



Federal Court of Australia Listed Entity

Corporate Plan 2026–2027

Covering the reporting period 2026–27 to 2029–30

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



**FEDERAL COURT
OF AUSTRALIA**



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



© Commonwealth of Australia 2026

ISSN 2982-1185

Use of the Coat of Arms

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

Contact details

Director Communications

P: (02) 6113 9470

E: communication@fedcourt.gov.au

W: www.fedcourt.gov.au

Acknowledgment of Country

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

Contents

Statement of preparation	4
Overview of the Listed Entity	4
Purposes	6
Key activities	6
Operating context	7
Environment	7
Funding and the macroeconomic environment	7
Regulatory environment	8
Technological environment	8
Social environment	8
Geographic environment	8
Capability	9
Workforce	9
Strategic Commissioning Framework	9
ICT	9
Digital Court Program	9
Recording and Transcription Program	10
Information security	10
Infrastructure	10
Risk oversight and management	11
Cooperation	13
Performance	14
Outcome 1: Federal Court of Australia	14
Outcome 2: Federal Circuit and Family Court of Australia (Division 1)	17
Outcome 3: Federal Circuit and Family Court of Australia (Division 2)	19
Outcome 4: Listed Entity	22
Appendix 1: Additional information provided by the FCFCOA	27
Outcome 2	27
Outcome 3	28
Appendix 2: List of requirements	30

Statement of preparation

I, Sia Lagos, as the accountable authority of the Federal Court of Australia Listed Entity, present the Federal Court of Australia Listed Entity Corporate Plan 2026–27, which covers the period of 2026–27 to 2029–30 as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (Cth).



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

14 August 2026

Overview of the Listed Entity

The 'Federal Court of Australia Listed Entity' (Listed Entity) refers to a group of persons who support the work of three separate courts and one tribunal.

This group of persons includes:

- the Chief Executive Officer and Principal Registrar (CEO) of the Federal Court of Australia (FCA), and certain officers of that Court and staff of its Registries¹
- the CEO and Principal Registrar of the Federal Circuit and Family Court of Australia (Division 1) (FCFCOA (Division 1)), certain officers of that Court and the staff of its Registries²
- certain officers of the Federal Circuit and Family Court of Australia (Division 2) (FCFCOA (Division 2)) and the staff of its Registries³
- the National Native Title Registrar, and the staff of its national offices⁴.

The judicial officers of each Court, the President of the National Native Title Tribunal, the National Native Title Registrar as well as the four NNTT Members, are not part of the Listed Entity.

The Listed Entity was established under the *Courts Administration Legislation Amendment Act 2016* from 1 July 2016, as a single administrative body with a single appropriation.

This appropriation has four discrete outcomes. The first three outcomes relate to the FCA (including the NNTT), FCFCOA (Division 1) and FCFCOA (Division 2) respectively. The fourth outcome relates to the shared corporate services arrangement (Program 4.1), as well as the separate shared registry services arrangement (Program 4.2).

¹ *Federal Court of Australia Act 1976* (Cth) s 18N(1), (7).

² *Federal Circuit and Family Law Act of Australia Act 2021* (Cth) s 103(1), (6).

³ *Federal Circuit and Family Law Act of Australia Act 2021* (Cth) ss 259, 265.

⁴ *Native Title Act 1993* (Cth) s 130(1); *Federal Court of Australia Act 1976* (Cth) s 18ZI.

The Listed Entity programs are summarised below:

Outcome	Program
Outcome 1 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	Program 1.1 – Federal Court of Australia The exercise of the jurisdiction of the Federal Court of Australia and supporting the operations of the National Native Title Tribunal
Outcome 2 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	Program 2.1 – Federal Circuit and Family Court of Australia (Division 1) The exercise of the jurisdiction of the Federal Circuit and Family Court of Australia (Division 1)
Outcome 3 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	Program 3.1 – Federal Circuit and Family Court of Australia (Division 2) The exercise of the jurisdiction of the Federal Circuit and Family Court of Australia (Division 2)
Outcome 4 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	Program 4.1 – Commonwealth Courts Corporate Services Provide efficient and effective corporate services for the Commonwealth Courts and tribunals Program 4.2 – Commonwealth Courts Registry Services Provide efficient and effective registry services for the Commonwealth Courts and tribunals

Since 2016, the CEO and Principal Registrar of the FCA has had the function of providing the corporate services of the FCA, FCFCOA (Division 1) and FCFCOA (Division 2). This shared corporate service arrangement exists pursuant to statute and, for budget purposes, is amalgamated into the Commonwealth Courts Corporate Services program under Outcome 4.1. This program is delivered by the organisational team known internally as Corporate Services.

Since 2019, there has been a shared registry service for the FCA, FCFCOA (Division 1) and FCFCOA (Division 2) which is known as Court and Tribunal Services (CTS). The shared registry service exists through an agreement between the heads of jurisdiction and, for budget purposes, is amalgamated into the Commonwealth Courts Registry Services program under Outcome 4.2. This program is delivered by the organisational team known internally as CTS.

Purposes

The purpose of the Listed Entity is to support the operations of the FCA, the FCFCOA (Division 1), the FCFCOA (Division 2) (together, FCFCOA), and the NNTT (collectively, the Courts and Tribunal).

The purposes of the FCA, the FCFCOA (Division 1), the FCFCOA (Division 2), the NNTT, and their key activities for 2026–30 are outlined in their respective performance reports related to their specific outcomes.

Key activities

In 2026–27, the Listed Entity will support the Courts and Tribunal to deliver timely, fair and accessible justice by strengthening the core enablers that underpin court and tribunal operations.

Across Corporate Services, the focus will continue to be on a valued and capable workforce, fit-for-purpose and secure facilities, integrated and secure systems and data, and strong governance and financial sustainability – enabling efficient, effective and resilient services across all jurisdictions.

The work of CTS will continue to centre on a commitment to excellence in client services, judicial support and courthouse operations – ensuring responsive and user centred service

delivery, supported by modern and sustainable operating models.

The key activities of Corporate Services and CTS are detailed against Outcomes 4.1 and 4.2 in the performance section of this plan.

Recent budget measures identify dedicated funding priorities for each of the Courts.

The budget measures for the FCA include:

- designing processes in cooperation with, and led by First Nations parties, in particular the mediation and case management of matters
- digitising Native Title paper files to preserve historically and culturally significant Native Title records
- managing increased migration workload through –
 - ensuring migration proceedings, (FCA's largest subject matter areas, both at the first instance and in the appellate jurisdiction) are managed efficiently and sensitively, with appropriate cultural and language support for litigants. Delivery of these key activities will support the efficient use of scarce judicial time
- resourcing the Australian Competition Tribunal (ACT) to support an increased caseload anticipated by the *Treasury Laws Amendment (Mergers and Acquisitions Reform) Act 2024* (Cth) by –
 - supporting the judiciary of the ACT (all of whom are FCA Judges) and its supporting people and systems to perform the functions of the ACT
- supporting caseload arising from proposed key reforms to the Visa Protection program that are likely to result in an increase in appeals from the FCFCOA (Division 2)
- supporting caseload arising from proposed changes to firearms licence eligibility which is expected to result in an increase in judicial review applications from firearms background checks and intelligence assessments.

The 2026–27 funding for the FCFCOA (Division 1) and the FCFCOA (Division 2) continues to support the FCFCOA to ensure that family law cases are resolved in an efficient, timely and cost-effective manner, using appropriate dispute resolution processes, while appropriately responding to family violence and other risks.

Specific budget measures included in the Portfolio Budget Statements (PBS) relating to the Courts' family law jurisdiction include:

- continuing of the Lighthouse Program for 2 years to 30 June 2028. The program operates across 15 primary family law registries to identify risk issues early, such as family violence, supporting vulnerable parties, and shaping the allocation of resources and urgency given to such cases
- continuing culturally responsive support for Aboriginal and Torres Strait Islander families and children engaging with the family court system for a further 2 years to 30 June 2028
- continuing implementation and expansion of the National Strategic Framework for Information Sharing between the Family Law and Family Violence and Child Protection Systems.

In 2026–27, the FCFCOA (Division 2) received funding for its migration jurisdiction, relating to the broader strengthening of the Visa Protection System reforms, specifically for the Court's new migration case management pathway, for an in-person verification pilot, and digital enhancements. From 1 July 2026, the Court for the first time has management of all its migration and general federal law Registrar and support staff resources. This management is key to the Court continuing to enhance its services in both the migration and general federal law jurisdictions.

The Listed Entity will also support each of the key activities further detailed by the Courts and Tribunal against their respective outcomes in the performance section of this plan.

Operating context

The Listed Entity's key activities are undertaken within an operating context comprising:

- the environment in which it operates
- the capability required to undertake its key activities and achieve its purposes
- its risk oversight and management systems, including the key risks and the management of those risks
- the organisations and bodies with which it cooperates, and how that cooperation supports achievement of the Listed Entity's purposes.

These elements individually and collectively support the Listed Entity's purposes by supporting the Courts and Tribunal to deliver timely, fair and accessible justice.

Environment

The Listed Entity operates within a complex and evolving environment that influences how it supports the administration of justice across the Courts and Tribunal. These environmental factors inform the Listed Entity's capability priorities, risk management approach and performance measures for the period of the plan.

Funding and the macroeconomic environment

The Listed Entity operates within a constrained public sector funding environment, where increasing demand for services must be delivered through the efficient and effective use of public resources. Commonwealth budget settings continue to emphasise expenditure discipline, productivity and value for money, while demand for judicial, registry and corporate services continue to grow in response to legislative reforms, changing caseloads and community expectations.

Broader economic conditions present ongoing challenges. Inflationary pressures, increasing technology and cyber security investment requirements, workforce market constraints and rising supplier costs place upward pressure on the cost of delivering services.

These factors affect the availability and affordability of specialist expertise, contracted services, infrastructure and technology solutions relied upon by the Listed Entity.

In response, the Listed Entity maintains a strong focus on strategic investment, workforce capability, efficient business processes and financial sustainability. This includes reviewing service delivery models, prioritising investments that improve productivity, resilience and service quality, and strengthening procurement, contract management and resource stewardship to support the efficient use of public resources.

Regulatory environment

The Listed Entity operates within a framework of legislation, government policy and public sector accountability requirements that directly influence its activities. Legislative reforms, changes to court jurisdiction, emerging policy priorities and Commonwealth governance requirements can affect workload, service delivery models and operational priorities.

The Listed Entity works closely with the Courts and Tribunal and other stakeholders to ensure services, systems and processes remain aligned with legislative requirements and support jurisdictional objectives. The Listed Entity must also respond to evolving governance, integrity, information management, privacy and security obligations that shape the administration of justice and public sector operations.

Technological environment

Technology continues to transform the administration of justice and the delivery of corporate and registry services. The Listed Entity operates in an environment characterised by growing digital expectations, rapid technological change, increasing cyber security threats and expanding opportunities presented by automation, Artificial Intelligence (AI) and data-driven decision-making.

The Listed Entity will continue to invest in modern, secure and integrated digital capabilities that improve service delivery, strengthen information management and cyber resilience, support efficient case management, enhance data and reporting capabilities, and enable accessible and flexible services for court users across Australia.

Social environment

The Courts and the Tribunal serve a diverse Australian community with differing needs, expectations and circumstances. Changes in population demographics, increased demand for accessible and digital services, evolving expectations of government service delivery, and continuing efforts to improve outcomes for First Nations peoples influence how services are designed and delivered.

Social changes including national conflicts, polarisation and changes in respect for institutions contribute to increasing physical and cyber threats to court and tribunal users, the Courts and Tribunal and the judiciary. These pressures reinforce the need for strong protective security, cyber resilience and business continuity arrangements that support safe access to justice.

The Listed Entity seeks to provide inclusive, user-centred services that respond to the needs of litigants, legal practitioners, families, First Nations peoples and other court users, while supporting access to justice and maintaining public confidence in the administration of justice. This includes maintaining safe and secure environments that protect judicial officers, staff, court and tribunal users, visitors and information assets through appropriate security arrangements, risk-aware service design, accessible facilities and responsive operational practices.

Geographic environment

The Listed Entity supports the operations of the Courts and Tribunal across Australia through a network of metropolitan and regional registries, circuit locations and remote hearings, underpinned by digital and remote service delivery channels.

Australia's geographic scale presents unique service delivery challenges and opportunities. The Listed Entity will continue to leverage technology, workforce planning and integrated service delivery arrangements to ensure equitable access to the services of the Courts and Tribunal regardless of location, while maintaining nationally consistent service standards and operational capability.

Capability

The Listed Entity requires skilled people, contemporary technology, fit-for-purpose infrastructure and effective governance to deliver efficient corporate and registry services to the Courts and Tribunal. These capabilities will be strengthened through workforce planning, targeted capability development, technology investment, facilities management and continuous improvement of governance, security, risk and compliance frameworks.

Workforce

People are central to the success of the Listed Entity. Their knowledge, expertise and dedication support the effective administration of justice and the delivery of trusted services to the judiciary, court users and the broader community.

The Listed Entity is committed to building a skilled, connected and high-performing workforce that demonstrates integrity, accountability and professionalism, and responds to changing service needs.

The Listed Entity values diversity, flexibility, inclusion and accessibility, recognising that different backgrounds, cultures and perspectives strengthen organisational outcomes.

During 2026–27, capability development will focus on leadership, learning, career development and practical support for managers. Capability gaps identified through internal and stakeholder feedback as well as benchmarking against comparable organisations will inform future capability development.

This approach is informed by Australian Public Service (APS) wide workforce strategies and the Listed Entity's Reflect Reconciliation Action Plan, which support diversity, inclusion, accessibility and cultural capability across the organisation.

Strategic Commissioning Framework

In 2026–27, the Listed Entity will reduce outsourcing of core work in accordance with the APS Strategic

Commissioning Framework, with an initial focus on reducing outsourced People and Culture resources for payroll processing.

ICT

The Listed Entity requires contemporary, secure and reliable ICT capability to support the administration of justice and the delivery of corporate and registry services across the Courts and Tribunal.

The Listed Entity's technology strategy focuses on maintaining fit-for-purpose technology, improving interoperability and reducing complexity across the technology environment, while ensuring alignment with whole-of-government standards, policies and frameworks.

The Listed Entity will continue to strengthen its technology capability through investment in modern digital platforms, information management, data capability and technology governance. These capabilities support operational resilience, service reliability and the ongoing delivery of accessible and effective services for judicial officers, staff and court users, while embracing opportunities associated with emerging technologies such as AI using responsible, explainable guardrails and governance measures.

Digital Court Program

The Digital Court Program remains a key element of the Listed Entity's digital transformation agenda. It provides scalable, sustainable and user-centred digital services that support the administration of justice.

This includes enhancing case management capabilities, improving information management practices, while strengthening resilience and data governance. The program also supports the continued development of CourtPath and associated digital platforms to meet the evolving needs of the Courts and Tribunal and court users.

The Digital Court Program demonstrates the value of progressively replacing legacy technologies with contemporary, unified digital services.

Building upon these successes, and in alignment with broader Australian Government digital objectives, the Listed Entity will continue to invest in technology platforms and architecture that improve flexibility, interoperability, security, accessibility and long-term sustainability.

Recording and Transcription Program

The Recording and Transcription Program is a key element of the Listed Entity's service resilience and digital capability agenda. The program responds to recent disruption in the delivery of court recording and transcription services by strengthening the reliability, security and sustainability of arrangements that support hearings across the Courts and Tribunal.

Following performance issues and the administration of the previous provider, the Listed Entity established interim recording and transcription services managed within the Listed Entity and supported by a multi-provider panel of transcription service providers. This interim model has reduced single-provider dependency and improved oversight, but it is more costly and labour-intensive than the previous outsourced model and is not suitable as a long-term arrangement.

The Listed Entity will continue to transition recording and transcription services to a more sustainable, Court-controlled model, including exploring emerging technologies. This work is expected to improve service reliability, protect sensitive court information, strengthen accountability, and provide better visibility of costs, demand and service performance. It will also support timely and affordable access to transcripts, reduce reliance on manual processes, improve business continuity and strengthen financial sustainability.

To support these objectives, the Listed Entity will examine and implement appropriate funding and cost recovery arrangements for the continued provision of court recording and transcription services, consistent with government policy and access to justice considerations.

Information security

The protection of information and systems is a critical component of the Listed Entity's technology capability. The Listed Entity will maintain information security, cyber security and technology governance arrangements designed to support the security, integrity and availability of its information and communications technology environment.

Information security capability will continue to support compliance with relevant Australian Government security requirements, including the Protective Security Policy Framework (PSPF) and Information Security Manual (ISM), and assist the organisation to manage technology and information-related risks appropriately. These capabilities support the secure delivery of services and the protection of information assets entrusted to the Courts and Tribunal.

Infrastructure

Investment in infrastructure is guided by the strategic priority to ensure that the facilities of the Courts and Tribunal are safe, secure, fit-for-purpose and accessible.

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

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

Court buildings and facilities are essential assets that deliver core services to the Courts and Tribunal and the community across a broad geographical landscape providing accessible environments for the judiciary, staff and court users. They are integral to effective judicial function and directly support access to justice for the community by providing appropriate physical and operational environments.

Risk oversight and management

Risk management is central to the Listed Entity's ability to deliver its legislative purpose, support the Courts and Tribunal, and respond effectively to emerging uncertainty, policy and legislative change, and operational demands. The Risk Management Framework and Plan, developed in accordance with the Commonwealth Risk Management Policy 2014 and AS/NZS ISO 31000:2018, provides a structured and systematic approach to identifying, assessing, treating, monitoring, and reviewing risks across the Listed Entity.

The framework supports effective risk management through sound planning, decision-making, stakeholder engagement, and efficient resource use. It also promotes risk awareness, incident reporting, ownership of issues, and the sharing of risk information and lessons across the Listed Entity and relevant Australian Government communities of practice. The framework is implemented through

strategies, policies, processes and resources that provide ongoing clarity and guidance that allows the Listed Entity to promptly identify and manage risk.

Current risk management priorities are grouped across human resources, compliance and statutory obligations, financial sustainability, information technology systems, cyber security, service delivery, physical security, project delivery and climate change.

Risk oversight and assurance are provided through established governance arrangements. The Corporate Strategy and Operations Committee oversees implementation of the Risk Management Plan and advises on the framework, risk appetite, enterprise-wide risk register, and treatment strategies. The internal audit function and the Audit and Risk Committee provide independent assurance, including on the effectiveness of the Risk Management Framework, compliance with finance law, internal controls, risk reporting, and business continuity and IT disaster recovery arrangements.

Key strategic risks and how these are managed are outlined in the table below:

Key risk areas	How key risks are managed
Human resources Failure to safeguard employees from workplace risk and the inability to adequately resource programs and retain staff	■ Relevant policies and procedures ■ Qualified staff to manage psychosocial risks and WHS consultative committees ■ Regular communications and consultation with staff ■ Upskill staff and redeploy existing workforce capability where appropriate ■ Periodic review of issues arising ■ Monitoring turnover rates at all levels ■ Enhanced recruitment capability to target skilled/experienced staff.
Compliance and statutory Failure to comply with legislative obligations	■ Executive meetings and Corporate Strategy and Operations Committee oversight ■ Financial framework including policies, procedures and systems ■ Self-assessment of compliance performance and identification of improvement opportunities ■ Staff training programs and awareness campaigns.

Key risk areas	How key risks are managed
Financial Failure to maintain sufficient funding levels resulting in a potential impact on financial sustainability	■ Robust budgeting and disciplined financial management practices ■ Ongoing communication and consultation with key stakeholders particularly Minister, Attorney-General's Department & Department of Finance and key government agencies ■ Oversight through the Capital Investment Committee and Corporate Strategy and Operations Committee ■ Financial sustainability modelling ■ Re-evaluation and reprioritisation of services/functions in line with funding availability.
IT systems Failure of IT systems resulting in potential impact on program delivery and court operations	■ Digital Court Program underway to align case management systems across the Courts and Tribunal ■ Ongoing modernisation remediation plan to replace obsolete legacy IT infrastructure and systems ■ Continuous monitoring, management and preventative maintenance of digital estate ■ IT Disaster Recovery Plan and annual disaster recovery testing.
Cyber security Failure to safeguard against cyber intrusion, data breach and information security	■ Cyber and Information Security Risk Management, including identification and reporting ■ Entity wide security framework, policies procedures and plans including Business Continuity Plan, IT Disaster Recovery Plan ■ Security governance and compliance protocols including incident detection ■ Cyber & Information Security Frameworks (e.g. PSPF, ISM, NIST, ISO 27001) ■ Secure AI environment supported by AI Policy.
Service delivery Inability to deliver core services and programs	■ Clearly defined service standards ■ Fit for purpose governance and assurance framework ■ Executive oversight of core services and programs ■ Strengthening of contract management and associated risk assessments ■ Increased resilience measures regarding contract breach/failure.

Key risk areas	How key risks are managed
Physical security Failure to safeguard against protective security failures	■ Dedicated security resources including contracted security services (guards) ■ Entity wide security framework, policy, plan and procedures ■ Implement the Commonwealth Protective Security Policy Framework requirements ■ Fit-for-purpose facilities including layered security zones with access and security control ■ Entity wide security procedures and reporting systems.
Project delivery Inability to deliver capital projects	■ Capital project and expenditure oversight by Capital Investment Committee and Property Works Sub-Committee ■ IT governance oversight by relevant project governance arrangements ■ Project delivery support through the Strategic Programs Office ■ Budget management ■ Key personnel appointments ■ Project management.
Climate change Failure to manage climate change impacts on court	■ Preventative maintenance and asset management programs ■ Infrastructure resilience (backup power, filtration and flood mitigation measures) ■ Weather monitoring and reactive operational responses ■ Site-specific operational playbooks (heat, flood, cyclone, smoke events) ■ Hybrid/remote hearing capability.

Cooperation

The Listed Entity supports cooperation across the Courts and Tribunal by maintaining relationships with the legal profession, government agencies, other courts, non-government organisations, academia and community groups. These relationships support access to justice, service improvement and more effective information for court and tribunal users.

For the Courts, stakeholder relationships are managed either by the Chief Justice, Chief Judge, judges and the respective CEO and Principal Registrar on behalf of the Chief Justice and Chief Judge. The Courts also host overseas delegations interested in their operations. For the NNTT stakeholder relationships are managed by the President and Native Title Registrar.

The NNTT engages directly with stakeholders including Native Title parties and determined Native Title holders, Commonwealth agencies in the Native Title sector, representative bodies, industry bodies, state departments involved in resources and land use, local councils, and Prescribed Bodies Corporate.

The Registrars, Court Child Experts and other staff of the FCFCOA (Division 1) and the FCFCOA (Division 2) regularly engage with external groups such as local family law 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.

The FCFCOA (Division 1) and the FCFCOA (Division 2) are committed to inclusive, trauma-informed access to justice that responds to diverse communities. The Director – Family Violence/Director – Access, Equity and Inclusion facilitates targeted consultations with organisations representing victim-survivors of family and sexual violence, people with disability or neurodiversity, LGBTIQ+ communities, children and young people, and people experiencing socioeconomic disadvantage or living in regional, rural or remote areas. These insights inform initiatives to improve safety, accessibility and user experience.

The FCFCOA (Division 1) and the FCFCOA (Division 2) support Indigenous Family Liaison Officers, who build trust and promote culturally safe engagement with Aboriginal and Torres Strait Islander communities. They help families navigate the court system and inform access to justice initiatives that reflect the values and needs of First Nations peoples.

Cultural Liaison Officers in the FCFCOA (Division 1) and the FCFCOA (Division 2) engage with culturally and racially marginalised communities through consultations with multicultural community organisations, legal and social support providers, and relevant peak bodies. This work is informing improvements to interpreter coordination, community outreach and service design, helping make court processes more culturally responsive, inclusive and accessible for people from diverse linguistic and cultural backgrounds.

The Listed Entity supports the Courts and Tribunal in developing tailored responses for priority cohorts facing barriers to justice, through expanding the Indigenous Family Liaison Officer and Cultural Liaison Officer cohorts.

The Listed Entity supports the Courts and Tribunal by providing Court facilities for seminars, workshops and other events, including lectures, ceremonies and legal community activities.

The Listed Entity Security function, including the Marshal and Sheriff of the Courts, works closely with federal, state and territory law enforcement and security services. This supports the execution of family law orders, including child recovery, arrests and the prevention of people, including children, leaving Australia. The Marshal and Sheriff also share timely security information, work with

the Commonwealth's domestic security service on emerging concerns and maintain cooperative relationships with State and Territory Sheriffs to support service and civil enforcement activities.

Performance

Outcome 1: Federal Court of Australia

The FCA is a superior court of record and a court of law and equity. It is a contemporary national Court that is accessible, diverse and trusted. It decides disputes according to law – as quickly, inexpensively and efficiently as possible.

The FCA is vested with judicial power of the Commonwealth, having been established under section 71 of the Australian Constitution. It sits in all capital cities and elsewhere in Australia from time to time. Since July 2012, the FCA has had responsibility for the administrative affairs of the NNTT.

The NNTT is an independent statutory body, established under the *Native Title Act 1993*. The NNTT performs functions and exercises powers to support the recognition, protection and management of native title rights across Australia. The NNTT is included within the Federal Court of Australia's appropriation.

The FCA's jurisdiction is broad, covering almost all civil matters arising under Australian federal law, including administrative law, reviewing the lawfulness of government decisions; admiralty and maritime law; competition and consumer law; corporate and insolvency law; human rights and anti-discrimination law; industrial relations and employment law; intellectual property law; taxation law; and Native Title claims and post determination proceedings. It also covers some summary and indictable criminal matters.

Purpose	Decide disputes according to law – promptly, courteously, and effectively and, in so doing, to interpret the statutory law and develop the general law of the Commonwealth, to fulfil the role of a court exercising the judicial power of the Commonwealth under the Constitution
Outcome	Apply and uphold the rule of law for litigants in the Federal Court of Australia and parties in the National Native Title Tribunal through the resolution of matters according to law and through the effective management of the administrative affairs of the Court and Tribunal
Program	The exercise of the jurisdiction of the Federal Court of Australia and supporting the operations of the National Native Title Tribunal
Key activities	■ Hear, determine and resolve proceedings in the Court through the National Court Framework ■ Organise the Court’s judicial work around National Practice Areas ■ Where appropriate, utilise the individual docket system by allocating proceedings to the docket of a judge on filing with the intention it remain with that judge for case management and disposition ■ Consolidate mediation and case management support for judges by registrars of the Court ■ Develop and implement a co-ordinated whole-of-court approach to managing matters involving litigants in person ■ Support the autonomy of the National Native Title Tribunal to conduct its work pursuant to the Native Title Act and work cooperatively in doing so ■ Facilitate the work of the Court through electronic court records and digital files ■ Where appropriate, use remote hearing technology, livestreaming, on-Country hearings and other innovative hearing approaches ■ Assess, and where appropriate use, the capacity of new technology to improve the way the work of the Court is undertaken.
Performance measure 1	Timely completion of cases
Performance measure 2	Resolve matters according to law as quickly and efficiently as possible

Targets	2026–27	2027–28	2028–29	2029–30
Target 1 85% of cases to be completed within 18 months of commencement	85% of cases completed within 18 months	85% of cases completed within 18 months	85% of cases completed within 18 months	85% of cases completed within 18 months
Target 2 75% of judgments delivered within three months of being reserved	75% of judgments delivered within 3 months	75% of judgments delivered within 3 months	75% of judgments delivered within 3 months	75% of judgments delivered within 3 months

Measure type

Target 1 and target 2 will be measured by reference to quantitative data.

Assessment method (tolerances)

High-level, quantitative data is limited in what they communicate about the Court's work. Refer to Caveats section.

Rationale/context

Target 1 measures the timely progress of proceedings through the FCA. Target 2 reflects the timely finalisation of proceedings after a final hearing and/or final submissions of the parties.

Methodology/data sources

Target 1 will be measured by reference to the date of each application and the date of the final judgment, sourced from CourtPath.

Target 2 will be measured by reference to the last day of hearing or final submissions of the parties to the publication of judgment, sourced from CourtPath.

Caveats

Finalisation rates and time to judgment can be impacted by multiple factors including the length of the hearing and complexity of the factual and legal issues in the proceeding. Hearings may last a day, a week, several weeks or months. They may occur on consecutive days or may be spread out

in various tranches. Pleadings may be under 10 pages, or hundreds of pages. Evidence may be oral and documentary; it may be thousands of pages. Transcript of hearings may be many hundreds or thousands of pages. Written submissions filed by the parties may be 10 pages or hundreds of pages.

It necessarily follows the time taken to complete a case, to write and publish judgments varies, depending on the case.

Judges are not given dedicated time to write judgments. Rather, they must write judgments while managing cases in their dockets (averaging around 60–70 proceedings for each judge) including determining interlocutory applications, dealing with litigants in person, performing urgent duty work on rosters, sitting on and determining appeals for three months a year, and conducting hearings in their other matters. Once written, judgments must also be proofed to a high standard, which also takes time.

Detail and rationale of changes since the 2025–26 Corporate Plan

Performance measure 2 was adjusted to reflect section 37M of the *Federal Court of Australia Act 1976* (Cth).

Target 2 was amended following the outcome of a meeting of the Judges of the FCA in 2025. It is considered that the amended target more appropriately takes into account the factors that may impact on the time to handing down judgment.

Key activities of the NNTT

The NNTT is an independent statutory body and has identified the following key activities for 2026–27:

- enhance digital service delivery and accessibility through technology solutions, website improvements, online resources and continued development of the NTV Plus visualisation tool
- strengthen information management and knowledge preservation by implementing improved document management systems and continuing digitisation of vital records case material and cultural evidence
- build organisational capability and service excellence by developing internal knowledge, skills and culture to respond effectively to emerging needs and stakeholder expectations
- deliver stakeholder-focused and culturally appropriate services through continuous engagement, feedback mechanisms and strategic partnership that maximise education and outreach outcomes.

The results of the NNTT will be documented in a report prepared by the President of the NNTT and published in the 2026–27 FCA Annual Report.

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

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

The FCFCOA (Division 1) exercises original and appellate jurisdiction in family law, including in a number of highly specialised areas. From 1 September 2021, the Court's original jurisdiction is enlivened by the transfer of cases from the FCFCOA (Division 2). These matters include those with the most complex law, facts and parties, and hears 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 FCFCOA (Division 2) in family law matters, the Family Court of Western Australia, and state and territory courts exercising family law jurisdiction. The Court maintains registries in all states and territories except Western Australia, including in regional locations.

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

Purpose

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

Outcome

Apply and uphold the rule of law for litigants in the 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

Program	The exercise of the jurisdiction of the Federal Circuit and Family Court of Australia (Division 1)
----------------	--

Key activities	■ 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, including giving effect to the Family Violence Plan and Family Violence Best Practice Principles ■ Maximise the role of registrars to ensure they provide specialist services to parties and 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 the Lighthouse initiative to support families who may have experienced family violence and other risks ■ Improve access to justice for Aboriginal and/or Torres Strait Islander litigants and children through the role of Indigenous Family Liaison Officers and the Reconciliation Action Plan ■ Enhance collaboration with child welfare agencies and service providers to facilitate information sharing when risks are alleged in family law proceedings ■ Continue to develop and implement access to justice initiatives, including through the use of Cultural Liaison Officers and initiatives designed to assist culturally and linguistically diverse litigants ■ Improve the digital and technological capabilities of the Court by enhancing the digital court file, eFiling and other online services and technological processes.
-----------------------	---

Performance measure	Timely completion of cases
----------------------------	----------------------------

Targets	2026–27	2027–28	2028–29	2029–30
Target 1 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	80–90% of final order applications resolved within 12 months	80–90% of final order applications resolved within 12 months
Target 2 75% of all judgments delivered within 3 months	75% of all judgments delivered within 3 months	75% of all judgments delivered within 3 months	75% of all judgments delivered within 3 months	75% of all judgments delivered within 3 months

Measure type and assessment

Target 1 and target 2 will be measured by reference to quantitative data, which must be considered in the context of the Court's work. Refer to caveats section.

Rationale/context

Target 1 measures the percentage of final order applications that are resolved in less than 12 months from the date they are transferred from the FCFCOA (Division 2), which enlivens the Court's original jurisdiction. This will assist the Court to monitor the efficient resolution of disputes, to ensure families are receiving timely access to justice.

Target 2 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

Target 1 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 transfer.

Target 2 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.

Caveats

The proportion of cases finalised within 12 months as a measure is more appropriately considered in terms of the family law caseload across both the FCFCOA (Division 1) and the FCFCOA (Division 2), rather than each court separately. It has always been the Courts' expectation that at least 10 to 15 per cent of the total family law caseload across both courts would take longer to resolve than 12 months, whether due to complexity, issues of risk, related proceedings in other courts, or the necessity for an interim arrangement to be trialled for a period of time under the supervision of the Court. The reality is that the majority of these complex cases that require additional time are likely to be heard in the FCFCOA (Division 1), and hence target 1 may not be met individually in this Court.

Detail and rationale of changes since the 2025–26 Corporate Plan

Nil.

Outcome 3: Federal Circuit and Family Court of Australia (Division 2)

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

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

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

The objective of the FCFCOA (Division 2) is to provide timely access to justice and resolve disputes 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 FCFCOA (Division 2) 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 judicial decisions, where appropriate.

The FCFCOA (Division 2) sits in all capital cities, selected major regional centres, and also circuits to a number of regional locations. It deals with a high volume of matters and delivers services to regional Australia through its regular circuit court program, in addition to utilising technology to facilitate remote access to the Court where appropriate.

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

Purpose	To provide timely access to justice and resolve disputes in all areas of law in an efficient and cost-effective manner, using appropriate dispute resolution processes
Outcome	Apply and uphold the rule of law for litigants in the 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
Program	The exercise of the jurisdiction of the Federal Circuit and Family Court of Australia (Division 2)
Key activities	■ 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, including giving effect to the Family Violence Plan and Family Violence Best Practice Principles ■ Maximise the role of registrars to ensure they provide specialist services to parties and 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 the Lighthouse initiative to support families who may have experienced family violence and other risks ■ Provide a quicker, cheaper and simpler way of resolving family law property disputes involving small property pools through the Priority Property Pool case management model ■ Improve access to justice for Aboriginal and/or Torres Strait Islander litigants and children through the role of Indigenous Family Liaison Officers and the development of tailored case management processes, including specialist Indigenous lists and the Reconciliation Action Plan ■ Enhanced collaboration with child welfare agencies and service providers to facilitate information sharing when risks are alleged in family law proceedings. ■ Continue to develop and implement access to justice initiatives, including through the use of Cultural Liaison Officers and initiatives designed to assist culturally and linguistically diverse litigants ■ Enhance mediation and case management support to judges through the Court's management of general federal law and migration registrars and support staff ■ Improve the digital and technological capabilities of the Court by enhancing the digital court file, eFiling and other online services and technological processes.
Performance measure	Timely completion of cases

Targets	2026–27	2027–28	2028–29	2029–30
Target 1 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	80–90% of final order applications resolved within 12 months	80–90% of final order applications resolved within 12 months
Target 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	90% of general federal law applications (excluding migration) resolved within 12 months
Target 3 75% of all judgments delivered within 3 months	75% of all judgments delivered within 3 months	75% of all judgments delivered within 3 months	75% of all judgments delivered within 3 months	75% of all judgments delivered within 3 months

Measure type and assessment

Target 1, target 2, target 3 will be measured by reference to quantitative data, which must be considered in the context of the Court's work.

Rationale/context

Target 1 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.

Target 2 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.

Target 3 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

Target 1 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.

Target 2 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.

Target 3 will be measured by reference to the time taken between the conclusion of the hearing/ submissions and the date the reasons for judgment are delivered, and the percentage of those judgments that are delivered within three months, out of all judgments delivered during the financial year.

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

Detail and rationale of changes since the 2025–26 Corporate Plan

Nil.

For additional information about the FCFCOA outcomes, refer to Appendix 1.

Outcome 4: Listed Entity

Program 4.1 – Commonwealth Courts Corporate Services

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

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

Purpose	Provide a valued and capable workforce, fit-for-purpose and secure facilities, integrated and secure systems and data, and strong governance and financial sustainability – enabling efficient, effective and resilient services across all jurisdictions
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, and parties in the National Native Title Tribunal through efficient and effective provision of shared corporate and registry services
Program 4.1	Provide efficient and effective corporate services for the Commonwealth Courts and tribunals
Key activities	■ Develop valued, capable, and empowered people ■ Create safe, secure operating environment with fit-for-purpose, accessible and environmentally sustainable facilities ■ Build innovative, secure and integrated data and digital solutions ■ Enable financial sustainability and effective governance.
Performance measure 1	Strengthen workforce capability, empowerment, and employee experience
Performance measure 2	Further develop security capability to support a safe and secure operating environment
Performance measure 3	Improved digital service delivery through Digital Court Program initiatives, data maturity improvement and IT infrastructure delivery
Performance measure 4	Ensure the Listed Entity's operations are financially sustainable and effectively governed

Targets	2026–27	2027–28	2028–29	2029–30
Target 1 Improvement in key APS Employee census indicators, including engagement, compared with previous year	Response rate greater than 61% (Listed Entity 2025) Employee Engagement Index greater than 76% (Listed Entity 2025)	Response rate greater than previous year Employee Engagement index greater than previous year	Response rate greater than previous year Employee Engagement index greater than previous year	Response rate greater than previous year Employee Engagement index greater than previous year
Target 2 Reduction in security incidents compared with the previous year	5% reduction in security incidents	5% reduction in security incidents	5% reduction in security incidents	5% reduction in security incidents
Target 3 Annual IT Digital Services Satisfaction Survey – achieving 90% overall satisfaction score	90% overall satisfaction score	90% overall satisfaction score	90% overall satisfaction score	90% overall satisfaction score
Target 4 Operate within set budget parameters and governance frameworks	Actual expenditure remains within 5% of approved budget and appropriation limits No significant adverse audit findings, finance breaches or compliance issues	Actual expenditure remains within 5% of approved budget and appropriation limits No significant adverse audit findings, finance breaches or compliance issues	Actual expenditure remains within 5% of approved budget and appropriation limits No significant adverse audit findings, finance breaches or compliance issues	Actual expenditure remains within 5% of approved budget and appropriation limits No significant adverse audit findings, finance breaches or compliance issues

Measure type

Targets 1, 2 and 3 will be measured by reference to quantitative data.

Target 4 will be measured by quantitative financial data and qualitative data from assurance and audit activities.

Assessment method (tolerances)**Target 1**

This measure records the response rate and engagement index to the annual APS Employee Census across all Listed Entity staff.

Target 2

This measure compares the percentage change in the number of security incidents recorded in the security incident report system.

Target 3

This measure compares the percentage of respondents to the annual IT Satisfaction Survey that are 'Satisfied' or higher.

Target 4

Actual expenditure remains within 5 per cent of approved budget and appropriation limits; and

No significant adverse audit findings, finance law breaches, or governance compliance issues are identified during the reporting period.

Rationale/context**Target 1**

Higher response rates and engagement scores in the APS Employee Census provide increased visibility of staff engagement across the Listed Entity, and targeted approaches to areas for improvement of organisational effectiveness.

Target 2

A reduction in the percentage of incidents is independent of matters before the Courts and Tribunal, avoiding the impacts of the operational tempo/number of listings.

Target 3

IT Satisfaction scores correlate with improved productivity and efficient operation of the Listed Entity.

Target 4

Delivery of operations within approved budget and governance frameworks demonstrate the Listed Entity is functioning effectively.

Methodology/data sources**Target 1**

APS Census results.

Target 2

Security Incident Report system data.

Target 3

IT Satisfaction survey results.

Target 4

Annual financial statements, internal audit reports, Audit and Risk Committee reports, external audit outcomes.

Detail and rationale of changes since the 2025 –26 Corporate Plan

Changes have been made to these measures and targets to better align strategic objectives, measurement across the APS, and ongoing improvement across core functions.

Changes since 2025–26 Corporate Plan:

Performance measure 1

Has changed from Optimise technology to support judicial, registry and corporate services functions to Strengthen workforce capability, empowerment, and employee experience.

Performance measure 2

Has changed from Implementation of a Cyber Security Program to Further develop security capability to support a safe and secure operating environment.

Performance measure 3

Has changed from Efficient and effective corporate services. To Improved digital service delivery through Digital Court Program initiatives, data maturity improvement and IT infrastructure delivery.

Performance measure 4

Has changed from Gender equality – female representation in the senior executive service (SES) and executive level (EL) to Ensure the Listed Entity's operations are financially sustainable and effectively governed.

Performance measure 5

Indigenous representation – proportion of staff who identify as Indigenous is deleted.

Program 4.2 – Commonwealth Courts Registry Services

Program 4.2 is delivered by CTS. CTS is focused on maximising registry operational effectiveness through streamlined structures and digital innovations that contribute to the future financial sustainability of operations.

The national approach ensures that the quality and productivity of registry services is optimal and allows for building consistency of registry practice and expertise in all roles, across all court locations, to support the work of judges and registrars and improve the experience of all court users.

Purpose	Committed to excellence in client services, judicial support and courthouse operations – ensuring responsive and user centred service delivery, supported by modern and sustainable operating models
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 Division 2), and parties in the National Native Title Tribunal through efficient and effective provision of shared corporate and registry services
Program	Provide efficient and effective registry services for the Commonwealth Courts and Tribunals
Key activities	■ Design a new service model for integrated registry services in support of evolving jurisdictional strategic priorities and court user needs ■ Implement business process improvements to complement and leverage each stage of the Digital Strategy ■ Create safe, secure operating environment with fit-for-purpose, accessible and environmentally sustainable facilities ■ Uplift client service capability through knowledge management and training ■ Enhance client service and workforce management systems and quality assurance practices ■ Develop a specialised management framework for the judicial support staffing cohort ■ Increase data maturity and data-driven decision making.
Performance measure 1	All information and service provided by registry services is high quality, timely and meets the needs of clients
Performance measure 2	Timely processing of documents
Performance measure 3	Efficient registry services

Targets	2026–27	2027–28	2028–29	2029–30
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	At least a 90% customer enquiry satisfaction rate

Targets	2026–27	2027–28	2028–29	2029–30
Target 2 75% of documents to be processed within 2 working days	75% of documents to be processed within 2 working days	75% of documents to be processed within 2 working days	75% of documents to be processed within 2 working days	75% of documents to be processed within 2 working days
Target 3 All registry services to be provided within the agreed funding levels	All registry services to be provided within the agreed funding levels	All registry services to be provided within the agreed funding levels	All registry services to be provided within the agreed funding levels	All registry services to be provided within the agreed funding levels

Measure type

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

Assessment method

An achieved and not achieved assessment method will be adopted. Achieved is defined as attaining the percentage figure or greater indicated for performance measures 1 and 2; and delivering registry services within the agreed funding levels for performance measure 3. Not achieved are results falling outside these parameters.

Rationale/context

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.

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

To 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/data sources

Performance measure 1

Will be measured by a post-call survey: achievement of 90 per cent satisfaction rating of 4/5 or 5/5 surveyed clients.

Performance measure 2

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

Performance measure 3

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

Appendix 1: Additional information provided by the FCFCOA

The FCFCOA has identified guiding principles, significant initiatives, and measures for success to support the delivery of each outcome. They are outlined as follows:

Outcome 2

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

Guiding principles

- deliver just, efficient and effective dispute resolution in family law matters
- ensure best practice in judicial and non-judicial processes
- protect vulnerable parties and children
- build public trust and confidence
- improve access to justice.

2026–27 significant initiatives

- continued focus on the family law case management pathway, including safety, timeliness, efficiencies, and the outcomes for at-risk litigants and children
- improved case management through early registrar triage and safely conducted dispute resolution, resulting in increased judicial time to focus on the most complex disputes and judgment writing
- ongoing revision and improvement of Lighthouse, focused on risk screening and assessment, safety planning and assisted service referral, and bespoke risk-based case management, including the high-risk Evatt List. Current funding until 30 June 2028

- continued engagement of Indigenous Family Liaison Officers and expansion of Specialist Indigenous Lists, providing tailored case management processes for matters involving Aboriginal and/or Torres Strait Islander litigants and children. Majority of current funding until 30 June 2028
- continued expansion of the information sharing and co-location initiatives in family law
- ongoing review and refinement of the Court's Magellan protocol and processes
- continued work to establish a common platform based on the modernised Digital Court File to incorporate case management, workload management and dashboards within a single application
- continued development of access to justice initiatives to assist culturally and linguistically diverse litigants, people with disability, people from regional, rural and remote areas, and other key cohorts
- ongoing education and training program for judicial officers and staff, to support working in a trauma informed, family violence informed, culturally responsive and disability, in an inclusive way.

Measures of success

- improved efficiencies, safety and access to justice in family law through clear and harmonised rules and case management procedures
- improved case management through early registrar triage and safely conducted dispute resolution, resulting in increased judicial time to focus on the most complex disputes and judgment writing
- reduced delays and backlogs of pending family law cases, assisting litigants to resolve their disputes in a just and timely manner with simplified court procedures
- timely delivery of judgments by both judges and registrars
- safe outcomes for children and families through increased information sharing and engagement with relevant stakeholders and other jurisdictions
- improved safety of at-risk parties and children exposed to family violence and other risks through early risk identification, safety planning and assisted referrals

- improved support and cultural responsiveness in proceedings involving Aboriginal and/or Torres Strait Islander litigants and children
- improved accessibility and inclusiveness for parties who face additional access to justice barriers, including culturally and linguistically diverse litigants, people with disability, people from regional, rural and remote areas, and other key cohorts.

Outcome 3

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

Guiding principles

- deliver just, efficient, and effective dispute resolution in family law, migration and general federal law matters
- ensure best practice in judicial and non-judicial processes
- protect vulnerable parties and children
- build public trust and confidence
- improve access to justice.

2026–27 significant initiatives

- continued focus on the family law case management pathway, including safety, timeliness, efficiencies, and the outcomes for at-risk litigants and children
- improved case management through early registrar triage and safely conducted dispute resolution
- ongoing revision and improvement of Lighthouse, focused on risk screening and assessment, safety planning and assisted service referral, and bespoke risk-based case management, including the high-risk Evatt List. Current funding until 30 June 2028
- continued engagement of Indigenous Family Liaison Officers and expansion of Specialist Indigenous Lists, providing tailored case management processes for matters involving Aboriginal and/or Torres Strait Islander litigants and children. Majority of current funding until 30 June 2028
- continued expansion of the information sharing and co-location initiatives in the family law jurisdiction
- ongoing review and refinement of case management processes and procedures in the migration jurisdiction to address the backlog of pending migration cases
- identification and implementation of tailored case management for different cohorts of migration and general federal law cases, and greater use of technology and areas of responsibility for registrars to manage the growing caseload of migration and general federal law cases as quickly as possible
- enhanced access to justice measures in migration, including better translation services, key information translated into different languages, and trialling of translation devices to support filing and other related enquiries
- enhanced general federal law registrar support for judges in time consuming interlocutory disputes and dispute resolution
- efficient and effective approach to Fair Work (Small Claims) matters within the Court's fair work jurisdiction, including through an emphasis on dispute resolution processes and the effective use of registrar resources, to support an increasing caseload
- continued development of a common platform based on the modernised Digital Court File to incorporate case management, workload management and dashboards within a single application
- continued development and implementation of access to justice initiatives, including those designed to assist culturally and linguistically diverse litigants, people with disability, people from regional, rural and remote areas, and other key cohorts
- ongoing education and training program for judicial officers and staff, including to support working in a trauma informed, family violence informed, culturally responsive and disability, in an inclusive way.

Measures of success

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

Appendix 2: List of requirements

PGPA Rule reference	Required element	Legislative requirement	Page number(s)
s16E(2) item 1 of the PGPA Rule	Introduction	The following: (a) a statement that the plan is prepared for paragraph 35(1)(b) of the Act (b) the reporting period for which the plan is prepared (c) the reporting periods covered by the plan	4
s16E(2) item 2 of the PGPA Rule	Purposes	The purposes of the entity	6
s16E(2) item 3 of the PGPA Rule	Key activities	For the entire period covered by the plan, the key activities that the entity will undertake in order to achieve its purposes	6–7
s16E(2) item 4 of the PGPA Rule	Operating context	For the entire period covered by the plan, the following	7
s16E(2) item 4(a) of the PGPA Rule	(a) Environment	(a) the environment in which the entity will operate	7–8
s16E(2) item 4(b) of the PGPA Rule	(b) Capability	(b) the strategies and plans the entity will implement to have the capability it needs to undertake its key activities and achieve its purposes	9–10
s16E(2) item 4(c) of the PGPA Rule	(c) Risk	(c) a summary of the risk oversight and management systems of the entity, and the key risks that the entity will manage and how those risks will be managed	11–13
s16E(2) item 4(d) of the PGPA Rule	(d) Cooperation	(d) details of any organisation or body that will make a significant contribution towards achieving the entity's purposes through cooperation with the entity, including how that cooperation will help achieve those purposes	13

PGPA Rule reference	Required element	Legislative requirement	Page number(s)
s16E(2) item 4(e) of the PGPA Rule	(e) Subsidiaries	(e) how any subsidiary of the entity will contribute to achieving the entity's purposes	n/a
s16E(2) item 5 of the PGPA Rule	Performance	For each reporting period covered by the plan, details of how the entity's performance in achieving the entity's purposes will be measured and assessed through: (a) specified performance measures for the entity that meet the requirements of section 16EA; and (b) specified targets for each of those performance measures for which it is reasonably practicable to set a target	14–26