



Fair Work
Commission

Corporate Plan 2025-2026

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Acknowledgement of Country



As the national workplace relations tribunal, the Fair Work Commission acknowledges that our business is conducted on the traditional lands of Aboriginal and Torres Strait Islander peoples across the country.

We acknowledge their continuing connection to Country and pay our respects to their Elders past and present.

The Commission acknowledges Aboriginal and Torres Strait Islander peoples as the First Peoples of this nation, and we acknowledge their connection to land and country.

We respect the strengths and diversity of Aboriginal and Torres Strait Islander people.

Our [Reconciliation Action Plan 2025–26](#) provides information about our initiatives and supports reconciliation in all areas across the Commission.



Artwork by Wagiman artist MarliMarli (Tara-Rose Gonebale)

This artwork, designed for the Fair Work Commission, reflects community connection, engagement and support. It acknowledges people as individuals, with individual stories and experiences while also representing circles of support and guidance and the commitment of listening and hearing community and community input.

Statement of preparation

As the accountable authority for the Fair Work Commission (the Commission), I present the Corporate Plan 2025–26 which covers the periods of 2025–26 to 2028–29, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

This plan was prepared in accordance with section 16E of the Public Governance, Performance and Accountability Rule 2014 (PGPA Rule).

The Commission will report against this Corporate Plan and the 2025–26 Portfolio Budget Statements in the annual performance statements that will form part of our 2025–26 annual report in October 2026.



Murray Furlong
General Manager of the Fair Work Commission
14 August 2025

A message from the General Manager

Each year, the preparation of our corporate plan provides me with an opportunity to consider the work of the Commission and the opportunities before us to enhance the way we serve workers, businesses and registered organisations across Australia.

We are always exploring opportunities to improve and simplify *your experience* with the Commission.

This year, my focus is on refining and evolving our approach to delivering our services, following a significant expansion of functions over the last 3 years.

Our engagement with our stakeholders has been integral to our progress to date and I thank the individuals, groups and organisations who continue to engage openly with us, providing valuable feedback and input. We will continue to consult with various stakeholder groups as we consolidate our recent functional changes.

We will enhance the way the community accesses our services by streamlining and simplifying our processes and improving access for all parties.

Harnessing improvements in digital transformation, we are committed to innovation to meet your needs.

We will continue to engage and inform our users about our functions and services through our website and various social media channels.

Building on our suite of established resources, we will develop, update and refine our:

- information resources to support the needs of our culturally and linguistically diverse communities
- frequently used benchbooks
- animations, and
- online learning modules.

As the independent regulator of registered organisations, I am required to embed a culture of good governance and voluntary compliance with the law. I will continue to promote high standards of accountability and transparency through our education and outreach programs and the provision of advice and assistance when compliance issues are identified.

I care deeply for this organisation. Together with the President, Commission Members and staff, I am committed to ensuring the Commission is an efficient and effective institution that serves the community with respect.

Murray Furlong
General Manager of the Fair Work Commission
14 August 2025



“ This year, my focus is on refining and evolving our approach to delivering our services, following a significant expansion of functions over the last 3 years. ”

Our purpose

“ We support harmonious and cooperative workplace relations, help to resolve workplace disputes, set minimum working conditions and encourage cultures of good governance and accountability within registered organisations. ”

Our role

Established under the *Fair Work Act 2009* (Fair Work Act), the Commission is Australia's national workplace relations tribunal and independent regulator of registered organisations.

The Fair Work Act requires the Commission to perform and exercise its functions in a manner that is informal, avoids unnecessary technicalities, is open and transparent and promotes harmonious and cooperative workplace relations.

Each year we are responsible for reviewing and setting the national minimum wage and minimum wages in modern awards.

We support employees, employers and others by dealing with workplace disputes, facilitating bargaining and approving enterprise agreements, amongst other functions.

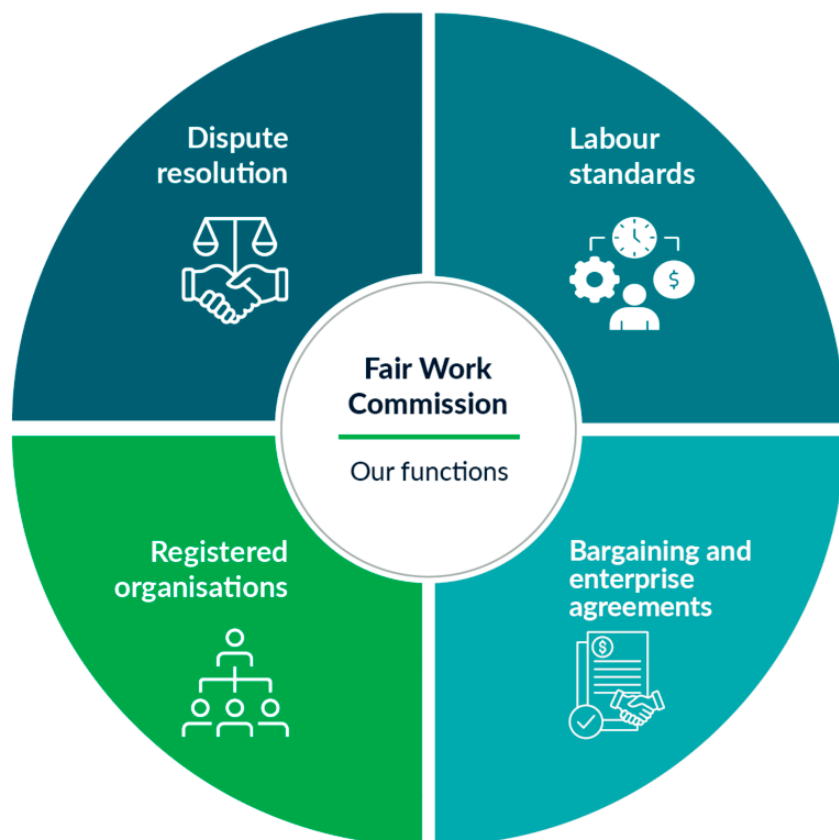
We have responsibilities in relation to the registration and accountability of registered organisations to their members under the *Fair Work (Registered Organisations) Act 2009* (Registered Organisations Act).

The General Manager of the Commission is the independent regulator of registered organisations and has a number of functions in this role including:

- promoting the efficient and democratic functioning of organisations
- promoting high standards of accountability of organisations and their office holders, and
- embedding cultures of good governance and voluntary compliance with the law.

The Commission also has functions under the *Net Zero Economy Authority Act 2024* (Net Zero Economy Authority Act).

Our functions



Dispute resolution

We provide specialist dispute resolution for workplace relations issues. We assist in resolving disputes about issues involving dismissals, individual and collective workplace disputes, and other industrial issues.

Labour standards

We are responsible for annually reviewing the national minimum wage order and modern award minimum wages, varying and maintaining modern awards, ensuring equal remuneration for work of equal or comparable value and setting and adjusting minimum standards and contractual chain orders for regulated workers.

Bargaining and enterprise agreements

We have various functions relating to enterprise bargaining and agreement making. These include facilitating bargaining through a range of measures and assessing and approving enterprise agreements.

Registered organisations

Our General Manager is the independent regulator of registered organisations. We promote high standards of accountability and transparency of registered organisations and their office holders to their members and monitor and assist registered organisations in fulfilling their statutory obligations.

A full list of our functions and powers is available in our [Portfolio Budget Statement 2025–26](#).

Our key activities

We achieve our purpose through our 4 Portfolio Budget Statement key activities for 2025–26:

set and vary minimum wages and modern awards and make minimum standards for some workers and contractors



facilitate collective bargaining and approve agreements



deal with disputes



promote effective governance of registered organisations



Operating context

Our environment

Tribunal functions

The Commission is an enduring institution that has played an integral and multifaceted role in determining and influencing important aspects of the economy and working life in Australia since 1904.

Over the last 3 years, our functions and powers have been extended beyond the traditional employer and employee relationship to cover some independent contractors, including digital platform workers and road transport contractors.

The recent legislative amendments are some of the most comprehensive changes to industrial relations legislation in many decades. More users can now access the Commission and its services for the first time.

We have worked collaboratively with stakeholders to prepare for our expanded functions. As the last of these recent changes commences on 26 August 2025, we are completing our move from implementation phase to regular operational practice.

Our influence and impact

The President of the Commission, the Honourable Justice Hatcher, has expressed his vision for the Commission as an accessible, responsive and transparent institution that is continually reforming and innovating. This vision and our strategic pillars are the driving force behind everything that we do.

Our strategic pillars

Our strategic pillars support the way in which we perform our legislative functions and inform the services we deliver to Australian workers, businesses, registered organisations and other stakeholders.



Innovation to enhance service delivery

Consistent with the [APS Reform outcomes](#), our user experience strategy and consultation processes will continue to help us design and deliver services and case management. These include small business employers and self-represented applicants.

We will implement the findings from an external review of our website and [our community engagement and education strategies](#), which outline our commitment to delivering the *right information in the right format at the right time* – leading to better outcomes and a better overall experience for our diverse users.

Digital innovation

Our service offerings continue to evolve due to advancements in technology and to meet community expectations. We are building and investing in digital systems that will guide and support our users' experience and increase organisational efficiency.

Performance innovation

We are committed to maintaining strong timeliness in our performance across all case types. Data analytics provide us with insights to help us make evidence-based decisions about our operations.

We systematically analyse our workload and performance to enable us to meet our performance targets, operational benchmarks and the expectations of the community we serve.

Regulator functions

In Australia, registered organisations represent the industrial interests of more than 2.1 million employer and worker members. Registered organisations control almost \$3.2 billion in assets and collect an annual revenue of more than \$1.6 billion.¹

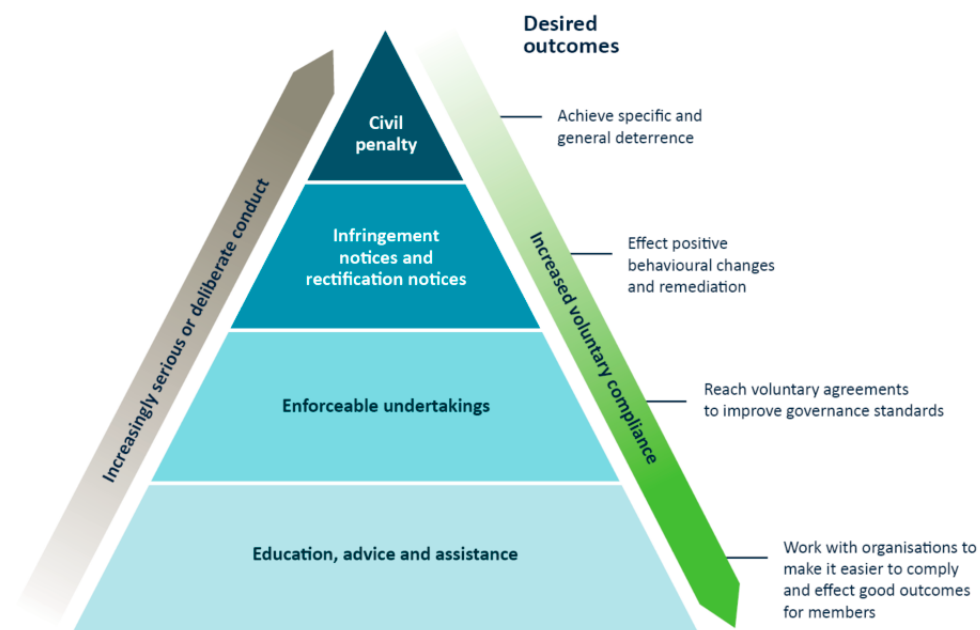
There are currently 90 employer and employee organisations registered under the Registered Organisations Act. There are 371 reporting units within those organisations.

Registered organisations are required to act in the best interests of their members – in a way that is transparent, properly authorised and complies with their obligations and standards.

The functions of the General Manager, as regulator, include:

- promoting efficient management of organisations and high standards of accountability of organisations and their office holders to their members
- promoting compliance with the financial reporting and accountability requirements of the Registered Organisations Act
- providing education, assistance and advice to registered organisations and their members
- monitoring acts and practices to ensure they comply with the Registered Organisations Act
- providing for the democratic functioning and control of organisations
- doing anything incidental to or conducive to the performance of any of the above functions.

The General Manager is also required to embed within organisations a culture of good governance and voluntary compliance with the law.



¹ Information reported by registered organisations can be found on the Fair Work Commission website:
[Find a registered organisation | Fair Work Commission](#)

Best practice regulation

We work collaboratively with registered organisations, their office holders, members and the broader community in discharging these functions.

We regulate openly and transparently in accordance with our [Compliance and Enforcement Policy](#) and use best-practice and contemporary regulatory methods, as established under the Department of Finance's [Regulator Performance \(RMG 128\)](#). We do this by:

- continuous improvement and building trust – delivering our legislated functions while remaining flexible and responsive to changing circumstances
- taking a risk-based and data-driven approach to our compliance activities
- identifying and consulting on compliance issues as they arise, providing opportunities to remedy these issues
- investigating and taking appropriate enforcement action when it is in the public interest to do so to achieve deterrence, remediation and compliance in the future
- promotion of effective governance, financial transparency and positive 'speak-up' leadership cultures
- maintaining transparency in conducting genuine engagement and education initiatives in accordance with our [Registered Organisations Education and Engagement strategy 2024-2025](#).

Ministerial Statement of Expectations and Regulator Statement of Intent

The Minister for Employment and Workplace Relations, the Hon Amanda Rishworth MP, issued a [Statement of Expectations](#) to the General Manager as the regulator of registered organisations on 13 August 2025. The General Manager will respond to the Minister's expectations with a Statement of Intent, which will be published on our website.

Construction and General Division of the CFMEU

On 23 August 2024, the Construction and General Division of the Construction, Forestry and Maritime Employees Union (C&G Division) and its Divisional branches were placed under administration for a period of up to 5 years.

The General Manager has a role in relation to the administration, which was set out in a [statement issued on 3 October 2024](#).

The General Manager works collaboratively with the Administrator to ensure that the C&G Division complies with its legal obligations and functions effectively for the benefit of its members.

Capability and culture

Who we are

The Commission is comprised of the President, Commission Members and is supported by the General Manager, Senior Executive staff and a highly skilled workforce.



Leadership and branches	Responsibility
President	Responsible for ensuring the Commission performs its functions and exercises its powers in a manner that is efficient and serves the needs of the community; also sits as a judge of the Federal Court of Australia.
General Manager	Accountable authority of the Commission with oversight of the administration of the Commission; independent regulator of registered organisations.
Regional Coordinators	Commission Members responsible for allocating work in each of the regions in our case allocation system.
National Practice Leaders	Commission Members who have oversight of each of the national practice areas.
Commission Members	Independent statutory appointees who make decisions and determinations about cases before the Commission.
Labour Standards and Support Branch	Provides specialist support to Commission Members, Expert Panels and Full Benches exercising the Commission's functions relating to modern awards, minimum wages, equal remuneration, minimum standards orders and road transport contractual chain orders.
Dispute Resolution and Support Services Branch	Supports our clients with enquiries and applications and provides dispute resolution services, including staff conciliation, for cases about termination of employment.
Tribunal Support Branch	Provides direct support to Commission Members – including associate support, staff analysis of enterprise agreements, and triage and support for bargaining-related matters.
Registered Organisations Support Branch	Supports the General Manager in exercising functions under the Registered Organisations Act; provides education, assistance and advice to ensure compliance.
Legal, Performance and Engagement Branch	Responsible for the development of communications and information services to assist the Australian public; provides internal legal guidance, user experience insights and performance reporting.
Enabling Services Branch	Provides business and corporate support functions to Commission Members and staff including information technology, human resources and finance and procurement support.



Our people

The staff of the Commission handle a large, increasing workload.

Our staff undertake a range of tasks including but not limited to:

- providing guidance through Helpline calls and enquiries
- professional case management and dispute resolution support
- economic analysis and legal research
- investigations and financial analysis of registered organisations, and
- communications, website and design, and technology services.

We deal with individual and collective disputes and provide highly skilled dispute resolution support in relation to major industrial disputes that have impacts across the country.

We also support Expert Panels dealing with the annual wage review, gender pay equity and care and community sector modern award matters, road transport industry and regulated worker minimum standards and road transport contractual chain order applications.

Workforce capability

The Commission strives to continually improve service delivery to the community, with workforce capability as a key enabler of this ambition.

Embracing digital transformation and building the capabilities of Members and staff are at the core of our plan, aligned with our [Member Code of Conduct](#) and the [Australian Public Service Values: Impartial, Committed to service, Accountable, Respectful, Ethical and Stewardship](#).

Capability development

We continue to implement our Learning and Development Strategy – bringing to life our commitment to provide ‘A career not a job’ by growing the skills, capabilities and experience of Commission staff and offering mobility and career opportunities.

Diversity and inclusion

The Commission’s Diversity and Inclusion Committee (D&IC) continues its important work in delivering the initiatives outlined in our [Diversity and Inclusion Strategy 2023–28](#) through the Commission’s Pride, Access, CALD and Women’s networks. Our D&IC plays an important role in further strengthening our culture of genuine inclusion for everyone.

Reconciliation Action Plan (RAP)

Our first [Reconciliation Action Plan \(RAP\)](#) received endorsement from Reconciliation Australia in April 2025. As a ‘Reflect’ RAP, this forms an important starting point to help us to engage in reconciliation in a meaningful way using the Reconciliation Australia framework of ‘relationships, respect and opportunities’.

We are committed to delivering the actions set out in our RAP over the next 18 months.

Strategic Commissioning Framework

We operate in line with the [Australian Public Service Strategic Commissioning Framework](#). Core work is completed in-house in most cases, and any outsourcing of core work is minimal and aligns with the limited circumstances permitted under the framework.



Our infrastructure

Information and communication technology (ICT), accommodation and property are our primary areas of capital investment for this reporting period. Appropriate digital tools and physical spaces assist us to meet our purpose and the needs of our users when they access our services.

Technology

Our ICT priorities are shaped by current requirements, enabling future business needs, and ultimately helping us to achieve our funded outcomes and strategic priorities.

This year we continue to explore:

- artificial intelligence and its potential to support improved and efficient service delivery and internal corporate activities
- investing in technology and digital systems to meet user needs and to gain efficiencies in how we work, with our ultimate goal being that our users will 'start online, stay online.'

Property

The Commission maintains multiple properties across the country, each requiring both public facing and private staff facilities. We strive to ensure our properties provide remote access and in person spaces to meet the needs of the diverse community we serve.

We are focused on optimising property utilisation by ensuring our spaces are used efficiently and effectively, while embedding environmentally conscious practices into planning, design, and operations.

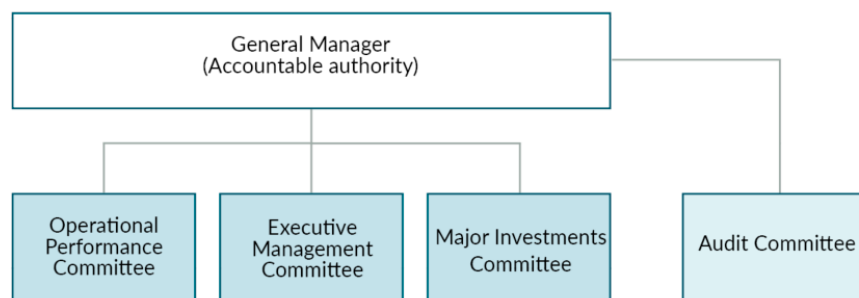
Risk oversight and management systems

Governance structure

Our General Manager, as the accountable authority, is responsible for ensuring we meet the requirements of the PGPA Act and is ultimately responsible for the efficient, effective, economical and ethical use of resources.

It is important that we have the capability and capacity to maintain adequate governance systems and processes to ensure compliance with our statutory and policy requirements.

The General Manager is supported by our Executive Management Committee, Operational Performance Committee, Major Investments Committee and an independent Audit Committee. These committees regularly examine our compliance with statutory and regulatory requirements, monitor performance and timeliness, and identify operational risks.



Risk

To ensure compliance with the risk management framework as outlined in the PGPA Act, we actively:

- maintain and continually review our risk management policy and enterprise risk management framework
- maintain, update, and regularly review our strategic risk register
- respond promptly and effectively to any emerging risks identified by our operational committees
- maintain our internal audit program, which includes audits of key risk areas that are conducted by an independent provider
- ensure oversight by an independent audit committee.

We take our responsibilities to the Australian Parliament and the broader community seriously, and we will continue to prioritise high standards of governance, performance and accountability. Our risk management framework aligns with the [Commonwealth Risk Management Policy](#).

Risks to achieving our purpose

Our approach to risk management is systematic and informs our strategic planning, project delivery and day-to-day operations.

We capture key risks in our strategic risk register, which is regularly reviewed, updated and monitored by our Executive, Senior Management Group and independent Audit Committee.

The following key risks are identified for their potential impact on our ability to fulfill our purpose.

Key risk to achieving our purpose	How we manage the risk
Failure to meet our statutory functions and performance metrics	<ul style="list-style-type: none"> Regular and scheduled performance reporting to the Operational Performance Committee, Regional Coordinators, National Practice Leaders, and the President, ensuring transparency, accountability and appropriate interventions when required. Oversight of our governance frameworks is provided by the independent Audit Committee. This is supported by targeted reviews of key risk areas by an independent internal audit provider to assess and validate our systems of internal control, risk oversight and management, financial reporting, and performance reporting. Documented policies, procedures, and control frameworks promote consistency in operations and alignment with regulatory, legislative, and organisational requirements.
Failure to regulate effectively in accordance with contemporary practices	<ul style="list-style-type: none"> The Registered Organisations Education and Engagement Strategy aims to improve compliance by ensuring registered organisations are well-informed through proactive education, guidance, and support. Where possible, recommendations from the external review of our regulatory services by Co Solve have been actioned to strengthen effectiveness, improve service delivery, and support continuous improvement. Regular consultation with our stakeholder advisory groups and other regulators, ensures that emerging issues are identified and treated, and feedback is used to improve service delivery. We follow a risk-based regulatory approach to determine the appropriate and proportionate regulatory response to non-compliance.
Failure to offer technology and services that meet user needs and expectations	<ul style="list-style-type: none"> We consult with users to capture evolving needs and expectations, including user experience reviews of our website to ensure information is intuitive, relevant and meets accessibility standards. ICT strategies are aligned with business goals. We ensure our self-developed systems are responsive and adaptive by using agile strategies, iterative releases and backlog prioritisation that is based on user feedback. Our ICT investment strategy aims to reduce the risk of legacy systems and enhance the reliability, security, and performance of our systems. The Commission is progressively building capability within provided resourcing to improve service delivery and create efficiencies.
Failure to protect data and maintain privacy	<ul style="list-style-type: none"> We apply the Australian Cyber Security Centre's Essential Eight mitigation strategies to mitigate potential cyber threats to our organisation, as well as our arrangements under the Protective Security Policy Framework. Our privacy framework and policies establish clear expectations and legal compliance. We regularly verify our cyber security posture using external vendors. Our Members and staff undertake regular training across a range of topics including cyber security, privacy and data breaches to ensure that we minimise our exposure to the risk of these events happening.

Cooperation

Collaboration with Government

We collaborate with the [Department of Employment and Workplace Relations](#), the [Fair Work Ombudsman](#), and other relevant government entities to share information, improve service delivery and enhance the effectiveness of our regulatory activity.

Consultation and engagement with users

We formally consult with a range of stakeholders to ensure our services meet the evolving needs of the community we serve, including:

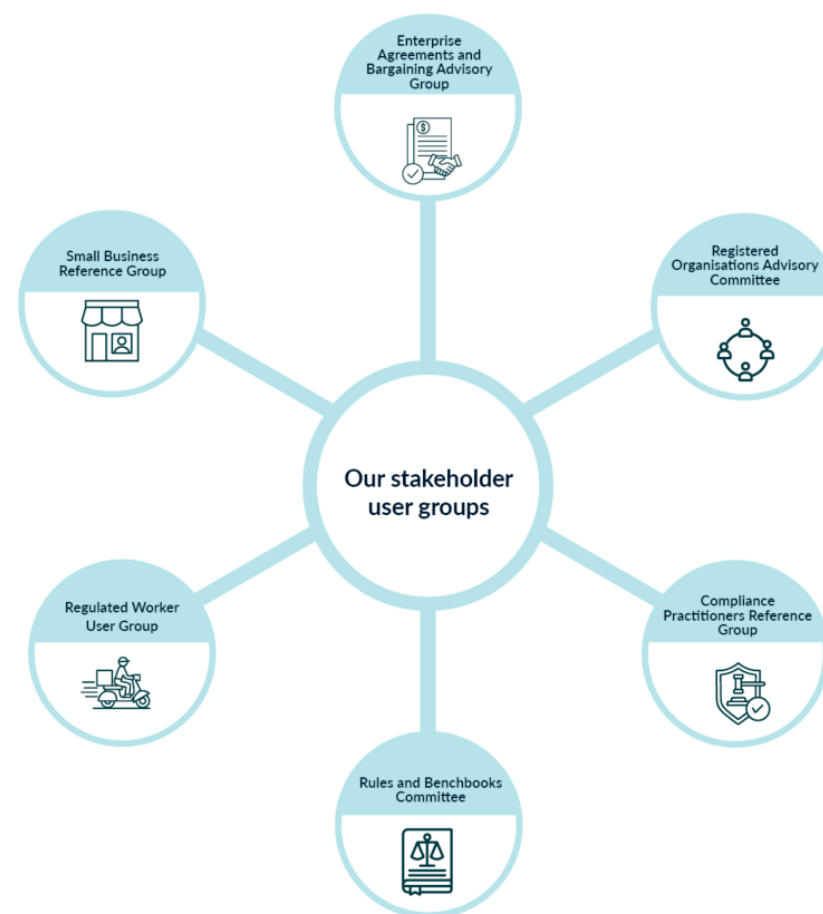
- peak bodies
- registered employee and employer organisations
- law firms
- academics
- community-based organisations
- workers and businesses, including those in the road transport industry and gig economy.

Our feedback and complaints channels are important catalysts for innovation and continuous improvement.

Our stakeholder user groups

We have established a number of stakeholder user groups to connect us with industry professionals and help us to better understand our users and their needs. Our stakeholder user groups serve as forums to share feedback, information and practices.

These include:



Other independent advisory groups

Road Transport Advisory Group

Section 40E of the Fair Work Act establishes the Road Transport Advisory Group (RTAG), appointed by the Minister.

The RTAG independently advises the Commission in carrying out its functions on matters relating to the road transport industry.

Energy Industry Worker Redeployment Advisory Group

Section 63 of the Net Zero Economy Authority Act establishes the Energy Industry Worker Redeployment Advisory Group (EIWRAG), appointed by the relevant Minister.

The Commission must give the EIWRAG an opportunity to offer its views on applications it receives under the Net Zero Economy Authority Act.

Support for our users



Workplace Advice Service

Each year we facilitate free legal assistance, through the Workplace Advice Service, about dismissal, general protections, workplace bullying and sexual harassment matters to provide access to justice for eligible, unrepresented employees and small business employers.

The breadth of assistance provided each year is only possible due to the Workplace Advice Service partner network, which consists of many community legal centres, law firms and barristers who provide their expertise on a pro bono basis.

The Workplace Advice Service is a government-funded community outreach program that is coordinated by Commission staff.

We will continue to build partnerships in the Workplace Advice Service network with a view to increasing capacity to meet increasing demand.

Subsidiaries

The Commission does not have any subsidiaries.



Performance

Operational performance

We are committed to providing fair and efficient services to support workers and businesses, registered organisations and the broader community. Our [service charter](#) outlines the level of service you can expect from us and it is supported by our performance framework that outlines the targets that we plan to achieve this year. This open and transparent approach to our performance ensures we remain accountable to the community we serve.

Planned outcome

The Commission is responsible for delivering a single planned outcome in our [Portfolio Budget Statements 2025–26](#):

“Simple, fair and flexible workplace relations for employees, employers and others through the exercise of powers to set and vary minimum wages, standards and modern awards, facilitate collective bargaining, approve agreements, deal with disputes and promote the financial transparency and effective governance of registered organisations.”

We will deliver this outcome through one program of work involving dispute resolution, minimum wages and conditions, orders, approvals of agreements, and promoting effective governance of registered organisations. This program includes exercising powers under the:

- Fair Work Act in a manner that is fair, just, quick, informal and avoids unnecessary technicalities
- Registered Organisations Act in a manner that seeks to embed within organisations a culture of good governance, voluntary compliance with the law and high standards of accountability to their members.

Performance framework

We continue to evolve and enhance our performance framework, informed by the PGPA Act and best practice principles, as our functions expand and caseloads increase.

An external review of our performance framework was completed in 2025 to consider new measures and changes to our existing measures and targets.





As a result, we made changes to our performance measures for the 2025–26 cycle, including establishing separate user experience measures for our dispute resolution functions relating to the:

- effectiveness of our dispute resolution services
- resources we provide to support users to access to dispute resolution services.

We expect to introduce further enhancements to our performance framework in the 2026–27 cycle and beyond.

The changes implemented for 2025–26 are summarised in the tables below. As applicable, these supersede the performance measures set out for Budget year 2025–26 in Table 2.1.2 of our [Portfolio Budget Statements 2025–26](#).

Performance measures

Annual wage review to be completed to enable an operative date of 1 July		
Target(s)	2025–26	2026–27 to 2028–29
	Enable operative date of 1 July 2026	Enable operative date of 1 July
	Key activity: Set and vary minimum wages and modern awards and make minimum standards for some workers and contractors.	
	Method: Performance against the target is based on the completion of the annual wage review that relates to minimum wages, including actions that enable publication before 1 July 2026 of documents giving effect to the Annual Wage Review 2026 decision.	
	Data source: The annual wage review decision and its publication of the national minimum wage order and any determinations varying modern awards, other than modern enterprise and State reference public sector modern awards, that give effect to the decision.	
	Type of measure: This is a proxy effectiveness measure of how the major case is run in accordance with the statutory requirements under the Fair Work Act for the Commission to conduct an annual review of wages, in compliance with the relevant requirements under the Fair Work Act, with the adjustment to minimum wages coming into effect on 1 July in the following financial year.	
	Issuing the annual wage review decision and other actions that effect the decision – including issuing the national minimum wage order and determinations varying modern awards other than enterprise awards and State reference public sector modern awards (where the decision results in a change to modern awards) within the legislated timeframe – is an appropriate proxy for effectiveness in fulfilling the statutory requirements under the Fair Work Act.	
	In measuring performance against this target, it is noted that performance will be measured as met where actions giving effect to annual wage review decisions are exercised in accordance with the Fair Work Act noting that:	
	<ul style="list-style-type: none">the Fair Work Act enables staged variations of award minimum wages and/or elements of a national minimum wage order in an annual wage review after 1 July where justified in exceptional circumstancesthe Fair Work Act provides that determinations varying modern award minimum wages must be published before 1 July in the next financial year, or as soon as practicable for modern enterprise and State reference public sector modern awards.	
	PBS performance measure: Yes	
	Changes from 2024–25: The target has changed from a publication date of equal to, or before, 30 June each year, which has been calculated and reported as the required date for the publication of an annual wage review decision since the review was introduced as a Fair Work Australia PBS performance measure in 2010–11. The new target encompasses additional procedural components provided by the Fair Work Act to effectuate the decision by 1 July in the following financial year, including issuing a national minimum wage order and any determinations varying relevant modern awards as a result of an annual wage review decision.	

Timely approval of enterprise agreements approved without undertakings or amendments

Target(s)	2025-26	2026-27 to 2028-29
	50% within 32 days	To be published in our Corporate Plan 2026-27



Key activity: Facilitate collective bargaining and approve agreements.



Method: Analysis of the 50th percentile for agreement approval applications that were finalised in the reporting cycle and were approved under s.186 of the Fair Work Act. Measured as the time elapsed from the date of lodgment to the date the approval decision is published, and finalisation result is entered on the electronic file.



Data source: The date of lodgment and date of approval decision and finalisation result are recorded in the case management system. Agreement approval decisions are also published on the Commission's website.



Type of measure: This is a quantitative output measure of service delivery timeliness.

PBS performance measure: Yes

Changes from 2024-25: No change; however, we are planning to replace this measure in the next cycle with a measure of all agreements approved.

Effective workplace dispute resolution services

Target(s)	2025-26	2026-27 to 2028-29
	At least 75% positive user experience rating	As per 2025-26



Key activity: Deal with disputes.



Method: Analysis of results from surveys of employees, employers and representatives that are administered after users have accessed our unfair dismissal and general protections (dismissal) staff conciliation services. The 3 metrics used to derive positive user experience rating are:

- satisfaction with our management of the unfair dismissal/general protections (dismissal) case
- fairness (even-handedness) of the staff conciliator
- satisfaction with time taken to resolve/deal with the case.



Data source: Online survey forms that all users are eligible to complete following an unfair dismissal and general protections (dismissal) staff conciliation service.



Type of measure: This is a qualitative measure of the effectiveness of our dispute resolution services.

PBS performance measure: No

Changes from 2024-25: The 2024-25 user experience measure was split into 2 accountability outcome measures – one for quality of dispute resolution services, and one for access to dispute resolution services. The current measure focuses on the quality of dispute resolution services. We plan to expand the range of metrics in future cycles to include more dispute resolution case management services.

Support democratic functioning of registered organisations through timely finalisation of elections lodgments

Target(s)	2025-26	2026-27 to 2028-29
	50% within 4 weeks 90% within 8 weeks	To be published in our Corporate Plan 2026-27



Key activity: Promote financial transparency and effective governance of registered organisations.



Method: Analysis of the 50th and 90th percentiles of all lodgments to arrange registered organisations elections that were finalised in the reporting cycle. Measured as the time elapsed from the date of lodgment to the date the finalisation result is entered on the electronic file.



Data source: The date of lodgment and date of finalisation result are recorded in the case management system.



Type of measure: This is a quantitative output measure of service delivery timeliness.

PBS performance measure: Yes

Changes from 2024-25: No change to the method; however, we have amended the wording of the measure to better demonstrate the importance of our timeliness for registered organisations. We are planning to review the targets for future cycles.

Timely finalisation of matters

Target(s)	2025-26	2026-27 to 2028-29
	50% within 8 weeks 90% within 16 weeks	As per 2025-26



Key activity: All functions to meet the Commission's purpose.



Method: Analysis of the 50th and 90th percentiles of all lodgments that were finalised in the reporting cycle. Measured as the time elapsed from the date of lodgment to the date the finalisation result is entered on the electronic file.



Data source: The date of lodgment and date of finalisation result are recorded in the case management system.



Type of measure: This is a quantitative output measure of service delivery timeliness. The timely finalisation of matters prevents workload backlogs from developing and demonstrates the efficient use of Commission resources. It is considered a proxy efficiency measure.

PBS performance measure: Yes

Changes from 2024-25: No change; however, we are planning to review the targets for future cycles.

Equitable access to independent dispute resolution services

Target(s)	2025–26	2026–27 to 2028–29
	At least 75% positive user experience rating	As per 2025–26



Key activity: Deal with disputes.



Method: Analysis of results from surveys of users who have used services and resources that are designed to support access to our dispute resolution services. The metrics used to derive the positive user experience rating are from our surveys of Workplace Advice Service (WAS) recipients and employers and employees who have used our online learning module 'preparing for an unfair dismissal conciliation'. The metrics used to calculate the positive user experience ratings are:

- satisfaction with our service to arrange the WAS consultation
- ease of accessibility of the WAS
- if the assistance provided through the WAS consultation was helpful
- user experience rating of the online learning module.



Data source: Online survey forms available to users following a WAS consultation, or following use of the 'preparing for an unfair dismissal conciliation' online learning module.



Type of measure: This is a qualitative measure of the effectiveness of services and resources provided to support access to our dispute resolution services.

PBS performance measure: No

Changes from 2024–25: The 2024–25 user experience measure has been split into 2 accountability outcome measures – quality of dispute resolution services, and access to dispute resolution services. This measure focuses on enabling equitable access to our independent dispute resolution services. We plan to expand the range of metrics in future cycles to include more services and resources designed to enable users to access our dispute resolution services.

Employee engagement

Target(s)	2025–26	2026–27 to 2028–29
	Higher than the APS-overall score	This performance measure is under review



Key activity: All functions. The Commission requires an engaged workforce so that people, processes, systems, and technology are aligned to achieve its purpose.



Method: Employee engagement index score.

This score is based on a model of 'Say', 'Stay' and 'Strive':

- say – the employee is a positive advocate of the organisation
- stay – the employee is committed to the organisation and wants to stay as an employee
- strive – the employee is willing to put in discretionary effort to excel in their job and help their organisation succeed.



Data source: Australian Public Service Census survey. This is an online survey administered to staff inclusive of full-time, part-time, casual and contractors working for the Commission on a date set by the Australian Public Service Commission. The survey is usually administered in May–June with results available in August.



Type of measure: This is a qualitative input measure of our commitment to deliver high quality services to the community through investment in our workforce.

PBS performance measure: No

Changes from 2024–25: No change; however, we are planning to replace this measure in future cycles with an outward-facing effectiveness measure.

Compliance with the PGPA Rules

This corporate plan was prepared in accordance with the requirements set out in section 35(2) of the PGPA Act. The table below details the matters included to comply with [section 16E\(2\) of the PGPA Rule](#).

Source	Matters included	Page reference
Introduction		
PGPA Rule 16E(1)	The corporate plan for a Commonwealth entity must cover a period of at least 4 reporting periods for the entity.	5
PGPA Rule 16E(2)1(a)	The corporate plan must include a statement that the plan is prepared for paragraph 35(1)(b) of the PGPA Act.	5
PGPA Rule 16E(2)1(b)	The corporate plan must specify the reporting period for which the plan is prepared.	5
PGPA Rule 16E(2)1(c)	The corporate plan must specify the reporting periods covered by the plan.	5
Purpose		
PGPA Rule 16E(2)2	The corporate plan must state the purposes of the entity.	7
Key activities		
PGPA Rule 16E(2)3	For the entire period covered by the plan, the corporate plan must outline the key activities that the entity will undertake to achieve its purposes.	9

Source	Matters included	Page reference
Operating context		
PGPA Rule 16E(2)4(a)	For the entire period covered by the plan, the corporate plan must state the environment in which the entity will operate.	10-13
PGPA Rule 16E(2)4(b)	For the entire period covered by the plan, the corporate plan must include the strategies and plans the entity will implement to have the capability it needs to undertake its key activities and achieve its purposes.	14-16
PGPA Rule 16E(2)4(c)	For the entire period covered by the plan, the corporate plan must include 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.	17-18
PGPA Rule 16E(2)4(d)	For the entire period covered by the plan, the corporate plan must include 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.	19-20
PGPA Rule 16E(2)4(e)	For the entire period covered by the plan, the corporate plan must include how any subsidiary of the entity will contribute to achieving the entity's purposes.	N/A
Performance		
PGPA Rule 16E(2)5(a)	For each reporting period covered by the plan, the corporate plan must include details of how the entity's performance in achieving the purposes will be measured and assessed through specified performance measures of the entity that meet the requirements of section 16EA of the PGPA Rule.	22-25
PGPA Rule 16E(2)5(b)	For each reporting period covered by the plan, the corporate plan must include details of how the entity's performance in achieving the purposes will be measured and assessed through specified targets for each of those performance measures for which it is reasonably practicable to set a target.	22-25
Publication		
PGPA Rule 16E(3)	The corporate plan must be published on the entity's website by the last day of the second month of the reporting period for which the plan is prepared (i.e. 31 August 2025).	This corporate plan will be published as soon as practicable after the plan was prepared.
Distribution		
PGPA Rule 16E(5)	The corporate plan must be given to the responsible ministers and the Finance Minister as soon as practicable after the plan is prepared, and before the plan is published on the entity's website.	This corporate plan was given to the Minister for Employment and Workplace Relations, Hon. Amanda Rishworth, and the Minister for Finance prior to publication.