



**Australian Government**

**Australian Law Reform Commission**

# **CORPORATE PLAN 2025–26**

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## Preface

As the accountable authority of the Australian Law Reform Commission, I present the 2025–26 corporate plan, which covers the periods of 1 July 2025–30 June 2029, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (Cth) ('PGPA Act'). The Corporate Plan provides strategic direction to guide the ALRC's activities over that period.

The ALRC is the Australian Government's independent advisory body on law reform. The ALRC was established in 1975 and sits within the Attorney-General's portfolio. The ALRC's core function is to conduct inquiries into aspects of Australian law, and to provide recommendations for reform to the Attorney-General and the Australian Parliament.

The Corporate Plan is designed to inform the Attorney-General, government, stakeholders, and the Australian community of the ALRC's strategies and programs that will allow it to deliver its agreed outcomes. It will be updated on an annual basis.

A handwritten signature in blue ink, appearing to read 'M. Bromberg', with a long, sweeping horizontal line extending to the right.

**The Hon Justice Mordecai Bromberg**  
**President**

## About us

### Our vision

Just laws that are systematically modernised and improved through independent law reform.

### Our purpose

To make evidence-based recommendations to government that promote effective and fair laws, and an efficient and accessible justice system, while contributing to legal education and scholarship.

### Our objectives

- To be a centre of excellence for law reform;
- To be a valued and well used source of independent law reform expertise for government as a whole;
- To provide high quality publications and recommendations for effective law reform;
- To be an authoritative and reliable source of research and analysis into the operation and effect of the law; and
- To be a strong and sustainable organisation that carries out its work in accordance with its values.

### Our legislation and governance

In accordance with the *Australian Law Reform Commission Act 1996* (Cth) ('ALRC Act'), the ALRC is referred inquiries from the Attorney-General and undertakes best-practice consultation, research, and comparative analysis, concluding with the provision of evidence-based law reform recommendations to the Attorney-General and Parliament. The ALRC can also suggest potential inquiries to the Attorney-General.

Pursuant to the *ALRC Act*, ALRC recommendations seek to:

- bring the law into line with current conditions and needs;
- remove defects in the law;
- simplify the law;
- adopt new or more effective methods for administering the law and dispensing justice;
- promote uniformity between states and territories; and
- provide improved access to justice.

In performing its functions, the *ALRC Act* requires the ALRC to ensure that its recommendations:

- do not trespass unduly on personal rights and liberties or make the rights and liberties of citizens unduly dependent on administrative, rather than judicial, decisions; and
- are, as far as practicable, consistent with Australia's international obligations that are relevant to the matter.

The President is the Accountable Authority for the ALRC.

## Our leadership team and organisational structure



**The Honourable Justice Mordecai Bromberg**  
President



**The Honourable Justice Mark Moshinsky**  
Commissioner



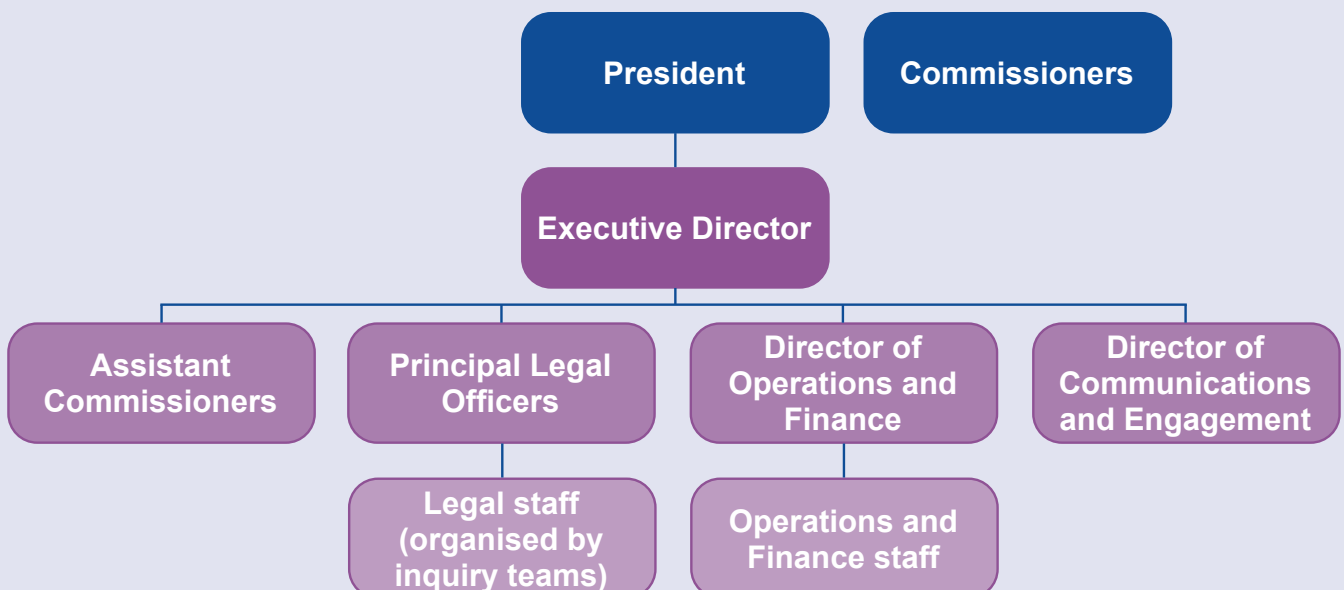
**Mr Tony McAvoy SC**  
Commissioner



**Dr Maeghan Toews**  
Commissioner



**Ms Ruth Barson**  
Executive Director



## Operating context

### Environment

The ALRC is a law reform agency at the leading edge of internationally-recognised best practice. Referrals for inquiries to be conducted by the ALRC come from across government, via the Attorney-General. This means the ALRC's workload and priorities are directly shaped by the government's law reform agenda and budget allocation.

Historically, the ALRC maintained an average staffing level of around 13 FTE and conducted on average one inquiry per year. The ALRC's operations are funded through an annual appropriation. Through inquiry-specific funding, the ALRC can increase staffing to support inquiries.

During 2025–26, the ALRC will conduct three inquiries: it will have completed the Review of the Future Acts Regime, and will be nearing completion of the Review of Human Tissue Laws and Review of Surrogacy Laws (both due in early 2026–27). To support these inquiries, for FY2025–26, the ALRC's average staffing level is projected to be 25 FTE.

### Capability

#### People

The ALRC's principal capability focus is its people; ALRC staff provide critical legal research and analysis, draft complex law reform proposals, conduct extensive engagement with experts and the community, and ensure the compliance and performance of the organisation. The ALRC works to recruit high-performing staff in a range of roles, and undertakes regular performance management and development conversations in order to grow the capabilities of the team.

#### Technology

Technology provides critical performance and efficiency gains for the ALRC, allowing a small organisation to undertake complex law reform inquiries that reach across the country. The ALRC's technological capabilities allow it to engage stakeholders in Australia and internationally with ease and at low cost, as well as support communicating our work and law reform recommendations to the Australian community. In addition to core network and connectivity capabilities, during 2025–26 the ALRC will also explore opportunities to trial use of AI to provide additional capability to our inquiry projects and operational activities, in line with the ALRC's [AI Transparency Statement](#) and the Australian Government's commitment to digital innovation.

#### Infrastructure and Operations

The ALRC's two offices, located in Melbourne and Brisbane, are our primary infrastructure. During 2025–26, the ALRC will review our Brisbane leasing arrangements to ensure suitable and appropriate working facilities for Brisbane-based staff. The ALRC will also review accessibility of both office locations to ensure adequate and appropriate working environments for all staff and visitors.

### Risk

The ALRC is committed to an active risk management program extending to all aspects of its operations. The risk management program recognises the ALRC's small size and low risk operating environment. The Accountable Authority is responsible for oversight of risk.

The **ALRC's Audit and Risk Committee** oversees the ALRC's Risk Management Plan. The Risk Management Plan identifies a number of controls to reduce risk, and is updated annually. As the ALRC is entirely reliant on Government for resources, there are limits to how the ALRC can manage its strategic risks.

**The ALRC has identified two strategic level risks facing the agency:**

- failure to secure a funding increase to the ALRC's annual appropriation could impact *PGPA Act* compliance and the ability to conduct law reform inquiries; and
- failure to retain staff and associated knowledge due to lack of funding and inability to offer ongoing employment.

**The ALRC's Fraud and Corruption Control Plan** strengthens the ALRC's commitment to identify and manage such risks.

**The ALRC's Protective Security Policy** reports annually against the Government's Protective Security mandatory requirements.

**The ALRC's Business Continuity Plan** is tested biennially and updated annually.

## Cooperation

The ALRC works with a wide range of stakeholders in the course of its inquiries, dependent on the nature, scope and subject of the inquiry as outlined in its terms of reference. Frequent groups of stakeholders are outlined below:



## Subsidiaries

Not applicable; the ALRC has no subsidiaries.

## Our key activities

### How we deliver — our capabilities

The ALRC has one program to achieve its outcome: conducting inquiries into aspects of Australian law and related processes for the purpose of law reform.

In conducting inquiries, the ALRC:

- comprehensively researches and analyses the law and the legal policy issues relevant to the inquiry;
- undertakes community consultation nationally with stakeholders, people affected by the laws and domestic and international experts relevant to each area of law under review;
- ensures that it has appropriate external advice throughout the inquiry from an advisory committee and expert readers;
- uses a range of methodologies to ensure as broad as possible consultation;
- develops deep subject matter expertise and stakeholder relationships in the area under inquiry;
- calls for submissions that will, along with consultations and its own research and findings, inform the formulation of recommendations contained in the Final Report;
- provides web-based consultation and communication strategies to effectively and efficiently broaden access to the ALRC's activities;
- produces a Final Report containing recommendations for law reform for each inquiry for consideration by Government and Parliament;
- where feasible, presents at public conferences, workshops and seminars, ensuring that the work of the ALRC is publicly debated and discussed and contributes to the community's knowledge about the Government's law reform agenda; and
- maintains an expert workforce with specialisation in law reform and legislative design.



## Performance

The ALRC measures its success through the following key performance indicators:

- the number of consultation papers and the number of reports to government;
- the percentage of inquiries completed on time in accordance with the terms of reference set by the Attorney-General;
- the number of citations or references to ALRC consultation documents, reports and recommendations in Parliamentary debates and committee reports, in court and tribunal decisions, and in academic and other publications;
- the number of submissions received for each inquiry;
- the number of consultations held for each inquiry;
- the level of community engagement in the work of the ALRC indicated through the number of subscribers on the ALRC's email lists, visits to the website, and public attendees at ALRC events; and
- the number of publications, presentations, and speaking engagements of ALRC staff.

	Performance Measure	2024-25 actual	2025–26 targets	2026–27 targets	2027–28 targets	2028–29 targets
<b>The core outputs of the ALRC are consultation papers and reports</b> to Government with recommendations for law reform.	Number of reports	6	4	4	4	4
<b>The timeliness of reports</b> is an indicator of the effectiveness and efficiency of the ALRC in meeting the terms of reference for inquiries established by the Attorney-General, which include a reporting date.	Timeliness of reports	100%	100%	100%	100%	100%
<b>The number of citations</b> of the ALRC's work provides an indication of: <ul style="list-style-type: none"> <li>• Parliament's engagement with the ALRC's work and the esteem in which it is held;</li> <li>• legal and academic expert engagement with the ALRC's work; and</li> <li>• the relevance of the ALRC's work to legal proceedings.</li> </ul>	Citations or references	96	100	100	100	100

	Performance Measure	2024-25 actual	2025–26 targets	2026–27 targets	2027–28 targets	2028–29 targets
<b>The number of submissions received, and consultations held</b> are indicators of the breadth of the evidence base that underpins the ALRC's recommendations and of community engagement with the law reform process implemented by the ALRC.	Submissions received per inquiry	Future Acts Regime: 53 (inquiry ongoing) Surrogacy Laws: 4 (inquiry ongoing) Human Tissue Laws: 15 (inquiry ongoing) 72 total for period	50	50	50	50
	Consultations held per inquiry	Justice Responses to Sexual Violence: 78 Future Acts Regime: 90 (inquiry ongoing) Surrogacy Laws: 32 (inquiry ongoing) Human Tissue Laws: 30 (inquiry ongoing) 230 total for period	25	25	25	25
<b>Presenting at public conferences, seminars and other inquiries</b> ensures that the work of the ALRC is publicly debated and discussed.	Presentations, articles and speaking engagements	42	25	25	25	25
<b>The breadth of community engagement</b> can be measured in three ways: <ul style="list-style-type: none"> <li>through subscriptions to the E-news, which reflect sustained engagement with a specific inquiry or the ALRC;</li> <li>website views, which reflect interest in the current work of the ALRC or the ALRC's work on previous inquiries; and</li> <li>attendance at ALRC seminars, which tracks active engagement with ALRC's inquiries.</li> </ul>	Email subscribers	6,941	1,350	1,350	1,350	1,350
	Visitors to website	1,151,430	500,000	500,000	500,000	500,000
	Public attendance at ALRC seminars	128	250	250	250	250



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