial Registrars and Court Child Experts. This important project aligns with the Courts' focus on protecting vulnerable children and parties, particularly in the context of family violence, and delivering positive public safety and health outcomes. The Courts have also commenced a program of engaging Indigenous Liaison Officers to support Aboriginal and Torres Strait Islander litigants and children in family law.




Social and economic change

The COVID-19 pandemic has caused significant social and economic impact that will have a lasting effect on the Courts and the National Native Title Tribunal, the profession, litigants and other stakeholders. It is expected that this impact will continue to be felt by the Courts and the National Native Title Tribunal for many years.

The impact has been felt across all the Courts and the National Native Title Tribunal. It has been particularly felt in the family law jurisdiction, where stay-at-home restrictions and the economic ramifications of the pandemic have placed additional pressures on families already dealing with separation and co-parenting and led to an increase in urgent applications and allegations of family violence. The pandemic has also impacted the profession, who have had to transition to remote working in a very short amount of time and familiarise themselves with a wide range of different videoconferencing platforms, and now transition back to a hybrid working environment with both in-person and electronic court hearings.

The expectations and types of court users, clients and stakeholders will continue to change over the next four years. The ongoing development of tailored services and communications, convenience and personalisation are now expected by the stakeholder groups serviced by the Courts and the National Native Title Tribunal. While technology provides a lower cost option to meet this expectation, defining stakeholder needs and developing tailored responses creates significant workload.



For the Federal Circuit and Family Court of Australia (Division 2) that conducts circuit work and the National Native Title Tribunal, this also includes maintaining a balance between leveraging the benefits of technology to improve access, but also ensuring it meets the needs of clients in remote areas where access to technology can be not only cost prohibitive, but more importantly, inaccessible in some areas. However, the technological achievements and the work of the Courts and the National Native Title Tribunal throughout the COVID-19 pandemic has demonstrated that widely available, user-friendly technology can facilitate access to justice in remote and regional locations. With the easing of COVID-19 restrictions, the Courts have transitioned to more face-to-face operations. This being said, electronic hearings and court events will still be maintained in appropriate matters, including those which involve family violence safety considerations.

The work of the Courts has also been impacted generally by economic and social change.

For example, judge's workloads have increased as a result of rises in the number of unrepresented litigants and, in the Federal Court, class actions.

In addition, the Federal Circuit and Family Court of Australia (Division 2) has continued to receive a significant volume of migration filings that is placing a strain on that Court. This trend is expected to continue over the four years of this plan.

Community awareness and focus on matters involving family violence and allegations of child abuse remains high, with resulting impacts on the Federal Circuit and Family Court of Australia (Division 1) and (Division 2). The Courts are focused on appropriately identifying and handling matters involving allegations of child abuse and family violence through a number of core projects, including the Lighthouse Project and the *Notice of Child Abuse, Family Violence and Risk*.

The harmonised *Notice of Child Abuse, Family Violence or Risk* has given the Court greater insight into the prevalence of a wide range of risk factors in family law proceedings, and also the prevalence of allegations of multiple risk factors, including family violence, child abuse, alcohol or substance abuse, mental ill-health, abduction and threats of harm, where parties are willing to make those allegations in filed material. It is accepted that there is a particular need to focus on supporting Aboriginal and Torres Strait Islander families where a number of these risk factors can be pronounced.

The native title system continues to mature, with the National Native Title Tribunal impacted by the ongoing increase in the determination of native title claims. This has placed greater emphasis on the challenges facing Prescribed Bodies Corporate and how native title holders can leverage economic development from the recognition of their native title rights and interests. Since the High Court's decision in *Northern Territory v Mr A. Griffiths (deceased) and Lorraine Jones on behalf of the Ngaliwurru and Nungali Peoples* [2019] HCA 7 (Timber Creek Compensation Claim), there has been an increase in the filing of compensation applications, with 16 applications being filed since the High Court's decision was handed down.

Of the 16 compensation applications filed, two applications have been discontinued, another two have been struck out, and the remaining compensation applications are progressing in the Federal Court. The filing of the compensation applications has translated into increased workloads for the National Native Title Tribunal in terms of geospatial mapping and notification of these applications.

Capability

To ensure each court and the National Native Title Tribunal can achieve their stated purpose, the corporate entity will build and maintain capability over the four years of this plan by focussing on the following themes:

- Legislative
- Administrative
- Information and Communications Technology
- People





Legislative

- Continue to implement the National Native Title Tribunal's function in respect of post-determination assistance to common law holders and their corporations.
- Continue to implement and improve the family law case management pathway.
- Continue to build a national structure for family law Registrars and Court Child Experts.

Administrative

- Restructure service delivery to streamline and maximise services provided to our clients.
- Maximise efficiency in managing national enquiries.
- Deliver services via a range of locations throughout Australia, including regional and remote.
- Aspire to be innovative and commit to a culture of continuous improvement and organisational reform.
- Implement and maintain strong governance arrangements to ensure we are accountable, open, collaborative and responsive.
- Achieve financial sustainability by realising further savings in an effort to achieve a balanced budget.
- Invest in leadership and management to ensure our leaders are responsible, visible, respected and trusted.
- Commit to workforce planning and capability actions as a direct result of COVID-19 learnings and recovery.

Information and Communications Technology

- Improve service delivery through digital platforms and increased efficiency, embedding lessons from COVID-19.
- Increase our Information and Communication Technologies (ICT) capability and align our ICT strategies to whole-of-government initiatives.
- Strengthen cybersecurity protection to mitigate risks from current and emerging threats.
- Implement agile systems and processes with the capacity to navigate and respond to change.
- Standardise systems and processes that allow us to rapidly respond to client needs.

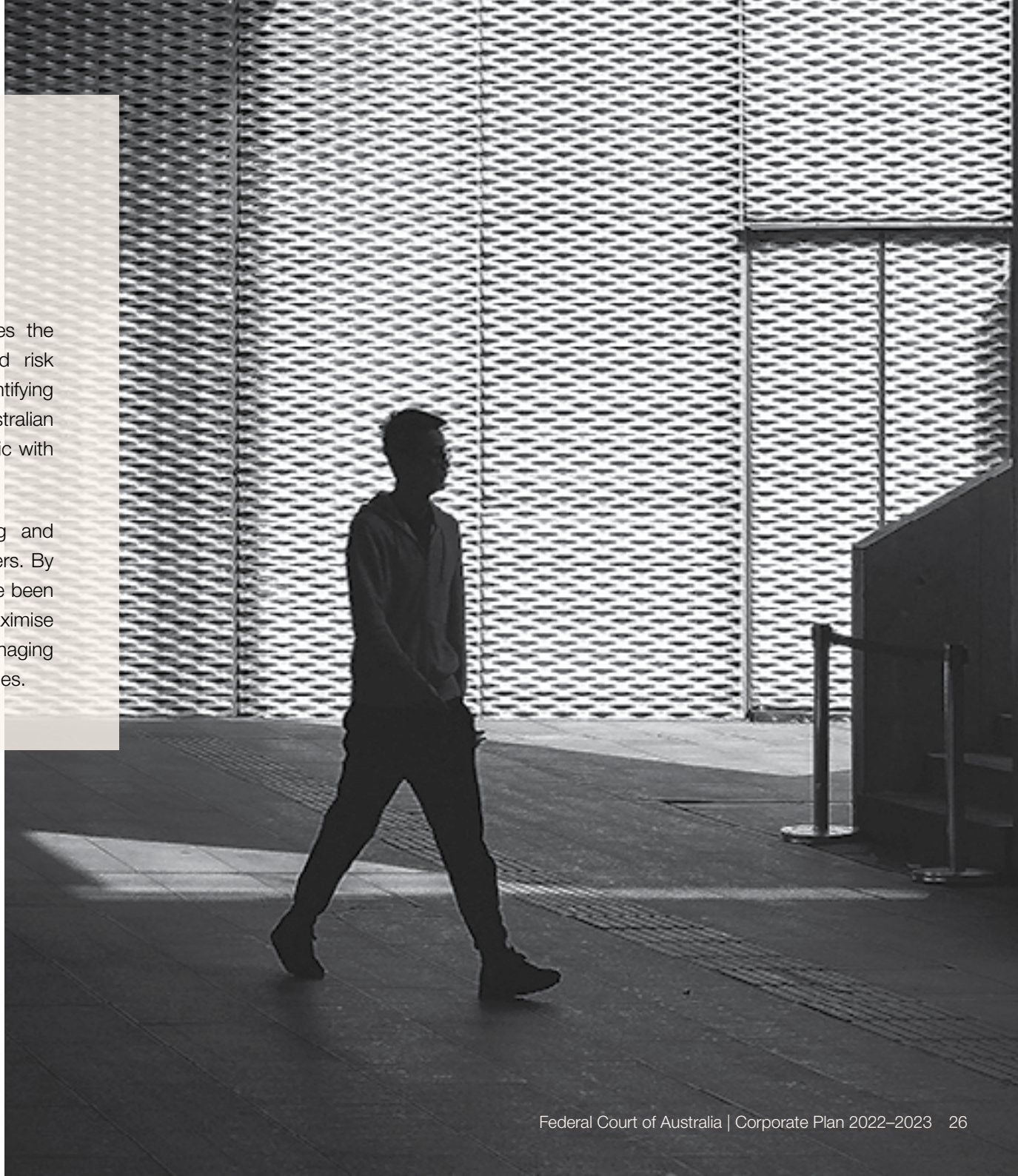
People

- Invest in our people to deliver the best outcomes and support a strong and respectful organisational culture.
- Attract and acquire new talent through the implementation of a graduate recruitment program.
- Develop and maintain a robust and dynamic workforce-planning model consistent with the APS workforce strategy.
- Maintain support for ongoing learning and performance development.
- Build a diverse and inclusive workplace.
- Form positive and influential relationships with our stakeholders to support better outcomes for the Australian people.

Risk oversight and management

Risk management in the Federal Court identifies and addresses the uncertainty in achieving our purposes. The outcome of good risk management is to appropriately mitigate risk and assist with identifying opportunities, thereby enhancing our ability to respond to the Australian Government policy and legislative change and to provide the public with 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 that have been recognised by our Internal Auditors as fit for purpose, we will maximise the efficiency and effectiveness of planning, decision-making, managing uncertainty and our use of resources to achieve the desired outcomes.



Our risk framework is designed to:

- **ensure** risk management supports our purposes
- **support** a culture which encourages people to report incidents and take ownership of problems
- **ensure** risk management thinking is embedded in all activities; enabling the achievement of better outcomes
- **ensure** stakeholders are consulted to enable the consideration of a broader perspective
- **identify and manage** both entity-wide strategic risks and program or project-specific risks
- **promote** sharing of risk information and experiences within the entity and across the Australian Government Community of Practices to develop more consistent approaches to managing risk, and
- **align** with the *Public Governance, Performance and Accountability Act 2013* and the Australian Government's expectations as detailed in the Commonwealth Risk Management Policy.

The **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), has been recently reviewed by Internal Audit which confirmed the framework and plan are fit for purpose.

- 1 **Strategic risks**—risks that affect performance against identified strategic objectives.
- 2 **Financial risks**—risks that affect the financial outcomes of the entity or have detrimental financial impact.
- 3 **Risks to reputation**—risks that affect the reputation of the entity and its ability to perform, or which may impair the community's trust with the Courts and the judicial system.
- 4 **Operational risks**—risks that affect the management of and accountability for performance, including the entity's service delivery obligations, regulatory framework and business relationships.
- 5 **Legal and compliance risks**—risks arising from statutory and other compliance and reporting obligations as well as current or pending litigation to which the entity is a party.
- 6 **People risks**—risks that affect staff ethical behaviour, the integrity of decisions, processes and information, or affect the work, health and safety of personnel.
- 7 **Information Management and Information Technology**—risks associated with information and communication services and the delivery of those services, programs and functions and includes business continuity, IT disaster recovery and external events impacting on the entity's ability to deliver services (e.g. cyber risks).

Oversight

The Audit and Risk Committee is established in accordance with section 45 of the *Public Governance, Performance and Accountability Act 2013* (Cth) and provides specific functions to assist the Accountable Authority in meetings its obligations.

The functions of the committee are to:

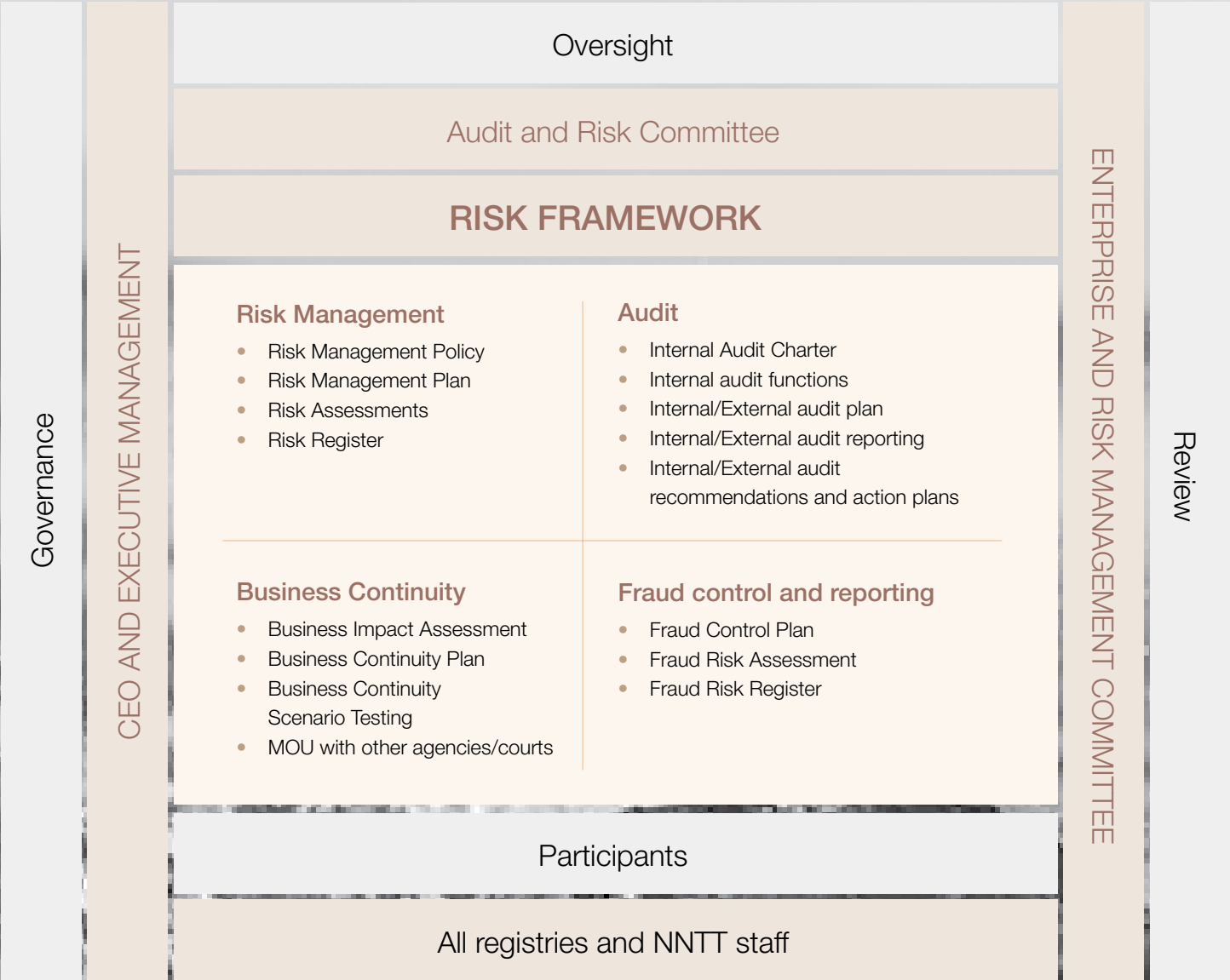
- provide independent assurance of the effectiveness of the entity's Risk Management Framework
- review compliance with the entity's Risk Management Policy and monitor and understand the potential impact of emerging risks on the entity's ability to achieve its objectives
- monitor the implementation of the 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 and advise whether key controls are appropriate and are operating effectively, and
- provide assurance that the entity has well-designed business continuity and disaster recovery arrangements in place and are tested periodically.

The Enterprise Risk Management Committee is accountable to and supports the Accountable Authority by advising the Audit Committee and making recommendations concerning the development, implementation and operation of:

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

The Enterprise Risk Management Committee also has responsibility to monitor the effectiveness of controls where the entity's risk appetite has been exceeded. This will generally be where residual risk is assessed as High or Extreme, and determine which risks which are highlighted in the Enterprise Wide Risk Register.

Figure 2: Federal Court entity risk management structure



The table below provides some examples of the risks faced by the Courts and the National Native Title Tribunal.

Table 1: Risks faced by the Courts and the National Native Title Tribunal

RISKS	AREA OF RISK	RISK DESCRIPTION	MITIGATION STRATEGY
Strategic (Technology)	Information protection	Failure to identify, categorise, classify and protect data assets across the Entity.	<ul style="list-style-type: none"> Consult with key stakeholders, internally and externally, to better understand the available data assets and current control measures, and how the stakeholder needs are best met. Develop a plan to improve data controls resulting in improved security of data and minimise cyber risks related to data exposure. Build capacity and capability to deploy data loss prevention tools. Modernising electronic court files and the Court's Casetrack case management system on a single core platform across the Courts and Tribunals.
Financial	Funding/ financial resources	Insufficient financial resources to support the essential requirements of the Courts and the National Native Title Tribunal to deliver services to the customers.	<ul style="list-style-type: none"> Robust budgeting and disciplined financial management practices. Communication/consultation with key stakeholders, particularly the Minister, Attorney-General's Department, Department of Finance and key government agencies. Continued refinement of e-services to drive work practice efficiencies and better, quicker and less expensive services to customers.
Operational	Case management	Increased workload, in addition to the backlog of cases, increases case load management.	<ul style="list-style-type: none"> A strategic review of the increased workload in new case management, and managing the backlog, has allowed the entity to identify and develop national practice areas and refined case management strategies. More effective, efficient and consistent management of different caseloads within the current and changing legislative environment.
Operational (Security)	Travel security	Failure to have in place robust travel related security practices and processes to minimise any loss of information or assets.	<ul style="list-style-type: none"> Increased staff awareness and training of safety and security protocols during travel interstate or international.
People	Workplace Health and Safety	Failure to implement effective controls Work Health and Safety incidents and near misses including COVID-19 exposures.	<ul style="list-style-type: none"> The continuous successful use of risk assessments and incident reporting (including near misses). Timely and appropriate incident investigation and intervention to reduce frequency of incidents and positively manage WorkCover insurance premiums.



Cooperation

Our relationships are essential to help us achieve our purpose and deliver on our key activities and performance measures. Successful engagement and collaboration helps to contribute to more effective connection of services, better cooperation and sharing of information and improved service delivery.



As an entity, we work collaboratively with a broad range of stakeholders, including the legal profession, government agencies, other courts, non-Government organisations, research, academia and community groups, to build partnerships to promote access to justice, early engagement with products and services, and more effective information to assist Court and Tribunal users.

As independent courts and a tribunal, we each have different stakeholders and partnerships that underpin the broader entity structure. For the Courts, relationships are managed either by the Chief Justice, Chief Judge, other judges or the respective CEO and Principal Registrar on behalf of the Chief Justice and Chief Judge. For the National Native Title Tribunal, relationships are managed by the President and Native Title Registrar.

Over the four years of this plan, the Courts and the National Native Title Tribunal will focus on sustaining engagement and cooperation by continuing to build on our highly successful partnerships and working collaboratively to build new ones.

The Federal Court of Australia engages in a wide range of activities with the legal profession, including regular user group meetings. The aim of user groups is to provide a forum for court representatives and

the legal profession to discuss existing and emerging issues, provide feedback to the Court and act as a reference group. Seminars and workshops on issues of practice and procedure in particular areas of the Court's jurisdiction are also regularly held. Registries also host advocacy sessions, bar moot courts and moot competitions and assist with readers' courses.

Court facilities are made available for many events for the legal community, including lectures, seminars and ceremonies. Registries are also anticipating recommencing hosting visiting delegations from overseas courts who are interested in learning more about the Court's operations. The Court is also an active supporter of legal education programs, both in Australia and overseas.

The Court also regularly engages with the Law Council of Australia, the Australian Bar Association, and the various state and territory bar associations and law societies.

The Federal Court of Australia continues to coordinate a number of projects and activities to support governance, access to justice and the rule of law within neighbouring judiciaries. By collaborating with other courts, predominantly across the Asia Pacific region, the Court is able to contribute to a number of our partners' important reform and development priorities. Detailed information on this is published in the Court's annual report.

The Director Security as the Courts' Sheriff and Marshal, works closely with the Australian Federal Police and the police services of the states and territories. This is particularly important in the execution of orders emanating from family law matters such as the recovery of children, the arrest of persons and the prevention of parties or children leaving Australia while custody or property orders are before the Courts. The Marshal and Sheriff also works closely with the Australian Federal Police, the police services of the states and territories and the Attorney-General's Department on a range of information exchange arrangements in order to improve understanding of the risks associated with individuals coming to court.

The National Native Title Tribunal continues to work with stakeholders, particularly representative bodies, governments at all levels, peak bodies and prescribed bodies corporate. The President, Members and Native Title Registrar have established a fresh engagement agenda to implement its new function (post-determination assistance), as well as continued targeted engagement to ensure the most effective use of resources. The National Native Title Tribunal conducts information sessions around the country to assist stakeholders in understanding their legal obligations and the need for compliance with the future act provisions of the Native Title Act.



The National Native Title Tribunal also actively fosters its invigorated working relationship with the Federal Court. A protocol facilitates the performance of Court and Tribunal native title roles and builds upon this close existing relationship.

The Federal Circuit and Family Court of Australia (Division 1) and Federal Circuit and Family Court of Australia (Division 2) have numerous external stakeholders, including state and territory Bars and Law Societies, the Australian Bar Association, the Law Council of Australia and the Family Law Section of the Law Council of Australia. Close engagement and ongoing collaboration also occurs with Legal Aid organisations, women's legal groups, Aboriginal and Torres Strait Islander Legal Services, migrant and refugee services, community legal services, child welfare agencies, the Australian Federal Police, state and territory police, overseas jurisdictions, Relationships Australia, Family Relationship Centres, alternative dispute resolution providers and judicial education and research organisations.

There are several established channels through which external stakeholders may inform the Federal Circuit and Family Court of Australia (Division 1) and Federal Circuit and Family Court of Australia (Division 2) and provide feedback, including the following:

- The Australian Institute of Family Studies was established under section 114B of the Family Law Act and is a forum for exchange of information and research.
- The Chief Justice meets regularly with key representatives of national and state bar associations and law societies and women's legal groups. In addition, the Federal Circuit and Family Court of Australia (Division 2) has established relationships with bar associations, law societies and key stakeholders in regards to migration and other general federal law matters.

The Federal Circuit and Family Court of Australia (Division 1) and Federal Circuit and Family Court of Australia (Division 2) have a number of strategies for strengthening partnerships with stakeholders, such as legal practitioners, non-government organisations, and government agencies and departments.

Judges regularly present to law societies and bar associations in their respective jurisdictions, as well as hold informal meetings with members of the legal profession and participate in stakeholder meetings.

Staff 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.

This diagram is a high-level depiction of the interconnection of relationships and stakeholders of the Courts and National Native Title Tribunal across the entity.

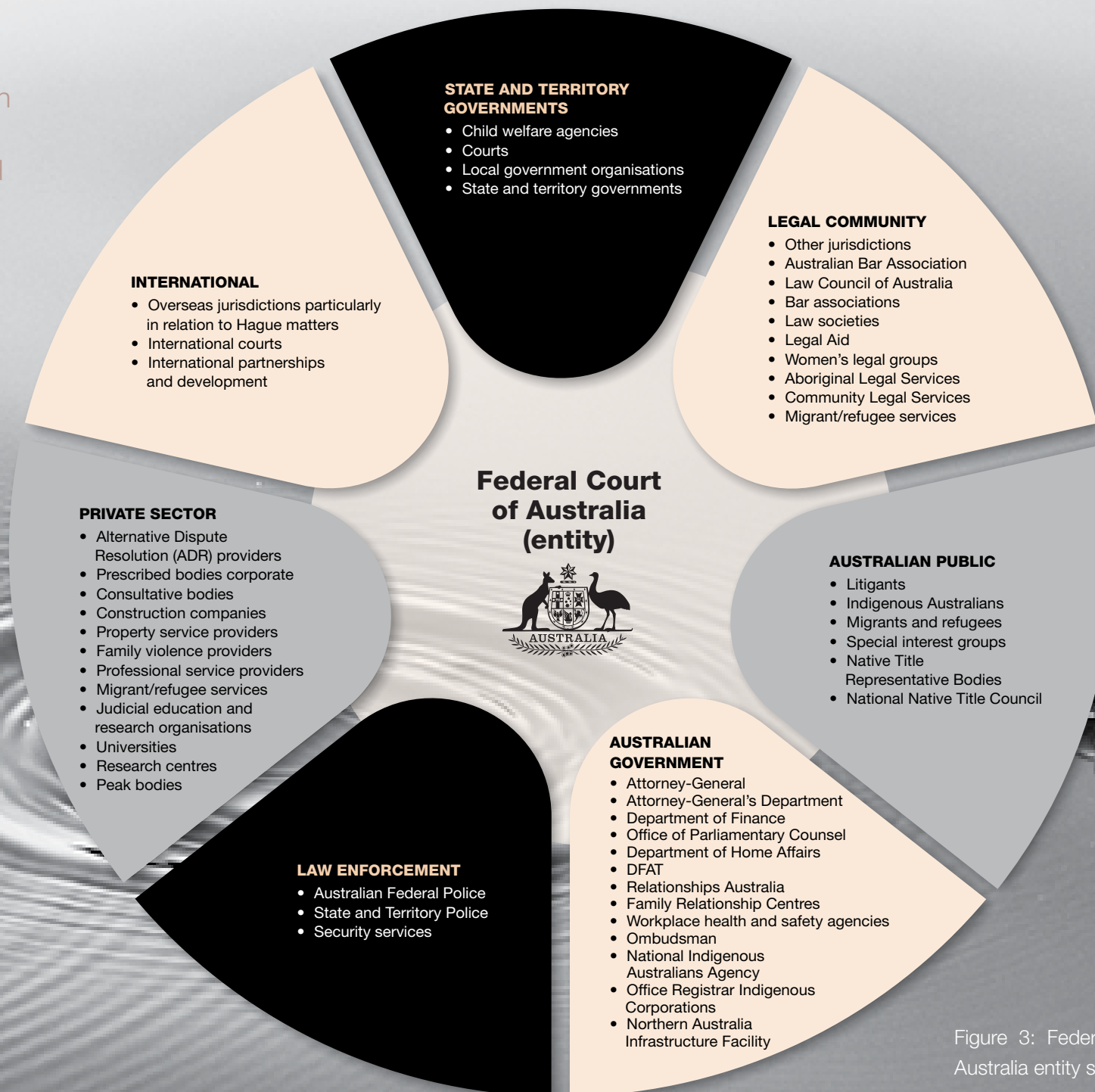


Figure 3: Federal Court of Australia entity stakeholders



Performance

This section sets out the intended actions and high-level key activities of each court and the National Native Title Tribunal, consistent with each of their purposes, over the four years of this plan.

Federal Court of Australia

Our Purpose

To decide disputes according to law as quickly, inexpensively and efficiently as possible.

Our 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.

Our key activities

For 2022–23 (and the outlook period through to 2026), the Federal Court of Australia will progress the following key activities:

Our guiding principles

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

KEY ACTIVITIES	TARGET COMPLETION			
	2022–23	2023–24	2024–25	2025–26
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 areas (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: Federal Court of Australia key activities, 2022–23 to 2025–26

2022–23 significant initiatives

- Modernise the Electronic Court File, incorporating case management, workload management and dashboards within a single platform.
- Develop tailored resources and educational materials via different channels to assist court users.
- Develop and deliver seminars, lectures and training to improve access to justice, education on new services and other topics of relevance.
- Develop new functional accommodation design principles to facilitate the use of new digital hearing technologies.

How we will measure our performance

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 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 the National 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. The Annual Performance Statement, published in the Court's annual report, will report on the success of the plan to achieve timely completion of cases.

Performance measure		Planned performance result 2022–23	Planned performance result 2023–24	Planned performance result 2024–25	Planned performance result 2025–26
Timely completion of cases	Goal 1	85% of cases to be completed within 18 months of commencement.	85% of cases to be completed within 18 months of commencement.	85% of cases to be completed within 18 months of commencement.	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 the Electronic Court File and/or Casetrack.			
	Goal 2	Judgments to be delivered within three months.	Judgments to be delivered within three months.	Judgments to be delivered within three months.	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 the Electronic Court File and/or Casetrack.			

Table 3: Federal Court of Australia performance measures, 2022–23 to 2025–26

Measure of success

- Increased mediation and case management support work for judges.
- Registrar resources utilised more effectively on a national basis to address workload demands.
- Additional equipment and optimised hybrid model of remote and in-person hearings that emerged as a result of COVID-19.
- Expanded use of video conferencing and Internet streaming to reduce barriers to access hearings for parties, witnesses, journalists and members of the public.
- Improved multi-function facilities to accommodate remote hearings, enabling judges, witnesses and parties to be linked in to matters being heard in other locations, thus minimising travel expenses, improving access to justice and freeing up courtrooms for other hearings.
- Established user groups for each NPA and improved liaison with the profession.
- Developed practices and procedures for NPAs.
- Continued ongoing support for judges through judicial education.

National Native Title Tribunal

Our Purpose

The National Native Title Tribunal is an independent body established by the *Native Title Act 1993*. The purpose of the National Native Title Tribunal is to perform the functions conferred upon it by the Act in accordance with the directions contained in section 109, ethically, efficiently, economically and courteously, thus advancing the purposes underlying the Act, particularly reconciliation amongst all Australians.

Our guiding principles

- Facilitate recognition of native title rights and interests pursuant to the *Native Title Act 1993* and reconciliation.
- Improve the accessibility and quality of our information to increase understanding of native title and the native title system.
- Enhance the delivery of our services, particularly by Indigenous workforce recruitment.
- Continue to provide services that reflect an understanding of the current and evolving needs of our stakeholders.

Our key activities

For 2022–23 (and the outlook period through to 2026), the National Native Title Tribunal will progress the following key activities:

KEY ACTIVITIES	TARGET COMPLETION			
	2022–23	2023–24	2024–25	2025–26
Deliver the 2020–21 Reconciliation Action Plan in partnership with the Federal Court entity. This is an inaugural Plan (Reflect RAP) and marks the beginning of future work over 2022–25 to progress the RAP into further stages of maturity. The Plan for the next stage, the Innovate RAP, is currently being developed.	•	•	•	
Complete the Indigenous employment strategy in conjunction with the Federal Court and apply strategy to all recruitment activities.	•	•	•	•
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.	•	•	•	•
Expand Tribunal online resources by continuing to assess our 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 partnerships with key stakeholders to deliver education and specialised training.	•	•	•	•

Table 4: National Native Title Tribunal key activities, 2022–23 to 2025–26



How we will measure our performance

The National Native Title Tribunal strives to be an externally focussed organisation, responsive to stakeholder needs, and conscious of the role conferred upon it by Parliament. The National Native Title Tribunal will look to stakeholders for their assessments of its performance. It will also publish relevant statistics in the Report of the National Native Title Tribunal, which is included in the Federal Court of Australia's Annual Report.

Measure of success

- Enhanced accessibility to National Native Title Tribunal information and resources with increasing online delivery.
- Maintenance of a user-friendly tool that supports the visualisation of native title by the general public.
- High quality Geospatial services compliant with industry standards.
- Effective working relationships with stakeholders.
- Increased knowledge in stakeholders and the wider community about the role and functions of the National Native Title Tribunal.
- Indigenous workforce development opportunities identified and championed.
- National Native Title Tribunal staff equipped and motivated to achieve high-quality results.
- A flexible workforce aligned to work needs and demands.

Federal Circuit and Family Court of Australia (Division 1)

Our 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, promptly, courteously and effectively.

Our outcome

Apply and uphold the rule of law for litigants in the Federal Circuit and Family Court of Australia (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.

Our key activities

For 2022–23 (and the outlook period through to 2026), the Federal Circuit and Family Court of Australia (Division 1) will progress the following key activities:

KEY ACTIVITIES	TARGET COMPLETION			
	2022–23	2023–24	2024–25	2025–26
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 and expand the Lighthouse Project to support families who may have experienced family violence and other risks.	•	•	•	•
Enhance collaboration with child welfare agencies and service providers to facilitate information sharing when risks are alleged in family law proceedings.	•	•	•	•
Improve the digital capabilities of the Court by enhancing the Digital Court File, eFiling and other online services and digital processes.	•	•	•	•
Improve access to justice for Aboriginal and/or Torres Strait Islander litigants and children through the role of Indigenous Liaison Officers and the development of tailored case management processes, including certain specialist Indigenous Lists.	•	•	•	•

Table 5: Federal Circuit and Family Court of Australia (Division 1) key activities, 2022–23 to 2025–26

2022–23 significant initiatives

- Expand the Lighthouse Project Model of risk screening and assessment, safety planning and service referral, and bespoke risk-based case management, including the high-risk Evatt List from 3 registries to 15 registries.
- Engage Indigenous Liaison Officers and develop tailored case management processes for matters involving Aboriginal and/or Torres Strait Islander litigants and children, including certain specialist Indigenous Lists.
- Continue and where possible expand the information sharing and co-location initiatives in family law.
- Modernise the Digital Court File and establish a common platform to incorporate case management, workload management and dashboards within a single application.

How we will measure our performance

The key outcome measures for the Federal Circuit and Family Court of Australia (Division 1) are contained in Outcome Two of the Portfolio Budget Statements.

The Federal Circuit and Family Court of Australia (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 measure		Planned performance result 2022–23	Planned performance result 2023–24	Planned performance result 2024–25	Planned performance result 2025–26
Timely completion of cases	Goal 1	70–90% of final order applications resolved within 12 months.	80–90% of final order applications resolved within 12 months.	80–90% of final order applications resolved within 12 months.	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.			
	Goal 2	75% of all judgments delivered within three months.	75% of all judgments delivered within three months.	75% of all judgments delivered within three months.	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.			

Table 6: Federal Circuit and Family Court of Australia (Division 1) performance measures, 2022–23 to 2025–26

Measure of success

- Improved efficiencies 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 and family dispute resolution (FDR), and increased judicial time to focus on the most complex disputes.
- 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.
- Positive outcomes for children and families through increased information sharing and engagement with relevant stakeholders and other jurisdictions.
- Improved protection of vulnerable parties and children exposed to family violence and other risks through early risk identification, screening and assessment.
- Improved support and cultural responsiveness in proceedings involving Aboriginal and/or Torres Strait Islander litigants and children.

Federal Circuit and Family Court of Australia (Division 2)

Our 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.

Our outcome

Apply and uphold the rule of law for litigants in the Federal Circuit and Family Court of Australia (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.

Our key activities

For 2022–23 (and the outlook period through to 2026), the Federal Circuit and Family Court of Australia (Division 2) will progress the following key activities:

KEY ACTIVITIES	TARGET COMPLETION			
	2022–23	2023–24	2024–25	2025–26
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.	•	•	•	•
Continue to implement the Priority Property Pool (PPP500) Pilot 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 Liaison Officers and the development of tailored case management processes, including specialist Indigenous Lists.	•	•	•	•

Our 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.

Table 7: Federal Circuit and Family Court of Australia (Division 2) key activities, 2022–23 to 2025–26

Cont'd: Table 7: Federal Circuit and Family Court of Australia (Division 2) key activities, 2022–23 to 2025–26

KEY ACTIVITIES	TARGET COMPLETION			
	2022–23	2023–24	2024–25	2025–26
Work towards enhanced collaboration with child welfare agencies and service providers to facilitate information sharing when risks are alleged in family law proceedings.	•	•	•	•
Review the general federal law rules, practice directions and case management procedures so as to improve support for judges and achieve efficiencies.	•	•		
Enhanced general federal law registrar support for judges in time consuming interlocutory disputes and dispute resolution.	•	•	•	•
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.	•	•	•	•
Improve the digital capabilities of the Court by enhancing the Digital Court File, eFiling and other online services and digital processes.	•	•	•	•
Enhanced migration registrar support for judges in migration cases.	•	•	•	•

2022–23 significant initiatives

- Expand the Lighthouse Project Model of risk screening and assessment, safety planning and service referral, and bespoke risk-based case management, including the high-risk Evatt List from 3 registries to 15 registries.
- Engage Indigenous Liaison Officers and develop tailored case management processes for matters involving Aboriginal and/or Torres Strait Islander litigants and children, including specialist Indigenous Lists.
- Continue and where possible expand the information sharing and co-location initiatives in family law.
- 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.
- Review case management processes and procedures in the migration jurisdiction to address the backlog of pending migration cases.
- Modernise the Digital Court File and establishing a common platform to incorporate case management, workload management and dashboards within a single application.

How we will measure our performance

The key outcome measures for the Federal Circuit and Family Court of Australia (Division 2) are contained in Outcome Three of the Portfolio Budget Statements.

The Federal Circuit and Family Court of Australia (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 measure		Planned performance result 2022–23	Planned performance result 2023–24	Planned performance result 2024–25	Planned performance result 2025–26
Timely completion of cases	Goal 1	70–90% of final order family law applications resolved within 12 months.	80–90% of final order family law applications resolved within 12 months.	80–90% of final order family law applications resolved within 12 months.	80–90% of final order family law 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.			
	Goal 2	90% of general federal law applications (excluding migration) resolved within 12 months.	90% of general federal law applications (excluding migration) resolved within 12 months.	90% of general federal law applications (excluding migration) resolved within 12 months.	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.			
	Goal 3	75% of all judgments delivered within three months.	75% of all judgments delivered within three months.	75% of all judgments delivered within three months.	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 3 months, out of all judgments delivered during the financial year.			

Table 8: Federal Circuit and Family Court of Australia (Division 2) performance measures, 2022–23 to 2025–26

The Court's Annual Performance Statement, published in the Federal Court Annual report, will report on the success of the plan to achieve timely completion of cases.

Measures of success

- Improved efficiencies 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 and family dispute resolution (FDR), and increased judicial time to focus on the most complex disputes.
- 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.
- Positive outcomes for children and families through increased information sharing and engagement with relevant stakeholders and other jurisdictions.
- Improved protection of vulnerable parties and children exposed to family violence and other risks through early risk identification, screening and assessment.
- Improved support and cultural responsiveness in proceedings involving Aboriginal and/or Torres Strait Islander litigants and children.
- 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.

Commonwealth Courts Corporate Services

Our 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.

Our outcome

Improved administration and support of the resolution of matters according to law for litigants in 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 parties in the National Native Title Tribunal through efficient and effective provision of shared corporate and registry services.

Our key activities

For 2022–23 (and the outlook period through to 2026), Corporate Services will progress the following key activities:

KEY ACTIVITIES	TARGET COMPLETION			
	2022–23	2023–24	2024–25	2025–26
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, including COVID-19 lessons and reform.	•	•	•	•

Table 9: Commonwealth Courts Corporate Services key activities, 2022–23 to 2025–26

2022–23 significant initiatives

- Redesign of Court and Tribunal networks to better support hybrid working needs.
- Enhance cybersecurity protection including Essential 8 and Endpoint Protection and management of third-party risks.
- Modernise underlying technology platforms to optimise security, cost and sustainable maintenance.
- Relocate the Court to new premises in Launceston.
- Implement a new graduate recruitment program, including a focus on ongoing diversity initiatives.
- Commence the redesign and redevelopment of the Federal Court of Australia and National Native Title Tribunal websites.

How we will measure our performance

The key outcome measure is contained in Outcome Four (program 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 Federal Circuit and Family Court of Australia and parties in the National 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. The Court's Annual Performance Statement will report on the success of the plan to achieve efficient and effective corporate services.

Performance measure		Planned performance result 2022–23	Planned performance result 2023–24	Planned performance result 2024–25	Planned performance result 2025–26
Optimise technology to support judicial, registry and corporate services functions.	Goal 1	Proposed future state capability and technology supports the demands of both the Court and its users. Successful delivery of the Digital Court Program.	Proposed future state capability and technology supports the demands of both the Court and its users. Successful delivery of the Digital Court Program.	Proposed future state capability and technology supports the demands of both the Court and its users. Successful delivery of the Digital Court Program.	Proposed future state capability and technology supports the demands of both the Court and its users. Successful delivery of the Digital Court Program.
		Rationale: Implementing an updated common platform for Family Law, Federal Law, and case and workload management will increase efficiency across the Courts and Tribunals. Updated network technology will better support ongoing hybrid working models.			
		Methodology/source: This target will be measured by reference to the following: <ul style="list-style-type: none"> Capabilities migrated from legacy systems to updated platform as per program roadmap. Legacy systems no longer in use. Network implementation completed, and reductions in outage and performance issues, particularly for remote working. 			
Implementation of a Cyber Security Program.	Goal 2	The Court continues to deliver services in a productive and secure manner in the event of an incident.	The Court continues to deliver services in a productive and secure manner in the event of an incident.	The Court continues to deliver services in a productive and secure manner in the event of an incident.	The Court continues to deliver services in a productive and secure manner in the event of an incident.
		Rationale: Increasing protection against current and emerging threats will ensure a resilient Court and Tribunal service.			
		Methodology/source: This target will be measured by reference to the following: <ul style="list-style-type: none"> Reduction in measured vulnerabilities, particularly aged, to within recommendations from ACSC, or compensating controls implemented. Implementation of endpoint protection, Security Operations Centre capabilities entity-wide. Judiciary and internal staff using single Identity and Access Management solution for all applications. 			
Efficient and effective corporate services.	Goal 3	Corporate Services to be provided within the agreed funding.	Corporate Services to be provided within the agreed funding.	Corporate Services to be provided within the agreed funding.	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 Tribunal.			
		Methodology/source: This target will be measured by reference to: <ul style="list-style-type: none"> 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. 			

Table 10: Commonwealth Courts Corporate Services performance measures, 2022–23 to 2025–26

Cont'd Table 10: Commonwealth Courts Corporate Services performance measures, 2022–23 to 2025–26

Performance measure		Planned performance result 2022–23	Planned performance result 2023–24	Planned performance result 2024–25	Planned performance result 2025–26
Gender equality – female representation in the senior executive service (SES) and executive level (EL) classifications.	Goal 4	Approximately 50% of SES and approximately 50% of EL staff.	Approximately 50% of SES and approximately 50% of EL staff.	Approximately 50% of SES and approximately 50% of EL staff.	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 Court provides a diverse and inclusive workplace is key to maintaining employee engagement, as well as ensuring the Court benefits from employees' varied perspectives. The Court 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.			
Indigenous representation – proportion of staff who identify as Indigenous.	Goal 5	Indigenous representation of 3% of total staff.	Indigenous representation of 3% of total staff.	Indigenous representation of 3% of total staff.	Indigenous representation of 3% of total staff.
		Rationale: The Court 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 Court occupied by employees who identify as Aboriginal or as Torres Strait Islanders.			

Measures of success

- Improved security arrangements in all Court premises.
- Increased digital capability to support the growth in online hearings and other digital initiatives.
- Improved website information to better support self-represented litigants and other litigants.
- A new five-year strategic property plan.
- Completed Sydney criminal jurisdiction stage two fit out.
- The delivery of the new property project in Launceston will enhance the security of the Court and the community accessing the FCFCOA in Launceston. The relocation will provide improved security for vulnerable persons including children, and the new layout will offer appropriate separation between parties.
- A revised workforce planning model to capture key learning from the COVID-19 period to ensure we have a diverse, skilled and agile workforce to support the work of the Courts and the National Native Title Tribunal into the future.
- Revised work practices that align to our workplace continuity plans.
- Delivery to budget.

Commonwealth Courts Registry Services

Our 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.

Our outcome

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

Our key activities

For 2022–23 (and the outlook period through to 2026), Registry Services will progress the following key activities:

KEY ACTIVITIES	TARGET COMPLETION			
	2022–23	2023–24	2024–25	2025–26
Establish leadership forums for managers and team leaders for information sharing and problem solving.	•	•	•	•
Provide enhanced support and training for in-court technology, digital hearings and on line hearings through the establishment of a Digital Practice team.	•	•	•	•
Implement business process changes to complement the rollout of the Digital Court File.	•	•		
Review the model for the management of general federal law enquiries.	•	•		
Enhance National Enquiry Centre systems and capability.	•	•	•	•
Design and implement a new service model for integrated registry services.	•			

Table 11: Commonwealth Courts Registry Services key activities, 2022–23 to 2025–26

2022–23 significant initiatives

- Update digital litigation processes for judiciary and staff.
- Rollout standardised remote/hybrid hearing and mediation process to all locations.
- Develop and document a national registry knowledge base.
- Standardise national approach to training delivery.
- A new national structure for the provision of Court and Tribunal registry services implemented.

How we will measure our performance

The key outcome measure is contained in Outcome Four (program 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 Federal Circuit and Family Court of Australia and parties in the National Native Title Tribunal through efficient and effective provision of shared corporate and registry services. The Court's Annual Performance Statement will report on the success of the plan to achieve correct information, timely processing of documents and efficient registry services.

Performance measure		Planned performance result 2022–23	Planned performance result 2023–24	Planned performance result 2024–25	Planned performance result 2025–26
All information and service provided by registry services is high quality, timely and meets the needs of clients	Goal 1	At least a 90% customer enquiry satisfaction rate.	At least a 90% customer enquiry satisfaction rate.	At least a 90% customer enquiry satisfaction rate.	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.			
Timely processing of documents.	Goal 2	75% of documents processed within two working days.	75% of documents processed within two working days.	75% of documents processed within two working days.	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.			
Efficient registry services.	Goal 3	All registry services provided within the agreed funding levels.	All registry services provided within the agreed funding levels.	All registry services provided within the agreed funding levels.	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 appraisal process.			

Table 12: Commonwealth Courts Registry Services performance measures, 2022–23 to 2025–26



Measures of success

- Effective and efficient use of available resources.
- Quality, timely and consistent information for all court users across all Courts and the National Native Title Tribunal.
- Enhanced access to justice services through digital technologies.
- An environment that focusses on safety for court users experiencing family violence.
- Improved leadership and service delivery capability.
- Realise the benefits of the Digital Court File.
- Maximised benefits of a new national service model for Commonwealth registry services implemented.
- Maximised efficiency in managing national enquiries.
- Improved in-court technical support.
- Implementation and delivery of digital litigation support to the judiciary, profession and litigants.



Resourcing

Federal Court of Australia

The table below illustrates the financial and staffing resources applied by the Federal Court of Australia over the four years of this plan.

	2022-23 Forward estimate \$'000	2023-24 Forward estimate \$'000	2024-25 Forward estimate \$'000	2025-26 Forward estimate \$'000
Administered expenses	1,550	1,550	1,550	1,550
Special appropriations <i>Public Governance, Performance and Accountability Act 2013</i>	600	600	600	600
Administered total	2,150	2,150	2,150	2,150
Departmental expenses				
Departmental appropriation	65,357	65,578	65,871	66,128
S74 External revenue (a)	550	550	550	550
Expenses not requiring appropriation in the budget year (b)	16,213	16,213	18,654	18,971
Departmental total	82,120	82,341	85,075	85,649
Total expenses Federal Court of Australia	84,270	84,491	87,225	87,799
Average staffing level (c)	279			

Note: Departmental appropriation splits and totals are indicative estimates and may change in the course of the budget year as government priorities change.

a) Estimated expenses incurred in relation to receipts retained under section 74 of the *Public Governance, Performance and Accountability Act 2013*.

b) Expenses not requiring appropriation in the budget year are made up of liabilities assumed by other entities.

c) Excludes judges.

d) This includes funding the National Native Title Tribunal as component 1.1.2 in FCA PBS (Outcome 1).

Federal Circuit and Family Court of Australia (Division 1)

The table below illustrates the financial and staffing resources applied by the Federal Circuit and Family Court of Australia (Division 1) over the four years of this plan.

	2022-23 Forward estimate \$'000	2023-24 Forward estimate \$'000	2024-25 Forward estimate \$'000	2025-26 Forward estimate \$'000
Administered expenses	300	300	300	300
Special appropriations <i>Public Governance, Performance and Accountability Act 2013</i>	100	100	100	100
Administered total	400	400	400	400
Departmental expenses				
Departmental appropriation	45,609	45,777	45,979	46,149
Expenses not requiring appropriation in the budget year (a)	11,606	11,606	12,094	12,300
Departmental total	57,215	57,383	58,073	58,449
Total expenses Federal Circuit and Family Court of Australia (Div 1)	57,615	57,783	58,473	58,849
Average staffing level (b)	155			

Note: Departmental appropriation splits and totals are indicative estimates and may change in the course of the budget year as government priorities change.

a) Expenses not requiring appropriation in the budget year are made up of liabilities assumed by other entities.

b) Excludes judges.

Federal Circuit and Family Court of Australia (Division 2)

The table below illustrates the financial and staffing resources applied by the Federal Circuit and Family Court of Australia (Division 2) over the four years of this plan.

	2022–23 Forward estimate \$'000	2023–24 Forward estimate \$'000	2024–25 Forward estimate \$'000	2025–26 Forward estimate \$'000
Administered expenses	2,626	2,631	2,635	2,651
Special appropriations <i>Public Governance, Performance and Accountability Act 2013</i>	200	200	200	200
Administered total	2,826	2,831	2,835	2,851
Departmental expenses				
Departmental appropriation	92,996	91,850	92,256	92,608
Expenses not requiring appropriation in the budget year (a)	667	667	843	857
Departmental total	93,663	92,517	93,099	93,465
Total expenses Federal Circuit and Family Court of Australia (Div 2)	96,489	95,348	95,934	96,316
Average staffing level (b)	359			

Note: Departmental appropriation splits and totals are indicative estimates and may change in the course of the budget year as government priorities change.

a) Expenses not requiring appropriation in the budget year are made up of liabilities assumed by other entities.

b) Excludes judges.

Commonwealth Courts Corporate Services and Registry Services

The table below illustrates the financial and staffing resources applied by Corporate Services and Registry Services over the four years of this plan.

	2022-23 Forward estimate \$'000	2023-24 Forward estimate \$'000	2024-25 Forward estimate \$'000	2025-26 Forward estimate \$'000
CORPORATE SERVICES				
Departmental expenses				
Departmental appropriation	78,969	79,188	79,796	80,326
S74 External Revenue (a)	387	390	392	398
Expenses not requiring appropriation in the budget year (b)	59,296	59,630	58,642	59,464
Total expenses Corporate Services	138,652	139,208	138,830	140,188
REGISTRY SERVICES				
Departmental expenses				
Departmental appropriation	32,079	31,377	31,615	31,822
S74 External Revenue (a)	844	844	844	844
Total expenses Registry Services	32,923	32,221	32,459	32,666
TOTAL CORPORATE SERVICES				
Departmental expenses				
Departmental appropriation	111,048	110,565	111,411	112,148
S74 External Revenue (a)	1,231	1,234	1,236	1,242
Expenses not requiring appropriation in the budget year (b)	59,296	59,630	58,642	59,464
Total expenses	171,575	171,429	171,289	172,854
Average staffing level (c)	490			

Note: Departmental appropriation splits and totals are indicative estimates and may change in the course of the budget year as government priorities change.

a) Estimated expenses incurred in relation to receipts retained under section 74 of the *Public Governance, Performance and Accountability Act 2013*.

b) Expenses not requiring appropriation in the budget year are made up of depreciation and amortisation expenses and resources received free of charge.

c) Excludes judges.

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.

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

REQUIREMENT	PAGE(S)
INTRODUCTION	5
Statement of preparation The reporting period for which the plan is prepared. The reporting periods covered by the plan.	4
PURPOSES	13
KEY ACTIVITIES	37; 39; 41; 44; 47; 50
OPERATING CONTEXT	14
Environment	15
Capability	23
Risk oversight and management, including key risks and its management.	26
Cooperation	32
Subsidiaries (where applicable)	N/A
PERFORMANCE	36
Performance measures	38; 42; 46; 48; 51
Targets for each performance measures (if reasonably practicable to set a target).	38; 42; 46; 48; 51

Table 13: Federal Court of Australia 2022–23 Corporate Plan, List of Requirements